Agenda and Documents

Published on 1 June 2016

World Conservation Congress
Honolulu, Hawai‘i, United States of America
1–10 September 2016
Terms of Reference and membership of the Committees of Congress

**Action Requested:** The World Conservation Congress is invited to APPROVE the Terms of Reference of the Committees of Congress proposed by Council and the membership of the Committees of Congress on the proposal of the President of IUCN.

1. In accordance with the Rules of Procedure of the World Conservation Congress (WCC), the Congress shall establish Committees as it considers necessary for the conduct of its business, and shall determine their terms of reference.

2. Draft Terms of Reference have been prepared by Council for the following Congress Committees:
   a. Credentials Committee (Congress Document WCC-2016-1.1/1-Annex 1)
   b. Resolutions Committee (Congress Document WCC-2016-1.1/1-Annex 2)
   c. Finance and Audit Committee (Congress Document WCC-2016-1.1/1-Annex 3)
   d. Governance Committee (Congress Document WCC-2016-1.1/1-Annex 4)
   e. Programme Committee (Congress Document WCC-2016-1.1/1-Annex 5)
   f. Steering Committee (Congress Document WCC-2016-1.1/1-Annex 6)

3. The composition of the Steering Committee of Congress is defined in Rule 15 of the Rules of Procedure of the WCC and does not require a decision of Congress.

4. During its 90th Meeting on 31 August 2016, the IUCN Council, on the recommendation of its Congress Preparatory Committee, tabled the proposal, presented in Annex 7 of this document, for the membership of the Committees of the 2016 Congress. The proposal will be submitted for approval during the 1st Sitting of the Members’ Assembly, under Agenda Item 1.1 for the Credentials Committee and under Agenda Item 1.3 for the other Committees.

In developing this proposal, the IUCN Council applied the following principles:

- Councillors who volunteered are included where it was considered necessary
- Instead of ensuring regional representation in each committee, the Council opted for fair representation of the regions across all the committees
- Gender balance is respected as much as possible
- Adequate mix between State and NGO Members
- Names were listed after consultation with the individuals concerned.
The Credentials Committee shall be appointed by the Congress on the proposal of the President, in accordance with Rule 21 of the Rules of Procedure of the World Conservation Congress.

Rule 21 states that: “The World Congress shall elect a Credentials Committee, composed of members nominated by the President and including the Director General or the Director General’s representative ex officio. The Credentials Committee shall examine credentials and other matters within its terms of reference as defined by Council, and report to the World Congress. The report shall include the number of votes to be exercised by each delegation in accordance with the Statutes”.

The Terms of Reference of the Committee shall be:

a. to approve the “Guidelines for delegates and observers attending the World Conservation Congress” prepared by the Secretariat;

b. to supervise the accreditation process of Members and Observers in accordance with Rules 5 to 12, 40, 63, 66 and 66bis of the Rules of Procedure of the World Conservation Congress;

c. to certify to the Congress that only Members whose dues are paid entirely up to and including 2015 are able to exercise their rights in connection with elections, voting and motions, in accordance with Article 13 (a) of the IUCN Statutes;

d. to refer to the Congress the name of those Members who are two years (2014 and 2015) or more in arrears in the payment of their dues and whose remaining rights may be rescinded on such terms as the Congress may determine, in accordance with Article 13 (a) of the IUCN Statutes;

e. to inform Congress daily of the total number of votes to be exercised by each category of voting Members present (or represented) at the Congress in accordance with Articles 34 and 35 of the IUCN Statutes;

f. to act as focal point for issues of the IUCN membership constituency; and

g. to coordinate as necessary with the Steering Committee, the Finance & Audit Committee, the Election Officer and the Governance Committee of Congress.
Resolutions Committee of the 2016 Congress

Draft Terms of Reference

The Resolutions Committee will be established by the Congress and reports to the Steering Committee. It shall include the members of the Motions Working Group appointed by the Council, as per Rule 20.

The Resolutions Committee manages the motions process at the Congress.

More specifically, the Resolutions Committee is responsible for:

1. Managing motions referred to the Congress by the Motions Working Group. This includes:
   a. receiving proposed amendments to motions, and decide whether an amendment is in order and ensure that the process described in Rules 59 to 62 is duly followed;
   b. proposing that amendments be debated or voted upon together. They may propose that the text together with the proposed amendments be referred to a contact group (Rule 62);
   c. presenting to the Congress Steering Committee the appeals filed by Members against decisions made by the Motions Working Group (Rule 55);
   d. organizing and managing contact groups and consider the reports from the contact groups before presenting the text to the plenary (Rule 56); and
   e. keeping track of motions, including those which have an impact on the Programme (Rule 51).

2. Managing motions submitted during Congress. This includes:
   a. receiving motions submitted during Congress within the deadline set by the Steering Committee;
   b. verifying whether submitted motions meet the statutory requirements and circulating them to delegates in accordance with Rules 52, 53 and 54;
   c. deciding which motions will be put to vote at the Congress and which will first be discussed in ad hoc contact groups (Rule 56);
   d. receiving proposed amendments to motions, and deciding whether an amendment is in order and ensure the process described in Rules 59 to 62 is duly followed;
   e. proposing that amendments be debated or voted upon together. They may propose that the text together with the proposed amendments be referred to a contact group (Rule 62); and
   f. forwarding through the Programme Committee any motion or part of a motion affecting the draft Programme or proposed mandate of a Commission to the sessions
of the World Congress that consider the Programme and mandates of the Commissions. The sponsors of these motions shall be informed of this action (Rule 51).
Finance and Audit Committee of the 2016 Congress

Draft Terms of Reference

The Finance and Audit Committee shall be appointed by the Congress on the proposal of the President, in accordance with Rule 13 of the Rules of Procedure of the World Conservation Congress.

The Terms of Reference of the Committee shall be:

a. to examine the audited annual accounts and management letters issued by the external auditors for the years 2012, 2013, 2014 and 2015, together with the cover paper on the Finances of IUCN for the period 2012 to 2015, and the estimates for 2016, prepared jointly by the Treasurer and the Director General;

b. to examine the Financial Plan for the period 2017–2020 and any matters related to membership dues;

c. to consider the reports of the Council and of its Finance and Audit Committee;

d. to evaluate the recommendation made by the Council regarding the appointment of the external auditors;

e. to consider any other matters of finance or financial and operational procedures referred to the Committee by the plenary session or by the Steering Committee;

f. to advise the Congress on the outcome of these considerations, and to propose action as appropriate;

g. to comment on the implications of the resolutions submitted to Congress for decision in relation to the Financial Plan approved by Council; and

h. in preparing its report, the Committee will coordinate with the Programme Committee, the Credentials Committee and the Resolutions Committee.
The Governance Committee shall be appointed by the Congress on the proposal of the President, in accordance with Rule 13 of the Rules of Procedure of the World Conservation Congress.

Under the Rules of Procedure of the World Conservation Congress, the Governance Committee shall:

a. assist the Resolutions Committee of Congress with the implementation of Rule 56 of the Rules of Procedure with specific reference to governance related motions;

Rule 56 states that: “The Resolutions Committee may refer a motion to a committee or ad hoc contact group of delegates, for its review and advice or decide that it be debated and voted upon directly by the World Congress. The Chair may also propose that a motion under discussion in the World Congress be referred to a contact group. The reports of such contact groups shall ordinarily be considered by the Resolutions Committee prior to their presentation to the World Congress. The debate in the World Congress shall take place on the text resulting from this process.”

b. advise, consult with and facilitate discussion among IUCN Members, representatives of IUCN Commissions, and representatives of IUCN National and Regional Committees participating in the IUCN World Conservation Congress on the objectives and content for proposed governance reforms as set out in the Report of the IUCN Council on Governance Reforms and Proposed Amendments to the Statutes and Rules of Procedure;

a. assist Congress by taking note of comments from the Membership on governance reform proposals coming from the floor or raised in Congress workshops;

b. consult with Members or groups of Members who wish to discuss governance matters which they have been unable to address in Plenary, and facilitate contact groups on motions related to governance as may be scheduled by the Resolutions Committee;

d. as appropriate, propose specific adjustments to the proposed governance reforms based on the discussions with Members and the governance contact groups; and

e. in preparing its report, the Committee will coordinate with the Resolutions Committee and the Credentials Committee.
Programme Committee of the 2016 Congress

Terms of Reference

The Programme Committee shall be appointed by the Congress on the proposal of the President, in accordance with Rule 13 of the Rules of Procedure of the World Conservation Congress.

Under the Rules of Procedure of the World Conservation Congress, the Programme Committee shall:

a. assist the Resolutions Committee of Congress with the implementation of Rule 51 of the Rules of Procedure, which states that:

“Members shall be invited to submit proposals to modify the draft IUCN Programme and proposals regarding the mandates of the IUCN Commissions, online, at the same time as they are invited to submit motions in accordance with Rule 49. Discussion of the draft Programme or proposed mandate of a Commission shall take into consideration any motion or part of a motion affecting these documents, and all such motions shall be dealt with as proposed amendments to the Programme or mandate. All such motions shall be remitted by the Motions Working Group or the Resolutions Committee to the session of the World Congress that considers the Programme and mandates of the Commissions. The sponsors of these motions shall be advised of this action.”

b. assist Congress by taking note of comments from the Membership on the Programme of the Union, as expressed from the floor;

c. consult with Members or groups of Members who wish to discuss programmatic matters which they have been unable to address in Plenary;

d. if necessary, propose specific adjustments to the draft Programme for 2017–2020 or the mandates of any Commission;

e. if necessary, prepare recommendations for adoption by the Congress; and

f. in preparing its report, the Committee will coordinate with the Congress Resolutions Committee and the Finance and Audit Committee.
1. The Steering Committee of the World Conservation Congress shall be appointed by the Congress on the proposal of the President, in accordance with Rule 13 of the Rules of Procedure of the World Conservation Congress.

2. The Steering Committee shall comprise the members of the Preparatory Committee appointed by the Council to make preparations for the World Congress together with the President, the Vice Presidents and the Director General and shall be charged with the general duty of forwarding the business of the World Congress.

3. All matters concerning the organization of the World Congress shall be referred to the Steering Committee.

4. Specific duties of the Steering Committee are as detailed in the Rules of Procedure of the Congress (Rules 37, 44, 47, 53, 55 and 86).

5. The Steering Committee shall meet as necessary during Congress and invite concerned individuals as appropriate to join its meetings.
Council proposal to Congress for the membership of the 2016 Congress Committees

(Approved by the Council at its 90th Meeting, 31 August 2016)

**Congress Steering Committee**

(Note: the membership of the Steering Committee is only given for information as it is defined by Rule 15)

<table>
<thead>
<tr>
<th>Member</th>
<th>Country</th>
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<tbody>
<tr>
<td>ZHANG Xinsheng, Chair</td>
<td>China</td>
</tr>
<tr>
<td>Malik Amin Aslam Khan</td>
<td>Pakistan</td>
</tr>
<tr>
<td>Miguel Pellerano</td>
<td>Argentina</td>
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<tr>
<td>John Robinson</td>
<td>USA</td>
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<tr>
<td>Marina von Weissenberg</td>
<td>Finland</td>
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<tr>
<td>Brahim Haddane</td>
<td>Morocco</td>
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<tr>
<td>Brendan Mackey</td>
<td>Australia</td>
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<tr>
<td>Aroha Mead</td>
<td>New Zealand</td>
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<tr>
<td>Nilufer Oral</td>
<td>Turkey</td>
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<tr>
<td>Mohammad Shahbaz</td>
<td>Jordan</td>
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<tr>
<td>William Ala</td>
<td>USA</td>
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<td>Christine Dawson</td>
<td>USA</td>
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<tr>
<td>Inger Andersen</td>
<td>Director General</td>
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**Congress Resolutions Committee**

(Note: the Congress Resolutions Committee shall include the members of Council’s Motions Working Group in accordance with Rule 20; the only new member is Ms Denise Antolini nominated by the Host Country)

<table>
<thead>
<tr>
<th>Member</th>
<th>Country</th>
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</thead>
<tbody>
<tr>
<td>Simon Stuart, Chair</td>
<td>UK</td>
</tr>
<tr>
<td>Mamadou Diallo</td>
<td>Senegal</td>
</tr>
<tr>
<td>Michael Hosek</td>
<td>Czech Republic</td>
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<tr>
<td>Jesca E. Osuna</td>
<td>Uganda</td>
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<tr>
<td>Ramón Perez-Gil</td>
<td>Mexico</td>
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<tr>
<td>Ana Tiraa</td>
<td>Cook Islands</td>
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<tr>
<td>Bertrand de Montmollin</td>
<td>Switzerland</td>
</tr>
<tr>
<td>Ana di Pangracio</td>
<td>Argentina</td>
</tr>
<tr>
<td>Vivek Menon</td>
<td>India</td>
</tr>
<tr>
<td>Denise Antolini</td>
<td>USA</td>
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**Congress Credentials Committee**

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<thead>
<tr>
<th>Member</th>
<th>Country</th>
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<tbody>
<tr>
<td>George Greene, Chair</td>
<td>Canada</td>
</tr>
<tr>
<td>Robin Yarrow</td>
<td>Fiji</td>
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<tr>
<td>Froilán Esquica Cano</td>
<td>Mexico</td>
</tr>
<tr>
<td>Albertine Tchoulack</td>
<td>Cameroun</td>
</tr>
<tr>
<td>Archana Godbole</td>
<td>India</td>
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<tr>
<td>Chipper Wichman</td>
<td>USA</td>
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### Congress Finance and Audit Committee

<table>
<thead>
<tr>
<th>Name</th>
<th>Country</th>
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</thead>
<tbody>
<tr>
<td>Spencer Thomas, Chair</td>
<td>Granada</td>
</tr>
<tr>
<td>Patrick de Heney</td>
<td>Switzerland</td>
</tr>
<tr>
<td>Samira Omar Asem</td>
<td>Kuwait</td>
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<tr>
<td>Marco Vinicio Cerezo Blandón</td>
<td>Guatemala</td>
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<tr>
<td>Hilde Eggermont</td>
<td>Belgium</td>
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<tr>
<td>Pauline Nantongo</td>
<td>Uganda</td>
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<tr>
<td>Suzanne Case</td>
<td>USA</td>
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### Congress Governance Committee

<table>
<thead>
<tr>
<th>Name</th>
<th>Country</th>
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<tbody>
<tr>
<td>Margaret Beckel, Chair</td>
<td>Canada</td>
</tr>
<tr>
<td>Andrew Bignell</td>
<td>New Zealand</td>
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<tr>
<td>Jenny Gruenberger</td>
<td>Bolivia</td>
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<tr>
<td>Javed Jabbar</td>
<td>Pakistan</td>
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<tr>
<td>Ehab Eid</td>
<td>Jordan</td>
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<tr>
<td>Lider Sucre</td>
<td>Panama</td>
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<tr>
<td>Tim Johns</td>
<td>USA</td>
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### Congress Programme Committee

<table>
<thead>
<tr>
<th>Name</th>
<th>Country</th>
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</thead>
<tbody>
<tr>
<td>Tamar Pataridze, Chair</td>
<td>Georgia</td>
</tr>
<tr>
<td>Jonathan Hughes</td>
<td>UK</td>
</tr>
<tr>
<td>Ann Katrin Garn Blom</td>
<td>Denmark</td>
</tr>
<tr>
<td>Harriet Davies-Mostert</td>
<td>South Africa</td>
</tr>
<tr>
<td>Miguel Gonzalo Andrade Correa</td>
<td>Colombia</td>
</tr>
<tr>
<td>Christopher Dunn</td>
<td>USA</td>
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</tbody>
</table>
1.3 Appointment of the Resolutions, Finance and Audit, Governance, and Programme Committees of the Congress
Doc: WCC-2016-1.1/1-Annex 1 to 7

1.3 Nombramiento de los Comités del Congreso de: Resoluciones, Finanzas y Auditoría, Gobernanza, y Programa
Doc: WCC-2016-1.1/1-Anexo 1 a 7

1.3 Nomination des Comités des résolutions, des finances et audit, de la gouvernance et du Programme
Doc: WCC-2016-1.1/1-Annexe 1 à 7
1.3 Appointment of the Resolutions Committee of the Congress

Simon Stuart (UK), Chair

Mamadou Diallo (Senegal)
Michael Hosek (Czech Republic)
Jesca E. Osuna (Uganda)
Ramón Perez-Gil (Mexico)
Ana Tiraa (Cook Islands)
Bertrand de Montmollin (Switzerland)
Ana di Pangracio (Argentina)
Vivek Menon (India)
Denise Antolini (USA)
Sarah Chiles (South Africa)
1.3 Appointment of the Finance and Audit Committee of the Congress

Spencer Thomas, Chair (Grenada)

Patrick de Heney (Switzerland)
Samira Omar Asem (Kuwait)
Marco Vinicio Cerezo Blandón (Guatemala)
Hilde Eggermont (Belgium)
Pauline Nantongo (Uganda)
Suzanne Case (USA)
Mohammad Aatish Khan (India)
1.3 Appointment of the Governance Committee of the Congress
1.3 Nombramiento del Comité sobre la Gobernanza del Congreso
1.3 Nomination du Comité de la gouvernance du Congrès

Margaret Beckel (Canada), Chair

Andrew Bignell (New Zealand)
Jenny Gruenberger (Bolivia)
Javed Jabbar (Pakistan)
Ehab Eid (Jordan)
Lider Sucre (Panama)
Tim Johns (USA)
Sydah Naigaga (EMLI) (Uganda)
1.3 Appointment of the Programme Committee of the Congress
1.3 Nombramiento del Comité sobre el Programa del Congreso
1.3 Nomination du Comité du Programme du Congrès

Tamar Pataridze, Chair (Georgia)

Jonathan Hughes (UK)
Ann Katrin Garn Blom (Denmark)
Harriet Davies-Mostert (South Africa)
Miguel Gonzalo Andrade Correa (Colombia)
Christopher Dunn (USA)
Sahaj Man Shrestha (Nepal)
Draft Agenda of the 2016 IUCN World Conservation Congress

Action Requested: The IUCN World Conservation Congress is invited to CONSIDER and APPROVE the Draft Agenda of the 2016 IUCN World Conservation Congress proposed by the IUCN Council in conformity with Rule 45. (Annex 1 hereafter).

DRAFT MOTION

The 2016 IUCN World Conservation Congress,

On the proposal of the IUCN Council,

Approves the Agenda of the 2016 IUCN World Conservation Congress.

EXPLANATORY MEMORANDUM

A Provisional Agenda of the 2016 IUCN World Conservation Congress was distributed to all IUCN Members on 14 December 2015 as required by Article 23 of the IUCN Statutes, together with the Director General’s invitation to Congress.

The Director General’s communication invited IUCN Members to post their comments and suggestions for the Congress Draft Agenda in the Union Portal.

On the recommendation of the Congress Preparatory Committee, the IUCN Council approved the Draft Agenda of the 2016 IUCN World Conservation Congress during its 88th meeting in April 2016.

The purpose of the present Explanatory Memorandum is to explain how some of the key agenda items will be dealt with during the Members’ Assembly as different from previous sessions of the Congress.

1. Discussion of issues of strategic importance for the Union

During the 2012 Congress and through the external evaluation of the 2012 Congress the IUCN membership voiced the wish that the next Members’ Assembly reserve ample time for in-depth discussion of issues of strategic importance for the Union, of the Draft IUCN Programme for the next term and of a small number of motions that warrant debate at the global level during the Congress.

In addition to the time reserved for the discussion of the IUCN Programme and motions (see hereafter sections 3 and 4), approximately 6 hours out of a total of 29 hours of available meeting time of the Members’ Assembly are proposed for the discussion of “How IUCN should address the following three challenges”: (approximately 2 hours per topic)

a. The challenge of conserving nature in the face of industrial agriculture. As the intensification and industrialisation of agriculture displace lightly or traditionally
farmed areas, natural ecosystems and biodiversity are lost, as are human connections to the land. Release of GMOs and synthetic species disrupt ecological communities and evolutionary processes. Ongoing use of pesticides and herbicides and ongoing use of fertilisers and sediment loads leads to nitrification of waterways and coastal ecosystems. Keynote presentation(s) followed by interactive discussion with IUCN Members.

**Ruth Richardson, moderator and keynote**
Alexander Müller – Lead author, TEEB for Agriculture and Food
Jeff Sachs – SDSN/Columbia University Earth Institute
Jason Clay – WWF US

b. **The challenge of preserving the health of the world’s oceans** and the global communities that depend on them, in the face of overexploitation and climate change. The integrity of coral reefs is threatened by rising temperature and ocean acidification. Destructive and unsustainable fishing practices impact fish populations, their habitats and spawning grounds. Pollution and plastic debris poison and destroy life. Rising sea levels flood coastal communities, and damaging storms affect livelihoods. Panel discussion with interaction from the IUCN Members.

**Panel 1: Plastic in the Ocean and its implication for marine conservation**
(Lauren Wenzel, moderator)
Pierre Yves Cousteau
Birguy Lamizana-Diallo, UNEP
Jeroen Dagevos Jeroen Program Head of Plastic Soup Foundation

**Panel 2: Fisheries and Ocean Governance (Sylvia Earle, moderator)**
Nilufer Oral, Co-chair of the Ocean Specialist Group of WCEL and IUCN Councilor
Sebastian Troëng, Conservation International
Serge Garcia, Chair of the Fisheries Expert Group of CEM

c. **The challenge of building constituencies for nature.** Everyone needs to become aware of, experience and connect with nature. Children often have little opportunity to engage directly with nature. The traditions of indigenous peoples and their lessons and knowledge of human-nature relations are forgotten or ignored. People living in cities can be remote from the natural world. Young adults of the technology age can feel that nature is irrelevant. The concepts of Green Economy, Green Growth remain outside mainstream development. Future leaders and professionals are not engaging with the conservation challenge. Case studies with testimonies from IUCN Members.

**Miguel Enrique Pellerano, moderator**
Indigenous People: Ramiro Batzin, Executive Director, Asociación Sotz’il Guatemala
Local communities: Nizar Hani, Field Coordinator, Lebanon Mountain Trail Project
Private Sector / Green Economy: Malik Amin Aslam Khan, IUCN Councillor
Youth / Children: Dr Margaret Otieno, Chief Executive Officer, Wildlife Club of Kenya, Kenya
Cities: Ms. Kobie Brand, Global Coordinator: Cities Biodiversity Center and Chief Executive Officer and Regional Director (ICLEI Africa)
Roberto Vides Almonacid, Director of Chiquitano Forest Conservation Foundation in Bolivia

In line with the [Congress Theme](#) and [Objectives](#), the overall purpose of the discussion of these topics is to inspire and engage all constituent parts of IUCN in view of shaping our collective agenda. While these discussions may be informed by motions already approved
through the electronic vote on motions prior to the Congress, or motions to be discussed and voted upon during the Congress, they may provide input to the draft IUCN Programme 2017–2020 and the Hawai‘i Commitments. That is one of the reasons why the three challenges are tabled for discussion prior to the consideration of the draft IUCN Programme and the Hawai‘i Commitments.

In order to allow for an inspiring and engaging discussion by the IUCN membership of these issues, a variety of formats and facilitation methods will be chosen for the different topics.

2. **The presentation of election candidates and elections**

Considering it an essential element of the governance renewal process, as in 2012, the Council wishes to offer an opportunity to all election candidates to address the Members’ Assembly. Candidates may, of course, be given other opportunities such as the Regional Members’ Meetings scheduled for the evening of 5 September.

In order not to overburden the Members’ Assembly, candidate presentations and elections will be spread over two days:

1. During the 5th Sitting on 7 September 2016: candidate presentations and electronic election of 28 Regional Councillors
2. During the 7th Sitting on 9 September 2016: candidate presentations and electronic election of the President, Treasurer and six Commission Chairs

All election results will be announced together after all elections will have been held, but before the end of the 7th Sitting on 9 September 2016.

To keep the time required for presentations in balance with the time required for discussion of the IUCN Programme, motions and issues of strategic importance, it is proposed:

a) to reduce the speaking time to:
   - 5’ for the candidate(s) for President;
   - 3’ for the candidates for Treasurer and Commission Chairs;
   - 2’ for the Regional Councillor candidates; and

b) to extend the 7th sitting by one hour, i.e. until 20:00.

Instead of individual candidate presentations, the Secretariat will explore the possibility of holding a series of moderated panel discussions during which the candidate Commission Chairs and Regional Councillors would be given at the least the amount of speaking time indicated in the previous paragraph.

3. **Discussion of and vote on the draft IUCN Programme and Financial Plan 2017–2020**

It is proposed to present the draft IUCN Programme and the Financial Plan 2017–2020 during the 2nd Sitting, before the topics of strategic importance for the Union are debated. Once the Programme is presented, the Programme Committee of the Congress will be asked to convene meetings open to all participants of the Members’ Assembly (enlarged contact groups) and present its recommendations to the 6th Sitting at which the draft Programme is tabled for discussion, enabling the Members’ Assembly and its Programme Committee to take into account the input from the discussions on topics of strategic importance. Should it be ready for approval, the Programme could be adopted during the 6th
Sitting. If not, the Programme Committee could be asked to bring it back for approval with modifications as appropriate, during the 8th Sitting.

A similar process can be applied to the Draft Financial Plan 2017–2020, with the assistance of the Finance and Audit Committee of the Congress.

4. Discussion of and vote on the motions

4.1 The Motions Working Group, acting under Rule 45bis (c) i), has referred the following six motions to the Members’ Assembly for discussion and vote because of their strategic importance for IUCN:

1. 026 - Protected areas and other areas important for biodiversity in relation to environmentally damaging activities (based on a Council motion)
2. 049 - Advancing conservation of biological diversity in areas beyond national jurisdiction
3. 063 - Natural Capital (Council motion)
4. 064 - IUCN Policy on Biodiversity Offsets (Council motion)
5. 065 - Improving standards in ecotourism (contains an element linked to certification and therefore a key question is whether IUCN should act as a certification mechanism)
6. 066 - Mitigating the impacts of oil palm expansion on biodiversity

It is proposed here that these motions be referred to relevant Congress Committees in order to convene and facilitate at least one meeting open to all participants of the Members’ Assembly (enlarged contact groups) and present to the Members’ Assembly a summary of these meetings together with the motion, with or without amendments, for adoption during the 6th and 7th Sittings. The Resolutions Committee will inform the Members’ Assembly of the process and the timetable of these meetings during the 1st Sitting as part of its first report.

4.2 Also the motions referred to the Members’ Assembly following the electronic discussion prior to Congress will follow the same process and be referred to relevant Congress Committees. [Rule 45bis (c) ii)]

4.3 In the same sense, the Governance Committee of the Congress will be charged to facilitate the enlarged contact groups on the motions regarding IUCN governance including motions to amend the IUCN Statutes or Rules of Procedure, and bring the results thereof to the plenary during the 8th Sitting. This will include:

i. motion to amend the Statutes, proposed by five Members in Category A, enabling local and regional governmental authorities to apply for IUCN Membership in Category A;

ii. motions submitted by the IUCN Council on:
   a. membership of indigenous peoples’ organisations;
   b. election of the IUCN President (introduction of a majority requirement and a 2nd round – to apply from 2020 onwards);
   c. sole authority of the Members’ Assembly on membership-related matters;
   d. including in the Statutes Council’s role with regard to the development of the IUCN Programme and list the Governance and Constituency Committee as one of the three standing committees of the Council; and
   e. amendment of Article 6 regarding the dues of State Members.
<table>
<thead>
<tr>
<th>Day</th>
<th>Time</th>
<th>Event Description</th>
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<tbody>
<tr>
<td>Thu 8th</td>
<td>8:30-19:00</td>
<td>Forum events</td>
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<tr>
<td>Tue 6th</td>
<td>8:30-13:00</td>
<td>Adoption of the Congress Agenda and establishment of Congress Committees</td>
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<td>13:30-17:30</td>
<td>Opening Ceremony of the Congress</td>
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<tr>
<td>Wed 7th</td>
<td>14:00-18:00</td>
<td>Commission Steering Committee meetings and presentation of the Draft Programme and Financial Plan 2017-20</td>
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<td>16:30-19:00</td>
<td>Meeting of the IUCN Council</td>
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<tr>
<td>Fri 9th</td>
<td>8:30-13:00</td>
<td>Discussion of issues of strategic importance for IUCN:</td>
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<td>1. Conserving nature in the face of industrial agriculture</td>
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<td></td>
<td>2. Preserving the health of the world’s oceans</td>
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<td></td>
<td>14:00-15:00</td>
<td>Reports of the IUCN Commissions and Draft Programme 2017-20</td>
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<td>14:30-20:00</td>
<td>Presentation of the Draft Programme and Financial Plan 2017-20</td>
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<td>16:30-19:00</td>
<td>Meeting of the IUCN Council</td>
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<tr>
<td>Sat 10th</td>
<td>8:30-13:00</td>
<td>Approval of the Financial Plan 2017-20</td>
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<td>14:00-15:00</td>
<td>Closing</td>
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<td><strong>Excursions</strong></td>
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<td><strong>Morning</strong></td>
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<td><strong>Afternoon</strong></td>
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<tr>
<td></td>
<td></td>
<td><strong>Evening</strong></td>
</tr>
</tbody>
</table>
Preliminary meetings

31 August 2016

All day  Commission Steering Committee meetings

14:00-  Meeting of the IUCN Council
     17:30

Day 1 – 1 September 2016

10:00-  Opening Ceremony of the World Conservation Congress
     12:00

13:30–  Meeting of all recognised IUCN National and Regional Committees
     17:30  Commission Steering Committee meetings (continued)

18:00-  Reception
     20:00

1 A global meeting of the National and Regional Committees will be held on 1 September 2016 as requested by Resolution WCC-2012-Res-005. The agenda can be viewed on the Congress website. A report on the outcomes of the meeting of the National and Regional Committees will be presented during the Members’ Assembly during the 5th Sitting following the presentation of the reports of the IUCN Commissions. According to Article 20 of the IUCN Statutes, the Congress shall receive and consider, among others, the reports of recognised Regional Committees and Fora. As was the case for the 2012 Congress, this reporting obligation will be fulfilled by offering all National and Regional Committees space on the IUCN Congress website to publish their reports.
Forum

All Forum events can be viewed on the Congress website

Day 2 – 2 September 2016

Day 3 – 3 September 2016

Day 4 – 4 September 2016

Day 5 – 5 September 2016
19:30 Regional Members meetings
21:30
Members’ Assembly

All documents of the Members’ Assembly listed per agenda item can be viewed on the Congress website.

Day 6 – 6 September 2016

08:30–13:00  1st Sitting of the Members’ Assembly
1.1 Appointment and first report of the Congress Credentials Committee
1.2 Adoption of the Agenda
1.3 Appointment of the Resolutions, Finance and Audit, Governance, and Programme Committees of the Congress
1.4 Report of the Director General
1.5 Report of the Council
1.6 First Report of the Resolutions Committee and Recording en bloc the adoption of motions through the electronic ballot prior to Congress
1.7 Elections: Information by the Election Officer about the election procedures
1.8 Information about the purpose and process of the Hawai’i Commitments

14:30 – 18:30  2nd Sitting of the Members’ Assembly
2.1 Presentation of the Draft IUCN Programme and Financial Plan 2017–20
2.2 Discussion of issues of strategic importance for the Union:
   2.2.1 How should IUCN address the challenge of conserving nature in the face of industrial agriculture
   2.2.2 How should IUCN address the challenge of preserving the health of the world’s oceans

19:00-20:30  3rd Sitting - Awards Ceremony

2 The Resolutions Committee will first present, for recording en bloc, the adoption of motions by electronic vote prior to Congress without re-opening the discussion or vote on any of them as required by Rule 62 septimo. Further, the Resolutions Committee will present the process for the discussion and decision on 1) motions referred by the Motions Working Group for discussion and vote during the Members’ Assembly in conformity with Rule 45bis (c); 2) motions on IUCN governance including motions to amend the Statutes and Rules of Procedure submitted by IUCN Members or by Council, as required by Rule 45bis (d). Congress Committee meetings and Contact Groups on these motions will be established as required, and scheduled from 13:00–14:30 or 19:00-21:00 on 6, 7 and 9 September 2016.

3 The “Hawai’i Commitments” is an initiative of the Congress Preparatory Committee with the purpose of presenting before the end of the Members’ Assembly a document summarising the outcomes of the High Level Dialogues (Forum) and the Discussion of issues of strategic importance for IUCN (Members’ Assembly) which together represent the central elements of the Congress Theme “Planet at the Crossroads”. It is envisaged that a working group together with rapporteurs capture the outcomes of the discussions and post a draft for input by all Congress participants on 7 September, in time to present a final version before the close of the Members’ Assembly on 10 September 2016. Not a negotiated document, it is not intended to be submitted for approval.

4 The Draft IUCN Programme and Financial Plan will be presented in order to provide the Membership with an overview before the discussions on issues of strategic importance. The Programme Committee of the Congress will present its report with recommendations on the Draft IUCN Programme during the 6th Sitting enabling the Members’ Assembly to take into account issues that might have been raised during the discussion on the topics of strategic importance that may affect the IUCN Programme. The Finance and Audit Committee of the Congress will do likewise during the 8th Sitting with regard to the Draft Financial Plan.

5 Presentation of the laureate(s) of the John C. Phillips Memorial Medal and the Harold Jefferson Coolidge Memorial Medal, and approval of the laureate(s) for Honorary Membership of IUCN. IUCN Commissions will present: the Peter Scott Medal and George Rabb Award for Conservation Innovation (SSC); the Kenton Miller Award for Innovation in Protected Areas
Day 7 – 7 September 2016

08:30–13:00  **4th Sitting of the Members’ Assembly**

4.1 Discussion of issues of strategic importance for the Union (continued):
   
   4.1.1 How should IUCN address the challenge of building constituencies for nature
   
   4.2 Reports of the IUCN Commissions (if required, to be continued during the 5th sitting)
   
   4.3 Adoption of the mandates of the IUCN Commissions 2017–20 (if required, to be continued during the 5th sitting)

14:30 – 20:00  **5th Sitting of the Members’ Assembly**

5.1 Presentation of candidates for Regional Councillor positions followed by electronic election of twenty-eight Regional Councillors 6

5.2 (As required: continuation of Agenda Item 4.2 and/or 4.3) Reports of the IUCN Commissions and/or the Adoption of the Mandates of the IUCN Commissions 2017-20

5.3 Report on the meeting of all recognised National and Regional Committees held on 1 September 2016

5.4 Progress Report of the Resolutions Committee followed by discussion and vote on motions

Day 8 – 8 September 2016

ALL DAY  **DELEGATE EXCURSION DAY**

Day 9 – 9 September 2016

08:30–13:00  **6th Sitting of the Members’ Assembly**

6.1 Discussion of the Draft IUCN Programme 2017-20, Report of the Congress Programme Committee, followed by the adoption of the IUCN Programme 2017-20

6.2 Progress Report of the Resolutions Committee followed by discussion and vote on motions

14:30–20:00  **7th Sitting of the Members’ Assembly**

7.1 Presentation of candidates for positions of Commission Chairs, Treasurer and President followed by electronic election of the IUCN President, Treasurer and six Commission Chairs 7

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Management (WCPA); the CEM Luc Hoffmann Award and the CEM Young Professional Award (CEM); CEC Award for Spanish-language environmental education materials on climate change; International Brandwein Medal for lifelong commitment to conservation education; CEC Chair’s Award for lifelong commitment to CEC; CEC’s Young Professional Award; CEESP Award for Meritorious Research; CEESP Award for an Indigenous IUCN Member Organisation and the CEESP Gender Award.

6 The election results will be announced together with the results of the elections for President, Treasurer and Commission Chair, before the end of the 7th Sitting on 9 September 2016 (See Agenda Item 7.7).
7.2 Report by the Director General and the Treasurer on the finances of IUCN in the period 2012–16
7.3 Report of the Congress Finance and Audit Committee on and Congress approval of the Audited Financial Statements for the years 2012-15
7.4 Appointment of the external auditors
7.5 Progress Report of the Resolutions Committee followed by discussion and vote on motions
7.6 Report from the Election Officer on the results of all elections

Day 10 – 10 September 2016

8th Sitting of the Members’ Assembly

08:30–13:00
8.2 Report of the Congress Governance Committee and vote on motions on IUCN governance incl. amendments to the Statutes
8.3 Report of the Credentials Committee and approval of the membership dues 2017-20 and of the list of Members in arrears with payment of dues and whose rights are rescinded
8.4 (If required) Progress Report of the Resolutions Committee followed by discussion and vote on motions
8.5 Presentation of the Hawai’i Commitments

14:00–15:00 Closing Ceremony, including:
Recognition of outgoing members of the IUCN Council 2012-16
Message from the President Elect
Closure of the World Conservation Congress by the outgoing President

16:30-19:00 Meeting of the newly elected IUCN Council

7 The election results will be announced together with the results of the elections for Regional Councillors, before the end of the 7th Sitting on 9 September 2016 (See Agenda Item 7.7).
Report of the Director General on the Work of the Union since the IUCN World Conservation Congress, Jeju, 2012

Action Requested: The World Conservation Congress is invited to NOTE and DISCUSS the Report of the Director General.

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1. Introduction

1.1. Our work in the context of the Post-2015 era

The 2016 IUCN World Conservation Congress is taking place at a singular moment in the history of environmentalism and nature conservation. By extension, this report is delivered at a turning point in that history. The historic agreements on sustainable development and climate change that brought the world together in 2015 mark an important shift from negotiation to implementation, design to reality. For IUCN, this is a critical moment.

The outcomes of the 2012 IUCN Congress in Jeju were, in large part, a response to the vision that was set out at Rio+20. This vision was expressed in the nonbinding document “The Future We Want”. Over the four years that followed, the world moved, through hard work and intense negotiation, from vision to agreement. With the agreements now in place, the conclusion of that era has set the course for a collaboration that will determine global success, or indeed failure, in achieving a future that is environmentally, economically and socially sustainable.

The world’s approach to sustainable development has changed drastically over recent decades. Environmental organisations are no longer tasked as the sole promoters of the value of nature, often in conflict with the interests of other stakeholders. Instead, the goals of growing sustainably and conserving the planet’s precious natural resources have become mainstreamed, shared by most stakeholder groups. In this new era, IUCN’s unique multi-stakeholder platform has a pivotal role to play in informing decisions, convening actors and facilitating change on the ground. Today, therefore, IUCN is more necessary than ever.

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IUCN was established some 68 years ago, before the lines between governmental and non-governmental became as sharply drawn as they are today. Established in 1948, before there were Ministries of Environment and before we had the multilateral environmental agreements, and indeed before a student could go to university and study environmental science, IUCN’s founders had the vision to see that to enhance conservation and management of the environment, the combined action of governments, of civil society and of scientists and experts in their fields would be needed.

A powerful platform. The two Member categories — governmental and non-governmental — combined with the more than 15,000 members of the six IUCN Commissions, offer a powerful platform for knowledge generation, for informed evidence-based policy choices and for real results on the ground, though the Union’s project work.

The planet is at a crossroads. Today, as we are pressing against the very planetary boundaries of our world, there is an understanding that unless we recognise that reality, and work with nature, as opposed to against nature, we will undermine the security of human existence on earth. Today, our generation holds an immense responsibility. Never before have the lines been more starkly drawn: Essentially what we do, or what we do not do, will determine the very future of the planet as we know it. The weight of this responsibility is enormous and the task before us imperative.

We need to urgently step up our conservation efforts and move forward our work on conservation, on incentivising and mobilising the private sector for net-positive investments, on finding a way towards the creation of a circular economy, on valuing and paying for ecosystem services, and on restoring degraded ecosystems so that these non-working landscapes can be put back to work, and thus ease the pressure on pristine ecosystems.

Aichi Biodiversity Targets. In 2010, the world came together and agreed the Strategic Plan for Biodiversity 2011–2020, which included the Aichi Biodiversity Targets. These targets are essential for the sustainability of the planet as well as for our economies and societies. And this matters even more today, because we have now begun to understand the degree to which the species extinction crisis is speeding up. We are losing species at a catastrophic rate; a rate accelerated by land use changes, agriculture, urbanisation, demographic pressures, overexploitation and climate change.
The Sustainable Development Goals (SDGs) offer us a great opportunity to integrate environmental stewardship and sustainability across all dimensions, across all sectors and across all countries. This integration across all themes is critical as we cannot allow for ‘environmental results’ to be considered as a category unto itself. IUCN has fully embraced this opportunity and has resolutely inscribed its Programme 2017–2020 in the context of the 2030 Agenda for Sustainable Development.

Valuing and Conserving Nature. This first pillar of the IUCN Programme 2017–2020 refers to IUCN’s ‘heartland’, working on nature conservation, on species, on protected areas and on natural heritage. In valuing nature, we also refer to the intrinsic value that nature holds for nature’s sake, as well as the natural capital dimensions. More work is needed to better understand the impacts of species and ecosystem losses, including those related to poverty, conflict and agriculture. While good progress has been made on the valuation of ecosystem services, there is a clear need to understand how species loss impacts our world. In tackling the species extinction crisis, therefore, it is not enough to work inside the safe space of the conservation world. We know that conservation works, but the trends working against nature have been powerful. As a result, we have been unable to bend upwards the curve of the species extinction crisis or of ecosystem fragmentation and collapse. So there is an urgent need to reach out to and influence those actors and sectors that affect species and ecosystems so that they can change their footprint and impact: agriculture, industry, the private sector, extractives, urban centres, and many more.

Effective and Equitable Governance of natural resources. The second pillar of IUCN’s Programme 2017–2020 tackles equity and governance of nature’s use. The world is facing a number of global challenges, which have impacted on how resources are used and shared. From global agreements to local arrangements, IUCN will work to ensure that the rights and responsibilities for management and governance of nature’s use are adequately addressed. This is all the more important in the current context, where good governance of natural resources is critical in the face of current challenges. Through this pillar, the Programme contributes, in particular, to Aichi Target 16 (Nagoya Protocol on Access to Genetic Resources and the Fair and Equitable Sharing of Benefits Arising from their Utilisation) and Target 18 (Traditional knowledge respected and reflected in implementation of the Convention).

Deploying Nature-based Solutions to address societal challenges. The third pillar of the 2017–2020 Programme aims at improving the understanding of what constitutes Nature-based Solutions by exploring the key parameters that improve their efficacy while maintaining or enhancing their socio-ecological underpinnings and promoting their uptake and up-scaling.

There are solutions to many of our challenges. We know that conservation works. We know that nature-based solutions work. So this is not a hopeless situation, but the planet is in peril and once a species is lost, it is gone forever; there is no turning back. The IUCN Programme 2017–2020 will set the direction of conservation efforts for the next 4 years and beyond.

1.2. Highlights of activities since the Jeju Congress

Working for people and nature. The text below provides an illustration of some of the achievements over the course of the last quadrennium.

The Bonn Challenge: a global effort to restore 150 million hectares by 2020 – launched in 2011 by Germany and IUCN at an inter-ministerial roundtable, the Bonn Challenge is a global multi-stakeholder movement of national governments, organisations, sub-national jurisdictions, and private sector to catalyse delivery of global and national development and environmental targets, such as the SDGs, Nationally Determined Contributions (NDCs) and National Biodiversity Strategies and Action Plans (NBSAPs) through forest landscape restoration. The Bonn Challenge was endorsed by the New York Declaration on forests in 2014 and raised the goal for restoration of deforested and degraded landscapes to 350 million hectares by 2030.

Launched at the Jeju Congress, the Aluminium Stewardship Initiative (ASI) fosters improved sustainability, transparency and governance throughout the entire aluminium value chain. IUCN led the standard-setting process – convening 14 industry leaders and 14 civil society representatives, including IUCN Members – for this highly recyclable metal with important resource
efficiency benefits, which we all use in our daily lives. Four years later, ASI is now an independent organisation with 25 members, including IUCN. It is currently testing the standard before it launches an independently verified certification scheme for the entire industry next year.

IUCN played and continues to play a key role in supporting governments by providing indicators of progress towards the Aichi Targets of the 2011–2020 Strategic Plan for Biodiversity, including one-third of the indicators mobilised in the fourth Global Biodiversity Outlook (2014). To support the maintenance of these indicators, IUCN invests heavily in strengthening the underlying data. Over the quadrennium, approximately 20,000 assessments have been added to The IUCN Red List of Threatened Species and the proportion of protected areas lacking spatial data in Protected Planet reduced to <10%.

Since gaining accreditation as a GEF Project Agency in August 2014, IUCN has developed, jointly with regions and Members, a portfolio of projects with an estimated value of USD 45 million. Furthermore, in March 2016, IUCN was approved as an Accredited Entity of the Green Climate Fund, one of the financial mechanisms of the United Nations Framework Convention on Climate Change (UNFCCC).

At the IUCN World Parks Congress 2014, hosted by Australia, more than 50 governments and other organisations backed the ‘Promise of Sydney’ to accelerate the implementation of the Aichi Biodiversity Targets and to contribute towards global goals for sustainability. The Promise calls for scaling up protection, especially in the oceans; for inspiring all people to experience the wonder of nature through protected areas; and for investing in nature’s solutions to halt biodiversity loss, mitigate and respond to climate change, reduce the risk and impact of disasters, improve food and water security, and promote human health and dignity.

The IUCN World Heritage Outlook (2014) is the first global assessment of natural World Heritage, resulting directly from a 2012 IUCN Resolution. Two-thirds of natural World Heritage sites have a positive conservation outlook, while others face serious issues. This knowledge product, to be updated every three years, showcases exemplary sites and draws attention to the need for action.

IUCN was actively engaged to ensure that the 2030 Agenda for Sustainable Development would promote sustainable development in all its dimensions. This Union-wide engagement paid off. Nature and environmental priorities are fully integrated within the Sustainable Development Goals (SDGs) framework, adopted in September 2015.

Data mobilised against IUCN Standards has been adopted by the world’s governments in playing a key role in tracking SDG delivery, through the Inter-Agency Expert Group on Sustainable Development Goal indicators. SDG Target 15.5 is monitored using the Red List Index. SDG Targets 14.5, 15.1, and 15.4 are monitored using protected area coverage of key biodiversity areas, in marine, terrestrial and freshwater, and mountain environments respectively. SDG Target 15.8 is monitored using data from IUCN’s Invasive Species Specialist Group.

COP21 witnessed the strongest and most visible/impactful presence ever of IUCN at a UNFCCC conference. Exemplifying the ‘One Programme’ approach, IUCN Councillors, representatives from all 6 Commissions, National Committee members and Secretariat staff from all global thematic programmes, collectively showcased the breadth and depth of the Union’s work on climate change. The key role of nature-based solutions, in particular, was highlighted in the over 100 events that IUCN hosted in its two Pavilions, and in other venues, where it brought together its State and NGO Members and partners. Several IUCN Councillors also served directly on their national delegations, where they helped ensure the successful incorporation of IUCN’s core messages within the Paris Agreement.

An opportunity to work together on solutions to the challenges affecting the world’s species. The 3rd Leaders Meeting of the IUCN Species Survival Commission, held in Abu Dhabi in September 2015 following previous gatherings in 2008 and 2012, was an opportunity for SSC to prepare its own input into the planning of the IUCN Programme 2017–2020. It also provided an invaluable opportunity for the leadership of SSC to meet and to network, to forge new collaborations and build on existing ones, and to pass experience and knowledge on.
Empowering Future Leaders to advocate for and implement innovative approaches to ecosystem governance was a major goal of the 1st World Forum on Ecosystem Governance, held in October 2015, organised by the IUCN Commission on Ecosystem Management (CEM) and the IUCN Secretariat in cooperation with China Green Carbon Foundation (CGCF) and Eco-Forum Global (EFG). The event also provided guidance about needs for more holistic, cross-sectorial governance of ecosystems to address the SDGs and served to facilitate inter-sectorial cooperation and collaboration in ecosystem governance.

The fundamental role of the rule of law in delivering a sustainable future was the theme of the first IUCN World Environmental Law Congress organised by the World Commission on Environmental Law (WCEL) in Rio de Janeiro in April 2016. The conference, which saw participation of well over 300 people from over 50 countries, including lawyers, scientists and economists from academia and NGOs, as well as governmental and UN representatives, also brought together more than 40 Supreme Court and senior judges from all continents. Highlights of the Congress included the launch of the Global Judicial Institute for the Environment and presentation of an outcome document entitled “World Declaration on the Environmental Rule of Law”.

In May 2016, a five-year partnership between Toyota Motor Corporation and IUCN was announced, which will provide funding to broaden the scope of The IUCN Red List of Threatened Species. This will significantly increase knowledge of the extinction risk faced by more than 28,000 species, including many that are key food sources for a significant portion of the global population.

2. From Jeju to Hawai’i: 2012 to 2016

2.1. A unique Union

2.1.1. Membership

The highest number of Members ever. Over the past four years, membership of IUCN has grown steadily across all categories, with a total of 1,349 as of May 2016 (see Figure 1). Since the 2012 Congress in Jeju, 236 new Members have joined IUCN, including seven new State Members. Furthermore, IUCN membership has become more diversified and more geographically representative.

Figure 1: IUCN Members by categories (May 2016)
(AF: Affiliates; GA: Government agencies; IN: International NGOs; NG: National NGOs, ST: States)

All regions have gained Members. The South and East Asia statutory region has seen the fastest growth in membership in the last quadrennium (50 new Members), followed by the regions of Africa (45) and Meso and South America (39). The region of North America and the Caribbean has a total of
31 new Members. These figures do not take into consideration the 50 new applications that have been received for consideration by the Bureau of IUCN Council in July-August 2016 prior to the World Conservation Congress in Hawai’i. The regions of West Europe (32) and West Asia (22) have also gained a significant number of new Members (see Table 1).

**Table 1: Members admitted by region and categories and percentage increase since the Jeju Congress** (as of May 2016)

<table>
<thead>
<tr>
<th>Regions</th>
<th>States</th>
<th>Government agencies</th>
<th>National NGOs</th>
<th>International NGOs</th>
<th>Affiliates</th>
<th>Total</th>
<th>Number of Members in 2012</th>
<th>Increase since 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td>4</td>
<td>3</td>
<td>35</td>
<td>1</td>
<td>2</td>
<td>46</td>
<td>189</td>
<td>24%</td>
</tr>
<tr>
<td>Mesa and South America</td>
<td>3</td>
<td></td>
<td>35</td>
<td>1</td>
<td>2</td>
<td>39</td>
<td>155</td>
<td>25%</td>
</tr>
<tr>
<td>North America and the Caribbean</td>
<td>1</td>
<td>4</td>
<td>19</td>
<td>5</td>
<td>7</td>
<td>31</td>
<td>117</td>
<td>26%</td>
</tr>
<tr>
<td>South and East Asia</td>
<td>1</td>
<td>4</td>
<td>44</td>
<td>1</td>
<td>11</td>
<td>60</td>
<td>215</td>
<td>23%</td>
</tr>
<tr>
<td>West Asia</td>
<td>1</td>
<td>1</td>
<td>21</td>
<td></td>
<td></td>
<td>22</td>
<td>44</td>
<td>50%</td>
</tr>
<tr>
<td>Oceania</td>
<td>1</td>
<td>1</td>
<td>8</td>
<td></td>
<td></td>
<td>10</td>
<td>45</td>
<td>32%</td>
</tr>
<tr>
<td>East Europe, North and Central Asia</td>
<td>1</td>
<td>1</td>
<td>5</td>
<td></td>
<td></td>
<td>7</td>
<td>62</td>
<td>11%</td>
</tr>
<tr>
<td>West Europe</td>
<td>3</td>
<td></td>
<td>22</td>
<td>5</td>
<td>2</td>
<td>32</td>
<td>298</td>
<td>11%</td>
</tr>
<tr>
<td>Total</td>
<td>7</td>
<td>16</td>
<td>187</td>
<td>16</td>
<td>11</td>
<td>236</td>
<td>1125</td>
<td>21%</td>
</tr>
</tbody>
</table>

The nature of IUCN membership has changed considerably over the last 20 years, as has the global environmental movement. A diverse membership is what sets IUCN apart. Membership includes States, Government Agencies, international and national NGOs, academia, botanical gardens, zoos and aquaria, Indigenous Peoples’ Organisations and grass-root organisations. Presently, a significant proportion of IUCN’s non-governmental Members have objectives that go beyond core nature conservation and encompass social, cultural, economic and political aspects, all of which contribute significantly to IUCN’s Mission.

An in-depth review of IUCN membership admission process has been conducted over the last two quadrennial periods by the Secretariat under the guidance of the Governance and Constituency Committee. As a result, and after consultation with IUCN Members, Council adopted a series of changes to the admission criteria contained in the Regulations. The application/admission process was also refined and officially approved through a Council decision. A new category of membership specifically for Indigenous Peoples’ Organisations has been submitted for consideration by Members at the 2016 World Conservation Congress.

**Strengthening National and Regional Committees.** National and Regional Committees are set up by Members to facilitate cooperation among themselves, and with other parts of IUCN. They enjoy a high degree of autonomy and financial responsibility. These Committees are of great importance for all Members and components of the Union and should act as a catalyst in the implementation of the One Programme Charter. Since the Jeju Congress, the IUCN Council has recognised four National Committees of IUCN Members: Burundi, Morocco, Uganda and Viet Nam. Altogether there are now seven recognised Regional Committees of IUCN Members, and 60 recognised National Committees of IUCN Members.

**Regional Conservation Fora.** IUCN Regional Committees and Regional Offices hosted several Regional Conservation Fora during this intersessional period (see list in Box 1). These Fora provided opportunities for Members and Commission members to discuss matters of regional and global significance, to consult on the draft IUCN Programme 2017–2020, to discuss a series of governance reforms proposed by Council, to prepare for meaningful participation in the 2016 IUCN World Conservation Congress, and to network.

**Box 1: List of Regional Members’ meetings 2015**

- USA I (19 June), Washington DC
- Oceania (13–15 July), Fiji
- Asia (10–12 August), Bangkok, Thailand
- South America (31 August–2 September), Quito, Ecuador
- Mesoamerica (2–4 September), Panama City, Panama
- Canada (10 September), Ottawa
- USA II, (14 September), San Francisco
- West Asia (10–13 September), Amman, Jordan
- North Africa (28–30 September), Cairo, Egypt
- Eastern and Southern Africa (30 September–2 October), Nairobi, Kenya
2.1.2. Commissions

A **global pool of science, research and action.** IUCN’s six Commissions, made up of a broad and active network of experts who are passionate about nature and its importance for human well-being, help assess the state of the world’s natural resources. They contribute scientific, legal and policy advice used to drive conservation and sustainable development. These experts, working closely with IUCN Members and the IUCN Secretariat, play a fundamental and critical role in developing and implementing the IUCN Programme.

<table>
<thead>
<tr>
<th>Commission on Ecosystem Management (CEM)</th>
<th>Provides guidance on ecosystem management-related issues, such as climate change adaptation, disaster risk reduction, fisheries, and ecosystem restoration and services. CEM is developing the <em>IUCN Red List of Ecosystems</em>, which assesses the status of ecosystems worldwide. This will help guide conservation action and land use planning and highlight the livelihood services that ecosystems provide. The Commission also provides input to the IUCN Global Ecosystem Management Programme.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commission on Education and Communication (CEC)</td>
<td>IUCN’s oldest Commission, dating back to almost when the organisation was founded, helps add value to conservation action through the use of strategic communication and knowledge management. CEC supports efforts to manage knowledge and promote learning through professional development, and by harnessing information technology for conservation. CEC’s objectives are to contribute practical communication, education, capacity development and knowledge management expertise to the IUCN Programme.</td>
</tr>
<tr>
<td>Commission on Environmental, Economic and Social Policy (CEESP)</td>
<td>A multi-disciplinary network, including academics, indigenous and local community leaders, and policy makers, which provides guidance and support towards effective policies and practices in environmental conservation and sustainable development. The Commission focuses on the environmental, economic, social and cultural factors that affect natural resources and biological diversity. CEESP has a number of regional projects that focus on a range of themes, including: governance, equity and rights; environment, conflict and security; and sustainable livelihoods.</td>
</tr>
<tr>
<td>Species Survival Commission (SSC)</td>
<td>A science-based network, including scientists, field researchers, government officials and conservation leaders, SSC provides scientific advice to conservation organisations, government agencies and other IUCN Members, and supports the implementation of multilateral environmental agreements. SSC members belong to one or more of 140 specialist groups, Red List authorities and task forces, each focusing on a taxonomic group or topical issues such as sustainable use and livelihoods, species reintroduction or climate change. SSC’s flagship product, produced in partnership with IUCN’s Global Species Programme, is <em>The IUCN Red List of Threatened Species</em>.</td>
</tr>
<tr>
<td>World Commission on Environmental Law (WCEL)</td>
<td>WCEL promotes conservation and ecologically sustainable development by promoting new legal concepts, principles and instruments, and by working with the judiciary and other legal institutions building capacity for better compliance and enforcement of environmental law. The Commission plays a vital role in helping international organisations, secretariats of conventions, governments and judges in advancing the legal foundation for environmental protection. The network works closely with IUCN Members and other Commissions, and especially with the IUCN Law Centre. WCEL, with the United Nations Environment Programme (UNEP) and the Food and Agriculture Organisation of the United Nations (FAO), also operates the ECOLEX database, one of the largest information services on environmental law.</td>
</tr>
</tbody>
</table>
World Commission on Protected Areas (WCPA)

For more than 50 years, IUCN and WCPA have been at the forefront of global action on protected areas. WCPA is the world's premier network of protected area expertise. The Commission works by helping governments and others plan protected areas and integrate them into all sectors by providing strategic advice to policy makers, strengthening capacity and investment in protected areas, and convening the diverse constituency of protected area stakeholders to address challenging issues.

2.1.3. Secretariat

IUCN Secretariat is a decentralised organisation with headquarters located in Gland, Switzerland. As of May 2016, IUCN had 948 staff members based in 55 locations with 83% working outside headquarters in its regional, country and project offices.

The Secretariat is pursuing a proactive diversity policy, seeking to enhance diversity and gender balance in the Secretariat staffing cadres. Ninety-eight nationalities are represented in the workforce, 72% being from developing countries. With a newly prepared Course of Action on Gender, IUCN is proactively moving into a more integrated gender-responsive approach to its operations and programmes. The incorporation of gender considerations in IUCN policy papers and associated capacity building and awareness raising will be integral components of this effort.

IUCN Secretariat leadership. Julia Marton-Lefèvre was Director General from 2007, overseeing the Secretariat through the Barcelona (2008) and the Jeju (2012) Congresses. After more than seven years of superb service and leadership, Julia Marton-Lefèvre announced her decision to leave IUCN to pursue other interests. Therefore, as of January 2015, the Secretariat has been led by Inger Andersen who came to IUCN with a background in international development economics, environmental sustainability and policy making, including various leadership roles at the World Bank and United Nations.

Yielding influence beyond the conservation world. The IUCN Director General has been invited to serve on a number of advisory boards (or equivalents), including by the 2030 Water Resources Group, the Global Green Growth Forum (3GF), Eco Forum Global (EFG), the International Olympic Committee (IOC), Sustainable Development Solutions Network (SDSN), Sustainable Energy for All (SE4All) and UN Global Compact. This engagement helps leverage IUCN's influence and push IUCN's conservation message in a number of key networks and fora.

2.1.4. Preparing the 2016 Congress

Inspire, Strengthen and Mobilise the Union, and the Hawai’i Commitments were identified as objectives of the 2016 IUCN World Conservation Congress. IUCN Council decided, at its 83rd meeting in May 2014, to hold the 2016 Congress in Hawai’i, USA. This decision was based on a careful selection process carried out between February 2013 and April 2014, including a detailed Statement of Requirements describing the goods and services required for the Congress and two extensive evaluation missions.

Allowing for motions to be discussed and voted online by Members ahead of Congress is an important procedural change to the IUCN Members’ Assembly. In previous Congresses, the increasing number of motions prevented in-depth debate and informed voting. It also reduced the opportunity for substantive debate on such matters as the IUCN Programme and Financial Plan, and mandates of the IUCN Commissions. The revised process will allow for debate on motions that warrant debate at a global level as well as those for which it was not possible to produce a consensus text for submission to a decision via electronic vote, while motions on which agreement has been found during the electronic process will be handled on the electronic platform. Interestingly, this reform is already causing a degree of interest from some UN agencies seeking to explore modernisation of their governance systems.

A discussion of issues of strategic importance for the Union will also be tabled at the Members’ Assembly. This will cover the challenge of conserving nature in the face of industrial agriculture; the
challenge of preserving the health of the world’s oceans; and the challenge of building constituencies for nature.

Youth, Oceans and Islands, Illegal Wildlife Trade, Conservation Finance, Faith and Climate Change are the main themes of the Forum. The Call for Contributions to the Forum, open from June to October 2015, yielded an overwhelming response. Each of the 1,426 proposals received underwent a technical review. In the end, 75 per cent of the proposals, a total of 1,216 events, found a place in the Forum. The One Programme Charter was also applied, encouraging event organisers to combine forces with partners from at least one of the IUCN constituencies.

2.2. Programme delivery

2.2.1. The IUCN Programme 2013–2016

The 2013–2016 Programme laid a strong foundation to guide the work of the Union. Building on and learning from previous IUCN intersessional programmes, the IUCN Programme 2013–2016 laid a solid foundation for IUCN’s substantive work to consolidate all the elements of IUCN’s mission and vision through the implementation of its three Programme Areas: Valuing and Conserving Nature, Promoting Effective and Equitable Governance of Nature’s Use and Nature-based Solutions to Global Challenges. Table 2 presents a summary of the main results delivered by the IUCN Programme 2013–2016. Each Programme priority has been classified under three main categories representing the corresponding means of implementation: Knowledge Product (K); Policy (P); and Results on the Ground (RG).

The IUCN Programme contributes to the broader conservation and sustainable development agenda. Core to the development of the IUCN Programme 2013–2016 was the goal of making a significant contribution to the implementation of the Strategic Plan for Biodiversity 2011–2020 and the Aichi Targets adopted under the auspices of the Convention on Biological Diversity (CBD) at the launch of the UN Decade for Biodiversity. As IUCN enters its next four-year cycle, the conservation challenge remains significant. The IUCN Programme 2017–2020 will seek to raise ambition, outreach and impact by also contributing to the delivery of the Sustainable Development Goals and the Paris Agreement on Climate Change.

Table 2: Highlights of results of the IUCN Programme 2013–2016

<table>
<thead>
<tr>
<th>Programme Area</th>
<th>Priorities</th>
<th>Main results</th>
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</thead>
<tbody>
<tr>
<td><strong>Cross-cutting</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sustainable Development Goals (SDGs)</td>
<td>Framework adopted; good integration between nature and other considerations.</td>
<td></td>
</tr>
<tr>
<td>Global Environment Facility (GEF) and Green Climate Fund (GCF)</td>
<td>Accreditation to these grant-making organisations.</td>
<td></td>
</tr>
<tr>
<td><strong>Valuing and Conserving Nature</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>K</td>
<td>The IUCN Red List of Threatened Species</td>
<td>Used for grant making: Critical Ecosystem Partnership Fund (CEPF), Save Our Species (SOS), the Integrated Tiger Habitat Programme (ITHP) and the GEF.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Used by all major environmental conventions: SDGs, CBD and the Aichi Targets, CITES, IPBES, Ramsar, and the Convention on Migratory Species (CMS).</td>
</tr>
<tr>
<td>K</td>
<td>Integrated Biodiversity Assessment Tool (IBAT, bringing together data from The IUCN Red List of Threatened Species, WDPA and KBAs)</td>
<td>Used by 40 global companies to report on environmental performance and support decision making to minimise biodiversity risk.</td>
</tr>
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</table>
### Programme Area

#### Priorities

<table>
<thead>
<tr>
<th>Programme Area</th>
<th>Priorities</th>
<th>Main results</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>K</strong></td>
<td>Green List of Protected Areas (GLPAs)</td>
<td>New standard to measure the effectiveness of protected areas (under development).</td>
</tr>
<tr>
<td><strong>K</strong></td>
<td>Key Biodiversity Areas (KBAs)</td>
<td>New standard adopted to identify areas of global importance for biodiversity conservation. This will be applied (in line with a new Agreement under negotiation between ‘proto partners’) in the next quadrennium. Potential to be used by Multilateral Financial Institutions for resource allocation.</td>
</tr>
<tr>
<td><strong>K</strong></td>
<td>IUCN Red List of Ecosystems (RLE)</td>
<td>Standard adopted for the assessment of ecosystem status; global classification scheme under development.</td>
</tr>
<tr>
<td><strong>P</strong></td>
<td>World Heritage</td>
<td>The World Heritage Committee adopted the Free Prior and Informed Consent principle in relation to nominations of sites for listing under the Convention.</td>
</tr>
<tr>
<td><strong>RG</strong></td>
<td>Save Our Species (SOS)</td>
<td>108 projects for the conservation of 250 species worth over USD 10 million.</td>
</tr>
<tr>
<td><strong>RG</strong></td>
<td>Integrated Tiger Habitat Programme (ITHP)</td>
<td>Committed EUR 6.24 million.</td>
</tr>
</tbody>
</table>

#### Promoting Effective and Equitable Governance

<table>
<thead>
<tr>
<th>Programme Area</th>
<th>Priorities</th>
<th>Main results</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>K</strong></td>
<td>Natural Resource Governance Framework (NRGF)</td>
<td>New tool to support natural resource decision making (under development).</td>
</tr>
<tr>
<td><strong>P</strong></td>
<td>Gender</td>
<td>17 Climate Change Gender Action Plans (CCGAPs) which have triggered policy revision processes. 50 UNFCCC decisions that include gender considerations.</td>
</tr>
<tr>
<td><strong>RG</strong></td>
<td>Protected Areas Governance</td>
<td>Produced technical guidance on assessing and evaluating protected areas governance.</td>
</tr>
<tr>
<td><strong>RG</strong></td>
<td>Mangroves for the Future (MFF)</td>
<td>Disbursed a total of USD 825k and delivered multiple benefits related to the management of natural resources.</td>
</tr>
</tbody>
</table>

#### Nature-based Solutions

<table>
<thead>
<tr>
<th>Programme Area</th>
<th>Priorities</th>
<th>Main results</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>K</strong></td>
<td>People in Nature (PIN)</td>
<td>Tool to assess the contribution of ecosystems and natural resources to human livelihoods (under development).</td>
</tr>
<tr>
<td><strong>P</strong></td>
<td>United Nations Framework Convention on Climate Change (UNFCCC)</td>
<td>Adoption of the convention. Clear acknowledgment of the important role of ecosystems in combating climate change.</td>
</tr>
<tr>
<td><strong>P</strong></td>
<td>Nature-based Solutions (NBS)</td>
<td>Mainstreaming NBS in Sendai (Disaster Risk Reduction), Addis Ababa (Financing for Development), New York (SDGs) and Paris (UNFCCC).</td>
</tr>
<tr>
<td><strong>P</strong></td>
<td>Ecosystem-based Adaptation (EbA)</td>
<td>Recognition of ecosystems as a cross-cutting theme in UNFCCC (Nairobi Work Programme, Loss and Damage).</td>
</tr>
<tr>
<td><strong>RG</strong></td>
<td>Forest Landscape Restoration (FLR)</td>
<td>As part of the Bonn Challenge, governments have committed to restore 96 million hectares of degraded forest landscapes.</td>
</tr>
<tr>
<td><strong>RG</strong></td>
<td>Disaster Risk Reduction</td>
<td>The EPIC Project has been working at the local level</td>
</tr>
<tr>
<td>Programme Area</td>
<td>Priorities</td>
<td>Main results</td>
</tr>
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<tr>
<td></td>
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<td>in Thailand, Senegal, Nepal and Chile to help reduce communities' vulnerability to disaster.</td>
</tr>
<tr>
<td>RG</td>
<td>Water</td>
<td>The BRIDGE project has enhanced water cooperation in 12 basins in Mesoamerica, the Andes and the 3S Basin in the Mekong region.</td>
</tr>
<tr>
<td>RG</td>
<td>Business</td>
<td>The Western Gray Whale Advisory Panel’s (WGWAP) advice has led to an increase of the whale population.</td>
</tr>
</tbody>
</table>

2.2.1.1. Gathering the latest knowledge on biodiversity

IUCN remains the ‘go-to' source of biodiversity knowledge. IUCN has a long history of creating and providing credible and trusted knowledge on biodiversity.

The IUCN Red List of Threatened Species presents the true ‘barometer of life'. The Red List Index measures trends in species’ risk of extinction. It shows that a substantial proportion of species in all taxonomic groups examined to date are declining overall in population and distribution. As of the end of 2015, more than 79,837 species were assessed using the Red List Criteria, of which more than 23,250 are considered threatened. The overall target for this work is to reach 160,000 assessments. As species must be re-assessed every ten years, this is a moving target.

The Key Biodiversity Areas standard aims to identify sites of global importance for biodiversity conservation. The standard builds on existing efforts by BirdLife International to identify Important Bird & Biodiversity Areas (IBAs) and by the Alliance for Zero Extinction (AZEs) to identify sites holding the entire population of a highly threatened species. It will be used to steer priorities within policy instruments such as the World Heritage Convention, the Ramsar Convention, and, in the oceans, Ecologically and Biologically Significant Areas (EBSAs) defined under the CBD. In addition, discussions are underway with a group of Multilateral Financial Institutions regarding the use of the KBA standard to assess the impact of their interventions on biodiversity (identification of Critical Natural Habitat). In this way the standard will have direct influence over their resource allocation policies.

The Green List of Protected Areas is a new international standard to demonstrate and acknowledge the achievement of protected area quality and performance. During the IUCN World Parks Congress 2014, 23 sites were listed, from Australia, China, Colombia, France, Italy, Kenya, Republic of Korea and Spain. A further 12 countries publicly announced their commitments to become engaged. IUCN has published the new Green List Standard as the basis for verifying the performance of listed sites.

The IUCN Red List of Ecosystems (RLE) is the global standard for the assessment of ecosystem status. Following the development of a global classification scheme, it aims to assess all of the world’s freshwater, marine, terrestrial and subterranean ecosystem types by 2025 and is applicable at local, national, regional and global levels. Completed assessments, whether national or ecosystem-specific, are already informing management and conservation decisions in various contexts, for example in Australia, the European Union, Finland, Madagascar, Norway and Rwanda.

Protected Planet (World Database of Protected Areas) maps all of the world’s protected areas. It is a joint product of the UNEP-World Conservation Monitoring Centre (WCMC) and the IUCN World Commission of Protected Areas (WCPA). The extent of protected areas has grown significantly since 2012. Based on 2014 data, Protected Planet reported an increase of the extent of terrestrial protected areas from 12.7% to 15.4%, which is approaching the Aichi Target of 17%. Protected Planet also noted that despite an increase in the proportion of the world’s ocean area that is under protection, from 1.6% to 3.4% – which includes a doubling of marine protected areas within national jurisdictions and a 25% increase in coastal protected areas – the current total is well below the 10% target.

The IUCN World Heritage Outlook is the first global assessment of natural World Heritage. Launched at the IUCN World Parks Congress 2014, it is to be updated in 2017. Out of the 228 natural
areas inscribed on the World Heritage List, two-thirds have a positive conservation outlook, while others face serious issues that are inadequately addressed.

2.2.1.2. Representing nature on the international policy stage

The IUCN Red List is used by all of the major environmental policy platforms. The IUCN Red List has been taken up by the CBD (including the Aichi Biodiversity Targets), the Convention on International Trade in Endangered Species (CITES), the Intergovernmental Science-Policy Panel on Biodiversity and Ecosystem Services (IPBES), the Ramsar Convention and the Convention on Migratory Species (CMS).

The IUCN Programme 2013–2016 has contributed to progress towards the Aichi Biodiversity Targets. Currently, seven of 22 indicators adopted by the CBD to measure the implementation of the Aichi Targets are based on knowledge generated by IUCN. Furthermore, IUCN has recognised leadership on Aichi Targets 9, 11 and 12 through the production of knowledge products and data sources (e.g. The IUCN Red List of Threatened Species, Protected Planet and the Global Invasive Species Database) which are increasingly used to measure progress in the implementation of the Aichi Targets. In addition, IUCN has also provided substantial inputs to Targets 1, 2, 10, 15, 16 and 17.

IUCN has also worked with governments in the revision of their National Biodiversity Strategies and Action Plans (NBSAPs). IUCN has supported NBSAPs in various countries including Bangladesh, Laos, Myanmar, Nepal, Pakistan, Sri Lanka, Trinidad & Tobago and Viet Nam. In addition, IUCN is a partner in the NBSAP Forum – www.nbsapforum.net – and through this platform IUCN experts provide advice and support to NBSAP practitioners at a global scale.

Parties increasingly follow IUCN’s advice to the World Heritage Convention. As the official advisory body to the World Heritage Committee, IUCN provides critical advice on the designation of natural sites. A major achievement during the current intersessional period has been the adoption by the World Heritage Committee of the principle of Free, Prior and Informed Consent (FPIC) in relation to nominations of sites for the World Heritage List, and the adoption by the General Assembly of States Parties to the World Heritage Convention of a comprehensive policy on Sustainable Development introducing a formal human rights perspective (as well as a policy on gender, indigenous peoples and the range of dimensions of sustainable development) into the work of the Convention.

IUCN and TRAFFIC’s support to better decision making at CITES. For each meeting of the Conference of the Parties IUCN and TRAFFIC produce ‘Analyses of Proposals’ which provide an objective scientific assessment of species proposed for enhanced or decreased protection.

2015 saw significant gains in terms of mainstreaming of nature-based solutions in international frameworks. The recognition of the imperative to protect nature and to invest in nature’s solutions to meet global challenges was reflected in the Sendai Agreement, the Addis Ababa Conference on Financing for Development, the Sustainable Development Summit and the Paris Agreement. This recognition and emphasis will guide the work of the Union in the years to come.

Nature’s role in development. The 2030 Agenda for Sustainable Development, adopted in September 2015, is a unique opportunity to emphasise nature’s role in development and apply a ‘nature’s based solutions’ approach to sustainable development. Throughout the process, IUCN was actively engaged, with its State Members and others, to ensure that the new agenda would promote sustainable development in all its dimensions. IUCN has been allocated responsibility for five indicators that will be used to measure progress towards targets under SDGs 14 and 15.

Nature-based solutions for climate change. In December 2015, an historic moment in the global fight against climate change was marked with the successful adoption of a new international agreement at UNFCCC COP21 in Paris. The IUCN Secretariat worked closely with Members, Commissions and partners, to advance greater understanding of and action for nature-based solutions to climate change. IUCN’s efforts, as those of countless others, paid off substantially with a clear acknowledgement within the Paris Agreement of the important role of natural ecosystems in combating climate change.
IUCN’s work on ecosystem-based adaptation (EbA) has led to the recognition of ecosystems as a cross-cutting theme in UNFCCC decisions that relate to the functioning of the Nairobi Work Programme, Loss & Damage and guidelines on the development of National Adaptation Plans. IUCN also called on countries in the lead up to COP21 to incorporate ambitious ecosystem-based mitigation and adaptation measures within their Intended Nationally Determined Contributions (INDCs), which was reflected in the INDC submissions of a large number of countries.

**Nature-based solutions for Disaster Risk Reduction.** IUCN also worked to ensure that nature based solutions formed part of the Sendai Framework for Disaster Risk Reduction 2015–2030.

### 2.2.1.3. Promoting sound governance of nature

**Sound natural resource governance is key to sustainable development.** Between 2013 and 2016, various international frameworks have placed a clear emphasis on governance aspects. In the same period, IUCN and its Members invested in the development of various tools and methodologies relevant to the governance of natural resources, including the Natural Resource Governance Framework (NRGF), the Environment and Gender Information platform (EGI) and ECOLEX.

The Natural Resource Governance Framework will support more effective, equitable and accountable natural resource decision making. The NRGF is being developed around IUCN good governance principles and regionally validated values and approaches, to support processes of assessment and improvement of governance systems in different contexts, from local to national. Progress during the current intersessional period has included the development of the conceptual core of the framework around principles and values of good governance, as well as the analytical approach, based on global and regional research and learning activities. A preliminary assessment guide that integrates a systematisation of IUCN-wide experience in governance improvement actions has also been prepared.

**SDGs place a clear emphasis on integrated governance.** The 2030 Agenda for Sustainable Development has a clear focus on governance, including a separate goal dedicated to governance issues and several targets speaking to these issues across the SDG framework. This presents a real opportunity to address governance fragmentation by taking a more integrated approach to sustainable development.

**Assessing and evaluating protected area governance.** Protected areas are points of intervention for enhancing both the diversity and the quality of protected area governance, at both system and site scales. Between 2013 and 2016, IUCN’s work has focused on the recognition of the diversity of protected areas, to give legitimacy and voice to all constituencies that protect and conserve nature, as well as to enhance the quality of governance (good governance). Supporting this goal, the IUCN World Commission on Protected Areas, and the IUCN Commission on Environmental, Economic and Social Policy has promoted the development of technical guidance on assessing and evaluating protected area governance. This has been supported by a new strategy for capacity development for protected area managers and the generation of tools and methodologies to support this process.

**IUCN’s Biodiversity and Protected Areas Management Programme (BIOPAMA) helps develop capacity for protected area management** through work at the regional level. Under BIOPAMA, regional observatories for capacity development have been established for East and Southern Africa, West and Central Africa, the Caribbean and the Pacific. Between 2014 and 2015, more than 300 individuals were trained under this programme.

**Managing coastal ecosystems.** Mangroves for the Future (MFF) is an initiative that operates in 11 countries in Asia and the Indian Ocean, covering more than 75,000 km² of coastline of the MFF member countries. Between 2013 and 2016, MFF supported the strengthening of coastal community resilience and decision making through the mainstreaming of the Resilience Analysis Protocol (RAP) in MFF countries.

**Gender policy is central to governance.** With IUCN support and engagement during the 2013–2016 period, 20 countries prepared Climate Change and Gender Action Plans (ccGAPs), which have triggered policy revision processes in Cameroon, Ghana, Jordan, Mexico, Mozambique, Peru and elsewhere. Additional success includes the development of sector-specific gender tools, and gender-
mainstreaming efforts with a variety of global fora including the Commission on the Status of Women (CSW), UN Women and the UN Commission on Sustainable Development.

**An increasing number of gender-responsive UNFCCC decisions.** In the context of the UNFCCC, IUCN is recognised for its strong climate/gender work and, accordingly, IUCN has impacted on much of the development of gender-responsive climate decisions taken in the context of the UNFCCC. Further, IUCN has worked with partners to enhance gender mainstreaming and gender and climate change considerations into effective national REDD+ and Forest Landscape Restoration (FLR) processes by ensuring women’s full and active participation through Gender and REDD+ Roadmaps and Task Forces in Brazil, Cameroon, Ghana, Guatemala, Malawi, Mexico and Uganda.

2.2.1.4. Together with Members, delivering nature-based solutions

**The Bonn Challenge.** Launched by world leaders in September 2011, at a high-level event co-hosted by the German Ministry of the Environment and IUCN, the Bonn Challenge target was soon endorsed by partners and leaders from around the world. The Bonn Challenge is a global aspiration to restore 150 million hectares of the world’s deforested and degraded lands by 2020 and 350 million hectares by 2030. Underlying the Bonn Challenge is the forest landscape restoration approach, which aims to restore ecological integrity at the same time as improving human well-being through multi-functional landscapes.

**From challenge to implementation.** In line with the Bonn Challenge, IUCN promotes FLR as a practical vehicle to restore ecological integrity and enhance human well-being in deforested or degraded forest landscapes. Under the challenge, IUCN has made considerable progress in supporting government commitments to undertake FLR (for example, in Brazil, Costa Rica Mexico and Rwanda). To date, governments have committed to restore 96 million hectares of degraded forest landscapes and negotiations covering a further 40 million hectares are at an advanced stage.

**FLR is increasingly being reflected in national REDD+ and other climate mitigation strategies.** This is already evidenced in a number of countries. There is a significant opportunity for further progress, given that 19 additional countries are applying the IUCN Restoration Opportunity and Assessment Methodology (ROAM), which helps countries assess the potential for FLR. In Guatemala, the Environment Minister committed to restoring 1.2 million hectares by 2020. The enhanced attention to forests and poverty led to an additional effect in that country: the Senate passed a new Pro-Forest Law that will assign USD 400m per year to improve the livelihoods of small forest producers through the creation of approximately one million new jobs and through facilitating access to fuelwood for 145,000 families.

**Improving forest policy and legislation in Eastern Europe and Russia.** The European Neighbourhood and Partnership Instrument East Countries Forest Law Enforcement and Governance II Programme (ENPI FLEG II) Programme is being implemented by IUCN, the World Bank and WWF in seven countries including Armenia, Azerbaijan, Belarus, Georgia, Moldova, Russia and Ukraine, which combined are home to more than 20% of the world’s forests. At the regional level, the Programme ensures that consistent and sustainable forest management practices are adopted throughout the region. During 2012–2016, the Programme has produced a series of forest dependency studies which provided quantitative information on natural resource use in rural, forested communities. Its added value rests in the identification of common trends and national differences, and the discussion of best practices as well as common obstacles and difficulties. The findings of these studies led to modifications of forest codes for four of the seven countries.

**Integrated climate change adaptation to promote resilience.** Ecosystem-based Adaptation (EbA) involves a wide range of ecosystem management activities to increase resilience and reduce the vulnerability of people and the environment to climate change. IUCN has been involved in 45 projects in 57 countries on ecosystem-based climate adaptation. These projects are testing the viability of including biodiversity and ecosystem services as part of an overall climate adaptation strategy. Supporting this effort, IUCN is leading the Friends of EbA Network (FEBA), a group of UN agencies and other international organisations working together to advance the conceptual development and implementation of EbA approaches.
Building River Dialogue and Governance (BRIDGE). This project aims to build water governance capacities through learning, demonstration, leadership and consensus-building, in particular in transboundary river basins. IUCN works in 12 basins in Mesoamerica, the Andes and the 3S basin of the Mekong Region, covering nearly 4.7 million km² of land area with a population of about 85 million. Phase two of the project (2013–2015) continued to support progress towards improved transboundary cooperation. In Mesoamerica, strong participation and engagement of key local counterparts led to the elaboration of a 3D model of the Goascorán Basin to strengthen knowledge of the interrelation between communities and natural resources. Another important milestone has been the identification of the Salvadorian counterpart for the Goascorán Management Group, which constitutes a significant step towards the signing of a bilateral agreement between Honduras and El Salvador.

Building Drought Resilience through Land and Water Management. This project has strengthened the capacity of pastoral communities in Northern Kenya to engage in planning and governance of natural resources with the aim of enhancing resilience and integration of land and water management in the dryland context. The integration has led to the adoption of ‘a sub-catchment management plan for arid and semi-arid lands’, which has been used as a platform by the Water Resource Users Association (WRUA) to allow communities to develop their own management plans and to access funding from government agencies and other development partners. This project has directly benefited 40,000 pastoral and agro-pastoral community members within the four sub-catchments in terms of enhanced water, pasture and the use of other natural resources.

Climate change and disasters: Working together to find a nature-based solution. Working at the local level, the Ecosystems Protecting Infrastructure and Communities project (EPIC) enabled restoration, conservation and sustainable livelihood actions to help reduce community vulnerabilities to disasters. Due to the project’s success and relevance, governments (especially in Chile, Nepal, Senegal and Thailand) are attracting funding for scaling up actions in other areas. As an example, the IUCN Senegal office is a key partner in an approximately USD 7 million initiative, funded by the Green Climate Fund, which aims to implement EPIC actions in additional sites. Through its Biodiversity Fund in support of the Convention on Biological Diversity, the Government of Japan provided a significant grant in 2014 to enable IUCN to research and document the role of biodiversity in Disaster Risk Reduction (DRR) in six regions – the Caribbean, South America, Asia, Oceania, East and Southern Africa as well as West Africa.

2.2.1.5. Scaling up investments in conservation

Three major biodiversity conservation grant-makers use the IUCN Red List to guide investment decisions. The Global Environment Facility (GEF), has used the IUCN Red List since 2006 to guide funding allocations. Since 2010, the GEF has invested nearly USD 2.3 billion in biodiversity conservation, climate change and land degradation, based partially on the IUCN Red List. Similarly, the Red List also informs grant allocations made by the Critical Ecosystem Partnership Fund (CEPF) and the Mohamed bin Zayed Species Conservation Fund. Internally, IUCN has and is making grants through Save Our Species and the Integrated Tiger Habitat Conservation Programme – again informed by IUCN Red List priorities.

Mangroves For the Future as a grant-funding mechanism. MFF projects have delivered multiple benefits including influencing local and national policies, improved management of natural resources, sustainable livelihoods and social benefits, among others. In Viet Nam, MFF worked with provincial governments in Ben Tre and Tra Vinh to support a coastal development strategy where mangrove polyculture is a key livelihood and coastal protection option. In Bangladesh, an impact study on the effectiveness of 12 small grants implemented from 2013 to 2015 revealed that they had contributed to a 19% increase in the income of direct beneficiaries and an 18% increase in income for indirect beneficiaries.

IUCN is leading the second phase of CEPF’s funding work in the Indo-Burma hotspot, working together with the Myanmar Environment Rehabilitation-conservation Network and Kandoorie Farm and Botanic Garden. Since 2013, IUCN has facilitated and awarded 103 grants to local and international civil society organisations in the Indo-Burma region with a total value of USD 9.3 million. These grants have improved the conservation of 43 priority threatened species, empowered communities to engage in conservation and management of 24 key biodiversity areas and strengthened more than 35 civil society organisations and networks.
As of March 2016, Save Our Species (SOS) had made grants to 108 projects worth around $10 million for the conservation of 250 species of mammals, birds, amphibians, reptiles, plants and fish (both freshwater and marine) and invertebrates. Launched in Nagoya at the CBD COP in 2010, the SOS initiative is a GEF-funded programme implemented by IUCN in collaboration with the World Bank. Major achievements of SOS between 2013–2016 include its contribution to the creation of numerous protected areas including several inter-connected Markhor Conservancies in the valleys of Gilgit-Baltistan, Pakistan; the Sierra Caral – an important amphibian habitat in Guatemala; and the Wonegizi Protected Area, Liberia. In helping tackle many kinds of wildlife crime over the years, SOS projects have led to the arrest and prosecution of dozens of poachers; supported training and patrol work for rangers in dozens of protected areas including World Heritage sites; enabled the confiscation of considerable quantities of animal body parts, including ivory and animal skins; rescued hundreds of live animals and plants – such as Timneh parrots in Senegal and gibbons in Indonesia; removed thousands of traps and snares from the forests of Asia and Africa and supported awareness raising activities on the disastrous impacts of the international illegal wildlife trade.

The Integrated Tiger Habitat Programme aims to double tiger populations by 2022. The IUCN-KfW (the German Development Bank) Integrated Tiger Habitat Programme (ITHP), established in January 2014, funds efforts in support of conservation of wild tiger populations and their habitats, as well as the sustainable development of livelihoods for human communities living around key tiger habitats. Nine countries are eligible for funding under this programme: Bangladesh, Bhutan, Cambodia, India, Indonesia, Laos, Myanmar, Nepal and Viet Nam. To date, ITHP has committed EUR 6.24 million in funding of grants to international and national NGOs and to government departments. The size of grants offered through the programme ranges from EUR 700,000 to EUR 2 million, with the average duration of individual projects being 3–4 years.

2.2.1.6. Helping companies improve their environmental performance

IUCN aims to transform business practices at the landscape and seascape levels to generate benefits for biodiversity and natural-resource dependent livelihoods. Between 2013 and 2016, IUCN focused on convening Independent Scientific and Technical Advisory Panels (ISTA Ps), (e.g. the Western Gray Whale Advisory Panel and the Niger Delta Panel); leveraging supply chains (e.g. the Aluminium Stewardship Initiative); and providing advice and tools to private sector entities (e.g. the Net Positive Impact Protocol and Integrated Biodiversity Assessment System).

Business and conservationists sharing a common goal. For the last ten years, IUCN has been working with Sakhalin Energy, an oil and gas company, and other actors to ensure the long-term conservation of Western Gray Whales. Following the recommendations of the Western Gray Whale Advisory Panel (WGAP), led by IUCN, Sakhalin has adopted specific measures to mitigate the risks to whales from their operations. As a result, there has been a slow but steady increase of the whale population: the number of breeding females has increased by 60% – from 27 in 2004 to 43 in 2015. The total population now stands at almost 200 individuals.

The IUCN Red List is a key part of the Integrated Biodiversity Assessment Tool (IBAT). IBAT is collaboration between IUCN, BirdLife International, Conservation International and United Nations Environment Programme World Conservation Monitoring Centre. IBAT draws on data from the IUCN Red List, Protected Planet/World Database on Protected Areas, Key Biodiversity Areas and other sources. The main user of IBAT is the corporate finance and business sector. Currently, 40 companies are users of IBAT drawing on the database to inform assessments around investment decisions and to meet reporting requirements. Multilateral users include the World Bank Group, including the International Finance Corporation, as well as the Asian Development Bank.

2.2.2. One Programme engagement

An increasing trend in One Programme engagement. Between 2013 and 2016, the IUCN Secretariat reported on the extent of engagement and collaboration between the Secretariat, Members, National/Regional Committees and Commissions in the delivery of the Programme (see
Table 3.¹ These numbers should be taken as an indication of the extent of collaboration rather than as precise measure as the data is self-reported. Nonetheless, these estimates are consistent over the current intersessional period. More drastic fluctuations might be due to under reporting issues.

Table 3: One Programme engagement 2012–2015

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Members</td>
<td>50%</td>
<td>60%</td>
<td>60%</td>
<td>62%</td>
</tr>
<tr>
<td>Commissions</td>
<td>40%</td>
<td>50%</td>
<td>33%</td>
<td>50%</td>
</tr>
<tr>
<td>National/Regional Committees</td>
<td>5%</td>
<td>12%</td>
<td>15%</td>
<td>13%</td>
</tr>
</tbody>
</table>

Broad engagement in One Programme delivery. IUCN has also collected data on how Members and Commissions are typically engaged, notably in the production of knowledge products, project implementation, policy-influencing and capacity-building.

Key role in the in the generation of knowledge. Members and Commissions played a key role in the production of the IUCN Red List of Threatened Species, Protected Planet / WDPA, the Green List of Protected Areas, Key Biodiversity Areas, the IUCN Red List of Ecosystems, the Natural Resource Governance Framework, People in Nature and the integration of knowledge products.

Strong collaboration in the development of the IUCN Red List of Ecosystems. The RLE is developed and implemented jointly by the IUCN Commission on Ecosystem Management and the Secretariat in collaboration with the Species Survival Commission. This process was also carried out at the national and regional levels in the Americas and Madagascar led by IUCN Members and Commissions. Their participation was also key for the establishment of the RLE Committee for Scientific Standards.

Members’ commitment in the development of the Green List of Protected Areas. IUCN is supporting the development and application of an international standard to measure the effectiveness of protected areas – the IUCN Green List of Protected Areas. Around 100 Members (mainly governmental agencies) from Australia, Colombia, China, France, Italy, Kenya, Republic of Korea, and Spain, were directly involved in the implementation of the pilot phase.

Joint implementation of IUCN’s project portfolio. Members and Commissions supported the implementation of IUCN’s project portfolio in REDD+/landscape restoration, coastal and protected areas management, the conservation of threatened species and their habitats, ecosystem-based adaptation, water and food security and area-based business engagement. Among the examples that are worth highlighting is the launch of the Restoration Opportunity Assessment Methodology (ROAM), in collaboration with the World Resources Institute, an IUCN Member, which provides a flexible and affordable framework approach for countries to rapidly identify and analyse Forest Landscape Restoration (FLR) areas. This methodology has now been applied in several countries in Latin America, Africa and Asia. Moreover, in Guatemala, Members’ efforts (Ministry of the Environment of Guatemala, Fundación Calmecac, Fundaeco and Fundalachuá) have led to the creation of a national panel for FLR and supported Guatemala’s commitment to restore 1.2 million hectares of forests.

Joint implementation at regional and national levels. Relevant examples include the regional dialogues on large dams and forest management in West Africa, in collaboration with the Economic Community of West African States (ECOWAS); and the strengthening of bi-national committees for water governance in the Andean Region with the participation of Member States. At the national/local level, the Ghana Forest Commission and IUCN have been working on the design of national REDD+ benefit sharing mechanisms through the implementation of sub-national/jurisdictional benefit-sharing schemes. In Chiapas, Mexico, IUCN Members (CONANP and Sociedad de Historia Natural del Soconusco), in collaboration with government agencies have been implementing activities related to water management, adaptation, mitigation and the development of payment for ecosystem services (PES) schemes.

¹ This reporting is from the perspective of the Secretariat and does not contain data on other forms of One Programme Engagement, such as the functioning of National and Regional Committees, implementation featuring Members or a combination of Members and Commissions.
Key participation in global policy processes. Members supported the implementation of priorities related to the Sustainable Development Goals (SDGs), the Strategic Plan for Biodiversity 2011–2020 and the Aichi Targets, gender policy and capacity building, World Heritage processes, UNFCCC, GEF, IPBES and nature-based solutions as well as in developing gender-responsive policies and plans at national, regional and global levels.

Implementation of the Strategic Plan for Biodiversity 2011–2020 at regional level. In Asia, IUCN provided support to State Members in the implementation of the Strategic Plan, especially in the revision of National Biodiversity Strategies and Action Plans (NBSAPs) and the Aichi Targets. IUCN’s Commission on Education and Communication also mobilised Members in the implementation of Aichi Target 1 at both the regional (Mesoamerica and South America) and national (China and Namibia) levels.

2.2.3. Addressing the Resolutions and Recommendations of the Jeju Congress

At the Jeju Congress in 2012, 137 Resolutions and 46 Recommendations were adopted. This represented a 26% increase from the 2008 Congress.

As of 2015, the Secretariat launched an Online Tracking System as per Resolution 4.011, Development of an automated system to record members’ actions on Resolutions and Recommendations to improve reporting at, and between, World Conservation Congresses. The web-based system allows all parts of IUCN – Members, Commissions, and Secretariat – to insert information on how they contribute to the implementation of Resolutions. The reports thus generated are publicly available in the Resolutions and Recommendations Platform. The Platform and the Tracking System were presented in the Regional Conservation Fora in preparation for the 2016 Congress.

The majority of the 137 Resolutions are considered to be underway, initiated or completed. While the Secretariat appears to be implementing a large number of Resolutions, Commissions and Members have also contributed considerably in the implementation of resolutions (53% and 43%, respectively), thus exemplifying the One Programme Approach. More details about the implementation of Resolutions are provided in Annex 1 to this report.

2.3. Preparing the draft IUCN Programme 2017–2020

A participative Programme development process. The draft IUCN Programme 2017–2020 was developed through an iterative process over a period stretching from November 2014 to April 2016, involving several rounds of consultation, input and feedback from: Council, Secretariat and representatives of the six IUCN Commissions; comments from the IUCN Membership – especially through the Regional Conservation Fora held in all IUCN regions between June and December 2015; views from the IUCN framework partners; and recommendations from the 2015 External Review. This broad-based process resulted in a draft that was reviewed by Council at its 88th meeting (April 2016) and endorsed for transmission to Members for consideration and approval during the 2016 World Conservation Congress.

A blueprint for realising many of the ambitions of the post-2015 agenda. The draft Programme embraces and assimilates the new momentum generated by the 2015 agreements and captures them in a programme of work that exploits IUCN’s strengths, taking advantage of the Union’s knowledge and reach to move agreements into concrete action. Moreover, the Programme breaks away from the once-widespread misconception that global challenges must each be addressed separately, and instead recognises that environmental, economic and even political concerns often share direct and indirect drivers, and can similarly benefit from common solutions.

A global situation analysis helped guide preparation of the draft Programme. This examined the current conservation landscape, identifying important gaps and assessing which among these IUCN was best placed to address. Results highlighted the need for IUCN’s assessments of the state of nature, particularly with respect to terrestrial biodiversity and ecosystems. Geographically, results emphasised a need for IUCN’s work in Africa, in central and South America, and in South and East Asia.
The external review of IUCN also contributed to the design of the Programme, shedding additional light on the Union’s niche in the global conservation landscape. The review underlined IUCN’s unique ability to convene government and civil society member organisations, as well as in the field of developing expert opinion – drawing on IUCN’s membership and Commissions. Further, the evaluation highlighted the important role of the Union in ensuring the strong voice and influence of indigenous peoples’ groups in pursuit of conservation and sustainable development objectives. The evaluation noted that the convening role is underpinned and legitimised by IUCN’s evidence-based scientific work.

Using IUCN’s core strengths for maximum impact. IUCN harnesses this powerful, dual role of convening diverse stakeholders and generating conservation knowledge to further its mission of informing policy choices and other relevant decisions. To be sure, a trusted knowledge base and reputation for balanced analysis help substantiate IUCN’s privileged access to policy and decision makers at global, national and local levels. Similarly, IUCN is able to engage diverse stakeholders both inside and outside the traditional conservation arena. Moreover, there remains ample scope for IUCN to benefit from its complex and diverse membership structure in efforts to secure real collective action in favour of conservation, a point highlighted by the external review.

A broadened scope of work is critical in the post-2015 world. IUCN is able to effectively address a significant array of drivers that impact on a broad range of environmental, societal and other challenges. While the primary focus of the draft Programme remains on developing the conservation responses and governance necessary to tackle the direct drivers of biodiversity loss, IUCN is in a unique position to address indirect drivers. The draft Programme reflects the same reality as the SDGs, namely the explicit recognition that environmental, social and economic aspects are inseparable, and that achieving the stated goals requires a holistic approach.

Driving change where it matters most. COP21 sent a clear signal about the vital importance of natural ecosystems in achieving climate neutrality over the course of this century. Indeed, the Paris Agreement directly calls on countries to conserve and enhance natural carbon sinks and reservoirs of all types – biomass, forests and oceans, as well as other terrestrial, coastal and marine ecosystems – and to harness their contribution in the global fight against climate change. The relevance and impact of IUCN’s cumulative work in this regard could not be clearer.

IUCN will amplify efforts to develop and advance practical and effective nature-based solutions to climate change. These will not only make a direct contribution to global mitigation efforts, but work to enable vulnerable societies around the world to better adapt to the adverse effects of climate change, and help to reduce the impact of climate-related disasters. At the same time, IUCN will continue to assess and address the impacts of climate change on vulnerable species and ecosystems around the world, thereby helping to create a low-carbon, climate-resilient world that benefits people and nature alike.

Addressing the agriculture crisis. The immense pressure that agriculture places on our planet and the need to rethink this critical sector remains largely unappreciated and unaddressed. Current agricultural practices are a major contributor to climate change and marine and terrestrial pollution. They are major stressors of freshwater resources and a major driver of terrestrial species loss. Global population growth will exacerbate this problem. At the same time, achieving food security is an absolute imperative. The world needs to rethink and restructure the global agriculture system to increase productivity while reducing competition with our natural resources.

Develop nature-based solutions for enhanced productivity, sustainability and livelihoods. In the Programme period ahead, IUCN will develop partnerships – drawing on the expertise of Commissions and Members and building on IUCN Resolutions and on the emerging IUCN strategy on agriculture – to bring the imperative of biodiversity considerations and ecosystem services to the fore in reforming agricultural practices and the broader policy debate on climate resilience.

Ecosystems remain largely undervalued. Deficiencies in understanding the important role that nature plays in our societies mean that ecosystem services and values are rarely incorporated into investment decisions, cost/benefit analyses or other financial decisions. Yet the effects of such decisions on nature are often important. There is an increasing awareness of the need to gain a better understanding of the value of our natural resources so as to internalise their importance in economic
decisions. In line with guidance, which is expected to be provided by the 2016 IUCN Congress, IUCN will work to develop the technical and analytical underpinnings of natural capital valuation so as to better understand the role and enhance the protection of biodiversity and ecosystems.

**Nature conservation and human progress are not mutually exclusive.** Facing tremendous forces of transformation such as climate change and dramatic socioeconomic inequality across the world, there are credible and accessible political, economic, cultural and technological choices that can promote general welfare in ways that support and even enhance our planet’s natural assets.

**Three interdependent Programme Areas.** To inform these choices, IUCN has been aligning conservation efforts all over the world to three clear Programme Areas: 1) Valuing and conserving nature; 2) Promoting and supporting effective and equitable governance of natural resources; and, 3) Deploying nature-based solutions to address societal challenges including climate change, food security and economic and social development. The approach that is emerging from its collective efforts demonstrates that nature is not an obstacle to human aspirations, but rather an essential partner, offering valuable contributions towards all our endeavours.

**Monitoring the IUCN Programme 2017–2020.** IUCN’s global indicators are fully aligned with the indicators used to measure progress against the SDGs and the Aichi Biodiversity Targets.

### 2.4. Finances

#### 2.4.1. Financial management

**Annual financial results.** IUCN achieved positive results in 2013, 2014 and 2015 and progressively increased its annual budget over the four-year period from CHF 106m in 2014 to a forecast level of CHF 132m in 2016. Table 4 shows the summary financial results for the period 2013 to 2015 and the forecast for 2016 compared to the Financial Plan approved by the 2012 Congress.

**Table 4: Actual income and expenditure vs Financial Plan 2013–2016**

<table>
<thead>
<tr>
<th>Year</th>
<th>CHF m</th>
<th>Financial plan</th>
<th>Actual</th>
<th>Financial plan</th>
<th>Actual</th>
<th>Financial plan</th>
<th>Budget</th>
<th>Financial plan</th>
<th>Forecast</th>
<th>Financial plan</th>
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<tbody>
<tr>
<td>2013</td>
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<td>2013-16</td>
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- **Membership dues**: CHF 12m in 2013, CHF 11m in 2014, CHF 12m in 2015, CHF 12m in 2016.
- **Framework income**: CHF 17m in 2013, CHF 18m in 2014, CHF 17m in 2015, CHF 16m in 2016.
- **Project income**: CHF 79m in 2013, CHF 88m in 2014, CHF 76m in 2015, CHF 95m in 2016.
- **Other income**: CHF 6m in 2013, CHF 5m in 2014, CHF 7m in 2015, CHF 5m in 2016.
- **Total income**: CHF 114m in 2013, CHF 122m in 2014, CHF 111m in 2015, CHF 127m in 2016.

- **Operating expenditure**: CHF (105m) in 2013, CHF (121m) in 2014, CHF (115m) in 2015, CHF (126m) in 2016.
- **Operating surplus / (deficit)**: CHF 9m in 2013, CHF 1m in 2014, CHF 10m in 2015, CHF 1m in 2016.

- **Other income and expenditure**: CHF (1m) in 2013, CHF 2m in 2014, CHF (2m) in 2015, CHF 2m in 2016.

- **Net surplus / (deficit)**: CHF 8m in 2013, CHF 2m in 2014, CHF 8m in 2015, CHF 2m in 2016.

- **Release from / (transfer to) designated reserves**: CHF (1m) in 2013, CHF 0m in 2014, CHF 0m in 2015, CHF 0m in 2016.

- **Movement in restricted funds**: CHF (4m) in 2013, CHF 0m in 2014, CHF 0m in 2015, CHF 0m in 2016.

- **Surplus/(deficit) after reserve adjustments**: CHF (3m) in 2013, CHF 1m in 2014, CHF 3m in 2015, CHF 1m in 2016.

- **In 2013 a surplus of CHF 3m was achieved.** The surplus was achieved as a result of income from membership dues being higher than budget and expenditure being lower than budget.

- **In 2014 a surplus of CHF 3m was achieved.** This was primarily due to the sale of land in Nairobi to a local conservationist, resulting in an extraordinary gain of CHF 2.7m.

- **In 2015 a surplus of CHF 1m was achieved despite a decline in framework income and revaluation adjustments that followed the decision of the Swiss National Bank to decouple the
value of the Swiss franc from the Euro and the increase in the value of the Swiss franc that this precipitated.

- In 2016 a deficit of CHF 2m is forecast. This is a result of a forecast decline in framework income and anticipated reorganisation costs that will be necessary in anticipation of further declines in framework income in future years.

**Project income and expenditure have increased progressively.** Over the period, project income increased from CHF 79m in 2013 to CHF 95m in 2015 and is forecast to reach CHF 98m in 2016. This reflects a growing project portfolio and donor confidence in IUCN’s ability to deliver against key programmatic objectives.

**Unrestricted income and expenditure were in line with the Financial Plan 2013–2016,** though there were variances in individual income streams. Income from membership dues was higher than planned due to a greater number of new Members than anticipated. Framework income was, however, lower than planned as a result of a reassessment of priorities by some partners and a move away from providing unrestricted funding.

**IUCN is on track to exceed target on unrestricted reserves.** A key target in the 2013–2016 Financial Plan was to build unrestricted reserves by CHF 1m per year. Unrestricted reserves are forecast to have increased by CHF 5m over the four-year period. This is after taking into consideration a forecast decline in reserves of CHF 2m in 2016 (Figure 2).

![Figure 2: IUCN unrestricted reserves](image)

2.4.2. Resource mobilisation

**Over 70% of funding comes from bilateral government support.** IUCN’s main source of funding continues to be from bilateral donors in the form of official development assistance (ODA). Between 2012 and 2016, total annual income increased from CHF 112m to a forecast level of CHF 130m. Funding from multilateral institutions held steady at around 15% of annual income, although this is on a strong upward trend following accreditation to the Global Environmental Facility (GEF) and the Green Climate Fund (GCF). Support from foundations has continued to grow, albeit from a fairly small base, representing about 9% of IUCN’s annual income in recent years. Sponsorship, licensing and in-kind support from the private sector and high net worth individuals represents around 2% of IUCN’s annual income.

**Framework Partnerships remain essential for IUCN’s operations and its capacity to implement the Programme and develop the Union.** Membership dues represent an important part of IUCN’s income, given their unrestricted nature. The other main source of non-earmarked funding is through Framework Partnerships which provide multi-year unrestricted financial contributions to support the IUCN Programme. Through their Framework contributions, IUCN’s nine Framework Partners provided around CHF 17m per annum in 2013 and 2014, and CHF 16m in 2015. Annual Framework contributions ranged from CHF 600K to CHF 3.5 million (see Table 5). In addition, a voluntary contribution is negotiated annually with the US State Department.
Table 5: Agreements renewed during the period 2013–2016

<table>
<thead>
<tr>
<th>Country</th>
<th>Agreement Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Denmark</td>
<td>Multi-year agreement renewed with Ministry of Foreign Affairs (Danida)</td>
</tr>
<tr>
<td>Finland</td>
<td>Annual agreements are negotiated with Ministry of Foreign Affairs</td>
</tr>
<tr>
<td>France</td>
<td>Multi-year agreement renewed with French Development Agency; Ministry of Ecology, Sustainable Development and Energy; Ministry of Foreign Affairs and International Development; Ministry of Overseas Territories</td>
</tr>
<tr>
<td>Norway</td>
<td>Multi-year agreement renewed with Norwegian Agency for Development Cooperation (Norad)</td>
</tr>
<tr>
<td>Republic of Korea</td>
<td>A new four-year Framework Agreement was signed (Ministry of Environment) in July 2013. The agreement includes both un-earmarked programme support as well as restricted support for the implementation of Korean resolutions and other joint activities.</td>
</tr>
<tr>
<td>Sweden</td>
<td>Multi-year agreement renewed with Swedish International Development Cooperation Agency (Sida)</td>
</tr>
<tr>
<td>Switzerland</td>
<td>Multi-year agreement renewed with Swiss Agency for Development and Cooperation (SDC)</td>
</tr>
<tr>
<td>United Arab Emirates</td>
<td>Multi-year agreement renewed with Abu Dhabi Environment Agency (EAD)</td>
</tr>
<tr>
<td>MAVA Foundation</td>
<td>Multi-year agreement renewed</td>
</tr>
</tbody>
</table>

**Significant shifts in development cooperation priorities** by a number of Framework Partner countries occurred towards the end of the quadrennium, leading to cuts in ODA. This translated into direct cuts in Framework income in 2016 (Finland and Sweden), as well as the announcement of the non-renewal of the Framework Agreement with Denmark from 2017 onwards. Low oil prices also had an impact on the United Arab Emirates and the operations of the Abu Dhabi Environment Agency, one of IUCN's Framework Partners, which resulted in the non-renewal of the Framework Agreement in 2016. In addition, the longstanding core support received from the Ministry of Foreign Affairs of the Netherlands was not renewed for the period 2013–2016.

**Growing and diversifying the Union’s income base in order to reduce over-reliance on Framework Partners.** Over the past two years, IUCN has been particularly successful in building strong strategic partnerships with development banks, such as Kreditanstalt für Wiederaufbau (KfW, to support programmatic initiatives in Forest Landscape Restoration, enhanced management of protected areas, marine and coastal conservation and conservation finance), as well as multilateral institutions such as the EU and GEF, all of whom are keen to use IUCN as a funding and implementation platform to build the conservation capacity of Members and partners.

**Income for projects and programmes grew steadily over the past few years,** from CHF 78m in 2012 to a budgeted level of over CHF 98m in 2016. This represents over 75% of IUCN’s average annual income. IUCN’s Nature Based Solutions Group, has been particularly successful in growing the value of its portfolio. This reflects donor confidence in IUCN’s ability to design large, multi-year programmes that meet the sustainable development priorities of a wide array of governments. During this period, IUCN made a concerted effort to increase the average size of projects, or to bundle small projects together in the form of global work programmes, to reduce the transaction costs on small grants.

**Resource mobilisation achievements of note** during the quadrennium include:

- A Joint Strategic Programme designed by the IUCN Mediterranean Office, funded by the MAVA Foundation (CHF 7.5m over 7 years).
- Funding from the EC for a second phase of a programme to protect biodiversity and ecosystems services in European Overseas Territories (CHF 8.6m over 3 years).
- A series of large programme grants from the German Ministry of Environment (BMUB) – which continues to rank as IUCN’s largest single donor.
- Danida agreeing to a third phase of support for the Mangroves for the Future Programme in Asia in 2015 – total value of CHF 5.5m over 3 years.
- UK DFID, which provided funding for a programme of research around community managed forests (Know-For) – total value CHF 6.3m over four years (2011–2018).
Dutch Ministry of Foreign Affairs (DGIS), which is a generous funder of IUCN’s SUSTAIN programme.

IUCN’s engagement with the private sector is multi-faceted and includes programmatic engagement to enhance the conservation awareness and practices of corporate partners. The private sector also provides valuable funding to support the delivery of IUCN’s Programme. Of note, was a large grant from the Toyota Motor Company in 2016 to enhance the number of IUCN Red List assessments and thereby accelerate progress towards achieving the goal of assessing 160,000 species by 2020.

2.5. Organisational and change management

2.5.1. Leadership Team

Several senior appointments were filled during the period, including Director, Global Communications (May 2014); Legal Adviser (January 2015); Global Director, Human Resources (November 2015) and Permanent Observer to the United Nations in New York (November 2015). The position of Deputy Director General was not filled in view of budgetary constraints.

The Global Management Team evolved into a ‘Leadership Team’ (as of January 2015) with widened membership, notably from Regional Directors. Its purpose is to facilitate broad, collective and inclusive participation in decision making of a distributed Secretariat. The Leadership Team collectively discusses challenges and opportunities and advises the Director General.

A 360-degree Leadership Assessment for the Leadership Team as well as all Directors and Managers was rolled out in 2016. This assessment is one of the best practices that many organisations in different sectors use to assess the strength, impact and credibility of their leaders, as well as to provide helpful feedback to managers and leaders so that IUCN can continuously strengthen its leadership skills. The 360 exercise will help build a stronger IUCN and achieve better organisational performance.

Realigning the Secretariat so that its One Programme delivery is maximised. The Leadership Team was tasked with scoping and understanding shifts in development cooperation priorities, including how Member activities could best be supported and leveraged. The purpose of the exercise was to envisage an IUCN that is less dependent on Framework Partner funding, one that is institutionally and financially more stable, one that enjoys greater profile and reach beyond its immediate conservation constituency and has greater impact. The bulk of this work is to be carried out throughout 2016.

2.5.2. Updating policies, procedures and guidelines

Over the course of the four-year period, significant improvements were made in the risk management and control framework, and in updating operational policies and procedures. This section provides an illustrative list of internal policy updates in the fields of programme, human resources, finance, legal issues, oversight, and monitoring & evaluation.

Published in 2015, the third version of the IUCN Operational Guidelines for Business Engagement aligns procedures for all types of business engagements – from those that seek to change business practices, to those that are funding only, to those service arrangements where IUCN provides goods or services to business, or vice versa. The general guidelines are applied and operationalised differently depending on six engagement paths, identified as: (1) transforming business practices; (2) sponsorship; (3) licensing; (4) donations; (5) commercial use of IUCN data/tools; and (6) procurement.

Mainstreaming environmental and social management within IUCN started in May 2016, following a two-year process of validating and updating an initial version of the Environmental and Social Management System (ESMS) which helped IUCN achieve accreditation as a Global Environmental Facility (GEF) Project Agency. The process included awareness building and training sessions among IUCN Secretariat staff and gathering of initial feedback. In parallel, the ESMS was tested on all projects funded under IUCN’s Integrated Tiger Habitat Conservation Programme as well
as on IUCN projects being prepared for GEF funding. Input from the first feedback round, together with lessons learned from early ESMS application, allowed for refinement and consolidation of the ESMS principles, standards and procedures. The refined ESMS went through a final internal consultation with IUCN Secretariat staff and Commission members in February 2016 and the final version became effective in May 2016.

The **IUCN Travel Policy and Procedures were updated in 2015** to provide guidance to IUCN staff and other individuals supported by IUCN Secretariat funds when undertaking travel on behalf of IUCN. A central impetus for the update was to ensure that IUCN upholds and implements its ‘duty of care’ to all staff who need to travel as part of their IUCN role. The policy encourages: environmental accountability; cost effectiveness and fiscal responsibility; a fair and sustainable work-life balance; and that health, safety, and security concerns are met. International Safety and Security Principles & Guidelines were released in 2016.

To ensure that IUCN obtains value for money in all its procurement activities and that procurement is conducted in an efficient and cost effective manner that respects sustainability, the Policy and Procedure on Procurement of Goods and Services was updated in 2015.

The aim of the **Contract Review Procedure (revised 2016)** is to ensure that the review and clearance of contracts by all relevant units are conducted in the most effective and efficient manner possible and to ensure that contracts are signed with a full knowledge of the risks and obligations incurred by IUCN.

**Strengthening risk management practices, internal controls and standards.** Measures over the quadrennium have included the regional roll out of the Risk Register and the updating of the Code of Conduct and Professional Ethics (2013), the Anti-Fraud Policy (2014) and the Policy on Internal Audit (2015). Through these updates, IUCN is seeking to fulfil its obligations to its Members, donors and staff as an organisation that is accountable, transparent and ethical in its management and governance.

**IUCN significantly revised its Monitoring and Evaluation (M&E) Policy in 2015** to bring the existing Evaluation Policy established in 2001 into alignment with international best practice. The policy guides IUCN’s approach to M&E by setting out minimum requirements and by outlining the values and standards that IUCN’s staff and external evaluators are expected to uphold.

**In 2013 IUCN activated comprehensive new procedures for project management** through the Project Guidelines and Standards (PGS) and the Project Approval and Appraisal System (PAAS). The PGS is a complete guide for the design, approval, implementation, monitoring, evaluation and closure of IUCN projects. The PGS draws on best practice in project design, conservation techniques and gender mainstreaming and is supported by a comprehensive capacity building programme for the Secretariat, which is being rolled out in 2016. As part of the update of the PGS, the Guide for Managing Evaluations in IUCN (2004) was updated and made more accessible.

**Building on project management standards, IUCN also developed a Project Lifecycle (PLC), intended to draw in procedures on business engagement, project finance, environmental and social safeguards, project contracting and procurement.** The Project Lifecycle is a complete business process for all IUCN projects.

**IUCN is in the latter stages of designing and rolling out an IT solution for project management, based on the new project management standards and the Project Lifecycle.** Starting in 2017, all projects will be managed within the Project Portal, which is integrated across other IUCN systems, including the financial system. This will allow users to: manage projects and workflows within a single online system in real-time; store and access all data and documentation related to projects; and allow management to generate reporting on project performance and delivery of the IUCN Programme.

### 2.5.3. IT infrastructure and systems

**During the four-year period IUCN continued to invest in information systems.** The need for a more consistent approach to information systems management generated major changes during the period 2013–2016. A new Director, Global Information Systems was appointed in 2014. The
deployment of an Information Systems Strategy (approved in 2015) is well underway and focuses on four major areas: People, Organisation, Function and Operations. Standard global systems will be deployed in all locations and infrastructure is being standardised in order to leverage purchasing power as well as minimise ongoing support costs. Other notable achievements include:

- A Global Wide Area Network was approved at the end of 2014 and will be deployed through 2017 to ensure that all offices can benefit from our improved solutions.
- A global procurement contract for PCs was signed at the end of 2015 reducing costs globally by approximately 30 per cent and, in 2016–2017, these PCs will receive standard managed configurations, reducing support costs and improving security exposure.
- Enterprise Resource Planning (ERP) Finance modules and HRMS were deployed in all locations globally at the end of 2015. Over the coming four-year period, the deployment of other major components is to take place, including a Programme and Project Portal module.
- Using the existing Union Portal and CRM (Constituents Relationship Management) environments, modern and user-friendly tools were developed for the Hawai’i Congress.

2.5.4. Reviewing, monitoring and assessing our performance

From 2013 to the middle of 2016, IUCN undertook over 27 evaluations and reviews

(terms which are synonymous with each other), ranging from small projects to large multi-country initiatives and strategic reviews of IUCN programmes, most of which were undertaken by external teams under the supervision of either the Planning, Monitoring and Evaluation Unit or by Regional Offices. The evaluation function in IUCN plays the role of providing evidence for sound decision making on change. Reviews of IUCN programmes and strategic engagements undertaken since 2013 include the following (these were used to drive change within these programmes and in all cases achieved that):

- World Heritage Programme
- IUCN Save Our Species (SOS) initiative
- agreements with private sector companies Holcim and Rio Tinto, as well as the Western Grey Whale Advisory Panel

In addition, an evaluation of the 2012 World Conservation Congress in Jeju was completed in 2013 and was followed up with a study to develop monitoring for results of IUCN Resolutions and Recommendations. Evidence from these evaluations helped inform the revision of the Motions procedure including the criteria for reviewing motions, and a new database for reporting on Resolutions and Recommendations.

An internal, formative evaluation of the IUCN World Parks Congress 2014 was conducted with the aim of tracking implementation of the ‘Promise of Sydney’ commitments and their impact, as well as providing guidance for the design of the ‘Hawai’i Commitments’ process.

2.5.5. IUCN External review of 2015 and External evaluation of aspects of IUCN’s governance

External Reviews of IUCN have been a key element of IUCN’s change management agenda since 1991, occurring every four years at the request of IUCN’s Framework Partners. The Reviews are a key element in the renewal of framework agreements.

The External Review of IUCN 2011 made 14 high-level recommendations in the areas of niche and value proposition, results and management reporting, the IUCN business model, Council, human resources and Membership. The review recommended further reviews of Commissions and National and Regional (Member) Committees.

In responding to this Review, IUCN updated its niche and value proposition and prepared a Business Model, organised around knowledge, governance, results on the ground and strengthening the Union to operationalise the value proposition.

2 All evaluation and review reports are available from: http://www.iucn.org/monitoring-and-evaluation/monitoring-our-work/evaluations-database
IUCN updated its management reporting, first in 2012 and then again in 2016 in order to better meet the needs of the users of reporting, namely the Framework Partners and IUCN Council.

Additional measures to strengthen the Membership, included expanding the Member base, implementation of the One Programme Charter and use of different implementation models, such as grant-making under Save Our Species and the Integrated Tiger Habitat Conservation Programme. IUCN also received accreditation under the Global Environment Facility and the Green Climate Fund as an Implementing Agency, something which will allow IUCN to support Members through the mobilisation of additional resources.

**External evaluations of IUCN’s governance** (Council and Commissions were commissioned in 2015, leading to a package of reforms for Council. This includes a strengthened role for the Bureau of Council that is intended to shift the discussions in Council from procedural to strategic matters (see Annex 2).

The **External Review of IUCN** in 2015 examined IUCN’s niche, knowledge work, Commissions and organisational fit for purpose. The Review made more than 100 recommendations organised around 16 strategic areas (see Annex 3). The recommendations are detailed in nature and will aid IUCN in the coming years as it looks to strengthen its role as a convening union, its knowledge work, the Commissions and its organisational fitness for purpose. The Director General has chosen to address the organisational fitness for purpose first and the management response to the External Review 2015 will follow later in 2016.

### 2.6. Getting our message out

#### 2.6.1. Communications

**Strong communications are an absolute imperative for IUCN.** Yet communications at IUCN have had a difficult history. The reasons behind this are myriad and include broader IUCN strategic issues, depth and nature of knowledge creation in certain programmes and a difficulty in sustaining investment levels in corporate communications.

**Over the past two years, a long process of rebuilding communications has been underway, and this has recently begun to deliver results.** During this period IUCN has developed and implemented a corporate communications strategy, greatly increased its presence in the global press and following on major social media channels, launched a new series of issues briefs, overhauled its website, developed policies on critical topics where none existed previously, and boosted IUCN’s profile on climate change and the SDGs, among others.

**But the resources dedicated to global communications remain small.** This means that efforts must be carefully prioritised. Today, global communications work at IUCN is dedicated to corporate issues, raising the profile of IUCN, its Members and Commissions and the collective work of the Union in a manner that consolidates its reputation as a rich union of government and civil society member organisations, providing knowledge tools to support global conservation and sustainable development efforts.

**To help compensate for limited resources, IUCN works closely with many Member organisations to pool skills, resources and reach.** Perhaps the most visible success of this strategy has been the recent push for communications around the 2016 Congress. Here, a number of formal and informal partnerships have greatly extended the capacity and reach of IUCN’s corporate communications in an effort to promote this landmark event.

#### 2.6.2. Publications

**Maintaining IUCN’s publishing output.** In total, 54 ISBNs were assigned in 2013, 64 in 2014, 57 in 2015, and 23 to date in 2016, making a total of 198 formal IUCN publications over the quadrennium. These are complemented by joint publications with other institutions to yield the Union’s total publication output of books and monographs. About 70 papers with IUCN as an affiliation were also published into the peer-reviewed literature annually during the period.
Assuring the quality of IUCN publications. The IUCN Style Manual was revised during the period, promoting consistency and quality across publications. Further, an IUCN Editorial Board has been established, with representatives from each of IUCN’s six expert Commissions, to support the implementation of peer review for IUCN publications.

Improving the availability of IUCN publications. The IUCN Library databases for IUCN publications, IUCN grey literature, and externally published literature were migrated to a new, more reliable system, and opened to the public, thus providing access to our collection of more than 24,000 titles. Some 3,000 IUCN publications, representing over half our total output, are now available in electronic format.

Maximising ‘discoverability’ of IUCN knowledge. Over the quadrennium, the practice of assigning Digital Object Identifiers (DOIs) was resurrected; and 45 DOIs were assigned, allowing IUCN publications to be easily cross-linked to, and cited by, other authors/researchers. In addition, DOIs were assigned to all of the approximately 80,000 current assessments for *The IUCN Red List of Threatened Species*.

2.6.3. Patrons and ambassadors

Two complementary initiatives to engage individuals were launched and developed in 2010, as part of IUCN’s strategy to diversify its outreach and fundraising efforts. Convened by the Director General, the Patrons of Nature are prominent individuals from various sectors willing to support IUCN through a financial or in-kind investment over a three to five year period. Through the recruitment of Goodwill Ambassadors, IUCN aims to address the need to broaden its visibility and outreach. Ambassadors are well-known, environmentally credible and relevant personalities who serve *pro bono* to help IUCN spread the environmental message beyond the traditional audiences.

Patrons convened for the first time at the Jeju Congress. A second meeting was kindly hosted by Prince Albert II at the Palace of Monaco (2013). Patrons provided financial support for several projects and for the *IUCN Red List* to mark its 50th Anniversary in 2015, including through hosting a gala event – the Biophilia Ball – in the Natural History Museum in London. At the latest meeting, held in December 2015 in Gland, the importance of strengthening and consolidating IUCN’s data sets, starting with the *IUCN Red List*, was discussed (see current list of Patrons in Box 2).

<table>
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<tr>
<th>Box 2: List of Patrons of Nature</th>
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<tbody>
<tr>
<td>- HSH Prince Albert II of Monaco</td>
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<td>- HH Queen Noor of Jordan</td>
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<tr>
<td>- HRH Prince Carl Philip of Sweden</td>
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<tr>
<td>- Dr Sylvia Earle, world famous oceanographer</td>
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<tr>
<td>- Dr Jane Goodall, world famous primate specialist</td>
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<tr>
<td>- Dr Richard Leakey, world famous conservationist</td>
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<tr>
<td>- Sally Ranney, US journalist and philanthropist</td>
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<tr>
<td>- Erik Solheim, Honorary Patron of Nature upon becoming UNEP Executive Director</td>
</tr>
<tr>
<td>- Jessica and Adam Sweidan, trustees, Synchronicity Earth foundation</td>
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<tr>
<td>- Claudio Segré, Founder, Fondation Segré</td>
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</table>

Reaching beyond the normal IUCN networks. The original objective of the Goodwill Ambassador Initiative was to invite internationally well-known, environmentally credible and relevant personalities to spread environmental messages beyond the normal professional and organisational networks of IUCN with the specific objective of raising the visibility of IUCN in the run-up to the Jeju Congress (Box 3).

<table>
<thead>
<tr>
<th>Box 3: List of Goodwill Ambassadors</th>
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<tr>
<td>- American actress and singer Alison Sudol</td>
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<td>- Swedish photographer and filmmaker Mattias Klum</td>
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<tr>
<td>- Chinese artist Yuan Xikun</td>
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<td>- Japanese singer Iruka (since 2004)</td>
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3. Looking to the Future

3.1. Renewing with nature as the Union approaches the age of 70

As we take stock of our work over the last four years, many fundamental trends, as well as the global outlook, remain worrying. We know that we are pressing against the very planetary boundaries of our world. We are aware of the disparity between the world’s rich and poor. Concomitantly, the spectre of climate disruption looms large on the horizon. New challenges, such as ocean plastics, systemic pesticides, fungal diseases and fast-spreading viruses, are emerging and calling for our attention, while well-known challenges such as species losses, ecosystem collapses, and ecosystem shifts in a climate changing world, continue to put pressure on our very existence.

In this context, the Hawai‘i Congress is uniquely positioned to serve as the rallying cry for the international community as we look to convert the unprecedented commitments of 2015 into transformative and meaningful action going forward. With the successful negotiation of the Sustainable Development Goals (SDGs) as well as the Paris Climate Agreement, we have a great opportunity to set our planet on a course of sustainable development. We cannot disappoint.

The IUCN Congress needs to offer to the world a high-impact and high-visibility programme for the next four years. To gain sufficient traction, the draft IUCN Programme for 2017–2020 has been explicitly framed as a vehicle for delivering on the relevant dimensions of the 2030 Agenda for Sustainable Development.

Financing conservation efforts remains an arduous sell, yet new opportunities, including new forms of partnership, are emerging and are waiting to be tested at scale. Current arrangements across the conservation community are not commensurate with the levels of required financing. Our community is highly vulnerable in view of its relatively narrow donor base for unallocated funds.

As we prepare to celebrate the Union’s 70th birthday, it is opportune to consider fundamental gaps that are to shape our work and ensure it remains relevant to the global conversation.

Improving the quality and availability of data. The world cannot take decisions about the health of our planet without information on how nature is faring. This requires information on biodiversity that is comprehensive, standardised, credible and accessible. Over the last five decades, the conservation community has generated a great deal of the data to meet these needs. This is a great tribute to the work of our Commissions, Members and partner organisations. This is a good start, but typically not enough to inform mainstream decision making. IUCN, working in close partnership with others, is ideally placed to understand the data needs of major stakeholder groups.

Developing agreed and standardised metrics to measure components of nature. Measuring stocks and changes in biodiversity in a systematic, standardised, spatially explicit manner will provide better information to decision makers and allow aggregation and comparison across time and space. As guided by the resolutions expected to emanate from the 2016 Congress, IUCN will plan to work with key partners to better use existing data sets for biodiversity accounting and to integrate biodiversity into decision making as well as further develop biodiversity metrics that are currently missing.

Reconnecting IUCN’s work more visibly with agriculture. Making significant and lasting headway in global food security in ways that benefit the world’s most vulnerable populations hinges on a better understanding by policy makers, development partners, business and the financial community of the relationship between agricultural production and nature. Over the years, IUCN has made several valuable attempts at exploring the links between biodiversity and agriculture. Likewise, several IUCN Resolutions and Recommendations also speak to the imperative of having a better understanding of the agriculture – biodiversity interface.

Nature-based solutions for climate change. The adoption of the Paris Agreement was a decisive moment in climate change history, illustrating the force of diplomacy and restoring hope in multilateralism. Achieving this agreement was, in many ways, the easy part; the real challenge will be keeping up momentum for its implementation. IUCN’s significant investment in COP21 should not be viewed as a one-off engagement.
3.2. Conclusion

Our planet is at a crossroads. Despite great strides being made, the outlook for biodiversity remains challenged. Conservation has been and continues to be chronically underfunded. This is now compounded by major shifts affecting development aid. At the same time, what we do or do not do at this point in time will determine the future of the planet as we know it. The weight of this responsibility and the task before the conservation community – before the Union – is enormous.

Nevertheless, IUCN has been unflagging in its efforts to ensure that we do not fail in our efforts to balance nature and human progress. To be sure, a number of significant changes have been made or are underway and a great many successes have been delivered as a result of the 2013–2016 Programme. But there is still much to do, and we are working hard to ensure that IUCN continues to deliver in the post-2015 setting. This means addressing significant gaps that have been left largely ignored for too long. Among these, IUCN needs to ensure that it continues to deliver high-quality data and knowledge. It also needs to propose a new direction for the biodiversity-agriculture nexus and demonstrate the viability of nature-based solutions to a climate-constrained world. This is doable, as a collective response. Therein lies the power of the Union.

The 2017–2020 world is a radically different world to the 2013–2016 world. The world has moved from negotiation to delivery. The Sustainable Development Goals offer us a unique and unprecedented opportunity to integrate environmental stewardship across all dimensions and sectors. Similarly, our work on nature-based solutions can play an important role in helping countries adapt to and fulfil their climate change commitments.

Meanwhile, the world has witnessed a shift in environmental consciousness. Caring for the planet is no longer the job of a few dedicated organisations but everybody’s business. This is a positive trend but it needs to be continuously scaled up. The future of environmentalism must be one where everyone is an environmentalist of sorts. IUCN and other environmental organisations must see their roles change from one of carrying a torch to that of being a partner, helping all stakeholders to achieve their ambitions for sustainability. At IUCN, we embrace this because it is only when the notion of protecting and investing in nature becomes mainstream that we will be able to secure our common future.

With its new Programme 2017–2020, IUCN has responded boldly to this opportunity. And to maximise delivery on the Programme, several Secretariat task forces have been reflecting on how best to retool for the challenges ahead and to make sure that IUCN remains in tune with the needs of our Members. Changes are also underway to make the Secretariat more resilient, responsive and efficient.

As the Union approaches its 70th birthday, our rationale and purpose remain very clear. There has never been a better opportunity for IUCN to harmonise human progress, economic development and nature conservation towards a better, more prosperous and sustainable future.
Progress report on the implementation of Resolutions and Recommendations adopted at the 2012 World Conservation Congress in Jeju

This report was prepared with the inputs from focal points for each Resolution approved at Jeju and provides an overview of the status of implementation, actions taken, commonly cited obstacles to implementation and the involvement of IUCN constituencies. For most Recommendations, no action is expected of IUCN and therefore the information hereby provided focuses on Resolutions.

As of 2015, detailed reports for specific Resolutions and Recommendations can be accessed through the Resolutions and Recommendation Platform.

Status of implementation: The vast majority of Resolutions adopted in Jeju have been or are currently being implemented. Other than the obstacles most commonly cited that challenge their implementation, a divergence between the mandate contained in a Resolution and the actual Programme of IUCN and a lack of ownership for some Resolutions can help explain why implementation has not yet started for seven Jeju Resolutions.

Involvement of IUCN constituencies: Information provided by Resolution focal points show the coordination role played by the Secretariat, as it is involved in the implementation of most Resolutions (see graphic below, which further demonstrates the One Programme Approach being followed in the execution of a number of Resolutions).

How are Resolutions and Recommendations being implemented? Activities have been classified into seven categories: field activities, scientific activities, education/communication/awareness-raising, fundraising, policy influencing, convening stakeholders/networking, and capacity building. Not surprisingly, the three categories undertaken more often are those that constitute the core strengths of the Union: policy influencing, convening stakeholders and scientific activities.

Obstacles: Lack of financial resources is the main obstacle to the implementation of Resolutions, followed by lack of human resources.

The third report on the implementation of Resolutions (October 2015) available here includes implementation by thematic area, a description of the activity categories, and highlights of results and achievements.
Already implemented, 15, 14%

Obsolete/No longer applicable, 2, 2%

On-going, 86, 78%

Status of Implementation

Involvement of IUCN Constituencies

Activities taken towards implementation of Resolutions

Obstacles to the implementation of Resolutions

No obstacles were encountered 15%

Lack of information on other partners 4%

Lack of scientific knowledge 7%

Lack of human resources 14%

Lack of political will 11%

Other 11%

Lack of financial resources 38%
External Evaluation of Aspects of IUCN’s Governance

Final Report

November 2015
External Evaluation of IUCN’s Governance

Executive Summary

Background

The International Union for Conservation of Nature (IUCN) has a unique governance structure that includes governmental and non-governmental members. Over the past two decades, the Union explored various approaches to improving its governance system. This evaluation serves as a formative account of the effectiveness of the various governance bodies. The report reviews aspects of the governing structures, and explores the Council (State actor, NGOs and Commissions) and their interface with the Secretariat. In addition, the evaluation reviews the progress made on recommendations from previous evaluations in 2007 and 2011 in areas related to governance improvement.

The architecture of governance for the IUCN is set out in the Statutes. The World Conservation Congress and Council are the governing bodies empowered to take decisions for the Union. The Congress is the highest body of the IUCN in which representatives of Member States and NGOs participate. The Council is the main governing body in between Congresses with up to 38 Council members. Council meets twice a year, and in addition can conduct business through various electronic communication tools or through its Bureau. The Council is responsible for oversight and general control of all Union affairs. A President is elected by Members at the Congress together with the Treasurer and the Chairs of the Commissions and the Regional Councilors. The Statutes allow committees to be appointed by the Council, and task forces on issues such as gender or climate change may be established.

Evaluation Rationale and Methodology

From the terms of references, Universalia developed an analytical framework that guided the overall evaluation work. We developed five questions to guide the evaluation work:

1. What is meant by the governance structure of IUCN?
2. What are the characteristics of the governance structure and, more particularly, the Governing Council?
3. To what extent is the Governing Council using good or best practices?
4. To what extent is the Governing Council effective and contributing to the sustainability of the Union?
5. What recommendations could be made to improve the effectiveness of the Council?

Over 50 interviews were conducted, 80% of the Councillors completed written surveys, and an array of IUCN and general governance literature was analyzed. In completing the data analysis, we triangulated themes from different sources. We also used multiple perspectives by exploring how our findings were similar and or different from meta studies done on other councils. Our findings emerged from the themes and the triangulation of the themes.

Limitations included: 1) Governance is a normative field and thus is subject to many approaches, ways of analyzing, and ways of knowing. 2) With limited time and financial resources, most interactions were by electronic media that does not always provide the element of trust that needs to be developed in this type of evaluation. 3) IUCN has a unique democratic representational system and we found no comparator to use to make judgments. 4) Making judgments about the effectiveness of the IUCN Council can be done through criteria such as level of participation, quantity, and quality of outcomes, and contribution to the Union. Where possible, we used best practices as a guide to assess the council. While desirable, it was not possible to compare IUCN’s effectiveness in decision-making and other areas of Council results.

Key Findings

Characteristics of the Governance Structure of IUCN

IUCN is a large membership organization having a number of organizational characteristics that make the governance structure complex.

IUCN’s Congress consists of NGOs and government members, both of which have an equal voice in several key areas. The Congress elects most of the
Council, from regional nominees. In addition, it elects Commission Chairs who have key knowledge of the components of IUCN. A responsibility of a Commission Chair is to be a member of the Council. Councillors are appointed for an approximate four year term of office. The election process is viewed by virtually everyone as a unique, valued, and central feature of IUCN. The Congress also approves IUCN’s strategy and a wide variety of resolutions intended to guide the Union over the four year period. The Governance structure legitimacy is grounded in the election process, the guidance from the approved strategy, and the adopted resolutions. Until the next election, Council is responsible for guiding the Union within the parameters set in the strategy and resolutions.

One of the key features of Council is the regional diversity and biodiversity knowledge of the Council members. The Council diversity is primarily geographical (culture, language, location) and its intellectual background and experience. The dedication of Councillors was identified as one of the main strengths of the Council, as serious time commitment is required of Council members. In spite of Councils’ diversity, interviewees suggested that the Council lacks breadth of skills and the representation required to govern IUCN in the increasingly complex world. However, a number of informants argued that there are technical managerial aspects of governance that Council needs to have additional expertise, including expertise in finance, accounting, global mechanisms, and institutional building. Gender equity is an area of concern by some of those interviewed, as well, in particular, the focus on equity in leadership selection.

Commissions add to the complexity of the governance structure. The role of Commissions and Commission members in IUCN’s governance is an important feature of the system. Commissions are networks of expert volunteers (12,000) who put together products and provide services under the IUCN brand, and thus further the mission of IUCN. Commissions have no formal voice in Congress, but the IUCN Statutes affords their Chairs a voice on the Council by way of Congress electing the Commission Chairs to the Council. Interviewees suggested that a potential conflict of interest exists for the Commission Chairs, as Council responsibilities include recommending Commissions to Congress, funding Commissions and overseeing Commissions’ work. Interviewees suggested that Council’s oversight of Commissions was a source of concern.

The size of the IUCN Council was identified as an issue. Specifically, some argued that the sheer size of Council was a factor contributing to a lack responsiveness and flexibility in decision-making. Some Council members and most Secretariat and Framework Partners indicated that they believed that the large size of Council creates problems in getting tasks completed, problems solved, and decisions made. They also worry that there is an increasing need for flexibility and responsiveness in decision making. However, the vast majority of Councillors argue that size is a trade off. They suggest that there would be significant loss in both geographic input and other valued aspects of representativeness and diversity if there were a smaller Council. The evaluators suggested that there were a number of structural and process oriented approaches to working with a large group of councillors, and these should be tried first before going through the Constitutional requirements of changing Council size.

Finally, IUCN’s Statutes state that IUCN is a Member organization whose objectives focus on building Members capacity. However, IUCN has grown by responding to project and program funder’s requests. Reconciling the needs of Members with those of funders is part of the complexity of governing and managing IUCN. This complexity is, in part, being resolved through the development and implementation of the “One Program” approach that attempts to bring coherence to all operating groups in IUCN (Commissions, programs, regions, and Members). Balancing the needs of Members and funders is a fundamental issue for IUCN. While IUCN management is working on this issue, the evaluation found that this was not an issue in which Council paid much attention.

Practices of IUCN’s Governance Structure

IUCN faces many complex issues: it has a complex mandate, a complex governance structure, and a complex environment in which it operates. For Council to be effective in such a complex system, it must be especially proactive in developing and sustaining good governance practices. We chose seven practices that emerged from the data for discussion.

1. Responding to evaluations The Council and Secretariat have partially addressed the governance challenges raised in the IUCN organizational assessments of 2007 and 2011.
However, this is only part of a wider set of challenges and barriers for the Council in its use of evaluations in carrying out its oversight function. The main challenge is the lack of procedural clarity on the follow up required once evaluations are completed. In general, Council deals with evaluation recommendations in an ad hoc fashion and is not systematic in addressing strategic recommendations. A review of practice and a formalization of practice would ensure that important components of evaluation do not “fall through the cracks.” In addition, evaluations are not under the supervision of the Council and it is unclear how much ownership the Council has in this process.

2. Managing face-to-face meetings

Face-to-face Council meetings are what Council uses to get its work done. Interviewees have widely divergent opinions about the practices used to manage and obtain results from these meetings. In general, the overriding perception is that meetings can and should be improved as they are not striking the right balance between open discussion and getting things done. The Council instituted a number of reforms to improve meetings with respect to agenda setting using color-coded agendas, identifying time, using digital tools between meetings, and setting up the Bureau. While many of these helped, there is still an underlying perception that Council meetings are not effective. Time is wasted because issues are reviewed twice; in committees and in plenary, effort is put on “wordsmithing” decisions and time allotments are not respected.

3. Organizing the Council

The governance structure of the Council generally follows a similar pattern to that of councils or boards in other international membership organizations. There is, however, a unique aspect of the Council’s structure - the inclusion of Commissions - that creates particular challenges. Commissions and their Chairs play both an operating and policy role in IUCN. In other international bodies, it is unusual to have such a blatant potential for conflict of interest. Further, the data suggests that some components of the Council’s structure could be better used. For instance, even though labor was divided into governing groups such as committees, the Bureau, and various task forces, these structures - most notably the Bureau - have not been widely used as tools to improve the workings of Council.

4. Managing the decision-making process

Most decisions taken by Council fulfill its legal responsibilities, including fiduciary responsibilities. However, only a few decisions provide the institutional guidance normally expected from a Council. In general, we found that a large proportion of the decisions taken during Council meetings were linked to procedural issues. The overall perception of informants and our own analysis of Council decisions was that Council spends too much time looking at specific procedural issues related to IUCN and not enough time providing strategic guidance. An important exception to this was the recent hiring of the DG. This is one of the most strategic decisions of Council.

5. Enhancing internal and external communications

Internal communication by Council has increased transparency. In general, Council members indicate that their own communication patterns between and among themselves have been quite good. However, external communication follows the Transparency Policy which limits the amount of information that external actors have access to. Council members have not found effective ways to communicate their work or rationale for decision-making through relevant dissemination means. This is not in keeping with good governance practices leading to transparency.

6. Managing Council independence

Best practice guidelines require some independence between the governance function of the Council and the management function ascribed to the Secretariat. In some ways, IUCN Statutes and practices make this separation clear. The selection process for Council and conflict of interest guidelines provide clear definitions and ways to assess whether or not a Council member is independent and owes allegiance to the best interests of the organization. However, when a conflict arises, the Council does not have the independence to investigate conflicts nor the resources to act independently. Being able to have some independent resources does not necessarily mean a big budget, but it would place the Council in the position where it
could make its own choices about some of its concerns, without asking the DG for additional funds.

7. Managing relationships The relationship between the Secretariat and the Council is the most important and the closest Council has with an IUCN group. This relationship always has a dynamic tension since the Secretariat has an implementing role and the Council has an oversight role. Getting the right balance is a challenge, and a central factor in making this and other relationships work is trust.

Interviewees suggested there was a significant trust deficit in the past relationship between the Council and the Secretariat. With the hiring of a new DG the relationship has significantly improved, but the deficit still remains. Other internal relationships include Councillors’ relationships to the IUCN membership, and the partnership between Commission Chairs and the Regional Councillors that are complex and require constant attention. The data suggests these are working adequately. External relationships with Framework Partners and major funders are reported as very limited. Many of the Framework Partners indicated that they have no relationship with the Council per se and operate from hearsay.

Given that in most INGOs the governing body plays an important role in resource mobilization, this is seen as an area of concern.

Effectiveness of the Governance Council

The assessment of Council effectiveness is based on the extent to which Council fulfills its functions (outputs), the extent to which Council adds value to the Union (outcomes), and the extent to which Council supports the Union’s sustainability. These three areas are particularly relevant for Council to consider as it moves forward.

The extent to which Council fulfills its functions IUCN Council has two major functions: a fiduciary function, and a strategic function. Various self-assessments indicate that Councilors think they have been effective in fulfilling their statutory requirements. However, these perceptions are not shared by data collected from other stakeholders (Secretariat, Framework Partners). Stakeholders suggested that Council was perceived as too reactive as opposed to setting the strategic agenda for the Union. People interviewed also questioned Council’s interest in understanding and engaging in risk discussions.

The extent to which Council adds value to the Union We tried to understand how the Council adds value to the Union. Clearly it adds value by carrying out various fiduciary responsibilities. However, how does it add value helping IUCN move into the future? We tried to explore whether Council had objectives they set for themselves which would support the future of IUCN. In short, we found that although there was some early effort to create some strategic objectives by which Council could assess its worth to the Union, these attempts were rejected and no objectives were agreed to by Council. In the absence of such objectives, priorities were harder to set and more operational concerns became the focus of Council’s work. This is not to say that Council does not make a contribution to IUCN, simply that its contribution does not appear to be guided by priorities the Council identified as important to development of the Union. Good practice suggests that there is a need for clear, strategic objectives for a council, and these objectives should be operationalized in a work plan and be subject to review through some feedback mechanism.

The extent to which Council supports the Union’s sustainability A review of Council minutes suggests that Council seldom discusses the creation of a sustainable future for the Union. Issues concerning the future of IUCN are not on the agenda of Council meetings. Ensuring the future of IUCN is a long-term project of Council that requires ongoing reflection about how the global institutional context affects IUCN. Such analysis has both programmatic and financial repercussions. Thus such an analysis is central to the underlying business model of IUCN.

Conclusions & Recommendations

In short, this report found that while there is much value to Council and the way it is structured, the combination of missing skills, lack of strategic planning and focus, and a large number of decisions that focus on procedures rather than strategy all lead to a less than optimal Council. In a turbulent world like the present, having a strategic council is a necessary ingredient for the Union. As such moving from an operational to a strategic Council should be viewed as an immediate priority. To help in moving in this direction we propose the following six recommendations to
Council to improve their effectiveness. We see these recommendations as priorities that need to be reviewed and on which Council needs to take action. In the full report we propose a roadmap for action that builds on Council’s own review of this report.

1) The Council should create an internal procedure for treating all strategic evaluations and oversight assessments they receive so that proper follow up will occur. With respect to the 2011 evaluation, Council should review the overarching recommendation and the 14 subsidiary recommendations to determine which of these recommendations are still needed and occupy a priority for Council. At a more specific level, the recommendation from the evaluation report pertaining to the evaluation of the DG should be put in place. Proposed follow-up procedures should be carried out as well.

2) The Council should request that the FASU, as part of their work with Members, carefully look at the Council Handbook to improve procedures that would lead to more diversity in various skills and experience of Council members. The purpose of this analysis would be to ensure a greater pool of applicants from which either Members in the regions and/or Congress can select.

3) Council should explore options for dealing with the conflict of interest that exists between Commissions’ Chairs’ role in Council and Commissions’ roles in implementing IUCN’s program.

4) The Council should hire a process consultant to help the President and the other leaders make better use of Councilors’ and Secretariat time on Council matters.

5) The Council should improve the transparency policy to allow external stakeholders to have comprehensive information about the workings of Council and IUCN.

6) The Council should work with the process consultant identified in Recommendation 4 to develop tools that would monitor the Council’s functional work and its contribution to the Union.
Enhanced practices and reforms of IUCN’s governance

Approved by the IUCN Council during its 88th Meeting, April 2016, decision C/88/7

A. Council structure, size and composition

<table>
<thead>
<tr>
<th>Council Qualifications, Skills and Knowledge</th>
<th>Timing</th>
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<tbody>
<tr>
<td>A1.1. Define the gaps in qualifications, skills and knowledge to be filled such as strategic communications, fundraising, finance, information technology, and reach and influence into international finance, business and economic sectors.</td>
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<tr>
<td>A1.2. <strong>Strengthen the qualifications of elected Councillors</strong> through: 1. Early notice to the IUCN membership of the qualifications, skills and knowledge required for the next election; 2. Stronger list of qualifications in the call for nominations for all Council positions including filling gaps needed by Council.</td>
<td>MT</td>
</tr>
<tr>
<td>A1.3. a) Use the possibility to <strong>include external individuals in Council committees</strong>, working groups and task forces in order to bring in needed skills and knowledge as provided for in Regulations 59 and 60. b) Use the possibility to <strong>invite these individuals to participate as observers</strong> with the right to speak in the Council plenary. (See also D1.4 hereafter)</td>
<td>MT</td>
</tr>
<tr>
<td>A1.4. <strong>Strengthen capacities and knowledge of IUCN for newly elected Councillors</strong> including through: - More substantive learning opportunities about the roles, responsibilities and processes of Council at opening Council retreat - Mentoring of new Councillors by 2nd term Councillors.</td>
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[The above reforms (A1) respond to recommendation 2 of the Universalia report]

**Strengthening Global Representation**

A2. The next “Call for nominations” (for the elections at the 2020 Congress) provides guidance to IUCN Members encouraging them to nominate for each Region **at least one more candidate than the number of seats allocated** for the Region concerned in Article 39 of the Statutes. The purpose is to provide the global membership with real democratic choice and to demonstrate that elected Councillors have a global role in governing the affairs of the Union as opposed to representing regional interests.

**Councillor Election to Council Positions**

A3.1 The Council Handbook will clarify that, in conformity with Regulations 45, 57 and 59 respectively, the Vice-Presidents, the Chairs of the standing committees of the Council and the Regional Councillors members of the Bureau may be appointed by consensus decision

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1 [ST] = Short-Term – enhanced business practice for immediate implementation as per decision B/66/2 of the Bureau of the IUCN Council of 19 February 2016; [MT] = Medium Term – requires change in the Regulations or the Council Handbook as decided by Council in April 2016; [LT] = Long-Term – requires modification of the Statutes or directions from the membership, and thus to be decided by the Members’ Assembly in Hawai’i (September 2016).
of the Council on the proposal of the President following consultation with Council members.

### Delegation to Bureau

A3.2. In order to enlarge the range of issues on which the Bureau could act upon with the view to empowering the Council to effectively discharge its strategic direction and oversight functions, Regulation 57 and the Rules of Procedure of the Bureau (Annex IV to the Council Handbook) will be amended to assign additional functions to the Bureau. The list of functions presented in the middle column (yellow colour) of the table attached hereafter as Annex 2 will be annexed to the revised Rules of Procedure of the Bureau and may be reviewed and amended by Council from time to time as required. In the spirit of Article 49 of the Statutes, which requires that the Bureau “shall act on behalf, and under the authority of the Council between meetings of the Council”, all decisions of the Bureau will continue to be subject to the Council’s validation through a no-objection procedure in accordance with existing Regulation 58.

[The above reforms (A3.2) respond to recommendation 4 of the Universalia report]

### Commission Chair Accountability

A4.1 Clarify in the Regulations that the Commission Chairs report to the President (not the Council itself, as Commission Chairs are part of the Council).

A4.2. Clarify in the Regulations that between sessions of the Congress the Commissions report to the Council through the Commission Chairs.

A4.3. Better oversight by Council of the work of the Commissions through strengthened annual performance reporting by the Chairs to the Council on outputs, outcomes, impact and resources raised against the Commission’s work plan approved at the beginning of each term. This is to be integrated into the overall Union monitoring and reporting framework. (See C1.)

A4.4. Strengthen the annual performance evaluation of each Commission Chair to be conducted by the President in the presence of the Director General.

A4.5 Conduct once a year a session of Council, with the Director General, to discuss the performance of the Commissions.

[The above reforms (A4) respond to recommendation 3 of the Universalia report]

### Commission Chair Potential Conflict of Interest

A4.6. All Commission Chairs remain on Council as full members. To avoid possible conflicts of interest, amend the Regulations to require each Commission Chair to recuse themselves from Council discussion and decisions concerning their Commission’s operation Fund and to apply the same protocol to Council’s approval of the draft Commission mandates to be proposed by Council to Congress. By this, it is understood that each Chair is present and make their presentation as appropriate ahead of the President opening the Council discussion on the matter of their Commission’s budget and draft mandate but that they then refrain from intervening in the general discussion. When the discussion is concluded, the President will invite them to respond to the comments made, following which the President will invite the Council to take a decision. The Chairs of the Commissions will recuse themselves from voting.

A4.7. Council is to commission a quadrennial external review of the Commissions including their mandates, as part of the quadrennial “External Review of IUCN’s governance” (see hereafter C4.). The purpose will be to ensure necessary renewal of
existing Commissions and broader renewal of Commissions or other network mechanisms to meet the knowledge generation, expert and Programme delivery needs of the Union. These will have to be done well before the date fixed for filing nominations for Commission Chairs, and possibly mid-way into the 4 year inter-sessional period.

**B. Effective Functioning of Council**

### Council Strategic Priorities

**B1. Council** to develop and approve **strategic objectives and priorities** for its work, to be adopted at the latest at the second meeting of the Council of the term, together with a **4-year work plan** and a proper monitoring mechanism to be reviewed and adjusted, as required, on an annual basis.

### Council Procedures and Methods

**B2.1. Agenda preparation** for each Council meeting starts with strategic guidance and priority setting by Council at the end of the previous meeting and subsequently involves the Chairs of the subsidiary bodies of the Council. The President and Director General finalize the draft agenda for Council approval. **The agenda indicates (with a colour code) which items constitute strategic direction, oversight or fiduciary responsibility of Council.**

**B2.2.** The mode of Council and subsidiary body meetings/work should go beyond the face-to-face meetings and **involve more and improved means for online communication and meetings of smaller groups** (with the cost-effectiveness properly analysed).

**B2.3.** Apply a diverse **range of meeting methods leading to strategic decision-making** and adequately support the Chair (President, Vice-Presidents).

*The above reforms (B.2.1 & B.2.2) respond to recommendation 4 of the Universalia report*

### Council Secretary

**B2.4.** Appoint and formalize in the Regulations the function of ‘Secretary to Council’. This function provides independent advice and support to the President and Council. **Give the Council Secretary the authority to ensure that Council adheres to the provisions in the Statutes and Regulations related to Council.** The purpose is to specify in the Regulations that the Senior Governance Manager has the responsibility to service the Council. Following the retirement of the current incumbent, the Director General will appoint the Secretary to Council after consulting the Council and the President with regard to the proposed candidate.

### Committees, Working Groups, Task Forces – Types, Delegation and Reporting

**B3.1. Clarify the nomenclature regarding Council subsidiaries** as follows:

i) standing committees formed by Council are called **Committees**;

ii) limited-life bodies formed by Council are **Working Groups** and submit their report with draft decisions for approval by the Council or the Bureau;

iii) limited life bodies formed by a Council Committee are **Task Forces** and submit their report with draft decisions for approval by the Committee.

The membership of the Committees, Working Groups and Task Forces may be drawn from both within IUCN and outside IUCN in accordance with Regulations 59 and 60.
B3.2. In order to clarify the role of Committees, the Terms of Reference of the Committees will be amended to **assign and delegate specific functions for which the Committees are given responsibility**. The list of functions for which the Committees have responsibility and may propose decisions is presented in the right hand column (green colour) of the table attached hereafter as Annex 2. As with any delegated authority, the Council can always withdraw or modify that delegation.

B3.3. Amend the Statutes in order to make the **Governance and Constituency Committee mandatory** in the same way as the Finance and Audit Committee and the Programme and Policy Committee.

B3.4. The **Committees** of Council, and if necessary the Working Groups of Council, will meet on the **first day of Council** prior to plenary sessions of Council. The recommendations and proposed decisions of the **Committees and Working Groups within their responsibilities (Annex 2)** will be circulated to Council members prior to the Council plenary sessions. The Committees or Working Groups may specify issues that they wish to see debated by the full Council or the Bureau.

Councillors and Bureau members will have until the close of business on the first plenary day of the Council meeting to express a desire to reopen the debate regarding any proposed decisions from the Committees and Working Groups. In all other cases, the Council will adopt the proposed decisions of the committees and working groups without debate.

Committees and Working Groups may also hold meetings (either physically subject to the Council-approved budget or electronically) between meetings of Council. Recommendations and draft decisions resulting from these meetings shall be sent to Council or the Bureau (as appropriate) electronically for decision.

B3.5. The **terms of reference of the Working Groups and Task Forces should be carefully reviewed by the Governance and Constituency Committee** (both those already in existence and any that may be formed in the future) to ensure that the line between governance and management is not blurred.

B3.6. **Council is to review each WG and TF with a view to reducing the number** and incorporating as many of them within existing standing committees; and ensuring that those that are not incorporated into such a committee have a clearly limited duration related to the tasks that they need to fulfil. The terms of Reference of Working Groups and Task Forces shall include a "sunset clause" specifying the duration of their mandate and requiring a specific decision of the Council or the relevant Council Committee to renew or extend their mandate.

### Strategic Sessions of Council

B4. Once a year the Council as a whole will schedule a **dedicated strategic session** (half a day) to scan the operating environment in which the Council finds itself and discuss strategic issues including the positioning of the Union and its long term viability. It will document actions to be taken as a result of these discussions and keep these actions under review.
C. Oversight and reviews

| Strategic Direction and Oversight of the IUCN Programme and Affairs of the Union |
| MT |
| C1. Council will exercise its responsibility for the oversight of all of the affairs of the Union through a comprehensive and coherent “Planning and Reporting Framework”. (Cf. Annex 1 hereafter) The Director General develops and presents to Council the planning and reporting tools that enable Council to fulfil its planning, monitoring and oversight functions. |
| [The above reforms (C1) respond to recommendation 6 of the Universalia report] |
| C2.1. Ensure that Council’s Policy and Programme Committee engages early and plays a lead role in shaping the development of the quadrennial IUCN Programme and taking decisions on the quadrennial programme and the annual work plan. For the Programme this should begin with a full ‘strategy session’ midway through the quadrennium in order to agree priorities and develop a first draft that enables Council to set strategic priorities for the draft Programme for the next quadrennium. |
| C2.2 Amend the Statutes which currently limit Council’s role with regard to Council decision making on the draft IUCN quadrennial Programme to be submitted to Congress by the Director General. A new Article 46 (c) bis should be added in the Statutes which would enable Council to: provide strategic direction in relation to the development of, and to approve the quadrennial draft IUCN Programme for submission to the Congress. |
| C3. Ensure Council, through the PPC, oversees implementation of the One Programme Charter policy including the use of a range of Programme delivery models and mechanisms to leverage capacities and resources of IUCN Members and Commissions and increase IUCN’s reach, influence, and impact in achieving the Programme results. In addition to reporting on the Secretariat’s responsibilities under the One Programme Charter, the annual report will progressively include data on IUCN Members’ implementation of the One Programme Charter as KPI and data collection systems are being developed, and IUCN Members’ engaged over time in fulfilling their reporting requirements. |
| External Review |
| C4. Ensure that Council commissions an external review of IUCN’s governance at least every four years, to be delivered in time to inform a Council ‘strategy session’ at mid-term. The Terms of Reference and scope of the external review shall be established by Council. They shall include the review of the IUCN Commissions as described in A4.7 above. The Management Response to the external reviews of IUCN’s governance shall be made by the Council with the understanding that with regard to the Commissions, the responsibility for the Management Response shall be shared between Council and the Director General. Provision for review should be included in the IUCN budget. |
| C4.1 This “External Review of IUCN’s governance” shall be distinct from the “External Review” that focuses on IUCN Programme implementation and is commissioned by the Director General every four years for delivery towards the end of each quadrennium. The Director General will consult the Council and be advised on the draft Terms of Reference taking into account the Director General’s responsibility for the implementation of the IUCN Programme as per Article 79 (b) of the Statutes and the Council’s role of approving and reviewing the IUCN Programme. The Council will be informed of the Management
Response to the “External Review” drawn up by the Director General on the understanding that the Council will add its comments on the recommendations of the External Review that might address IUCN governance aspects.

C4.2 Include an item in the Agenda for the April 2016 Council meeting for Council to consider the 2015 External Review of IUCN and contribute to the management response regarding recommendations affecting the governance of IUCN.

[The above reforms (C4) respond to recommendation 1 of the Universalia report.]

**Director General Performance Evaluation**

C5. Develop a new Regulation 48 (c) (v) to clarify that the President and Vice-Presidents comprise the evaluation committee of the Director General.

C6. Amend Council decision C/76/5 and the Council Handbook in order to specify that Council establishes performance objectives and the President and Vice Presidents assess the performance on an annual basis instead of biannually, and for the results to be reported to Council annually in a closed meeting.

C7. Council to agree the performance objectives for the Director General at its April 2016 meeting.

[The above reforms (C5) respond to recommendation 1 of the Universalia report]

**Oversight of Strategic Risks**

C8. Maintain a risk matrix enabling Council to fully address the range of strategic risks faced by the Union, based on inputs from the Council’s Committees, to include possible changes in the external and internal operating environments. The “Strategic Risk Matrix” synthesising major risks is presented each year to Council by the Director General.

C9. The “Strategic Risk Matrix” is distinct from the “Risk Register” which the Head of Oversight has been submitting to the FAC, with the understanding that henceforth the FAC will report to Council the top 10-15 risks with its assessment of their impact and probability.

C9.1 The Council is yet to clarify what the “Governance Compliance Inventory” should contain in addition to the reports on legal liabilities which the Legal Adviser has been submitting to the FAC, and who should present it to Council.

**Annex 1: Strategic Planning and Reporting Framework for the Union**

*Purpose:* to enable Council to carry out its strategic direction setting and oversight roles effectively and efficiently

*Colour code:* green = programmatic, blue = governance, red = financial, purple = evaluation

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<th>Union Planning Documents</th>
<th>Monitoring &amp; Reporting</th>
<th>Delegated authority</th>
<th>Focal Point</th>
<th>Frequency</th>
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<td>Outputs and Impacts Report</td>
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<td>DG</td>
<td>Annually and at the end of the quadrennium</td>
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<td>Commissions Annual Work Plans</td>
<td>Outputs and Impacts Report</td>
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<td>Commission Chairs</td>
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<td>Annually and at the end of quadrennium</td>
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<td>Programmes &amp; Projects Status Report</td>
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<td>DG Annual Objectives (process specified in C5-C7)</td>
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<td>One Programme Charter (under development as specified in C3)</td>
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<td>Council</td>
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<td>Council Quadrennial Work Plan</td>
<td>Key Tasks Reporting</td>
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<td>(Current) Risk Register (process specified in C9)</td>
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<td>Governance Compliance Inventory (process specified in C9)</td>
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<td>External and Internal Evaluations</td>
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### D. Transparency and independence

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<th>Timing</th>
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<tbody>
<tr>
<td>D1.1. Revise the Council Transparency Policy in order to incorporate the principle of transparency as the default position whereby the IUCN Council makes official meeting documents freely available, unless there is a valid reason to classify specific documents differently (confidential, deliberative etc.) taking into account best practice of comparable</td>
<td>MT</td>
</tr>
</tbody>
</table>
international organizations and cost implications.

D1.3. Specify that contact information of Council members (iucn.org addresses) shall be posted on IUCN’s website.

D1.4. Update the Council Handbook to be consistent with the revised policy.

D1.5. Use the possibility set forth in Article 45 of the Statutes to invite observers to its meetings, as appropriate.

[The above reforms (D1) respond to recommendation 5 of the Universalia report]

<table>
<thead>
<tr>
<th>Council Support and Independence</th>
</tr>
</thead>
<tbody>
<tr>
<td>D2. Establish a Council budget line in the IUCN budget and develop Terms of Reference and criteria for use, with the budget to be decided annually.</td>
</tr>
</tbody>
</table>
ANNEX 2:

Proposed scheme of distribution of responsibilities between the Council, the Bureau, the Council’s Standing Committees (FAC, GCC, PPC) and the Congress Preparatory Committee (CPC).

<table>
<thead>
<tr>
<th>Council</th>
<th>Bureau</th>
<th>Standing Committee (GCC, PPC, FAC or CPC)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responsibility</td>
<td>Article</td>
<td>Responsibility</td>
</tr>
<tr>
<td>Admitting new IUCN Members where there are objections</td>
<td>Stat 6, 9, 46h; Reg 8, 18</td>
<td>Determining dates and venue of the World Congress</td>
</tr>
<tr>
<td>Handling IUCN Membership suspensions and expulsions</td>
<td>Stat 13d</td>
<td>Proposing amendments to Rules of Procedure of the WCC</td>
</tr>
<tr>
<td>Filling vacancies for President, Treasurer, Councillors and Commission Chairs</td>
<td>Stat 43 Reg 47</td>
<td>Admitting new IUCN Members with no objections</td>
</tr>
<tr>
<td>Giving rulings on policy</td>
<td>Stat 46a</td>
<td>Appointing Councillor from the State where IUCN has its seat</td>
</tr>
<tr>
<td>Reporting on and making recommendations to the Members of IUCN and the Congress on any matter relating to the activities of IUCN</td>
<td>Stat 46c</td>
<td>Inviting observers to Council meetings</td>
</tr>
<tr>
<td>Approving annual programme and budget and monitoring performance</td>
<td>Stat 46d, 79b, 88f Reg 2</td>
<td>Adopting and publicizing important statements on important issues concerning the objectives of IUCN</td>
</tr>
<tr>
<td>Reviewing the work, activities and terms of reference of the Commissions</td>
<td>Stat 46e Reg 70</td>
<td>Approving the DG’s annual report, including the finances</td>
</tr>
<tr>
<td>Electing Vice-Presidents</td>
<td>Stat 46i Reg 45c</td>
<td>Appointing Commission Steering</td>
</tr>
<tr>
<td>Council</td>
<td>Bureau</td>
<td>Standing Committee (GCC, PPC, FAC or CPC)</td>
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</tr>
<tr>
<td>Responsibility</td>
<td>Article</td>
<td>Responsibility</td>
</tr>
<tr>
<td>Appointing and evaluating work of DG</td>
<td>Stat 46j, 79a</td>
<td>Appointing the Legal Advisor</td>
</tr>
<tr>
<td>Nominating candidates for President, Treasurer and Commission Chairs</td>
<td>Stat 46k Reg 32, 33, 34, 35</td>
<td>Appointing the Election Officer</td>
</tr>
<tr>
<td>Appointing Deputy Chairs of Commissions</td>
<td>Stat 46l Reg 46, 73</td>
<td>Establishing fees for participation in IUCN events</td>
</tr>
<tr>
<td>Selecting the appointed Councillor</td>
<td>Stat 46m; Reg 45a</td>
<td>Authorizing leave of absence from Council</td>
</tr>
<tr>
<td>Reporting on decisions that substantially affect the Programme and Budget</td>
<td>Stat 46o, 88f</td>
<td>Convening Regional Conservation Fora</td>
</tr>
<tr>
<td>Appointing the World Congress Preparatory Committee and a Motions Working Group</td>
<td>Stat 46p</td>
<td>Commenting on Quadrennial draft financial plan</td>
</tr>
<tr>
<td>Performing other functions conferred by World Congress or Statutes</td>
<td>Stat 46q</td>
<td>Establishing endowment funds</td>
</tr>
<tr>
<td>Exceptionally taking decisions that are the prerogative of the World Congress</td>
<td>Stat 48</td>
<td>Consulting on the draft agenda of the World Congress</td>
</tr>
<tr>
<td>Electing Committees and working groups and determining their terms of reference</td>
<td>Stat 50 Reg 59, 60</td>
<td>Setting the deadline for submission of motions</td>
</tr>
<tr>
<td>Council</td>
<td>Bureau</td>
<td>Standing Committee (GCC, PPC, FAC or CPC)</td>
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<tr>
<td>Responsibility</td>
<td>Article</td>
<td>Responsibility</td>
</tr>
<tr>
<td>(must always be included in the GCC’s written reports to Council)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maintaining confidentiality of closed meetings</td>
<td>Stat 58</td>
<td>Approving the template for submitting motions</td>
</tr>
<tr>
<td>Appointing a member of Council as the IUCN Council Global Oceans Focal Person.</td>
<td>Reg 45bis</td>
<td>Deciding the dates for e-voting on motions</td>
</tr>
<tr>
<td>Suspension or expulsion of Council members</td>
<td>Stat 65</td>
<td>Establishing groups for setting of dues Cat. A. and proposing Membership dues Cat. B/C.</td>
</tr>
<tr>
<td>Proposing creation, abolition or subdivision of a Commission</td>
<td>Stat 74</td>
<td>Setting the deadline for candidates for election as Regional Councillors</td>
</tr>
<tr>
<td>Assigning responsibilities to Commissions</td>
<td>Stat 75f</td>
<td>Receive written synthesis of Councillors self-assessments from the Vice-Presidents</td>
</tr>
<tr>
<td>Receive the reports of the Commission Chairs</td>
<td>Stat 77</td>
<td>Making Council awards for outstanding service to conservation</td>
</tr>
<tr>
<td>Receiving reports of the DG</td>
<td>Stat 84</td>
<td></td>
</tr>
<tr>
<td>Council</td>
<td>Bureau</td>
<td>Standing Committee (GCC, PPC, FAC or CPC)</td>
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<td>------------------------------------------</td>
</tr>
<tr>
<td>Responsibility</td>
<td>Article</td>
<td>Responsibility</td>
</tr>
<tr>
<td>Provide strategic direction in relation to the development of, and approve the Quadrennial draft IUCN Programme</td>
<td>Statute 88e and add new 46 (c)bis</td>
<td></td>
</tr>
<tr>
<td>Requesting mail ballots of the IUCN Membership</td>
<td>Stat 94</td>
<td></td>
</tr>
<tr>
<td>Amending the Regulations</td>
<td>Stat 101</td>
<td></td>
</tr>
<tr>
<td>Responding to Members proposing amendments to the Statutes</td>
<td>Stat 104</td>
<td></td>
</tr>
<tr>
<td>Proposing amendments to the Statutes</td>
<td>Stat 105a, 106</td>
<td></td>
</tr>
<tr>
<td>Proposing Council motions to the World Congress</td>
<td>Rule 49, 52</td>
<td></td>
</tr>
<tr>
<td>Filling vacancies on Council when no candidate is successfully elected by the World Congress</td>
<td>Rule 78b, 79, 79bisb, 80</td>
<td></td>
</tr>
<tr>
<td>Approving memoranda submitted on behalf of Members or observers for the World Congress (?)</td>
<td>Rule 86d</td>
<td></td>
</tr>
<tr>
<td>Delivery of the One Programme</td>
<td>Reg 2bis</td>
<td></td>
</tr>
<tr>
<td>Establishing criteria for the qualities required for the positions of President, Treasurer and Chairs of Commissions.</td>
<td>Reg 31</td>
<td></td>
</tr>
<tr>
<td>Recommending candidates for Honorary Membership</td>
<td>Reg 41</td>
<td></td>
</tr>
<tr>
<td>Council Responsibility</td>
<td>Bureau Responsibility</td>
<td>Standing Committee (GCC, PPC, FAC or CPC)</td>
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<tr>
<td>------------------------</td>
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</tr>
<tr>
<td>Recommending candidates for Patrons</td>
<td></td>
<td></td>
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<tr>
<td>Adopting and amending the Council Handbook and Performance Tools</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Challenging the Chair’s rulings on points of order</td>
<td></td>
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</tr>
<tr>
<td>Receiving and amending the minutes of Council meetings</td>
<td></td>
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<tr>
<td>Receiving and ratifying the decisions of the Bureau</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Withdrawing recognition of National and Regional Committees</td>
<td></td>
<td></td>
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</tbody>
</table>

- Responsibility | Article | Responsibility | Article | Responsibility | Article | Committee |
- Recommending candidates for Patrons | Reg 42 | | | | | |
- Adopting and amending the Council Handbook and Performance Tools | Reg 48bis | | | | | |
- Challenging the Chair’s rulings on points of order | Reg 51 | | | | | |
- Receiving and amending the minutes of Council meetings | Reg 52 | | | | | |
- Receiving and ratifying the decisions of the Bureau | Reg 58 | | | | | |
- Withdrawing recognition of National and Regional Committees | Reg 64 | | | | | |
IUCN External Review 2015

Executive Summary

28 March 2016
7 Conclusions and Recommendations

7.1 Introduction

The External Review Team has compiled a series of Strategic and Operational recommendations that speak to the issues covered in each section and by chapter. We believe these recommendations to be appropriate and important, and consider all Strategic Recommendations to be of relatively equal importance overall. However, and by way of guidance, we have annotated each of the Operational Recommendations according to Strategic Priority, Urgency and Feasibility on a scale of 1-3, where 1 is the highest.

All recommendations have been listed comprehensively below, as per the chapters to which they refer. Subsequently, in an effort to provide yet more strategic guidance, a table of the top 10 most important recommendations has been constructed.

7.2 IUCN Role and Niche

<table>
<thead>
<tr>
<th>Strategic Recommendation 1 (Council, Senior Management) (Linked to findings 1-6)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. IUCN should more explicitly bill itself as a trusted convenor, a platform uniquely able to create opportunities for bridging the perspectives of multi-sectoral and multi-level stakeholders who engage with the scientifically-informed knowledge it co-creates, for the purposes of influencing biodiversity conservation and sustainable development policy and practice.</td>
</tr>
</tbody>
</table>

Operational Recommendations

- **1.1 IUCN should build its brand to further reflect its convenor role more explicitly.** It should thus revise its niche statement accordingly. (Senior Management, Global Communications Unit) – Strategic Priority 1, Urgency 1, Feasibility 2
- **1.2 IUCN should create and facilitate convening and consensus-building processes** to reflect, give visibility to, and leverage its Flagship Knowledge Products and Global Thematic Programme priorities and work. (Global Programme Directors, Regional Directors, Commissions, Members) – Strategic Priority 1, Urgency 2, Feasibility 2
- **1.3 IUCN should further develop its capacity as a key communication channel** for biodiversity conservation and sustainable development communities’ policy positions to be visibly articulated in appropriate venues. (Global Programme Directors, Regional Directors, Global Communications Unit, Commissions, Members) – Strategic Priority 1, Urgency 3, Feasibility 2
- **1.4 IUCN should use its Observer Status at the UN more effectively,** with a more active and visible presence at all relevant conservation and sustainability meetings and processes. (Director General, IUCN Washington DC Office, Environmental Law Centre) – Strategic Priority 3, Urgency 3, Feasibility 1
Strategic Recommendation 2 (Council, Senior Management, Business and Biodiversity Group, Members)  
(Link to findings 3-5)

2. IUCN should revise its private sector engagement strategy to be both strategic and opportunistic.

Operational Recommendations

- 2.1 **IUCN should develop an updated private sector engagement strategy** dually aimed at those that explicitly position themselves as champions of Corporate Social Responsibility (CSR) and others that continue to have highly adverse biodiversity conservation and sustainable development impacts. (Business and Biodiversity Group, Global Programme Directors, Regional Directors, Commissions, Members) – Strategic Priority 1, Urgency 1, Feasibility 2

- 2.2 **IUCN should leverage its involvement in ‘technical advisory panels’** to further engage with private sector actors and draw them into thematically appropriate, IUCN-facilitated convening and consensus-building processes. (Business and Biodiversity Group, Global Programme Directors, Regional Directors, Commissions, Members) – Strategic Priority 2, Urgency 2, Feasibility 2

- 2.3 **IUCN should seek strategic opportunities to meet with industry representatives** at high-level forums and within networks that convene private sector actors around global environmental challenges. (Business and Biodiversity Group, Global Programme Directors, Regional Directors, Commissions, Members) – Strategic Priority 2, Urgency 2, Feasibility 1

7.3 Knowledge Products and Knowledge Chains

Strategic Recommendation 3 (Council, Senior Management, Commission Chairs, Global Programme Directors, Regional Directors)  
(Link to findings 7-11, 13-14)

3. IUCN must ensure and protect the quality, consistency and branding of Flagship Knowledge Products that mobilise IUCN standards.

Operational Recommendations

- 3.1 **IUCN should prioritise, leverage, mobilise and give visibility to all Flagship Knowledge Products** that mobilise IUCN standards equally, though not necessarily similarly. (Commission Chairs, Global Programme Directors, Regional Directors) – Strategic Priority 1, Urgency 1, Feasibility 2

- 3.2 **Flagship Knowledge Products should be developed, positioned and branded** as responding to both biodiversity conservation and sustainable development priorities, objectives and needs (Council, Senior Management, Commission Chairs, Global Programme Directors, Regional Directors, Partners) – Strategic Priority 1, Urgency 2, Feasibility 2

- 3.3 **Flagship Knowledge Products should be based on IUCN-approved standards** before being recognised and labelled as such, and to ensure the quality of derivative sub-products. (Council, Senior Management, Commission Chairs, Global Programme Directors, Regional Directors, Partners) – Strategic Priority 1, Urgency 1, Feasibility 1

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3.4 **Matters of quality, data coverage and deficiency of the Flagship Knowledge Products** merit concerted attention, given the centrality of this work to IUCN as a whole. More numerous and more intentional partnerships with universities across the world should be pursued to address this matter. (Senior Management, Commission Chairs, Global Programme Directors, Regional Directors, Partners) – *Strategic Priority 1, Urgency 2, Feasibility 2*

3.5 **IUCN is encouraged to continue developing processes, mechanisms and protocols for incorporating indigenous knowledge** in all Flagship Knowledge Products, and should encourage the development of appropriate partnerships with CEESP, other relevant Commissions as well as organisational and institutional relationships to this effect. (Commissions Chairs, Global Programme Directors, Regional Directors, Partners) – *Strategic Priority 1, Urgency 1, Feasibility 2*

3.6 **A revised funding strategy for Flagship Knowledge Products is warranted**, in concert with the overall revision in IUCN’s funding strategy. (Council, Senior Management, Commission Chairs, Global Programme Directors, Regional Directors, Partners) – *Strategic Priority 1, Urgency 1, Feasibility 2*

4. **IUCN must ensure and protect the quality, consistency and branding of its programme-based knowledge products.**

**Operational Recommendations**

4.1 **IUCN programme-based knowledge products should be developed, positioned and branded** as responding to both biodiversity conservation and sustainable development priorities, objectives and needs. (Council, Senior Management, Global Programme Directors, Regional Directors, Partners) – *Strategic Priority 1, Urgency 2, Feasibility 2*

4.2 **Towards favouring the quality of its programme-based knowledge products, at least one Commission should formally be involved** in their development, production, deployment and/or use, where it has relevant expertise. (Global Programme Directors, Regional Directors, Commission Chairs) – *Strategic Priority 1, Urgency 2, Feasibility 1*

4.3 **IUCN is encouraged to continue developing processes, mechanisms and protocols for incorporating indigenous knowledge** in programme-based knowledge products, and should encourage the development of appropriate partnerships with CEESP, other relevant Commissions as well as organisational and institutional relationships to this effect. (Global Programme Directors, Regional Directors, Commissions Chairs, Partners) – *Strategic Priority 1, Urgency 1, Feasibility 2*

4.4 **Programme-based knowledge products across the Union should be subject to a peer review process**, inclusive of internal and external actors to IUCN, to ensure IUCN branded product quality. (Global Programme Directors, Regional Directors) – *Strategic Priority 2, Urgency 2, Feasibility 1*
Strategic Recommendation 5 (Council, Senior Management, Global Programme Directors, Regional Directors, Commissions, Members)  
(Linked to findings 15-21)

5. IUCN should be strategic and intentional about mobilising its Flagship and programme-based knowledge products along clearly articulated and monitored outcome pathways.

Operational Recommendations

- **5.1 IUCN is encouraged to pursue a knowledge chain analysis for each of its Flagship Knowledge Products**, intent on making visible each of their individual and complementary outcome pathways. (Global Programme Directors, Regional Directors, Commissions, Members) – **Strategic Priority 2, Urgency 2, Feasibility 2**

- **5.2 IUCN is encouraged to pursue a knowledge chain analysis for a strategic selection of programme-based knowledge products**, intent on making visible each of their individual and complementary outcome pathways. (Global Programme Directors, Regional Directors, Commissions, Members) – **Strategic Priority 2, Urgency 2, Feasibility 2**

- **5.3 IUCN should develop a policy-oriented outcome strategy for its knowledge-based work**, drawing and building upon the knowledge-policy interface and influencing approach underpinning the IPBES Platform, anchored in knowledge generation, assessments, policy support tools and capacity-building. (Global Programme Directors, Regional Directors, Commissions, Members) – **Strategic Priority 1, Urgency 2, Feasibility 2**

- **5.4 IUCN should develop reporting and monitoring mechanisms designed to track outcomes** along each of the pathways for all Flagship Knowledge Products and a strategic sample of programme-based knowledge products. (PM&E Unit, Global Programme Directors, Regional Directors, Commissions, Members) – **Strategic Priority 1, Urgency 1, Feasibility 2**

- **5.5 IUCN should more intentionally leverage Flagship Knowledge Products and programme-based knowledge products to continue influencing and informing policy processes and mechanisms, at global, regional and national levels, notably through convening processes and by enacting the One Programme Approach.** (Global Programme Directors, Regional Directors, Commissions, Members) – **Strategic Priority 1, Urgency 2, Feasibility 1**

- **5.6 IUCN should more intentionally leverage Flagship Knowledge Products and programme-based knowledge products to influence action and practice multi-sectorally and at multiple societal levels, drawing on the outstanding strategic work, relationships and practices of the Global Water Programme and others across the Union.** (Global Programme Directors, Regional Directors, Commissions, Members) – **Strategic Priority 1, Urgency 2, Feasibility 2**

- **5.7 IUCN should continue cultivating its brand, leveraging its knowledge products, and seeking opportunities to influence and manage financial resources allocations** in the field of biodiversity conservation and sustainable development. (Strategic Partnerships Unit, Global Programme Directors, Regional Directors, Commissions, Members) – **Strategic Priority 1, Urgency 2, Feasibility 2**

- **5.8 IUCN should learn from, and build upon the ‘IBAT Model’**, and further tailor Flagship Knowledge Product and where appropriate programme-based knowledge product knowledge product development and management with specific end-users’ needs in mind, articulating intended use, policy influence, as well as implications for action and practice. (Global Programme Directors, Regional Directors, Commission Chairs, IBAT Staff) – **Strategic Priority 1, Urgency 1, Feasibility 2**
5.9 **IUCN should continue informing and further influencing research agendas** by ensuring its work is accessible to the research community and also by building research-based alliances with academic, NGO, government and private sector entities. A thorough analysis of the use of Flagship and programme-based knowledge products in the peer review literature would be a necessary first step. (Global Programme Directors, Commission Chairs) – *Strategic Priority 2, Urgency 2, Feasibility 1*

5.10 **Intent on expanding the community of Flagship and programme-based knowledge product users**, IUCN should strategically and selectively develop popular applications, diverse licensing agreements and partnerships to imagine, create and finance how to move this forward. (Senior Management, Global Programme Directors, Regional Directors, Commission Chairs, Members) – *Strategic Priority 2, Urgency 2, Feasibility 2*

5.11 **IUCN should ensure that Flagship and programme-based knowledge products are available in all of IUCN’s three official languages.** (Senior Management, Global Programme Directors, Regional Directors, Commission Chairs, Members) – *Strategic Priority 1, Urgency 1, Feasibility 2*

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**Strategic Recommendation 6 (Council, Senior Management, Global Programme Directors, Regional Directors, Commissions, Members)**

(Linked to findings 22-24)

6. **IUCN should further pursue the coherence and effectiveness of its knowledge products governance and management structures and practices.**

**Operational Recommendations**

- 6.1 **IUCN’s knowledge nomenclature should be finalised and publicised** across the Union within a reasonable timeframe, so this updated understanding of concepts and terms may appropriately inform development of the knowledge components of IUCN’s next quadrennial Programme. (Council, Senior Management, Global Programme Directors, Regional Directors, Commissions) – *Strategic Priority 1, Urgency 1, Feasibility 1*

- 6.2 **Horizontal integration of all Flagship Knowledge Products should continue**, as has been prioritised by IUCN, ensuring complementarities between them. (Council, Senior Management, Global Programme Directors, Regional Directors, Commissions) – *Strategic Priority 1, Urgency 2, Feasibility 2*

- 6.3 **Vertical integration of knowledge products should be pursued** in planned and coherent ways, building ‘baskets of knowledge’ through links that are intentionally made between products across the Union (as in the case of Protected Planet), through the creation of integrative knowledge tools (e.g. IBAT), and through monitoring and reporting mechanisms. (Senior Management, Global Programme Directors, Regional Programme Directors, Commissions, PM&E Unit) – *Strategic Priority 1, Urgency 1, Feasibility 2*

- 6.4 **IUCN should develop a funding strategy that is built around its development of ‘baskets of knowledge’**. (Senior Management, Strategic Partnership Unit, Commission Chairs, Global Programme Directors) – *Strategic Priority 1, Urgency 1, Feasibility 2*

- 6.5 **IUCN should ensure that development of the Natural Resources Governance Framework** (and all new Flagship Knowledge Products) is provided with appropriate guidance, support and oversight. (Council, Senior Management, Commission Chairs, Global Programme Directors) – *Strategic Priority 1, Urgency 1, Feasibility 1*
7.4 IUCN Commissions

Strategic Recommendation 7 (Council, Senior Management, Global Programme Directors, Regional Directors, Commission Chairs)
(Linked to findings 25-26, 28, 29)

7. Serving multiple functions, the six existing Commissions should be maintained.

Operational Recommendations

- **7.1 Commissions should provide multiple forums and platforms** for information sharing and strategic development among their Members and with other parts of IUCN. (Commissions, Global Programme Directors, Regional Directors) – Strategic Priority 1, Urgency 2, Feasibility 2

- **7.2 Commissions should further integrate new issues and thematic areas as they arise**, notably through joint initiatives involving more than one Commission. A review and renewal of Commission Task Forces, Specialist Groups and other sub-groups is merited. (Commissions, Global Programme Directors, Regional Directors) – Strategic Priority 1, Urgency 2, Feasibility 2

- **7.3 At a minimum, Commissions should align with the IUCN Programme Framework** and choose whether and how to align with Programme results. (Commissions, Council, Senior Management) – Strategic Priority 1, Urgency 1, Feasibility 1

- **7.4 IUCN should replace the statement about Commissions currently on the website** with a new one based on the One Programme statement, which uses simple and evocative language. The broad role of Commissions as both expert and membership networks should also be emphasised in all IUCN communication materials. (Commissions, Global Communications Unit) – Strategic Priority 1, Urgency 1, Feasibility 1

Strategic Recommendation 8 (Council, Commission Chairs, Senior Management, Global Programme Directors, Regional Directors)
(Linked to findings 27, 30-32)

8. IUCN should clarify its position on a series of structural matters related to Commissions, notably on their size, matters of communication and membership.

Operational Recommendations

- **8.1 The growing size of Commissions should not be discouraged** – each Commission should grow according to its needs and the level of interest of potential Members. Commissions must ensure that their size does not hinder the active participation of their Members. (Commission Chairs, Council) – Strategic Priority 2, Urgency 2, Feasibility 1

- **8.2 Commission Chairs and Steering Committees should develop a plan to recruit, integrate and meaningfully engage new Members** in ways that reflects and appropriately expands the diversity of scientific, social and political perspectives present within a Commission, engaging a new generation of actors. Attention must consistently be given to gender balance and regional representation. (Commission Chairs, Global Gender Office, Regional Directors) – Strategic Priority 1, Urgency 2, Feasibility 2
8.3 **Commissions should put in place the structures and mechanisms to ensure that there is regular communication among all Members** and opportunities for everyone to play an active role, e.g. encouraging all Members to join or create Specialist Groups. Steering Committees should communicate their work and make sure that opportunities for engagement and communication are available to the broader membership. (Commissions) – Strategic Priority 1, Urgency 1, Feasibility 2

8.4 **Commissions need to clearly define and communicate what they are doing** (as well as what they will do and have done), how it links to the IUCN Programme, and what sort of relationship they expect with Secretariat. They can then be judged by compliance with agreed upon terms and their own plans. (Commission Chairs, Senior Management, Global Communications Unit) – Strategic Priority 1, Urgency 1, Feasibility 2

8.5 **IUCN Commissions should review and revise the materials they have posted on their websites**, to ensure they all meet and ideally surpass the basic minimum of information required. (Commissions, Global Communications Unit) – Strategic Priority 2, Urgency 2, Feasibility 1

8.6 **IUCN should implement a standard process for becoming a Commission Member**, with additional specific criteria or procedures as required for different Commissions, to be managed using an online system. A single entry point for applying to join a Commission should be on the Commissions page of the IUCN website. This page should provide information about the specific procedure and requirements for joining each Commission. An online application process should be developed, requiring both general information and specific information to be forward to the Commission in question. (Global Communications Unit, Commissions, Senior Management) – Strategic Priority 2, Urgency 2, Feasibility 2

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**Strategic Recommendation 9 (Council, Commission Chairs, Senior Management)**

(Linked to findings 33-34)

9. **The role of Commission Chair should be recognised as a full time job. Appropriate support should be provided to Commission Chairs for the effective management of IUCN Commissions.**

**Operational Recommendations**

9.1 **IUCN should allocate resources to either support the Chair** to work full-time or provide full-time staff support to the role. (Council, Commission Chairs, Senior Management) – Strategic Priority 2, Urgency 1, Feasibility 2

9.2 **Institutional structures need to be put in place to ensure that appropriate Chairs are selected**, supported and able to deliver the accountability for which they are responsible. (Council, Commission Chairs, Senior Management) – Strategic Priority 2, Urgency 2, Feasibility 2

9.3 **Given the importance of the role of Commission Chair, it would be appropriate to have a detailed job specification** and a matrix for assessing candidates running for election, more akin to a senior management position. (Council, Commission Chairs) – Strategic Priority 2, Urgency 2, Feasibility 2

9.4 **It would similarly be appropriate to assemble a nominating committee** for the election of Commission Chairs, combining the perspectives of different parts of the Union given that the effectiveness of a Commission is strongly linked to relationships with the rest of the Union, many of which are mediated by the Chair. (Council, Commission Chairs, Senior Management) – Strategic Priority 2, Urgency 2, Feasibility 2
9.5 **Commissions Chairs should be provided with appropriate orientation** (training, advice and documentation) to support them in effectively performing their roles. The following documents and processes should be developed overall for Commissions: (1) a manual and training for Commission Chairs and Deputy Chairs, including guidance for establishing a Steering Committee; (2) a manual for Steering Committee Members, and ideally sub-groups and a handbook for new Commission Members (these can be based on existing SSC and WCPA documents). (Council, Commission Chairs, Senior Management) – *Strategic Priority 1, Urgency 2, Feasibility 2*

### Strategic Recommendation 10 (Council, Commission Chairs, Senior Management)
(Linked to findings 35-41)

10. IUCN should ensure that relations between Commissions and other parts of the Union are conducive to their effectiveness and to that of the Union as a whole.

**Operational Recommendations**

- **10.1 Joint Task Forces, Specialist Groups and other sub-groups should be encouraged,** supported and given greater visibility across the Union. (Council, Commission Chairs, Global Communications Unit) – *Strategic Priority 1, Urgency 2, Feasibility 1*

- **10.2 A newsletter specifically of Commission activities should be developed** and shared with all Institutional Members on a biannual basis. (Commission Chairs, Global Communications Unit, Strategic Partnerships Unit) – *Strategic Priority 1, Urgency 2, Feasibility 1*

- **10.3 The basic meaning of the concept of ‘reasonable support’ to be provided by Secretariat for Commissions must be clarified** and revised every four years, as part of quadrennial Programme development. (Council, Senior Management, Commission Chairs) – *Strategic Priority 1, Urgency 1, Feasibility 2*

- **10.4 A protocol for relationships between Commission and Secretariat should be established collaboratively** at the start of every new Programme cycle, and reviewed and adjusted annually. A protocol document (including the programme, plan, roles, budget, etc) to which both parties adhere would lay out the parameters that govern the relationship and articulate expectations on both sides. It could also detail roles and responsibilities around particular activities and projects. (Commission Chairs, Senior Management, Council) – *Strategic Priority 1, Urgency 1, Feasibility 2*

- **10.5 A review should be undertaken of the arrangements for focal point and administrative support within the Secretariat for each Commission.** Arrangements that maximise effectiveness and efficiency should be identified and adjustments made when required. Focal points within the Secretariat at a strategic level are recommended. (Council, Commission Chairs, Senior Management) – *Strategic Priority 1, Urgency 1, Feasibility 2*

- **10.6 A coherent and consistently used system of planning and reporting for Commissions should be developed and implemented** that involves collaboration between Commissions and Secretariat to establish an agreed upon framework. A host of existing documents, tools and mechanisms can be drawn upon for this (e.g. ‘Project Guidelines and Standards for Project Planning, Implementation, Monitoring and Evaluation’) or developed as needed, where gaps have been identified on all aspects of leadership and performance (e.g. joint fundraising targets). (Commission Chairs, Senior Management, Council) – *Strategic Priority 1, Urgency 1, Feasibility 2*
10.7 IUCN should consider a major statutory change, which would see the end of Commissions seeking approval from Congress for their mandates and replaced with approval of their strategic, operational and financial plans for the coming four years. This would shift energy toward a strategic exercise and away from one that is essentially bureaucratic and also sustains an unhelpful discourse about questioning the Commission’s existence rather than its work. Doing so would surely entail a significant cost-savings that could instead be used to support Commission Chairs. (Council, Commission Chairs) – Strategic Priority 1, Urgency 2, Feasibility 3

7.5 Fit for Purpose of IUCN

Strategic Recommendation 11 (Council, Commission Chairs, Senior Management, Global Programme Directors, Regional Directors, Members)
(Linked to findings 42-46)

11. IUCN should continue undertaking initiatives intent on strengthening the Union, as per the One Programme Charter.

Operational Recommendations

- 11.1 In conceptualising the 2017-2020 Programme, its programmatic work and the development of Flagship and programme-based knowledge products, IUCN should ensure that the One Programme approach is encouraged in meeting programmatic priorities. (Secretariat, Global Programme Directors, Regional Directors, Commission Chairs) – Strategic Priority 1, Urgency 1, Feasibility 2

- 11.2 IUCN must actively construct teams ‘best fit’ for delivering the Programme. Every thematic and regional programme should operationally map and plan their One Programme engagement, including working with Commissions and implementing partnerships. (Global Programme Directors, Regional Directors, Commission Chairs, Members) – Strategic Priority 1, Urgency 2, Feasibility 2

- 11.3 A strategic alignment should be pursued in fundraising strategies and choices between Regional Offices and Headquarters, so that all efforts to secure project funds support and contribute to the One Programme. (Global Programme Directors, Regional Directors) – Strategic Priority 1, Urgency 1, Feasibility 2

- 11.4 IUCN’s Regional and National Committees should be better informed about IUCN’s programmes while also contributing to them. Although the One Programme is not binding for Committees, they should still be held accountable to the One Programme Charter’s principles, one of which is to ‘cooperate and not compete.’ A set of guidelines should be developed and endorsed by Council to more clearly establish the conditions upon which Committees operate. (Global Programme Director, Regional Directors, Regional and National Committee Chairs, Council) – Strategic Priority 1, Urgency 2, Feasibility 2

- 11.5 To foster an organisational learning culture, IUCN leadership needs to follow through on the aspirations of the One Programme Charter, encouraging and motivating behaviours that break down silos. Different Commissions, programmes and units across the Union should develop and mobilise knowledge products, sub-products and ensuring programmatic work collaboratively, also fundraising and reporting together if and as appropriate. (Senior Management, Global Programme Directors, Regional Directors, Commission Chairs, PM&E Unit) – Strategic Priority 1, Urgency 1, Feasibility 2
Strategic Recommendation 12 (Council, Senior Management Team, Commission Chairs, Governance and Constituency Committee)  
(Linked to findings 47-48)

12. IUCN should continue updating its membership strategy, to ensure it has the right membership size and mix for effectively delivering its 2017-2020 Programme and in alignment with its niche.

Operational Recommendations

- **12.1** IUCN should conclude its deliberation on new Membership categories ahead of the 2016 WCC, notably with respect to Indigenous Peoples Organisations (IPOs) and the Private Sector. The External Review Team recommends the creation of a new, voting, membership category for IPOs. It also recommends that consideration be given to a non-voting observer status membership for private sector actors. (Council, Governance and Constituency Committee) – *Strategic Priority 1, Urgency 1, Feasibility 1*

- **12.2** IUCN membership strategy should include a clear articulation of the value proposition for Members, and of the rights but also obligations of Members, given that the latter remains unspecified. (Senior Management Team, Senior Governance and Constituency Team) – *Strategic Priority 2, Urgency 3, Feasibility 1*

Strategic Recommendation 13 (Global Communications Unit, Senior Management Team, Global Programme Directors, Regional Directors, Commission Chairs, Strategic Partnerships Unit)  
(Linked to findings 49-51)

13. IUCN should more intentionally socialise its knowledge across the Union, creating an enabling communicative environment for different components of the Union to collectively and holistically work together.

Operational Recommendations

- **13.1** The Global Communications Unit should develop a whole of organisation communication strategy, doing so in ways that actively engage all relevant communications actors across the Union, and then making it available across the Union in a timely fashion. (Global Communication Unit, Global Programme Directors, Regional Directors, Commission Chairs) – *Strategic Priority 1, Urgency 1, Feasibility 2*

- **13.2** The Global Communications Unit should work in more concerted and coordination fashion with the communication approaches undertaken in Thematic Global Programmes and Regional Offices. (Global Communication Unit, Global Programme Directors, Regional Directors) – *Strategic Priority 1, Urgency 1, Feasibility 2*

- **13.3** A protocol should be developed to provide guidance on communication practices between Commissions and Regional Offices. (Commission Chairs, Regional Offices) – *Strategic Priority 1, Urgency 2, Feasibility 2*

- **13.4** IUCN should develop more effective communication materials (such as Wetlands strategic intent document²⁵⁶) to explain the work that IUCN does clearly and with appeal to specific audiences, notably to support Councillors in conducting strategic outreach. (Global Communications Unit, Council) – *Strategic Priority 2, Urgency 2, Feasibility 2*

- **13.5** IUCN should develop a mechanism for communicating regularly and effectively with its different Member constituencies, to counter the general distance experienced by the majority of Members. (Global Communications Unit) – *Strategic Priority 1, Urgency 1, Feasibility 2*
13.6 **IUCN should compile an accurate description of how Commissions operate** and make this available in the Commissions section of the IUCN website. Commissions and Secretariat should provide links to this information in key documents where Commissions are mentioned. (Global Communications Unit, Commission Chairs) – *Strategic Priority 1, Urgency 2, Feasibility 1*

13.7 **A regular newsletter should be developed and circulated** across the Union and strategically outside it, featuring campaigns and strategies, Commissions, Programmatic highlights, Member highlights, knowledge product information, and biodiversity conservation and sustainable development outcomes and successes in which IUCN has participated. (Global Communications Unit) – *Strategic Priority 2, Urgency 2, Feasibility 2*

13.8 **IUCN should finally resolve its branding issues** pertaining to the use of IUCN logos. (Global Communications Unit, Global Programme Directors, Commission Chairs) – *Strategic Priority 1, Urgency 1, Feasibility 1*

13.9 **IUCN should endeavour to make its public materials (e.g. website) equally available in all IUCN official languages.** At the moment, much basic but important text is only available in English. (Global Communications Unit) – *Strategic Priority 1, Urgency 1, Feasibility 2*

**Strategic Recommendation 14 (Human Resources Unit, Senior Management Team) (Linked to finding 52)**

**14. IUCN should continue pursuing its human resources reforms, towards ensuring a better utilisation of its vast expertise.**

**Operational Recommendation**

- **14.1 IUCN should be prepared to respond to insights and recommendations emerging from the global skills audit underway**, slated for completion in Spring 2016. (Human Resources Unit) – *Strategic Priority 2, Urgency 2, Feasibility 2*

**Strategic Recommendation 15 (Senior Management Team, Strategic Partnerships Unit, Framework Partners, Commission Chairs, Council) (Linked to findings 53-54)**

**15. IUCN should continue revising its funding strategy to account for the current downward trend in unrestricted ODA funding and the emergence of interesting alternatives.**

**Operational Recommendations**

- **15.1 The Strategic Partnership Unit should have the authority and capacity to coordinate fundraising across the Union.** (Council, Senior Management Team, Strategic Partnership Unit) – *Strategic Priority 1, Urgency 1, Feasibility 1*

- **15.2 IUCN should develop fundraising packages for specific potential donors**, which brings together an *appropriately designed* and *tailored* mix of knowledge products, programmes, Commissions, regional and other considerations. (Strategic Partnership Unit, in conversation across the Union) – *Strategic Priority 1, Urgency 1, Feasibility 2*

- **15.3 While diversifying its’ funding strategically, IUCN should focus on securing programme restricted funding.** This will involve investing human and financial resources in relationship-building with potential Framework Partners, as well as branding and marketing IUCN, in ways that respond to their specific interests and priorities. (Council, Senior Management team, Strategic Partnership Unit, Framework Partners) – *Strategic Priority 1, Urgency 1, Feasibility 2*
15.4 IUCN should seek out a non-DAC donor for programme restricted funding in the next quadrennial period, accounting for the rising development, humanitarian and South-South cooperation funding coming from China, India, Brazil, Saudi Arabia and South Africa in particular. (Council, Senior Management team, Strategic Partnership Unit, Framework Partners) – Strategic Priority 1, Urgency 1, Feasibility 3

15.5 IUCN should actively target and build relationships with foundations as potential donors for programme restricted funding into the forthcoming quadrennial period. (Senior Management Team, Strategic Partnerships Unit, Commission Chairs) – Strategic Priority 1, Urgency 1, Feasibility 3

15.6 IUCN should solidify its position as a conservation and sustainability financial resource manager and grantmaker, through its involvement with GEF. It should subsequently consider expanding its role and capacities in this respect, towards eventually seeking project agency status with the Green Climate Fund and others. (Senior Management Team, Strategic Partnership Unit, GEF Unit) – Strategic Priority 1, Urgency 2, Feasibility 2

15.7 IUCN should develop a strategy for reaching out to high net worth individuals. (Council, Senior Management team, Strategic Partnerships Unit) – Strategic Priority 1, Urgency 1, Feasibility 2

15.8 IUCN should continue seeking project-based funding (including funding that is aligned with its Global Thematic Programmes), while desisting from pursuing project funding that is likely to put it in competition with its own Members. (Strategic Partnership Unit, Global Program Directors, Regional Directors) – Strategic Priority 1, Urgency 1, Feasibility 1

15.9 Secretariat and Commissions should align and design their fundraising strategies so that they avoid overlaps, take advantage of their respective strengths, are properly supported, report on their activities, and continue to enact the One Programme approach to the benefit of both. (Senior Management Team, Strategic Partnerships Unit, Commission Chairs) – Strategic Priority 1, Urgency 1, Feasibility 1

15.10 IUCN should develop a stronger client orientation across all of its work. It should consider doing so by selling knowledge packages and services based on existing Flagship and programme-based knowledge products, selling capacity-building services, and in other innovative ways to be developed. It should also consider developing strategic partnerships with public institutions and private sector actors for these purposes. (Senior Management Team, Global Programme Directors, Commission Chairs, IBAT Staff) – Strategic Priority 1, Urgency 1, Feasibility 2

Strategic Recommendation 16 (Senior Management Team, PM&E Unit)
(Linked to findings 55-57)

16. IUCN should continue revising its M&E system, in line with both the strategic-orientation and learning prerogative of Results-Based Management (RBM) approach to Monitoring and Evaluation.

Operational Recommendations

16.1 IUCN should continue taking steps to link its strategic and programmatic M&E approaches, so that it can more clearly articulate both its activities and its contributions to biodiversity and sustainability outcomes. (PM&E Unit, Global Programme Directors) – Strategic Priority 1, Urgency 2, Feasibility 2
16.2 **IUCN should develop its PM&E approach and practices to more intentionally value and pursue learning across the Union.** (PM&E Unit, Global Programme Directors, Regional Directors, Commission Chairs) – *Strategic Priority 1, Urgency 2, Feasibility 2*

16.3 **IUCN should develop appropriately collaborative monitoring processes** specifically designed to generate hard as well as perceptual data on the effectiveness of Flagship and selected programme-based knowledge products as well as Commissions – *Strategic Priority 1, Urgency 1, Feasibility 2*

16.4 **IUCN should develop mechanisms for increasing the participation of Members in M&E activities.** They have valuable experience and insights about IUCN’s work that is not adequately being captured. Also, data generated through M&E practices could be targeted to the specific end-uses of Members, in ways that could be beneficial to the Union. (PM&E Unit) – *Strategic Priority 1, Urgency 2, Feasibility 2*

16.5 **IUCN should intentionally build experience-sharing and dialogical learning processes** into mid-term and/or end-term programmatic cycles, drawing on the experiences of the Global Water Programme, in ways that also contribute to reporting and accountability. (PM&E Unit, Global Programme Directors, Regional Directors) – *Strategic Priority 1, Urgency 2, Feasibility 1*

16.6 **IUCN should consider increasing its M&E budget** so that it is more in line with comparable organisations and the industry standard, were resources to become available for such purposes. (Senior Management team, PM&E Unit) – *Strategic Priority 2, Urgency 2, Feasibility 3*
Agenda

I  Introduction
II  Summary of Major Achievements
III  Providing Oversight & Guidance on Performance
IV  Fulfilling Fiduciary Responsibilities to Members of the Union
V  Other Important Council Decisions and Activities
VI  Conclusions and Appreciations
I. Introduction

From Jeju, Korea to Hawai‘i, USA

- The Council elected in 2012 started its work at a critical juncture for both nature conservation and human development.

- At WCC Hawai‘i 2016, with 10,000+ delegates, we have solutions to advance IUCN’s mission.

- IUCN’s nature-based solutions can help implement the Paris Agreement and the SDGs, along with their contribution to achieving the Aichi Biodiversity Targets.
IUCN is facing a rapidly changing resource mobilisation landscape. The Council has been helping ensure that IUCN is well placed to maximise its contributions to these emerging opportunities and challenges by focusing on providing strategic direction and policy guidance in accordance with its statutory responsibilities.
I. Introduction (cont’d)

- The Council has worked hard to strengthen its governance role in a democratic, pragmatic and transparent manner, focusing on the building of an institutional culture based on mutual trust, a spirit of solidarity and through consensus building and decision making.
II. Summary of Major Achievements

- A smooth transition in the leadership of the Secretariat
- Widespread uptake of the “One Programme Approach”
- Modernising IUCN’s governance
II. Summary of Major Achievements (cont’d)

- Policy guidance on critical issues
- A continuous focus on strengthening the Union and membership service
III. Providing Oversight & Guidance on Performance

- An IUCN programme report is made to Council each year.
- The Council refined and completed a Strategic Planning and Reporting Framework.
- The first ‘Strategic Risk Matrix’ enabled Council to know the challenges faced by the Union.
IV. Fulfilling Fiduciary Responsibilities to Members of the Union

- The Council endorsed the audited financial statements for the years 2012 to 2015 – all “without qualifications or references to violations of the law” for Congress approval.

- The IUCN reserves have been rebuilt, as approved by the 2012 Congress.

- Following a rigorous and transparent bidding process, Council chose Hawai‘i, US, for the 2016 Congress.
V. Other Important Council Decisions and Activities

- Council admitted 273 new IUCN Members and 6 National Committees since 2012.

- All decisions of the Council and the Bureau are online in the three official languages of IUCN.

- The leaders of National and Regional Committees have worked very hard in their respective countries and regions.
VI. Conclusions and Appreciations

The world has entered a new era with the adoption of the SDG 2030 Agenda and the Paris Climate Change Agreement. IUCN must preserve and reinforce its special and crucial role.

The Resolutions and Recommendations we will approve this week and the Hawai’i Commitments will be the objectives to mobilise and inspire the Union.
VI. Conclusions and Appreciations (cont’d)

- On the wonderful island State of Hawai‘i, we are experiencing an extraordinary World Conservation Congress 2016.

- Thanks to the outstanding efforts of our hosts, the State of Hawai‘i and the support of the US Department of State.
VI. Conclusions and Appreciations (cont’d)

- Thanks to the VPs of IUCN and the members of the Council, and the Chairs of the IUCN Commissions and the Chairs of the Council Committees, Task Forces and Working Groups for their firm dedication to conservation and to IUCN.

- Thanks to the Director General and all the members of the Secretariat who have supported the Council in many ways to function effectively and efficiently.
Mahalo!
I. Introduction

This Council, elected in 2012, started its work at a critical juncture for both nature conservation and human development as exemplified by the successful negotiation of the Paris Agreement, the adoption of the Sustainable Development Goals, and the ongoing efforts to achieve the Aichi Biodiversity Targets. At the same time, IUCN is facing a rapidly changing and increasingly challenging resource mobilisation landscape. In response, the Council has been helping ensure that IUCN is well placed to maximise its contributions to these emerging opportunities and challenges by focusing on providing strategic direction and policy guidance in accordance with its statutory functions specified.

The outcomes from the excellent 2012 Jeju Congress, facilitated by the outstanding contributions of our generous Hosts, the Republic of Korea, including the Resolutions and the Global Programme, paved a fruitful and engaging journey over the last four years for the Council and all the Union’s components.

A major focus of the Council’s efforts has been on governance improvement in response to both the pressures of rapidly changing times and the recommendations of formal reviews. In undertaking the necessary governance improvement and in discharging its statutory duties and responsibilities the Council has aimed to maintain a sense of solidarity with Members and help mobilise and synergise all components of the Union along with its stakeholders. The Council also promotes value added services for all our diverse Members including governments and NGOs, moving the Union towards being more membership-orientated and gaining confidence from the strength of our Members.

The Council has worked hard to strengthen its governance role in a democratic, pragmatic and transparent manner. Much is owed to the collective efforts of all the Council members and the President for his leadership in this regard, focusing on the building of an institutional culture based on mutual trust, a spirit of solidarity and through consensus building and decision making.

II. Summary of major accomplishments

The following sections present an overview of the IUCN Council’s accomplishments in each of its three main roles as defined in Articles 37 and 46 of the IUCN Statutes.

A smooth transition in the leadership of the Secretariat

Among the most important responsibilities of any organisational board is the appointment of a new chief executive. The Council accomplished this with dignity, mutual trust and professionalism, ensuring a smooth transition at the conclusion of the tenure of our previous
and longest serving Director General, Julia Marton-Lefèvre to whom we express our deep appreciation. To achieve an optimal result, the IUCN Council established a search committee chaired by President Zhang, consulted broadly within the Union to develop an appropriate profile and job description for the new Director General and hired an external consultant to assist with what proved to be an extensive selection process. On 27 August 2014, the Council was delighted to appoint Inger Andersen as the new Director General of IUCN. Inger Andersen took up her duties on 12 January 2015 with the full support of Council. The Council has been building a strong relationship of close collaboration and trust with Inger Andersen. This working relationship underlines the success of the Council’s careful recruitment efforts.

**Widespread uptake of the ‘One Programme approach’**

The Union’s broad and diverse membership hailing from all regions, its convening and norm setting powers, its international status, and the ability to mobilise and drive collective action in favour of conservation, sets IUCN apart from the growing number of players in the conservation and sustainability community. In this respect, Council’s continued emphasis on the importance of the ‘One Programme approach’ has significantly enhanced the integration between the Union’s components and helped develop a deeper understanding of the issues of significance to all IUCN regions and constituencies. Through this approach, Council has and will continue to contribute to strengthening the delivery and impact of IUCN’s policies and programme, and more effectively leveraging the respective roles, capacities and unique features of the constituent parts of the Union.

Under Council’s continuous attention and guidance, every opportunity has been taken to raise the Union’s profile and to seek an even larger visibility for IUCN worldwide in order to enhance its global impact, participating in high-level global policy fora aimed at influencing international environmental conventions and policies, including the Convention on Biological Diversity, the Sustainable Development Goals, and the Paris Agreement on Climate Change. There’s no doubt that also in this field, the integrated ‘One Programme approach’ has strengthened our external positioning in the international conservation / sustainability world.

**Modernising IUCN’s governance**

During the four-year period, the Council spearheaded major improvements in the governance of IUCN, using modern communication tools to bring membership more fully into the Union’s decision-making process and enable Council to really exercise its fiduciary role to be accountable to the members:

1. A significant number of motions may now be approved electronically in advance of Congress. This move follows recommendations from the Members’ Advisory Group on Motions and Resolutions Implementation established by the IUCN membership at the 2012 Congress. Council proposed and the IUCN membership approved this critical improvement which paves the way for a different type of Members’ Assembly, one where IUCN Members discuss and achieve a common understanding of the strategic issues facing conservation. Through its Motions Working Group, the Council has been actively overseeing the implementation of the new motions process in the run-up to the Hawai‘i Congress.

2. Council’s successful introduction of electronic voting by the membership demonstrates the Union’s capacity to take timely action in an efficient manner and to modernise the way we operate while strengthening the Members’ direct participation in key governance decisions.
3. The Council made better use of its Bureau to take decisions between meetings of the Council with the purpose of freeing up precious time for Council debate during its face-to-face meetings. Bureau decisions are always subject to validation by the full Council through a no-objection procedure by email.

4. The Council held one-to-one meetings with the Director General.

5. In an effort to enhance effective and efficient governance of the Union, the IUCN Council commissioned an External Evaluation of certain aspects of IUCN’s governance, carried out with the support of IUCN’s Framework Partners. The Governance Task Force made a number of proposals which were taken into account in a comprehensive package of enhanced practices of IUCN’s governance presented in the Management response to the External Evaluation of certain aspects of IUCN’s governance. This package was subsequently adopted by Council.

6. To improve its ability to act in a timely and effective manner, the Council enhances the role of the Bureau and Council Committees. This improvement now enables Council to address issues more strategically while still exercising high-level oversight. The Council also chose to strengthen and diversify the membership of Council Committees, Working Groups and Task Forces and enhance their interaction. It also identified ways to fill skills gaps where these exist. It also clarified the nature and roles of Council Committees, Task Forces and Working Groups and appointed a Council Secretary, formerly as the governance officer, to provide independent consultation and support to Council.

7. The improvements also clarified and strengthened the accountability of Commissions to the Council, and further continued the reporting line of the Commission Chairs to the President. A number of steps were also taken to reduce potential conflicts of interest of the Commission Chairs as members of the Council.

8. Keen to find new and more effective ways of operating, Council decided to set 4-year strategic priorities at the start of each term and hold an annual strategy session to address key risks and opportunities facing the Union. Council approved a strategic planning and reporting framework to help it set an effective strategic direction and policy guidance and oversee the Union’s overall performance. It also clarified its role in developing and approving for submission to Congress the draft quadrennial Global Programme as the key instrument for setting the Union’s strategic direction. The framework will also help commission and respond to external reviews, differentiating external reviews that focus on the Programme and those that focus on IUCN’s governance. Council also adapted the annual process for evaluating the Director General, establishing in the Regulations that the President and Vice-Presidents together constitute the evaluation committee.

9. Council revised its Transparency Policy, making all official Council documents available to donors and the public immediately following each meeting. All Council (and Bureau) decisions continue to be published and input sought from the membership prior to every Council meeting on the basis of key Council documents.

During its meeting in April 2016, the Council promptly acted upon the reforms, holding a strategic session to review major risks and opportunities facing the Union and discuss measures to create a viable, financially stable and relevant IUCN. Results of these discussions were reflected in the Draft IUCN Programme and Draft Financial Plan 2017-2020.
Policy guidance on critical issues

An important part of the Council’s policy guidance function is to help the Union keep abreast of emerging events to which more nimble responses are required. International agendas around issues such as climate change and the SDGs, the mainstreaming of concepts such as nature capital, and demands for more equitable use of resources, create a dynamic policy landscape to which IUCN’s general policy must be adapted and evolve.

The Council approved IUCN’s Business Engagement Strategy to better describe IUCN’s role in driving transformational change in the private sector. This strategy has been developed through the Council’s Private Sector Task Force whose members included key Secretariat and Commission experts. The Council subsequently approved updated Operational Guidelines for Business Engagement. The new Strategy and Guidelines have greatly facilitated IUCN’s private sector engagements, in all their diverse forms.

The value of these policy guidance instruments was demonstrated through their application on two key private sector engagements. First, approval of IUCN’s agreement with Toyota Motor Corporation (Toyota) establishing a five-year partnership to provide funding to broaden the scope of the IUCN Red List of Threatened Species™. Council agreed a new area-based approach in its cooperation with the multinational corporation Shell. Second, following application of the new Strategy and Guidelines, Council decided not to pursue further engagement with Syngenta. Instead, the decision was taken to develop a strategic vision for IUCN on agriculture and biodiversity.

The Council’s Climate Change Task Force, which also included key Secretariat, Commission, and Member experts, developed IUCN’s key policy recommendations on climate change that highlighted nature-based solutions built around ecosystem-based mitigation and ecosystem-based adaptation strategies and actions. The policy recommendations also incorporated IUCN’s world leading work on climate change and gender and climate change impacts on species. The Climate Change Task Force helped guide IUCN’s engagement with the UNFCCC series of negotiations and associated meetings culminating in the Paris 2015 CoP21.

Following extensive and broad consultation within the Union, Council drafted six policy motions for submission to the motions process of the 2016 Congress in response to emerging issues and gaps in IUCN general policy:

- Biodiversity offsets
- No-go areas with respect to extractive industries
- Natural capital
- Climate change
- The sustainable development goals, and
- The International Judicial Institute for the Environment

Council hopes they will be supported by Members during the online motions process and at the Hawai’i Congress, resulting in Resolutions that define global policy for IUCN concerning these critical issues for many years to come.

Responding to Resolutions of the 2012 Congress, the Council, among others, proposed to the 2016 Congress to establish a new membership category for indigenous peoples organisations (WCC-2012-Res-007), to recommend adoption of a new Biodiversity Offsets Policy (WCC-2012-Res-110), to implement the UN Declaration on the Rights of Indigenous Peoples (UNDRIP) and to apply the principle of the Free Prior Informed Consent (FPIC) (WCC-2012-Res-047).
Council approved the Red List of Ecosystems – the categories and criteria for assessing risks to ecosystems proposed by the IUCN Commission on Ecosystem Management. The “Key Biodiversity Areas Standard” approved at the proposal of the Species Survival Commission and the World Commission on Protected Areas, now sets an official global benchmark for assessing risks to ecosystems. The “Natural Resource Governance Framework” and “People in Nature”, now under development, will help monitor progress on this standard.

The Council initiated work to classify the Resolutions and Recommendations adopted by IUCN since its foundation in 1948 as ‘implemented, superseded, elapsed, active, obsolete or to be determined’. This work is now the subject of a Member motion and, if adopted, will be handed over to the next Council for implementation.

The Council engaged heavily in developing a strategic vision for the IUCN Programme 2017–2020. The resulting Programme represents a blueprint for pursuing many of the ambitions of the post-2015 agenda as expressed in the UN Sustainable Development Goals and the Paris Agreement on Climate Change. The Programme embraces and assimilates the new momentum generated by the agreements reached in 2015 and captures them in a programme of work that exploits IUCN’s strengths, taking advantage of the Union’s knowledge and reach to move agreements into concrete action. For the first time, the IUCN Programme monitoring and reporting will be conducted through a small number of results and impact indicators that are fully aligned with the indicators to measure progress against the newly adopted SDGs and the Aichi Biodiversity Targets.

A continuous focus on strengthening the Union and membership service

The Union is only as strong as its Members. Throughout the period, Council stayed focused on making IUCN a strong, effective and membership-oriented Union. More specifically, this meant strengthening Union membership, governance and structure while raising IUCN’s profile, leadership and influence within and beyond the conservation community.

In this regard, the Council initiated a continuous, broad and transparent consultation inside IUCN and with its partners, online and during the Regional Conservation Fora held in 2015 under the title “Framework of Action to Strengthen the Union” (FASU).

Inspired, among others, by the results of FASU, the Council has made great strides towards maintaining unity in diversity, strengthening solidarity while promoting balance among all components of IUCN (Members, the Council, Secretariat, Commissions and Regional and National Committees). The Council has been successfully building a consensus-driven culture and achieving harmony among the Union’s leadership bodies and its extended family. As global outreach is important to the Council, it is imperative that we listen to, and learn from, our Members and National Committees, incorporating their knowledge and experiences on the ground. By doing this we have laid the foundations for Council to adopt a more inclusive decision-making approach. Council has endeavoured to promote an environment of trust and solidarity, facilitating sound management of its own tasks, strengthening our institutional stability, enhancing our ability to cooperatively advance our goals and attracting financial support.

III. Providing oversight and guidance on performance

As part of the governance improvements noted above, the Council decided to set the Director General’s objectives and undertake the evaluation henceforth on an annual basis instead of bi-annually as was the case until 2014.
In accordance with existing procedures and in a spirit of openness and accountability, the Chairs of the six IUCN Commissions presented a yearly report to the Council and held collective meetings with the President and the Director General. Individual meetings with Commission Chairs were also held at mid-term to provide 360° feedback on each Chair’s performance. The collective meetings have been welcome opportunities to highlight major progress as well as to identify areas where improved performance and cooperation with other components of the Union could boost the effectiveness of the Commissions’ work. As part of the governance improvements noted above, the Council clarified the accountability of the Commissions and the Chairs as follows:

- The Commission Chairs report about their performance to the President and not the Council itself, as Commission Chairs are part of the Council;

- Between sessions of the Congress the Commissions report to Council, via their respective Chairs, on relevant outputs, outcomes, impact and resources raised against the Commission’s work plan approved at the beginning of each term. Once a year, Council will conduct a session to discuss the Commissions’ performance. Council also approved financial rules for IUCN’s Commissions as required by Regulation 83.

Since May 2014, the Secretariat has been monitoring progress on an agreed series of issues and indicators related to delivery on the IUCN Programme. A subsequent report is made to Council each year. The Annual Progress Monitoring Report presents progress on (selected) Programme results, use of resources for Programme priorities, fundraising targets, implementation of the One Programme Charter and performance results by units in the global Secretariat. The Director General’s performance and her self-assessment were evaluated by the President and Vice-Presidents based on objectives, and were approved by the Council in accordance with the Statutes.

The Council also refined and completed a Strategic Planning and Reporting Framework which brings together all the tools required to enable Council to effectively oversee the performance of the Union. A new element featured in the Framework is a ‘Strategic Risk Matrix’, which the Director General presents to Council on an annual basis. In April 2016, the first such strategic risk analysis enabled Council to gain better insights into the challenges facing the Union and to assess whether the Draft IUCN Programme and Financial Plan 2017–2020 adequately address major risks.

**IV. Fulfilling fiduciary responsibilities to Members of the Union**

Following review of the external auditors’ reports, the Council endorsed the audited financial statements for the years 2012 to 2015 – all “without qualifications or references to violations of the law” – and forwarded them to Congress for approval. The IUCN reserves have been rebuilt beyond the levels provided in the Financial Plan 2013–2016 as approved by the 2012 Congress.

The Council reviewed and approved the annual work plans and budgets for the years 2013 to 2016.

Following a rigorous and transparent bidding process, Council chose Hawai‘i, US, as the venue for the 2016 Congress. Since then, the Congress Preparatory Committee has been supporting Council in the oversight and strategic guidance for the Congress preparations. Council approved a Draft Congress Agenda that will enable the membership to discuss issues of strategic importance as well as the IUCN Programme during the Members’ Assembly. The agenda draws on feedback provided by Members through the 2012 Congress evaluation, and benefits greatly from the membership’s approval of the revised
motions process. The Council approved a number of documents for submission to the Congress, including the draft mandates of the IUCN Commissions, the draft terms of reference of the Congress committees, candidates for Honorary Membership of IUCN and motions to amend the Statutes as noted above.

Following the proposals made by IUCN Members and members of the Commissions concerned, Council nominated the candidates for President, Treasurer and the Chairs of the six IUCN Commissions.

V. Details of other important Council decisions and activities

IUCN Statutes require each application for membership to undergo a thorough due diligence and consultation of all IUCN Members. Following this procedure, Council admitted 273 new IUCN Members (as of the date of issue of this report, i.e. 12 August 2016) and recognised the National Committees of IUCN from Uganda, Viet Nam, Burundi, Morocco, Palestine and the United Arab Emirates. Despite the limited resources, the heads of National and Regional Committees have strived hard to forge ahead the work of IUCN in their respective countries and regions.

The Council appointed the Deputy Chairs and Steering Committee members of all six IUCN Commissions on the proposal of their respective Chairs.

The IUCN Council comprises the President, the Treasurer, the Councillor from the State in which IUCN has its seat (Switzerland), 24 Regional Councillors (three from each of IUCN’s eight statutory regions), and the Chairs of IUCN’s six Commissions. (Annex 1)

- In April 2013, the Council appointed Ambassador Masahiko Horie (Japan) to fill a vacancy following the resignation, for health reasons, of Ambassador Shinichi Kitajima (Japan) who was elected Regional Councillor from South and East Asia by the 2012 Congress.

- In October 2015, the Council endorsed the appointment, by its Bureau, of Kathy MacKinnon as Chair of the World Commission on Protected Areas (WCPA) for the remainder of the term, to replace Ernesto Enkerlin Hoeflich who was elected as Chair by the 2012 Congress and had resigned from his position.

- In April 2016, for health reasons, Juliane Zeidler stepped down as Chair of the Commission on Education and Communication (CEC), handing over her responsibilities to Nancy Colleton, Deputy Commission Chair.

- According to Jeju Resolutions, the number of additional Councillors appointed by the Council was reduced from four to one. Finally, the Council decided not to appoint a Councillor in light of financial pressure.

By the time of the 2016 Congress, the Council will have held 11 meetings. Numbered from the 80th to the 90th meeting, these will have included seven six-monthly face-to-face meetings, two short meetings held immediately after the closure of the 2012 Congress in Jeju and before the opening of the 2016 Congress in Hawai`i, and two telephone meetings. The ordinary meetings were held at the IUCN Conservation Centre in Gland except the 84th meeting which was held in Sydney prior to the IUCN World Parks Congress and the 87th meeting held in Hainan (China) at the invitation of the IUCN President following precedents set by former Presidents. The Council meeting held in China, just prior to the First World Forum on Ecosystem Governance held in Beijing, provided an opportunity for Council members to meet and interact with a wide array of Universities, local and national political
leaders, researchers and NGOs, both in Hainan and in Beijing. All Council meetings were attended by nearly all Council members as well as the Director General and senior members of the Secretariat staff.

The **Bureau established by Council** is comprised of the President, Treasurer, two Vice-Presidents, a Commission Chair, two Regional Councillors, the Chairs of the three standing committees of the Council (the Finance and Audit Committee, Governance and Constituency Committee, merged from two separate committees, i.e., governance committee and membership committee from last Council, and Programme and Policy Committee) and the Director General (without vote). The Bureau held ten meetings, from the 59th to the 68th meeting, six of which by telephone and four physical meetings, in order to carry forward urgent business or implement specific mandates it had received from Council.

All decisions of the Council and of the Bureau of Council, adopted at meetings or by electronic communication between the meetings of the Council, can be viewed on [IUCN's public website](https://www.iucn.org) in the three official languages of IUCN (English, French and Spanish).

Four **Vice-Presidents** support the President with advice, assist him in the management of Council meetings, the evaluation of the Director General, and serve as the Council’s Ethics Committee. In the period 2012-2016, one issue has been reported and dealt with promptly by the Ethics Committee.

Every Council member serves on one of the three standing (permanent) committees of the Council. In addition, the Council established the following temporary bodies: the Congress Preparatory Committee, the Motions Working Group, the Nominations Committee, the Steering Committee for the Framework of Action to Strengthen the Union, the Gender Task Force, the Climate Change Task Force, the Private Sector Task Force, the Task Force on the implementation of the 2012 Congress Resolutions, the Governance Task Force and the Search Committee for the Director General. The Council appointed Prof. Nilufer Oral as Global Oceans Focal Person.

In addition to meetings held in the context of the ordinary meetings of Council, the Council's task forces and other bodies accomplished their work through virtual meetings or exchange of emails.

Council members have played an active role between meetings of Council, contributing substantial time to global, regional and national events including National and Regional Committees and Regional Conservation Fora, or as part of IUCN delegations to multilateral meetings, or providing support to the President and Director General during visits to their country/region.

**VI. Recommendations for the next Council 2016–2020**

1. The IUCN Council is accountable to the membership for ensuring that the Union remains relevant and effective in a world of constantly changing conservation challenges. The next Council (2016–2020) is encouraged to continue setting strategic direction and policy guidance for and exercising effective oversight over the Union’s performance. To remain focused, Council should use and continue to improve the tools and processes established by the current Council in line with the Statutes and Regulations, including applying modern governance methods of interaction and better use of the Council Committees, Task Forces, and Bureau in decision formulation and making. This will help achieve even greater efficiencies in the use of resources and staff time. Moreover, the Council should ensure that the focus of IUCN’s Programme reporting is on impact rather than activities.
2. There remains ample scope for IUCN to mobilise its diverse membership structure in exercising its convening and norm setting powers, advancing policy, and securing collective action in favour of conservation. This point was highlighted in the 2015 External Review of the Union. The Council recommends that the next Council continue building on progress with internal cohesion and integration based on the One Programme Charter, in order not to lose IUCN’s unique differentiating nature. This approach is one of the keys to enhancing the impact we achieve as a Union and the prospects of raising the necessary resources to realize it. Financial stability will be a key factor for the Union’s relevance and effectiveness in the future. A process such as the Framework of Action to Strengthen the Union might be a helpful beacon to reflect upon IUCN’s progress.

3. Difficult decisions will need to be made in the coming period regarding IUCN’s organisational structure and programmatic priorities in the face of a dynamic and rapidly changing donor landscape. Achieving financial stability will be a key factor in ensuring the Union’s effectiveness into the future. The new Council will need to pay special attention to this aspect of its governance responsibilities and work closely with the Director General to help steer the Union through major decision points. We further recommend that the next Council maintain a focus on strengthening IUCN’s visibility for increased influence and funding.

4. We also recommend that the next Council ensure that the nominations process and criteria enable Congress in 2020 to elect candidates with both a strong commitment to conservation and the competencies and profile needed to leverage influence with key political and economic actors, along with new sources of resources and finances needed for conservation. To further expand the vision of IUCN and the implementation of the IUCN Programme, the Union must continue to engage more young people (better intergenerational interaction) and women, who comprise important constituencies for conservation and are the guardians of our future. This Council urges that the recommendations from the outgoing Council for improving the nominations process be given due consideration. (Council decision C/88/4 and the governance improvements noted above).

VII. Concluding remarks

The world has entered a new era with the adoption of the SDG 2030 Agenda and the Paris Climate Change Agreement. Sustainability and ecological issues have unarguably become top issues on the global agenda. Adapting to the new era, meeting these challenges and seizing such opportunities to globally integrate conservation into economic, environmental and social responses require well-coordinated, coherent and integrated action from the international community.

As the earliest and largest international organisation for nature conservation with unique competences, knowledge and outreach, IUCN must preserve and reinforce its special and crucial role as second to none in helping deliver scientifically sound, holistic and resilient nature-based solutions, to conserve the integrity and diversity of nature and to ensure equitable and ecologically sustainable use of natural resources and biodiversity.

In the coming years it is vital that IUCN continues to support ‘Nature for All’, inclusive of women and youth, and the needs of our Members from all regions. The opportunity is before us for IUCN to promote the contribution that conservation and nature-based solutions can make to the Sustainable Development Goals.
Our Union’s mission has never been more relevant and we approach our 2016 Hawai‘i Congress with great anticipation thanks to the outstanding efforts of our Hosts, the State of Hawai‘i, and the support of the U.S. Department of State and other partners and sponsors. The Resolutions and Recommendations and Hawai‘i Commitments will be the objectives to mobilise and inspire the Union. Besides, they will also shape the global agenda of conservation and enhance the leadership role of IUCN together with all our partners.

As the theme of our 2016 Hawai‘i Congress stresses, the world lies at the crossroads and we face a critical decade where opportunities must be grasped if humans and nature are to live sustainably together on a healthy planet. The IUCN community remains a potent force for positive change and working together we can make a difference.
IUCN COUNCIL 2012-2016  
(Status 13 July 2016)

PRESIDENT  
Mr ZHANG Xinsheng, China

TREASURER  
Mr Patrick de Heney, Switzerland/United Kingdom

REGIONAL COUNCILLORS

Africa  
Mr Mamadou Diallo, Senegal  
Dr Brahim Haddane, Morocco  
Hon. Enyo Jesca Osuna, Uganda

Meso and South America  
Ms Jenny Gruenberger, Bolivia  
Mr. Miguel Pellerano, Argentina  
Mr Ramón Pérez Gil Salcido, Mexico

North America and the Caribbean  
Mr George Greene, Canada  
Dr John Robinson, USA  
Mr Spencer L. Thomas, Grenada

South and East Asia  
Mr. Malik Amin Aslam Khan, Pakistan ¹  
Dr. Arzu Rana Deuba, Nepal  
Ms Meena Gupta, India  
Ambassador Masahiko Horie, Japan ²

West Asia  
Dr Samira Omar Asem, Kuwait  
Mr Mohammad Shahbaz, Jordan

Oceania  
Mr Andrew Bignell, New Zealand  
Prof. Brendan Mackey, Australia  
Ms Anna Elizabeth Tiraa, Cook Islands

East Europe, North and Central Asia  
Dr Amirkhan Amirkhanov, Russia  
Mr Michael Hošek, Czech Republic  
Ms Tamar Pataridze, Georgia

West Europe  
Mr Jonathan Hughes, United Kingdom  
Prof. Nilufer Oral, Turkey  
Ms Marina von Weissenberg, Finland

COMMISSION CHAIRS

Commission on Ecosystem Management  
Mr Piet Wit, The Netherlands

Commission on Education and Communication  
Nancy Colleton, USA ³

Commission on Environmental, Economic and Social Policy  
Ms Aroha Te Pareake Mead, New Zealand

Species Survival Commission  
Dr Simon Stuart, United Kingdom

World Commission on Environmental Law  
Dr. Antonio Herman Benjamin, Brazil

World Commission on Protected Areas  
Dr Kathy MacKinnon, United Kingdom ⁴

COUNCILLOR FROM THE STATE IN WHICH IUCN HAS ITS SEAT  
Mr Willy Geiger, Switzerland

¹ Mr Malik Amin Aslam Khan (Pakistan) was elected by the 2012 Congress as Regional Councillor for West Asia under the Statutes in force at that time. However, following an amendment to the Statutes approved by the 2012 Congress, Pakistan is currently part of the South and East Asia statutory region.

² Shinichi Kitajima, Japan, elected in 2012 resigned during the current statutory term for health reasons. In April 2013, Council appointed Masahiko Horie, Japan, to fill the vacancy for the balance of the term.

³ In April 2016, for health reasons, Juliane Zeidler stepped down as Chair of the Commission on Education and Communication (CEC), handing over her responsibilities to Nancy Colleton, Deputy Commission Chair.

⁴ On 19 October 2015, following the resignation of Ernesto Enkerlin Hoeflich, elected Chair of WCPA by the 2012 Congress, the Bureau of the IUCN appointed Dr Kathy MacKinnon as Chair of WCPA for the remainder of the term.
Update on the Motions Process

1. In accordance with Rule 49 of the Rules of Procedures of the World Conservation Congress, IUCN Members and the Council have proposed motions by the deadline of 12 February 2016, as set by the IUCN Council.

2. Following the submission of 129 motions by IUCN Members and six by the IUCN Council, the Motions Working Group considered all proposed motions in line with Rule 54 of the Rules of Procedure to ensure that they are consistent with the purpose of motions as defined in Rule 48bis and meet the requirements outlined in Rule 54.

3. The Motions Working Group accepted 81 motions, merged 33 into 14 motions and rejected 21 motions.

4. Those 95 motions were published on 01 April 2016 in their original language and on 18 April 2016 in all three languages online at https://portals.iucn.org/congress/assembly/motions.

5. Following the receipt of 12 appeals, the Congress Preparatory Committee acting as appeals body under Rule 62ter decided to reinstate four motions and to revise a motion that was merged by the Motions Working Group.

<table>
<thead>
<tr>
<th>Motions submitted by deadline</th>
<th>135</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motions accepted (as presented or with minor changes)</td>
<td>81</td>
</tr>
<tr>
<td>Motions merged</td>
<td>33 merged into 14</td>
</tr>
<tr>
<td>Motions rejected</td>
<td>21</td>
</tr>
<tr>
<td>Motions reinstated following appeals process</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total number of motions accepted and put to online discussion</strong></td>
<td><strong>99 motions</strong></td>
</tr>
</tbody>
</table>

6. The Motions Working Group, acting under Rule 45bis (c) i), has identified (marked with an asterisk) the following six motions that warrant debate at the global level during the Congress because of their significant importance for conservation and for IUCN and its Members, and that will continue to be discussed and subsequently voted upon in Hawai’i:

- 026 - Protected areas and other areas important for biodiversity in relation to environmentally damaging activities
- 049 - Advancing conservation of biological diversity in areas beyond national jurisdiction
- 063 - Natural Capital
- 064 - IUCN Policy on Biodiversity Offsets
- 065 - Improving standards in ecotourism (contains an element linked to certification and therefore a key question is whether IUCN should act as a certification mechanism)
- 066 - Mitigating the impacts of oil palm expansion on biodiversity

7. In accordance with Rule 62bis, the Motions Working Group transmitted all motions to an online discussion held before Congress from 02 May 2016 to 03 July 2016: https://portals.iucn.org/congress/assembly/motions.
8. Following the end of the online discussion, the motions, modified as the case may be, will 
be submitted to an electronic vote by the IUCN membership in accordance with Rule 62quinto, with the exception of the motions classified by the Motions Working Group as 
 warranting debate at the global level during the Congress [Rule 45bis (c) i)] and any 
motions which have been the subject of such debate and divergent proposed 
 amendments that it is not possible to produce a consensus text for submission to a 
 decision by electronic vote prior to Congress [Rule 45bis (c) ii)]. 

9. This electronic vote on motions is scheduled to take place from 01 August – 15 August 
2016. 

10. As provided in Rule 62septimo, motions adopted by electronic ballot prior to the 
Congress shall have the same validity as motions adopted during the sittings of the 
Members' Assembly. The Members' Assembly will ‘record’ en bloc the adoption of these 
motions in its first sitting (Agenda Item 1.6). 

11. As explained in Congress document WCC-2016-1.2/1 regarding the Draft Congress 
Agenda, it is proposed that the motions warranting debate at the global level during the 
Congress and the motions pertaining to the governance of IUCN including amendments 
to the Statutes and the Rules of Procedure [Rule 45 (d)], be referred to relevant 
Congress Committees in order to convene and facilitate at least one meeting open to all 
participants of the Members’ Assembly (enlarged contact groups) and present to the 
Members’ Assembly a summary of these meetings together with the motion, with or 
without amendments, for adoption during the 6th and 7th Sittings. The Resolutions 
Committee of the Congress will inform the Members’ Assembly of the process and the 
timetable of these meetings during the 1st Sitting as part of its first report. 

12. The motions pertaining to the governance of IUCN including amendments to the Statutes 
and Rules of Procedure are presented in Congress document WCC-2016-8.2/1.
## List of all accepted motions

<table>
<thead>
<tr>
<th>ID</th>
<th>Title of Motion</th>
</tr>
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<tbody>
<tr>
<td>001</td>
<td>Identifying and archiving obsolete Resolutions and Recommendations to strengthen IUCN policy and to enhance implementation of IUCN Resolutions</td>
</tr>
<tr>
<td>002</td>
<td>IUCN Global Group for National and Regional Committee Development</td>
</tr>
<tr>
<td>003</td>
<td>Preventing electrocution and collision impacts of power infrastructure on birds</td>
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<tr>
<td>004</td>
<td>Conservation of the Helmeted Hornbill (Rhinoplax vigil)</td>
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<tr>
<td>005</td>
<td>Promotion of Anguillid eels as flagship species for aquatic conservation</td>
</tr>
<tr>
<td>006</td>
<td>Conservation of Amur tiger (Panthera tigris altaica) and Amur leopard (Panthera pardus orientalis) in Northeast Asia</td>
</tr>
<tr>
<td>007</td>
<td>Closure of Domestic Markets for Elephant Ivory</td>
</tr>
<tr>
<td>008</td>
<td>Giraffids: reversing the decline of Africa’s iconic megafauna</td>
</tr>
<tr>
<td>009</td>
<td>Terminating the hunting of captive-bred lions (Panthera leo) and other predators and captive breeding for commercial, non-conservation purposes</td>
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<tr>
<td>010</td>
<td>Combatting the illegal poisoning of wildlife</td>
</tr>
<tr>
<td>011</td>
<td>Greater protection needed for all pangolin species</td>
</tr>
<tr>
<td>012</td>
<td>The IUCN Red List Index for monitoring extinction risk</td>
</tr>
<tr>
<td>013</td>
<td>Actions to avert the extinction of the vaquita porpoise (Phocoena sinus)</td>
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<tr>
<td>014</td>
<td>Toward an IUCN standard classification of the impact of invasive alien species</td>
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<tr>
<td>015</td>
<td>Protection of wild bats from culling programmes</td>
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<tr>
<td>016</td>
<td>Management and regulation of intensive breeding and genetic manipulation of large mammals for commercial purposes</td>
</tr>
<tr>
<td>017</td>
<td>Strengthening pathway management of alien species in island ecosystems</td>
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<tr>
<td>018</td>
<td>Monitoring and management of ‘biomass fisheries’</td>
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<td>019</td>
<td>Conservation measures for vultures, including banning the use of veterinary diclofenac</td>
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<tr>
<td>020</td>
<td>Protection for the serranids and syngnathids occurring off the Spanish coasts</td>
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<tr>
<td>021</td>
<td>Supporting the Brazilian Red-Listing process and the conservation of threatened species</td>
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<tr>
<td>022</td>
<td>Recognising, understanding and enhancing the role of local communities in tackling the illegal wildlife trade crisis</td>
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<tr>
<td>023</td>
<td>Improving the conservation and management of threatened sharks and rays</td>
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<tr>
<td>024</td>
<td>Conservation of intertidal habitats and migratory waterbirds of the East Asian-Australasian Flyway, especially the Yellow Sea, in a global context</td>
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<tr>
<td>025</td>
<td>Strengthening the implementation of the Bern Convention for migratory bird species</td>
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<tr>
<td>026</td>
<td>Protected areas and other areas important for biodiversity in relation to environmentally damaging activities *</td>
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<tr>
<td>027</td>
<td>Recognising the Centennial of the US National Park Service</td>
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<tr>
<td>028</td>
<td>Incorporating urban dimensions of conservation into the work of IUCN</td>
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<tr>
<td>029</td>
<td>Appropriately recognising and respecting indigenous peoples’ and community conserved territories and areas (ICCas) overlapped by protected areas</td>
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<tr>
<td>030</td>
<td>World Parks Congress 2014: The Promise of Sydney</td>
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<td>031</td>
<td>Achieving representative systems of protected areas in Antarctica and the Southern Ocean</td>
</tr>
<tr>
<td>032</td>
<td>Establishment, recognition and regulation of park rangers career</td>
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<td>033</td>
<td>Safeguarding space for nature and securing our future: developing a post-2020 strategy</td>
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<tr>
<td>034</td>
<td>Recognising cultural and spiritual significance of nature in protected and conserved areas</td>
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<td>035</td>
<td>Observing protected area norms in the Wild Heart of Europe</td>
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<td>036</td>
<td>Transboundary cooperation and protected areas</td>
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<td>037</td>
<td>Conservation of private[ly] protected areas</td>
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<tr>
<td>038</td>
<td>Harmonising the integrated management of overlapping Ramsar Sites, World Heritage sites, Biosphere Reserves and UNESCO Global Geoparks</td>
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<tr>
<td>039</td>
<td>Establishing an IUCN/WCPA Task Force on Protected Area Friendly System</td>
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<tr>
<td>040</td>
<td>Integrating forest genetic diversity into protected area conservation objectives</td>
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<tr>
<td>041</td>
<td>Cooperation between the protected areas of the Guiana Shield and northeastern Amazonia</td>
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<td>042</td>
<td>Protected areas as natural solutions</td>
</tr>
<tr>
<td>043</td>
<td>Support for Forest and Landscape Restoration (FLR) in Africa</td>
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<tr>
<td>044</td>
<td>Identifying Key Biodiversity Areas for safeguarding biodiversity</td>
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<tr>
<td>045</td>
<td>Protection of biodiversity refuge areas in the Atlantic biogeographical region</td>
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<tr>
<td>046</td>
<td>Securing the future for global peatlands</td>
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<td>047</td>
<td>Protection, restoration and sustainable use of urban water bodies in India</td>
</tr>
<tr>
<td>048</td>
<td>Protection of primary forests, ancient forests and intact forest landscapes</td>
</tr>
<tr>
<td>049</td>
<td>Advancing conservation of biological diversity in areas beyond national jurisdiction *</td>
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<tr>
<td>050</td>
<td>Cooperation for the protection of coral reefs worldwide</td>
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<tr>
<td>051</td>
<td>International biofouling</td>
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<td>052</td>
<td>Promoting regional approaches to tackle the global problem of marine debris</td>
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<tr>
<td>053</td>
<td>Increasing marine protected area coverage for effective marine biodiversity conservation</td>
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<td>054</td>
<td>Ecological connectivity on the north coast of the Alboran Sea</td>
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<td>055</td>
<td>Declaration of Astola Island as a Marine Protected Area</td>
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<td>056</td>
<td>Protecting coastal environments from mining waste</td>
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<td>057</td>
<td>Protecting the world’s greatest salmon fishery in Bristol Bay, Alaska from large-scale mining</td>
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<td>058</td>
<td>Concerns about whaling under special permits</td>
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<td>059</td>
<td>IUCN response to the Paris Climate Change Agreement</td>
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<td>060</td>
<td>Pacific region climate resiliency action plan</td>
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<td>061</td>
<td>Take greater account of the ocean in the climate regime</td>
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<td>062</td>
<td>Integration of nature-based solutions into strategies to combat climate change</td>
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<td>063</td>
<td>Natural Capital *</td>
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<tr>
<td>064</td>
<td>IUCN Policy on Biodiversity Offsets *</td>
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<td>065</td>
<td>Improving standards in ecotourism *</td>
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<td>066</td>
<td>Mitigating the impacts of oil palm expansion on biodiversity *</td>
</tr>
<tr>
<td>067</td>
<td>The 2030 Agenda for Sustainable Development: integration of biodiversity into development</td>
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<tr>
<td>068</td>
<td>Avoiding extinction in limestone karst areas</td>
</tr>
<tr>
<td>069</td>
<td>Contributions of nature to health, well-being and quality of life</td>
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<tr>
<td>070</td>
<td>Financing for biodiversity projects in the European Union’s outermost regions and overseas countries and territories</td>
</tr>
<tr>
<td>071</td>
<td>Community Based Natural Resource Management in the State of Hawai’i</td>
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<td>072</td>
<td>Aloha+ Challenge Model for Sustainable Development</td>
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<td>073</td>
<td>Strengthening business engagement in biodiversity</td>
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<td>074</td>
<td>Strengthening corporate biodiversity reporting</td>
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<tr>
<td>075</td>
<td>Mandating industrial-scale development projects to follow best practice</td>
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<tr>
<td>076</td>
<td>Management and resolution of social conflict as a key requirement for conservation</td>
</tr>
<tr>
<td>077</td>
<td>Defining Nature-based Solutions</td>
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<tr>
<td>078</td>
<td>Crimes against the environment</td>
</tr>
<tr>
<td>079</td>
<td>Global Judicial Institute for the Environment</td>
</tr>
<tr>
<td>080</td>
<td>Enabling the Whakatane Mechanism to contribute to conservation through securing communities’ rights</td>
</tr>
<tr>
<td>081</td>
<td>Investments in development finance institutions: socio-environmental impacts and respect for rights</td>
</tr>
<tr>
<td>082</td>
<td>Problems and progress regarding the principle of non-regression</td>
</tr>
<tr>
<td>083</td>
<td>Affirmation of the role of indigenous cultures in global conservation efforts</td>
</tr>
<tr>
<td>084</td>
<td>Improving the means to fight environmental crime</td>
</tr>
<tr>
<td>085</td>
<td>Environmental courts and tribunals</td>
</tr>
<tr>
<td>086</td>
<td>Supporting implementation of the African Convention on the Conservation of Nature and Natural Resources and the African Agenda 2063</td>
</tr>
<tr>
<td>087</td>
<td>Referral to the International Court of Justice (ICJ) regarding the legal interest of future generations in regard to sustainable development</td>
</tr>
<tr>
<td>088</td>
<td>Indigenous categories system</td>
</tr>
<tr>
<td>089</td>
<td>Humanity’s right to a healthy environment</td>
</tr>
<tr>
<td>090</td>
<td>Phasing-out the use of lead ammunition and replacing it with non-toxic alternatives</td>
</tr>
<tr>
<td>091</td>
<td>Conservation of moveable geological heritage</td>
</tr>
<tr>
<td>092</td>
<td>Environmental education and natural areas in educational centres for healthy childhood development and better connection with nature</td>
</tr>
<tr>
<td>-----</td>
<td>-----------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>093</td>
<td>Connecting people with nature globally</td>
</tr>
<tr>
<td>094</td>
<td>Increase resources for biodiversity conservation research</td>
</tr>
<tr>
<td>095</td>
<td>Development of IUCN policy on biodiversity conservation and synthetic biology</td>
</tr>
<tr>
<td>096</td>
<td>Endorsement of connectivity conservation definition and guidelines</td>
</tr>
<tr>
<td>097</td>
<td>Replacing the concept of “undeveloped” to establish an inclusive definition of “indigenous development” for indigenously-occupied lands</td>
</tr>
<tr>
<td>098</td>
<td>Energy efficiency and renewable energy to promote the conservation of nature</td>
</tr>
<tr>
<td>099</td>
<td>Development of marine renewable energy and biodiversity conservation</td>
</tr>
</tbody>
</table>
1. Overview of the Online discussion of motions (2 May- 3 July, 2016)

After two readings over the months of May and June 2016, the first ever online discussion of motions for the IUCN World Conservation Congress has come to an end. Representatives from Members in all regions and others representing different constituent parts of IUCN actively participated in the online debate as demonstrated by the impressive numbers in the table below.

<table>
<thead>
<tr>
<th>Total # of interventions</th>
<th>5161</th>
</tr>
</thead>
<tbody>
<tr>
<td># of interventions by # of different Members</td>
<td>4133 by 206 Members</td>
</tr>
<tr>
<td># of interventions by Commissions</td>
<td>356 (by Commission Members) 43 (by Commission Chairs)</td>
</tr>
<tr>
<td># of interventions by Facilitators</td>
<td>544</td>
</tr>
<tr>
<td># of interventions by Council Members</td>
<td>38</td>
</tr>
<tr>
<td># of interventions by National Committees</td>
<td>31</td>
</tr>
</tbody>
</table>

This is a completely new way of working for IUCN’s decision making process, strengthening its democratic character by significantly increasing the participation of IUCN Members in the discussion of motions. During the plenary sittings of the 2012 Members’ Assembly in Jeju, only 200 interventions were made by around 100 IUCN Members. In addition, the online discussion allowed full transparency.

During the online discussion Members made general comments on motions, proposed amendments and endorsed the suggestions made by other Members or participants. We were delighted to see the collegial and respectful manner in which participants interacted. Often, the online discussion succeeded in resolving disagreement over parts of motions, reaching a text that enjoys general support for being put to the vote.

2. Motions submitted to an electronic vote before Congress

After the closing of the online discussion on 3 July, the Motions Working Group received from the facilitators the text of each of the 99 motions as revised during the online
discussion. Following careful consideration of the outcome of the online discussion, the Motions Working Group submits **85 motions, as the case may be together with proposed amendments, to an electronic vote prior to Congress**. This is done in line with the Group’s mandate as defined in Rule 65quinto of the Rules of Procedure of the World Conservation Congress. The list can be found hereafter in Annex 1.

3. **Motions submitted for further discussion and vote at Congress**

The Motions Working Group refers **8 motions** as amended during the online discussion, to the Members’ Assembly for continued debate and vote. They are listed hereafter in Annex 2. These motions have been subject of such discussion and divergent proposed amendments that it is, in the opinion of the Motions Working Group, not possible to produce a consensus text for submission to a decision by electronic vote prior to Congress. [Rule 45bis (c) ii]

The Motions Working Group forwards the **6 motions** previously identified as warranting debate at the global level to the Members’ Assembly to be further discussed and voted upon during the Congress. [Rule 45bis (c) i] They are listed hereafter in Annex 3.

Six motions on IUCN governance (including amendments to the Statutes) will also be discussed and voted upon during the Congress. [Rule 45bis (d)] They are listed hereafter in Annex 4.

4. **Electronic vote on motions**

The system for the electronic vote on motions will be **open from 03 August 2016 at 12 noon GMT/UTC until 17 August 2016 at 12 noon GMT/UTC** as decided by the IUCN Council. In due course, Members will receive specific and detailed guidance on the modalities of the electronic voting system and how to vote on motions, including those that are submitted together with additional amendments.

In accordance with Rule 62septimo, “Motions adopted by electronic ballot by both Member Categories A and B shall have the same validity as motions adopted during sittings of the Members’ Assembly.”

5. **Note of thanks to the facilitators of the online discussion of motions**

The great success of the online discussions would not have been possible without the commitment and dedication of the **54 volunteer facilitators**. During the two months period, they took time to conduct the discussions in a fair and transparent way to reach agreement on many issues. The Motions Working Group extends their wholehearted thanks to them. Their names appear below. Many thanks!

---

**Facilitators associated with IUCN Members and Commissions:**

- Anne BAKER
- Leon BENNUN
- Ann (Onnie) BYERS
- Peter COCHRANE
- Katalin CZIPPAN
- Abdoulaye DIOP
- Nicholas DULVY
- Miguel FERNANDEZ TRIGOSO
- Dorian FOUGERES
- Sonali GHOSH
- Nicholas DULVY
- Nirmal HARSH
- Rachel HOFFMANN
- Mike HOFFMANN
- Danna LEAMAN
- Caroline LEES
- Cheikh MBAYE
Philip MILLER
Grace MWAURA
Andrew RHODES
Jon Paul RODRIGUEZ
David SHEPPARD
Pritpal SOORAE
Conor STRONG
Rianne TEN VEEN
Gerd WINTER
Stephen WOODLEY

Secretariat staff:

Natasha ALI
Luc BAS
Craig BEATTY
Ruci BOTEI
Charlotte EYONG
Jean-Marc GARREAU
Sergio GARRIDO

Haseeb IRFANULLAH
N.M. ISHWAR
Diego JARA
Alain JEUDY DE GRISAC
Daisy LARIOS
Petch MANOPAWITR
Arturo MORA
Nathalie OLSEN
Gonzalo OVIEDO
Mine PABARI
Ursula PARRILLA
Danish RASHDI
Sugoto ROY
Anshuman SAIKIA
Juan Carlos SANCHEZ
Sandeep SENGUPTA
Lydia SLOBODIAN
Chantal VAN HAM
Katelijn VAN HENDE
Shamen VIDANAGE
Annex 1: Motions submitted to an electronic vote prior to Congress

<table>
<thead>
<tr>
<th>Motion ID</th>
<th>Motion title</th>
<th>Amendments submitted separately to the electronic vote</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Identifying and archiving obsolete Resolutions and Recommendations to strengthen IUCN policy and to enhance implementation of IUCN Resolutions</td>
<td>no</td>
</tr>
<tr>
<td>2</td>
<td>IUCN Global Group for National and Regional Committee Development</td>
<td>no</td>
</tr>
<tr>
<td>3</td>
<td>Preventing electrocution and collision impacts of power infrastructure on birds</td>
<td>no</td>
</tr>
<tr>
<td>4</td>
<td>Conservation of the Helmeted Hornbill (<em>Rhinoplax vigil</em>)</td>
<td>yes</td>
</tr>
<tr>
<td>5</td>
<td>Promotion of Anguillid eels as flagship species for aquatic conservation</td>
<td>no</td>
</tr>
<tr>
<td>6</td>
<td>Conservation of Amur tiger (<em>Panthera tigris altaica</em>) and Amur leopard (<em>Panthera pardus orientalis</em>) in Northeast Asia</td>
<td>yes</td>
</tr>
<tr>
<td>8</td>
<td>Giraffids: reversing the decline of Africa’s iconic megafauna</td>
<td>no</td>
</tr>
<tr>
<td>9</td>
<td>Terminating the hunting of captive-bred lions (<em>Panthera leo</em>) and other predators and captive breeding for commercial, non-conservation purposes</td>
<td>yes</td>
</tr>
<tr>
<td>10</td>
<td>Combatting the illegal poisoning of wildlife</td>
<td>yes</td>
</tr>
<tr>
<td>11</td>
<td>Greater protection needed for all pangolin species</td>
<td>yes</td>
</tr>
<tr>
<td>12</td>
<td>The IUCN Red List Index for monitoring extinction risk</td>
<td>no</td>
</tr>
<tr>
<td>13</td>
<td>Actions to avert the extinction of the vaquita porpoise (<em>Phocoena sinus</em>)</td>
<td>yes</td>
</tr>
<tr>
<td>14</td>
<td>Toward an IUCN standard classification of the impact of invasive alien species</td>
<td>no</td>
</tr>
<tr>
<td>15</td>
<td>Protection of wild bats from culling programmes</td>
<td>no</td>
</tr>
<tr>
<td>16</td>
<td>Management and regulation of intensive breeding and genetic manipulation of large mammals for commercial purposes</td>
<td>no</td>
</tr>
<tr>
<td>17</td>
<td>Strengthening pathway management of alien species in island ecosystems</td>
<td>no</td>
</tr>
<tr>
<td>18</td>
<td>Monitoring and management of unselective, unsustainable and unmonitored (UUU) fisheries</td>
<td>no</td>
</tr>
<tr>
<td>19</td>
<td>Conservation measures for vultures, including banning the use of veterinary diclofenac</td>
<td>no</td>
</tr>
<tr>
<td>20</td>
<td>Protection for the serranids and syngnathids occurring off the Spanish coasts</td>
<td>no</td>
</tr>
<tr>
<td>21</td>
<td>Supporting the Brazilian Red-Listing process and the conservation of threatened species</td>
<td>no</td>
</tr>
<tr>
<td>22</td>
<td>Recognising, understanding and enhancing the role of indigenous peoples and local communities in tackling the illegal wildlife trade crisis</td>
<td>no</td>
</tr>
<tr>
<td>23</td>
<td>Improving the conservation and management of the silky shark, the thresher sharks, and mobula rays</td>
<td>no</td>
</tr>
<tr>
<td>24</td>
<td>Conservation of intertidal habitats and migratory waterbirds of the East Asian-Australasian Flyway, especially the Yellow Sea, in a</td>
<td>no</td>
</tr>
<tr>
<td>No.</td>
<td>Item</td>
<td>Status</td>
</tr>
<tr>
<td>-----</td>
<td>----------------------------------------------------------------------</td>
<td>--------</td>
</tr>
<tr>
<td>25</td>
<td>Strengthening the implementation of the Bern Convention for migratory bird species</td>
<td>no</td>
</tr>
<tr>
<td>27</td>
<td>Recognising the Centennial of the US National Park Service</td>
<td>no</td>
</tr>
<tr>
<td>28</td>
<td>Incorporating urban dimensions of conservation into the work of IUCN</td>
<td>no</td>
</tr>
<tr>
<td>29</td>
<td>Recognizing and respecting the territories and areas conserved by indigenous peoples and local communities (ICCAs) overlapped by protected areas</td>
<td>no</td>
</tr>
<tr>
<td>30</td>
<td>World Parks Congress 2014: The Promise of Sydney</td>
<td>no</td>
</tr>
<tr>
<td>31</td>
<td>Achieving representative systems of protected areas in Antarctica and the Southern Ocean</td>
<td>no</td>
</tr>
<tr>
<td>32</td>
<td>Establishment, recognition and regulation of park rangers career</td>
<td>no</td>
</tr>
<tr>
<td>33</td>
<td>Safeguarding space for nature and securing our future: developing a post-2020 strategy</td>
<td>no</td>
</tr>
<tr>
<td>34</td>
<td>Recognising cultural and spiritual significance of nature in protected and conserved areas</td>
<td>no</td>
</tr>
<tr>
<td>35</td>
<td>Observing protected area norms in the Wild Heart of Europe</td>
<td>no</td>
</tr>
<tr>
<td>36</td>
<td>Transboundary cooperation and protected areas</td>
<td>no</td>
</tr>
<tr>
<td>38</td>
<td>Harmonising the integrated management of overlapping Ramsar Sites, World Heritage sites, Biosphere Reserves and UNESCO Global Geoparks</td>
<td>yes</td>
</tr>
<tr>
<td>39</td>
<td>Establishing an IUCN/WCPA Task Force on Protected Area Friendly System</td>
<td>no</td>
</tr>
<tr>
<td>40</td>
<td>Integrating forest genetic diversity into protected area conservation objectives</td>
<td>no</td>
</tr>
<tr>
<td>41</td>
<td>Cooperation between the protected areas of the Guiana Shield and northeastern Amazonia</td>
<td>no</td>
</tr>
<tr>
<td>42</td>
<td>Protected areas as natural solutions to climate change</td>
<td>no</td>
</tr>
<tr>
<td>43</td>
<td>Support for Forest Landscape Restoration (FLR) in Africa</td>
<td>no</td>
</tr>
<tr>
<td>44</td>
<td>Identifying Key Biodiversity Areas for safeguarding biodiversity</td>
<td>no</td>
</tr>
<tr>
<td>45</td>
<td>Protection of biodiversity refuge areas in the Atlantic biogeographical region</td>
<td>no</td>
</tr>
<tr>
<td>46</td>
<td>Securing the future for global peatlands</td>
<td>no</td>
</tr>
<tr>
<td>47</td>
<td>Protection, restoration and sustainable use of urban water bodies in India</td>
<td>no</td>
</tr>
<tr>
<td>50</td>
<td>Cooperation for the conservation and protection of coral reefs worldwide</td>
<td>no</td>
</tr>
<tr>
<td>51</td>
<td>International biofouling</td>
<td>no</td>
</tr>
<tr>
<td>52</td>
<td>Promoting regional approaches to tackle the global problem of marine debris (litter)</td>
<td>no</td>
</tr>
<tr>
<td>54</td>
<td>Ecological connectivity on the north coast of the Alboran Sea</td>
<td>no</td>
</tr>
<tr>
<td>55</td>
<td>Declaration of Astola Island as a Marine Protected Area</td>
<td>no</td>
</tr>
<tr>
<td>56</td>
<td>Protecting coastal and marine environments from mining waste</td>
<td>no</td>
</tr>
<tr>
<td>57</td>
<td>Protecting the world’s greatest salmon fishery in Bristol Bay, Alaska from large-scale mining</td>
<td>no</td>
</tr>
<tr>
<td>58</td>
<td>Concerns about whaling under special permits</td>
<td>no</td>
</tr>
<tr>
<td>60</td>
<td>Pacific region climate resiliency action plan</td>
<td>yes</td>
</tr>
<tr>
<td>No</td>
<td>Description</td>
<td>Result</td>
</tr>
<tr>
<td>-----</td>
<td>-----------------------------------------------------------------------------------------------</td>
<td>--------</td>
</tr>
<tr>
<td>62</td>
<td>Integration of nature-based solutions into strategies to combat climate change</td>
<td>no</td>
</tr>
<tr>
<td>67</td>
<td>The 2030 Agenda for Sustainable Development: integration of conservation into development</td>
<td>no</td>
</tr>
<tr>
<td>68</td>
<td>Avoiding extinction in limestone karst areas</td>
<td>no</td>
</tr>
<tr>
<td>69</td>
<td>Strengthening cross-sector partnerships to recognise the contributions of nature to health, well-being and quality of life</td>
<td>no</td>
</tr>
<tr>
<td>70</td>
<td>Financing for biodiversity projects in the European Union’s outermost regions and overseas countries and territories</td>
<td>no</td>
</tr>
<tr>
<td>71</td>
<td>Community Based Natural Resource Management in the State of Hawai’i</td>
<td>no</td>
</tr>
<tr>
<td>72</td>
<td>Aloha+ Challenge Model for Sustainable Development</td>
<td>no</td>
</tr>
<tr>
<td>73</td>
<td>Strengthening business engagement in biodiversity</td>
<td>no</td>
</tr>
<tr>
<td>75</td>
<td>Best practice for industrial-scale development projects</td>
<td>yes</td>
</tr>
<tr>
<td>76</td>
<td>Prevention, management and resolution of social conflict as a key requirement for conservation and management of ecosystems</td>
<td>no</td>
</tr>
<tr>
<td>77</td>
<td>Defining Nature-based Solutions</td>
<td>no</td>
</tr>
<tr>
<td>78</td>
<td>Crimes against the environment</td>
<td>no</td>
</tr>
<tr>
<td>79</td>
<td>Global Judicial Institute for the Environment</td>
<td>no</td>
</tr>
<tr>
<td>80</td>
<td>Enabling the Whakatane Mechanism to contribute to conservation through securing communities’ rights</td>
<td>no</td>
</tr>
<tr>
<td>81</td>
<td>Investments of development finance institutions: socio-environmental impacts and respect for rights</td>
<td>no</td>
</tr>
<tr>
<td>82</td>
<td>Reinforcing the principle of non-regression in environmental law and policy</td>
<td>no</td>
</tr>
<tr>
<td>83</td>
<td>Affirmation of the role of indigenous cultures in global conservation efforts</td>
<td>yes</td>
</tr>
<tr>
<td>84</td>
<td>Improving the means to fight environmental crime</td>
<td>no</td>
</tr>
<tr>
<td>85</td>
<td>Environmental courts and tribunals</td>
<td>no</td>
</tr>
<tr>
<td>86</td>
<td>Supporting implementation of the African Convention on the Conservation of Nature and Natural Resources and the African Agenda 2063</td>
<td>no</td>
</tr>
<tr>
<td>87</td>
<td>Request for an Advisory Opinion of the International Court of Justice on the principle of sustainable development in view of the needs of future generations</td>
<td>no</td>
</tr>
<tr>
<td>88</td>
<td>System of categories for indigenous collective management areas in Central America</td>
<td>no</td>
</tr>
<tr>
<td>89</td>
<td>Humanity’s right to a healthy environment</td>
<td>no</td>
</tr>
<tr>
<td>91</td>
<td>Conservation of moveable geological heritage</td>
<td>no</td>
</tr>
<tr>
<td>92</td>
<td>Environmental education and how to naturalize the spaces in educational centers for healthy development and a better childhood connection with nature</td>
<td>no</td>
</tr>
<tr>
<td>93</td>
<td>Connecting people with nature globally</td>
<td>no</td>
</tr>
<tr>
<td>94</td>
<td>Increase resources for biodiversity conservation research</td>
<td>no</td>
</tr>
<tr>
<td>95</td>
<td>Development of IUCN policy on biodiversity conservation and synthetic biology</td>
<td>yes</td>
</tr>
<tr>
<td>96</td>
<td>Awareness of connectivity conservation definition and guidelines</td>
<td>no</td>
</tr>
<tr>
<td>97</td>
<td>Safeguarding indigenous lands, territories and resources from unsustainable developments</td>
<td>yes</td>
</tr>
</tbody>
</table>
Annex 2: Motions referred to Congress for continued discussion and vote

<table>
<thead>
<tr>
<th>Motion ID</th>
<th>Motion Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>Closure of Domestic Markets for Elephant Ivory</td>
</tr>
<tr>
<td>37</td>
<td>[Conservation of [private] [privately] protected areas] [Supporting the Voluntary Conservation of Private Lands]</td>
</tr>
<tr>
<td>48</td>
<td>Protection of primary forests, ancient forests and intact forest landscapes</td>
</tr>
<tr>
<td>53</td>
<td>Increasing marine protected area coverage for effective marine biodiversity conservation</td>
</tr>
<tr>
<td>59</td>
<td>IUCN response to the Paris Climate Change Agreement</td>
</tr>
<tr>
<td>61</td>
<td>Take greater account of the ocean in the climate regime</td>
</tr>
<tr>
<td>74</td>
<td>Strengthening corporate biodiversity measurement, valuation and reporting</td>
</tr>
<tr>
<td>90</td>
<td>Phasing-out the use of lead ammunition in wetlands and replacing it with non-lead alternatives</td>
</tr>
</tbody>
</table>

Annex 3: Motions previously identified by the Motions Working Group as warranting debate at the global level during the Congress

<table>
<thead>
<tr>
<th>Motion ID</th>
<th>Motion Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>26</td>
<td>Protected areas and other areas important for biodiversity in relation to environmentally damaging industrial-scale activities and infrastructure development.</td>
</tr>
<tr>
<td>49</td>
<td>Advancing conservation and sustainable use of biological diversity in areas beyond national jurisdiction</td>
</tr>
<tr>
<td>63</td>
<td>Natural Capital</td>
</tr>
<tr>
<td>64</td>
<td>IUCN Policy on Biodiversity Offsets</td>
</tr>
<tr>
<td>65</td>
<td>Improving standards in ecotourism</td>
</tr>
<tr>
<td>66</td>
<td>Mitigating the impacts of oil palm expansion and operations on biodiversity</td>
</tr>
</tbody>
</table>

Annex 4: Motions on IUCN governance to be discussed and voted upon during the Congress

<table>
<thead>
<tr>
<th>Motion ID</th>
<th>Motion Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Including local and regional governmental authorities in the structure of the Union</td>
</tr>
<tr>
<td>B</td>
<td>Including indigenous peoples’ organisations in the structure of the Union</td>
</tr>
<tr>
<td>C</td>
<td>Election of the IUCN President</td>
</tr>
</tbody>
</table>
| D         | Members’ Assembly’s sole authority to amend the Regulations pertaining to the objectives, nature of the membership and membership criteria (follow-up to
<table>
<thead>
<tr>
<th>Letter</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>E</td>
<td>Enhanced practice and reforms of IUCN’s governance</td>
</tr>
<tr>
<td>F</td>
<td>Proposed amendment to Article 6 of the IUCN Statutes concerning the dues of State and political/economic integration organisation Members adhering to IUCN</td>
</tr>
</tbody>
</table>
Recording of Motions Adopted through Electronic Ballot Prior to Congress

**Action Requested:** In accordance with Rule 62*septimo* of the Rules of Procedure of the World Conservation Congress, the IUCN World Conservation Congress is invited to RECORD en bloc the adoption of motions through an electronic ballot prior to Congress.

**DRAFT MOTION**

The World Conservation Congress, at its session in Hawai‘i, United States of America, 1–10 September 2016:

**RECORDS** the adoption of the motions listed in Document WCC-2016-1.6/3 through the electronic ballot prior to the Congress, and

**REQUESTS** the next IUCN Council to:

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

- if needed, prepare amendments to the Rules of Procedure (such amendments will need to be submitted to an electronic vote by the IUCN Members prior to the launch of the 2020 Congress motions process).
Identifying and archiving obsolete Resolutions and Recommendations to strengthen IUCN policy and to enhance implementation of IUCN Resolutions

NOTING that IUCN was established in 1948 and subsequently its Members have convened in 19 sessions of the General Assembly and five sessions of the World Conservation Congress;

UNDERLINING that Resolutions and Recommendations adopted by the World Conservation Congresses establish the fundamental body of IUCN policy;

FURTHER NOTING that IUCN Resolutions and Recommendations are accumulative and that to date a total of 1,193 Resolutions and Recommendations have been adopted by Members;

EMPHASISING that it is therefore a challenge for all components of the Union to comprehend and convey this large body of policy, to keep track of its implementation and to review it thoroughly when preparing motions to be submitted to Congress;

WELCOMING the recently launched IUCN Resolutions and Recommendations Platform, which makes Resolutions and Recommendations and information on their implementation accessible to all components of IUCN;

RECOGNISING that Resolutions must be coherent and mutually reinforcing;

RECALLING that in cases where Resolutions or Recommendations are inconsistent on an issue, the most recent Resolution or Recommendation provides the basis for interpretation of IUCN policy on that matter, as stated in Resolution 3.001 Precedence clause – Establishing precedence in regard to IUCN general policy (Bangkok, 2004);

FURTHER RECALLING Resolutions relevant to the motions process, including Resolutions 4.001 Strengthening the links between IUCN members, Commissions and Secretariat, 4.002 Coordination of the IUCN Programme, 4.003 Strengthening IUCN’s National and Regional Committees, 4.009 Transparency of the IUCN Council, 4.010 Implementation of Congress Resolutions, 4.011 Development of an automated system to record members’ actions on Resolutions and Recommendations to improve reporting at, and between, World Conservation Congresses (Barcelona, 2008), and 5.001 Strengthening the motions process and enhancing implementation of IUCN Resolutions (Jeju, 2012);

NOTING ALSO that Council Decision C/88/26, referring to the work of Council's Resolutions Task Force, states that "The IUCN Council ... Recommends to the next Council 2016-2020 to continue this important work on retiring Resolutions and Recommendations";

The World Conservation Congress, at its session in Hawai’i, United States of America, 1-10 September 2016:

1. WELCOMES the work of the IUCN Council through its Resolutions Task Force in relation to the design and launch of the IUCN Resolutions and Recommendations Platform and the elaboration of an analysis of possibilities to rescind or retire Resolutions and Recommendations;

2. CALLS UPON the IUCN Council to continue its work in this field as recommended in Council Decision C/88/26 and to:

   a. establish criteria for identifying obsolete Resolutions and Recommendations, building on the work of the Resolutions Task Force;
b. establish a working group or equivalent to undertake the review of IUCN Resolutions and Recommendations with the objective of applying the criteria established;

c. draw on the expertise of Members and Commissions in this review process; and

d. create an accessible archive of Resolutions and Recommendations that no longer require implementation, based on the recommendations of the working group and approved by Council, and update the IUCN Resolutions and Recommendations Platform to include only those resolutions and recommendations still requiring implementation in order to facilitate future efficient and effective review;

3. REQUESTS the IUCN Council and the Director General to:

a. strengthen the IUCN Resolutions and Recommendations Platform and design mechanisms for motivating all components of the Union (Members, Commissions and Secretariat) to use this platform for reporting actions on the implementation of Resolutions and Recommendations;

b. support the review process for Resolutions and Recommendations and ensure that, subject to availability, sufficient resources are allocated for Secretariat participation in this endeavour; and

c. ensure that Recommendations and Resolutions adopted in future World Conservation Congresses are regularly reviewed in the spirit of the established criteria; and

4. REQUESTS the Members and the Members' Assembly, when drafting, reviewing or debating motions, to:

a. incorporate an expiry mechanism and/or criteria within the final Resolutions or Recommendations, where appropriate, so that they automatically cease to be effective after a stated period has lapsed or an objective has been achieved at which time they can be reviewed and moved to the Resolutions and Recommendations Archive; and

b. incorporate an interval period between the adoption of Resolutions or Recommendations and their review for the purposes of their implementation, possible rescindment or retirement.
002 - IUCN Global Group for National and Regional Committee Development

BEARING IN MIND Resolution 4.001 Strengthening links between IUCN members, Commissions and Secretariat (Barcelona, 2008);

RECALLING Resolution 4.003 Strengthening IUCN’s National and Regional Committees (Barcelona, 2008);

BEARING IN MIND Resolution 5.005 Strengthening of the IUCN National and Regional Committees and the use of the three official languages in documents for internal and external communication by IUCN and its Members (Jeju, 2012);

CONSIDERING the inclusion of National and Regional Committees in the IUCN One Programme Charter and in the ongoing IUCN Framework of Action to Strengthen the Union (FASU) process;

NOTING from the Activity Report for Resolution 5.005, located in the Resolutions and Recommendations Platform, that little progress has been made;

STRESSING the important role that National and Regional Committees play as a critical link between the Secretariat and the Union’s constituencies, and in contributing to the efficient mapping of Members, thereby avoiding overlap of actions by Members and the Secretariat;

BEARING IN MIND the great potential for Members to make a significant impact in the field of conservation, if cooperation with them is strengthened;

CONSIDERING that the National and Regional Committees currently receive no financial support from the Secretariat; and

RECOGNISING the positive outputs of regional working groups such as the Working Group for National Committee Development in Europe, North and Central Asia;

The World Conservation Congress, at its session in Hawai’i, United States of America, 1-10 September 2016:

1. STRONGLY ENCOURAGES the Director General to provide logistical support, including translation, for the establishment of a Global Group for National and Regional Committee Development, recognised by IUCN Council and in association with the Union Development Group, as part of the delivery of the One Programme initiative. This group will meet online on a regular basis to:

   a. foster cooperation, communication and collaboration;

   b. share knowledge, practice and experience;

   c. encourage and support the establishment and development of National and Regional Committees;

   d. strengthen this community of the IUCN family in order for it to better engage with IUCN Commissions, the Secretariat and the Members; and

   e. improve the communication of Member activity in the implementation of the IUCN Programme; and

2. FURTHER REQUESTS logistical support for a biennial two-day meeting of National and Regional Committee representatives to be hosted in each IUCN region.
in rotation (incorporated into each World Conservation Congress and one other international event), to maintain momentum, enable monitoring and reporting of progress in the development of National and Regional Committees development, and to promote sharing of experience.
003 - Preventing electrocution and collision impacts of power infrastructure on birds

ALARMED by mounting evidence that a largely unaddressed silent epidemic of electrocution and collision of a wide diversity of birds and bats is resulting from inappropriately designed and routed electricity distribution infrastructure, with significant negative impacts on some avian populations;

CONCERNED that effects may be especially severe for apex predators and important scavengers, including globally threatened, internationally protected raptors species such as the Saker Falcon (*Falco cherrug*), Steppe Eagle (*Aquila nipalensis*), Spanish Imperial Eagle (*Aquila adalberti*), Egyptian Vulture (*Neophron percnopterus*), White-backed Vulture (*Gyps africanus*) and Cape Vulture (*Gyps coprotheres*);

AWARE that bird mortality through electrocution and collision is documented in every region of the world, with the ‘Review of the conflict between migratory birds and electricity power grids in the African-Eurasian region’ adopted by the Tenth Conference of Parties to the Convention on Migratory Species (CMS COP10), the Fifth Meeting of Parties to the Agreement on the Conservation of African–Eurasian Migratory Waterbirds (AEWA MOP5) and the First Meeting of Signatories to the CMS Memorandum of Understanding on the Conservation of Migratory Birds of Prey in Africa (CMS Raptors MoU MOS1) estimating that up to 10,000 electrocutions and 100,000s of collisions may occur per country in the African-Eurasian region each year;

FURTHER AWARE that for migratory bird species, the cumulative impacts of poorly located or poorly designed power infrastructure may be particularly significant;

TAKING INTO ACCOUNT that risks of electrocution and collision will increase with proliferation of new unsafe or poorly located infrastructure;

NOTING that bird electrocution and collision can also have direct and indirect financial and social impacts by damaging structures and disrupting power supplies;

APPLAUDING the scientific studies conducted to identify, address and tackle this problem in many countries including Hungary, Mongolia, South Africa, Spain and USA, and regional initiatives to address the issue, such as the United Nations Development Programme (UNDP) / Global Environment Facility (GEF) 'Migratory Soaring Birds Project' led by BirdLife International; and

RECOGNISING that guidance on good planning, as well as cost-effective, simple designs for bird-safe infrastructure and using a sensitivity mapping tool as well as methods for mitigation of existing infrastructure are readily available and effective in preventing electrocution and collision of birds while contributing to the stability of energy supplies;

The World Conservation Congress, at its session in Hawai‘i, United States of America, 1-10 September 2016:

1. CALLS UPON governmental bodies and power companies to work together and to ensure that all new and where possible existing power infrastructure complies with measures to prevent bird electrocution and collision;

2. RECOMMENDS the use of available multi-language guidance adopted by CMS COP10, AEWA MOP5 and CMS Raptors MoU MOS1, as well as BirdLife International's sensitivity mapping and guidance on this issue;
3. URGES adequate environmental assessments (Strategic Environmental Assessment – SEA, Environmental Impact Assessment – EIA) for any planned electricity infrastructure to avoid sensitive areas and to identify, and mitigate through location, bird-safe design and construction measures, potential electrocution and collision impacts on birds;

4. FURTHER CALLS UPON responsible financial institutions to adopt appropriate policies to ensure that power companies are required to minimise impacts on birds through planning to select appropriate locations, to implement adequate EIAs, to utilise safe designs and to employ effective monitoring as part of the terms of funding;

5. FURTHER CALLS UPON research institutions to develop methods and designs to mitigate the impacts of such incidents on migrating birds and assess these methods and designs appropriately;

6. URGES relevant governmental bodies, power companies, financial institutions and other stakeholders to liaise with each other, and with the Secretariat and Energy Task Force of the CMS to ensure that existing and planned infrastructure which is harmful to birds is identified and is subject to urgent remediation, which has no adverse ramifications for other wildlife, with monitoring, including monitoring of vulnerable species at national and international level, to measure effectiveness; and

7. COMMENDS countries and organizations, including power utilities, which are funding research and implementing remediation measures.
004 - Conservation of the Helmeted Hornbill (*Rhinoplax vigil*)

NOTING that the Helmeted Hornbill (*Rhinoplax vigil*) is found in Southeast Asia and listed on Appendix I of CITES;

ACKNOWLEDGING that there has been a recent sharp escalation in the killing of this species, driven by demand and perpetrated by criminal networks, which presents a clear and present threat to its survival in range states;

RECOGNISING that the killing of the species is driven by demand for its solid casque ('hornbill ivory') used in the manufacture of ornaments ('derivative items') that are available in parts of Asia through conventional retailers and online market places;

NOTING that urgently needed conservation action is being undertaken under the auspices of the IUCN Species Survival Commission through the Asia Species Action Partnership (ASAP) and that, in line with best-available scientific knowledge, BirdLife International, the Global Red List Authority on Birds, raised the species' threat status on the IUCN Red List from Near Threatened to Critically Endangered in November 2015;

RECALLING IUCN Resolution 5.027 *Conservation of tropical Asia’s threatened species* (Jeju, 2012) and the concern expressed therein with regard to populations of large birds including hornbills;

NOTING that the species is further threatened by habitat loss;

RECOGNISING that the species is of cultural significance to local communities, provides key ecological functions, is a galvanising symbol in the conservation of Southeast Asia’s tropical forests and that the trade represents a loss of national patrimony and resources;

RECOGNISING, in light of Aichi Target 12, that range states require urgent international action and support to supplement domestic efforts to prevent the extinction of the species and to ensure that its conservation status is improved and sustained;

ACKNOWLEDGING the current enforcement efforts of relevant states; and

RECOGNISING that support for such efforts should be premised on collaborative engagement and mutual respect;

The World Conservation Congress, at its session in Hawai’i, United States of America, 1-10 September 2016:

1. REQUESTS the Director General, Commissions and Members, where possible, through ASAP, its partners or other stakeholders/avenues, to participate in and/or support efforts to:

   a. monitor threat levels; identify *inter-alia* trade routes, networks, methodologies and participants; aid investigations, gather evidence and evaluate emerging trends;

   b. support and expand *in-situ* conservation;

   c. strengthen the role of and engage with local communities, conservationists and agencies and support enforcement action;

   d. raise awareness through increased communications, publicity, education, public engagement, and demand-reduction campaigns within remaining parts of the native range and end users;
e. provide technical advice, build capacity and facilitate knowledge sharing and cooperation amongst stakeholders; and

f. engage shops and online market places in containing, curtailing and/or seeking to eliminate the sale of derivative items;

2. REQUESTS the Director General to write to the Secretary General and Chair of the Standing Committee of CITES to request urgent steps to address the increased international trade in hornbill ivory;

3. ENCOURAGES relevant governments to:

a. further enforcement to prevent illegal harvesting;

b. further enforcement to prevent the import, export, transit, carriage, display, sale and/or acquisition of hornbill ivory and derivative items;

c. address legislative, policy or enforcement gaps, prosecute participants at all levels of the trade network and enhance awareness of applicable laws; and

d. engage and cooperate with other relevant States in bringing enforcement action, evidence gathering and knowledge sharing; and

4. URGES donor organisations to support conservation actions.
CONCERNED by the decline in recruitment, populations and escapement of northern temperate anguillid eel species during the past four decades, such that they are at critically low levels, and by the dearth of knowledge relating to all anguillid eel species, particularly those found in the tropics;

RECOGNISING the species’ complex catadromous, panmictic life-cycles that can involve extended migrations across multiple jurisdictions in both marine and freshwater environments, and exposure to anthropogenic threats associated with these ecosystems;

ACKNOWLEDGING that threats such as climate change, barriers to migration, pollution, development and unsustainable exploitation and illegal trade threaten anguillid eels globally and similar threats have significant impacts on thousands of other aquatic species that are resident in both marine and freshwater ecosystems;

APPRECIATING that conservation focused on anguillid eels will have huge benefits for aquatic ecosystems at appropriate scales, including other aquatic flora and fauna, many of which are even more poorly understood than anguillids, and potentially at risk;

ACKNOWLEDGING that by promoting anguillid eels as flagship species for aquatic conservation and connectivity conservation and addressing the threats that impact them, progress towards achieving Aichi Targets 1, 4, 5, 6, 8, 12, 14 and 19, the objectives of both the Convention on Migratory Species (CMS) and the United Nations Watercourses Convention (UNWC) and IUCN Resolutions 4.062 Enhancing ecological networks and connectivity conservation areas (Barcelona, 2008) and 5.056 Enhancing connectivity conservation through international networking of best practice management (Jeju, 2012) would be met; and

APPLAUDING the efforts of IUCN Members to address the threats in the aquatic environment, particularly freshwater habitats which, despite providing essential ecosystem services, are under-studied and suffer from limited and under-funded conservation work;

The World Conservation Congress, at its session in Hawai‘i, United States of America, 1-10 September 2016:

1. URGES species range states and signatories to the Convention on the Conservation Biological Diversity (CBD), the Convention on International Trade in Endangered Species of Wild Animals and Plants (CITES), the Convention on Migratory Species (CMS) and the UNWC to recognise and promote anguillid eels as flagship species for aquatic conservation, for the benefit of this taxon, aquatic environments and the flora and fauna that inhabit them;

2. CALLS ON species range states and signatories to the CBD, CMS and UNWC to vocally support, and facilitate in a coordinated fashion, the fundraising, advocacy, research, and species action plans of scientists, managers and policy-makers engaged in anguillid eel conservation, from the local to the global level, for the benefit of the species and associated critical, connected ecosystems from the high seas to the sources of inland waters; and

3. PLEDGES TO foster a climate that will strengthen the ongoing efforts of the IUCN Species Survival Commission (SSC) and its extended network of collaborators and further facilitate achieving the objectives of the SSC 2017-2020 strategy through identifying, and capitalising upon all available opportunities to act for the benefit of the anguillids.
ACKNOWLEDGING that Amur tiger (*Panthera tigris altaica*) and Amur leopard (*Panthera pardus orientalis*) are keystone species, providing a charismatic focal point for conservation action in Northeast Asia;

NOTING that Amur tiger and Amur leopard still face the risk of extinction: Amur tiger only has two populations with about 500 individuals and Amur leopard only has one population containing less than 100 individuals;

ALSO NOTING that the temperate forest landscape retained in the species' historical range, including Far East Russia, Northeast China, the Korean peninsula, and even part of Mongolia, is the future for Amur tiger and Amur leopard, providing massive potential habitat for restoring the population in Northeast Asia;

RECOGNISING that the recovery of Amur tiger and Amur leopard can provide significant benefits to national economic development, as well as to local communities;

AWARE that the restoration of tigers and leopards to ecosystems has a positive impact on many other species and biodiversity;

RECOGNISING the serious threat currently facing Amur tiger and Amur leopard, including their isolated and small populations, prey and habitat degradation, tiger farming, illegal trade and anthropogenic impacts;

CONSIDERING that numbers of Amur tiger and Amur leopard in the Sino-Russian transboundary area – which supports the entire population of Amur leopard and the only Amur tiger population that could potentially be restored in China – are increasing and dispersing to neighbouring areas, acting as source populations and providing a 'now or never' opportunity to restore tiger and leopard populations in their historical ranges in Northeast Asia;

APPRECIATING that natural forest protection projects in China and long-term conservation projects in Russia conducted for decades, together with other conservation efforts have resulted in growing populations of Amur tiger and Amur leopard in China and Russia in recent years;

NOTING that bilateral and multilateral collaboration is important to safeguard the source population of Amur tiger and Amur leopard in transboundary areas, and to promote the process of restoring Amur tiger and Amur leopard in range states; and

RECOGNISING IUCN's role over many years in providing sound technical and scientific guidance as well as convening and supporting policy processes to facilitate dialogue on tiger and leopard conservation;

The World Conservation Congress, at its session in Hawai‘i, United States of America, 1-10 September 2016:

1. REQUESTS the Director General, the IUCN Species Survival Commission (SSC) and the IUCN Commission on Ecosystem Management (CEM), to provide policy support to a new initiative for the recovery of the Amur tiger and Amur leopard, and to bring it to the attention of range states and international donors;

2. CALLS ON all IUCN Members worldwide to support the initiative;

3. CALLS ON all stakeholders to encourage and launch the initiative in Northeast Asia for the recovery of the Amur tiger and Amur leopard, and biodiversity in general; and
4. CALLS ON range states in the region, which have not yet done so, to develop national action plans for Amur tiger and Amur leopard and their prey species as part of a strategy for long-term conservation and to invest in implementation of these national action plans.
NOTING that the Giraffidae family includes only two living species, restricted to the African continent: the giraffe (*Giraffa camelopardalis*), currently comprising nine savannah subspecies occurring patchily in 21 countries, and the okapi (*Okapia johnstoni*), restricted to the north-eastern rainforests of the Democratic Republic of Congo (DRC);

HIGHLIGHTING that despite their iconic status, wide public affection, cultural and economic importance and role in the functioning of African ecosystems, giraffe and okapi are relatively poorly studied and receive limited conservation attention and funding;

ALARMED that recent surveys and reviews highlight severe range reductions, population declines and increasing fragmentation, due to habitat loss and degradation (for agricultural expansion, timber and fuelwood collection, infrastructure development and extractive activities), human encroachment and settlement, poaching, war and civil unrest;

NOTING that while previously listed as Least Concern and Near Threatened, giraffe and okapi have recently been assessed as Vulnerable and Endangered respectively in the IUCN Red List due to population declines of 35–50% over the past three decades, with some giraffe subspecies now Critically Endangered;

RECALLING the Convention on Biological Diversity’s Aichi Target 12: "The extinction of known threatened species has been prevented and their conservation status, particularly of those most in decline, has been improved and sustained";

NOTING Resolution 5.022 *Supporting regional initiatives to conserve mammal diversity in West and Central Africa* and Recommendation 5.157 *Protection of the Okapi Wildlife Reserve and communities of the Ituri Forest in the Democratic Republic of Congo* (Jeju, 2012);

APPLAUDING the publishing of the Okapi Conservation Strategy 2015-2025 by IUCN and ICCN; and

CONCERNED that without urgent implementation of this Strategy, similar conservation efforts focused on giraffe and wider actions to address overarching threats, overall numbers of both species will continue to fall and some giraffe subspecies may be lost forever;

The World Conservation Congress, at its session in Hawai’i, United States of America, 1-10 September 2016:

1. CALLS ON IUCN, donors and partners to raise global and local awareness of giraffid declines and conservation needs and funds for key actions (e.g. lobbying range states and engaging local communities);

2. CALLS ON IUCN Members, donors and partners to:
   a. support the on-the-ground implementation of the 2015-2025 Okapi Conservation Strategy; and

   b. undertake increased fundraising and capacity building for management and monitoring of giraffid range state protected areas, including intelligence-led law enforcement via tools such as SMART (Spatial Monitoring and Reporting Tool), and for specific giraffid conservation activities, including development of improved survey and monitoring methods;
3. CALLS ON all IUCN Member States, giraffid range states, the United Nations and the international community to help restore the integrity and security of threatened protected areas, in particular World Heritage sites, in the ranges of giraffe (in particular Garamba National Park in DRC, Bouba-Njidda, Benoue and Waza national parks and Faro Reserve in Cameroon, and Shambe, Boma and Badingilo National Parks in South Sudan) and okapi (in particular Virunga and Maiko national parks and Okapi Wildlife Reserve);

4. URGES all States Parties to the World Heritage Convention to uphold their commitments to the Convention and not to permit extractives activities in World Heritage sites where giraffids are found and to ensure that all existing and future operations in areas surrounding such properties are compatible with the protection of their Outstanding Universal Value and do not threaten their integrity, in accordance with numerous World Heritage Committee decisions (e.g. 37 COM 7, para 8); and

5. CALLS ON IUCN, giraffid range states, donors, key stakeholders and partners to develop and/or support an Africa-wide Giraffe Conservation Strategy and Action Plan, as well as to raise global funds to facilitate its development and actions arising from it.
009 - Terminating the hunting of captive-bred lions (*Panthera leo*) and other predators and captive breeding for commercial, non-conservation purposes

NOTING the prohibition by the South African Government on the capture of wild lions for breeding or keeping in captivity;

CONCERNED that the continued breeding of lions for the specific purpose of pseudo-hunts, also referred to as 'canned lion hunting' or 'canned lion shooting', by sectors of the wildlife ranching industry in South Africa under the guise of sustainable utilisation has escalated;

FURTHER CONCERNED by the limited scope of legal options by the South African Government to terminate 'canned lion shooting';

AWARE that most lion hunts in South Africa are conducted in enclosed areas or using captive-bred lions;

MINDFUL that professional hunting associations within South Africa and internationally oppose the practice known as 'canned shooting', where the animal is physically unable to escape from a restricted enclosure and/or is captive bred and mentally disinclined to escape due to humanisation as a result of hand-rearing, petting of young animals and close human contact in captive facilities;

NOTING that the great majority of hunters regard 'canned shooting' as an ethically repugnant embarrassment;

CONSIDERING that most South African captive lion breeding facilities do not conform to or comply with the standards of the Pan African Association of Zoos and Aquaria (PAAZA) or the World Association of Zoos and Aquaria (WAZA);

ACCEPTING the value of wildlife and wildlife ranching as a resource that may be utilised in a sustainable, legal and ethical manner, and which is of extreme importance for biodiversity conservation, tourism, and the gross domestic product of tourist destinations;

UNDERSTANDING that sustainable, legal and ethical hunting is a human activity, which generates income and supports human livelihoods in areas where other farming practices are less viable;

UNDERSTANDING that the threats to wild lions include: habitat fragmentation, lack of suitable habitat, human-carnivore conflict, snaring and poisoning; and

ACKNOWLEDGING that captive breeding of lions has not been identified as a conservation action in any African lion conservation planning programme;

The World Conservation Congress, at its session in Hawai'i, United States of America, 1-10 September 2016:

1. REQUESTS the Director General and IUCN Commissions to encourage specifically the South African Government, as well as all other southern African Governments, to support this initiative by drafting and enacting legislation by 2020 and giving reasonable time frames to:

a. terminate the practice of breeding lions in captivity for the purpose of 'canned shooting' through a structured, time-bound process;

b. restrict captive breeding of lions to registered zoos or registered facilities whose documented mandate is as a recognised, registered conservation project;
c. develop norms and standards for the management of captive-bred lions in South Africa that address welfare, biodiversity and utilisation aspects, taking into account Threatened or Protected Species (ToPS) regulations, legislation and IUCN guidelines governing this activity; and

d. legally prohibit the hunting of captive-bred lions under any conditions; and

2. REQUESTS the Director General and IUCN Commissions to:

a. take the necessary actions to provide the guidance, leadership, support and international lobbying that may be required by the South African Government to enact this Resolution; and

b. to encourage and provide support for other Member States in southern Africa to follow this initiative.
MINDFUL of existing Resolutions which refer to pesticide issues, including General Assembly Resolutions 8.12 Limitation of use of pesticides in National Parks (Nairobi, 1963), 10.27 Pesticides (New Delhi, 1969), 16.5 International trade in pesticides and other biocides (Madrid, 1984) and World Conservation Congress Resolutions 3.079 Conservation of Gyps species of Vultures in South and Southeast Asia (Bangkok, 2004), and specifically 5.137 Support for a comprehensive scientific review of the impact on global biodiversity of systemic pesticides by the joint task force of the IUCN Species Survival Commission (SSC) and the IUCN Commission on Ecosystem Management (CEM) (Jeju, 2012);

CONSIDERING that despite these existing Resolutions, a stronger statement is now needed from IUCN Members focusing in particular on intentional poisoning of wildlife in Africa, the poisoning of migratory birds, and the illegal use of poison baits in the European Union;

AWARE of the need for medical and veterinary medicines, and accepting the essential role of chemicals in maintaining world health, including responsible pesticide use to support sustainable food production and security;

ALSO AWARE that abuses in the use of such chemicals decimates wildlife resources and contaminates the environment and water resources, thus negatively affecting human livelihoods and economies;

NOTING that the chemical industry internationally is subject to legislative controls which regulate use, transboundary movements, disposal and other actions;

NOTING that despite such national legislative controls on the chemical industry, pesticides are still extensively abused in Africa to kill and harvest wildlife as food, and to eliminate predators and other animals that are the focus of human-wildlife conflicts;

ALARMED that toxic chemicals being used to poison wildlife are widely available in several African countries and that the current legislative framework has allowed the escalation of incidents to increase due to weak law enforcement and control;

AWARE that species are being deliberately poisoned to facilitate poaching, as retaliation for human-wildlife conflict incidents and as a means to kill animals for human consumption;

RECOGNISING that a dramatic increase in the incidence and scale of the use of poison is causing catastrophic declines in wildlife populations (e.g. vultures, elephants, lion, wild dogs) across Africa, which may precipitate a biodiversity crisis and have potential consequences for human health;

CONCERNED that, despite evidence of severe wildlife die-offs, systematic tracking of poisoning incidents across Africa is extremely limited;

RECOGNISING that poisons are used for fishing in Africa and globally, but knowledge of the potential impacts of these in freshwater ecosystems is limited and urgently needed;

NOTING that although poisoning is often targeted at particular species (many of which are listed as Threatened on the IUCN Red List), the consequences are frequently unintentional and affect any species scavenging on poisoned carcasses;

RECOGNISING the need for more focused and specific recommendations and work to ensure adequate control and enforcement in relation to the production, sale and use of pesticides that pose hazards to wildlife and the environment in Africa;
ENCOURAGING, as appropriate, the need for collaboration between INTERPOL, the International Consortium on Combating Wildlife Crime (ICCWC), the United Nations Environment Programme (UNEP), the UN Interregional Crime and Justice Research Institute (UNICRI), the UN Office on Drugs and Crime (UNODC), Global Legislators Organization for a Balanced Environment (GLOBE) International, the International Network for Environmental Compliance and Enforcement (INECE), and others, to combat this form of environmental crime;

ACKNOWLEDGING that the IUCN Species Survival Commission released a position statement in 2014, *The threat posed by unregulated use of poison to Africa’s biodiversity, ecosystems and human health*, to raise the profile of this critical issue and to seek effective strategies to address the root causes of the poisoning problem;

DEEPLY CONCERNED that many affected species have vital roles in maintaining ecosystem health and that their removal, or depletion of their populations, will have significant negative ecological and economic impacts;

NOTING the 2014 global review of the ecological effects of poisoning on migratory birds (UNEP/CMS/COP11/Inf.34) prepared by the Convention on the Conservation of Migratory Species of Wild Animals (CMS) Preventing Poisoning Working Group, which identified the following types of poisoning as causing extensive mortality of migratory birds: agricultural insecticides and rodenticides; poison baits; veterinary pharmaceuticals; and lead used for hunting and fishing;

RECALLING UNEP/CMS/Resolution 11.15 *Preventing Poisoning of Migratory Birds* adopted by the Conference of the Parties to the CMS at its 11th Meeting (Quito, 4-9 November 2014) which adopted 'Guidelines to Prevent the Risk of Poisoning to Migratory Birds' and called for the continuation of the CMS Preventing Poisoning Working Group to facilitate concerted efforts, actions and procedures to prevent poisoning of migratory birds globally;

CONCERNED that the categories of poisoning with greatest impacts on migratory birds are also a significant cause of mortality for a wide range of other taxa;

WELCOMING initiatives to implement the CMS guidance via regionalised guidance and action plans including by BirdLife International in the Red Sea-Rift Valley, by the European Union (EU), and by CMS and the African-Eurasian Waterbird Agreement (AEWA) in southern Africa;

CONCERNED that in the EU the illegal poisoning of wildlife in the countryside using poisoned-baits is one of the most widely used predator eradication methods and is a significant threat to biodiversity, causing population declines and/or regional/national extirpations of some highly threatened bird species and some species of mammals;

RECALLING that the above-mentioned UNEP/CMS/Resolution 11.15 recommends the adoption of action plans to eradicate the use of poisoned baits;

RECALLING ALSO IUCN Resolution 4.021 *Elimination of the illegal use of poisoned bait as a method for controlling predators in the EU* (Barcelona, 2008), which urges the EU and its Member States to promote national action plans to prevent the illegal use of poisoned baits;

NOTING, however, that since 2008 very few Member States of the European Union have adopted actions plans to prevent the illegal use of poisoned baits as a method of predator control;
FURTHER NOTING that some EU Member States, including Spain, have approved action plans and strategies that, if adopted and properly developed EU-wide, could effectively be used to tackle the illegal use of poison;

RECOGNISING the proposal for an EU Action Plan adopted in 2015 by the European Network against Environmental Crimes (ENEC), consisting of members from EU BirdLife partners, other EU conservation NGOs and European networks involved in the fight against environmental crimes;

CONSIDERING that the adoption of such an action plan to prevent illegal poisoning of wildlife in the EU would increase the actions taken by Member States to combat this serious risk to threatened species;

AWARE that poisoning is often the symptom of underlying conflicts of various types and that to prevent poisoning, sustainable solutions need to be found for such underlying conflicts deploying a range of tools that can be transferable across taxa and countries;

AWARE that besides illegal use of poisons, the legal use of poisons can inadvertently have adverse effects on wildlife;

NOTING that companies, as the financial beneficiaries of the agricultural chemicals they produce, should share the responsibility of addressing the damage caused to wildlife and ecosystems through their misuse as poisons;

RECOGNISING that poisons can be a valuable conservation management tool, for example in the elimination of invasive alien species, and that careful and restricted use of fish poisons can be important for scientific collections, to identify areas of biodiversity importance and conservation need (where other methods fail to account for full species diversity and hence conservation priority); and

NOTING the substantial expertise and experience among IUCN Commissions and Members regarding the impacts of poisoning on fauna, and on how to prevent these impacts;

The World Conservation Congress, at its session in Hawai‘i, United States of America, 1-10 September 2016:

With regard to the overall issue of poisoning of wildlife:

1. REQUESTS the Director General, Commissions and Members to undertake a global situation analysis regarding the impacts of poisons on wild fauna, identifying priorities for conservation action in terms of threatened species, types of poisoning and geographical areas and gathering evidence of successful interventions to prevent poisoning;

With regard to the intentional poisoning of wildlife in Africa:

2. REQUESTS the Director General and Commissions to:

a. include activities on intentional, illegal poisoning in Africa in the IUCN Programme 2017-2020; and

b. establish strong collaboration with INTERPOL, ICCWC, UNEP, FAO, GEF, UNICRI, UNODC, GLOBE International, INECE, and others to combat this form of environmental crime;

3. REQUESTS the IUCN Commissions to:

a. raise awareness of the problem of intentional, illegal poisoning of wildlife in Africa at the highest political levels across relevant sectors;
b. elicit global attention to the scope and severity of this issue; and

c. assess and fill knowledge gaps relating to paragraphs 3a and 3b above;

4. CALLS ON all IUCN Members in Africa to recognise targeted illegal poisoning as a major threat to biodiversity and to implement urgent action to:

a. increase grassroots and community-based educational initiatives to develop and disseminate good practice for problem animal control and enforcement;

b. develop, adopt and enforce adequate and appropriate legal frameworks and legislation, including regulations, policies and standards, to control, ban or restrict the sale, storage, distribution, use and disposal of toxic chemicals used in the indiscriminate killing of wildlife;

c. introduce vigorous pursuit and prosecution of those contravening such laws, and enforce penalties on those found guilty of wildlife poisoning events that reflect the serious nature of the crime and act as sufficient deterrent to prevent the perpetration of such acts in future;

d. ensure that enforcement agencies are competent and appropriately funded;

e. train and support enforcement officers and conservation staff to act swiftly and minimise the damage caused by poisoning;

f. enhance analytical capacity and increase sampling, testing, monitoring and reporting efforts of relevant institutions across the region; and

g. Collaborate with human and agricultural health entities to monitor toxicity threats presented by chemicals, and seek coordinated solutions to the underlying issues contributing to human-wildlife conflict driving poisoning events;

With regard to the intentional poisoning of migratory birds:

5. ENCOURAGES the Director General, Commissions and Members, as appropriate, to promote the implementation of the CMS Preventing Poisoning Guidelines, including through support or engagement as appropriate with the CMS Preventing Poisoning Working Group, and to ensure synergies with work to prevent poisoning of other taxa besides migratory birds;

6. ENCOURAGES governments, as appropriate, to implement the CMS Preventing Poisoning Guidelines and to support or engage as appropriate with the CMS Preventing Poisoning Working Group;

With regard to the intentional use of poison baits in the European Union:

7. ENCOURAGES IUCN Members and Commissions, international organisations, and the EU and its Member States to use all available means to eliminate the illegal use of poisoned baits in the countryside; and

8. URGES the EU and its Member States to support the implementation of CMS Resolution 11.15 by adopting an Action Plan to prevent illegal poisoning of wildlife in the EU, considering the recommendations and proposals made by organisations involved in the fight against poisoned baits;

With regard to the intentional use of fish poisons in freshwater ecosystems in Africa and globally:

9. ENCOURAGES IUCN Members and Commissions to assimilate information on the use of fish poisons and their effects on ecosystems; and
10. ENCOURAGES governments to develop grassroots educational initiatives on the effects of using fish poisons, and disseminate advice on alternative good practice for fish harvesting.
011 - Greater protection needed for all pangolin species

RECOGNISING pangolins as evolutionarily distinct and ecologically important species;

CONCERNED that all eight species of pangolins, family Manidae, have been assessed and categorised on the IUCN Red List of Threatened Species as Critically Endangered, Endangered or Vulnerable, due to the combined effects of overexploitation, illegal trade and habitat degradation;

CONCERNED that global and domestic protection measures and conservation attention have to date been inadequate and not prevented declines of pangolin populations;

ALSO RECOGNISING that pangolin populations are vulnerable to over-exploitation due to their low reproductive rates and ease of capture;

FURTHER RECOGNISING that in recent years the illegal trade in pangolin specimens, parts and derivatives has increased significantly to meet international demand including the emergence of intercontinental trade all around the world;

RECOGNISING the efforts of the IUCN Species Survival Commission (SSC) Pangolin Specialist Group on behalf of all eight species of pangolins;

RECALLING that the Ninth meeting of the Conference of Parties to the Convention in International Trade in Endangered Species of Wild Fauna and Flora (CITES COP9), held in Fort Lauderdale, USA in 1994, decided to include all species of pangolins in CITES Appendix II, and that CITES COP11, held in Gigin, Kenya in 2000 decided to amend this listing with a zero annual export quota for wild specimens traded for primarily commercial purposes for the four Asian pangolin species; and

CONCERNED that despite the Appendix II listing and zero annual export quota for Asian pangolin species, there is evidence that all eight pangolin species are declining due to international trade, most of which is illegal;

The World Conservation Congress, at its session in Hawai‘i, United States of America, 1-10 September 2016:

1. URGES all IUCN Members to support transferring all eight pangolin species from Appendix II to Appendix I of CITES at the 17th meeting of the Conference of Parties (COP17) to CITES, to be held in Johannesburg, South Africa in September 2016, in order to contribute to the conservation and sustainability of wild populations through control of the international trade in pangolins and their parts and products;

2. URGES Governments to prevent the usage of pangolin products from illegal source through education and strict monitoring; and

3. URGES all IUCN Members, pangolin range states and other stakeholders to support efforts to tackle all threats to pangolins through increased protection and law enforcement, conservation research, awareness raising, education, and other actions commensurate to mitigating the threats and successfully delivering pangolin conservation, including through the IUCN SSC Pangolin Specialist Group Conservation Action Plan.
(1) It is hereby affirmed that the support of the Congress for the inclusion of these species in CITES Appendix I does not in any way prejudice the independence, or determine the findings, of the IUCN/TRAFFIC Analyses of Proposals to Amend the CITES Appendices.
CELEBRATING the adoption of the Convention on Biological Diversity (CBD) Strategic Plan for Biodiversity 2011-2020 and its 20 Aichi Targets, and the United Nations Sustainable Development Goals (SDGs), especially SDG 15 "Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, halt and reverse land degradation, and halt biodiversity loss";

AWARE that meaningful targets must be accompanied by indicators to track progress and hold governments accountable;

ACKNOWLEDGING the efforts of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES), United Nations Environment Programme (UNEP) Global Environmental Outlook (GEO), and CBD’s Global Biodiversity Outlook (GBO), in undertaking regional, thematic, and global environmental assessments;

NOTING that for 50 years the IUCN Red List of Threatened Species has provided information on the status and trends of the world's species, underpinned by the IUCN Red List Categories and Criteria;

RECOGNISING that the Red List Partnership led the development of the Red List Index (RLI), which is now widely used to monitor trends in species' extinction risk, based only on genuine changes in status;

FURTHER NOTING that the RLI has been adopted as a primary indicator for measuring progress towards Aichi Target 12 and SDG Target 15.5, and can be disaggregated thematically for reporting against many other of the Aichi and SDG Targets;

AWARE of the considerable efforts being undertaken by countries in support of IUCN Resolution 5.018 Support for the development and implementation of national and regional red lists (Jeju, 2012) to undertake assessments at the national level and produce national RLIs;

CONCERNED that nearly half of all CBD Parties do not yet have a national Red List, and that few use evidence-based indicators for assessing progress against Target 12; and

WELCOMING efforts to disaggregate the global RLI to national and regional levels and thereby enable countries to report against Aichi Target 12 and SDG Target 15.5 even in the absence of national assessments, while continuing to support and build capacity for full National Red List assessments;

The World Conservation Congress, at its session in Hawai’i, United States of America, 1-10 September 2016:

1. REQUESTS the IUCN Red List Partnership, SSC and Director General to ensure that the IUCN Red List incorporates repeat assessments of taxonomic groups in order to calculate RLIs, and makes these accessible online to facilitate their incorporation, as appropriate, into, inter alia:

a. National Biodiversity Strategies and Action Plans (NBSAPs), Programme of Work on Protected Areas (PoWPA) Action Plans, and CBD National Reports; and

b. regional, thematic, and global environmental assessments including those by IPBES, GEO, and GBO;
2. URGES IUCN Members, especially Government Agencies, reporting national progress against SDGs, Aichi Targets etc. to include, as appropriate, in national reports and NBSAPs data from the IUCN Red List and national RLIs based on disaggregation of these global data as a complement to those derived from National Red Lists where they exist;

3. FURTHER URGES IUCN Members, especially those involved in IPBES, GEO, GBO, and other intergovernmental environmental assessment processes to incorporate data from the IUCN Red List, including taxonomic, geographic and thematic disaggregations of the RLI, in their respective assessments, and urges the IUCN Director General to encourage this;

4. URGES IUCN Members, including Government Agencies, and donors, to invest in the IUCN Red List and support the Red List Partnership to maintain and improve the data underpinning the RLI; and

5. ENCOURAGES the IUCN Red List Partnership and SSC to continue to develop the RLI methodology, including through refining methods for thematic and geographic disaggregation, calculating uncertainty, and projecting trends under alternative policy scenarios.
013 - Actions to avert the extinction of the vaquita porpoise
(*Phocoena sinus*)

NOTING that the IUCN Red List classifies vaquita, a porpoise endemic to Mexico, as Critically Endangered;

RECALLING Resolution 19.61 *By-Catch of Non-Target Species* (Buenos Aires, 1994) expressing concern that bycatch rates threaten the vaquita’s survival;

RECALLING Resolution 4.025 *Avoiding extinction of the Vaquita Porpoise* (*Phocoena sinus*) (Barcelona, 2008) urging establishment of a gillnet exclusion zone covering Mexico’s vaquita refuge, promotion of vaquita-safe fishing and adequate monitoring and surveillance;

CONCERNED that the 7th meeting of the International Committee for the Recovery of the Vaquita (*CIRVA*) (2016) found the vaquita in imminent danger of extinction with an abundance estimate of around 60 individuals and recommended that Mexico permanently ban gillnet fishing throughout the vaquita’s range and use all available tools to stop illegal fishing and trade in totoaba (*Totoaba macdonaldi*);

THANKING the President of Mexico for expanding the vaquita protected area, establishing a two-year gillnet ban, increasing inspections and surveillance, and compensating fishing communities;

ALARMED that the 6th meeting of CIRVA (2015) estimated an annual rate of decline of 31% from 2011 to 2014 and recommended that Mexico make the gillnet ban permanent;

RECOGNISING the concern of the International Whaling Commission and its Scientific Committee’s endorsement of the CIRVA recommendations at its 66th meeting;

NOTING that the Expedition Vaquita 2015 survey in late 2015 preliminarily concluded that it will take at least 40 years to rebuild the population to 2008 levels;

CONCERNED that the demand for and illegal trade in totoaba drives fishing activities that kill vaquitas;

RECOGNISING the effects on fishing communities from the elimination of gillnets;

NOTING that the Official Mexican Standard (NOM-002-SAG/PESC-2013) provides for a 3-year period to remove shrimp gillnets and transition to vaquita-safe shrimp trawls;

CONCERNED that illegal fishing continues; and

FURTHER CONCERNED that research on vaquita-safe fishing has been lacking;

The World Conservation Congress, at its session in Hawai‘i, United States of America, 1-10 September 2016:

1. REQUESTS the Director General and the Species Survival Commission to provide, as far as possible, technical and scientific help to Mexico in order to prevent the vaquita’s extinction;

2. URGES the Mexican Government to:
a. make permanent the gillnet ban throughout the entire vaquita range;

b. expedite implementation of the Official Mexican Standard NOM-002-SAG/PESC-2013 and the use of small shrimp trawls as an alternative to gillnets throughout the Upper Gulf of California shrimp fishery;

c. increase funding for, and expedite research on, additional technologies and techniques for catching finfish to facilitate and hasten the implementation of gillnet alternatives in these fisheries and establish an international review panel to evaluate the design and implementation of this programme; and

d. review current compensation programmes to ensure full compensation to fishermen and communities supporting vaquita-safe alternatives;

3. CALLS ON all organisations, states, sponsors, gear manufacturers and seafood importers to support the Mexican Government, provide technical and financial support for eliminating gillnets and promote economic alternatives and means of fishing that are vaquita safe; and

4. URGES all governments and competent international organisations, especially the Convention on International Trade in Endangered Species (CITES) and INTERPOL, to assist any and all countries where totoaba products are found in markets or in transit, including Mexico, the United States and other countries, in combating the illegal international trade in totoaba products.
CONSIDERING that invasive alien species are recognised as a major direct and indirect driver of biodiversity loss across the globe, and that their economic impact is estimated at hundreds of billions of dollars each year (Bellard et al. 2016; Simberloff et al. 2013; Pimentel et al. 2005);

RECALLING that Aichi Target 9 of the Strategic Plan for Biodiversity 2011-2020 of the Convention on Biological Diversity (CBD) and Target 15.8 of the Sustainable Development Goals (SDGs) call for the prioritisation of invasive alien species for prevention, eradication or control;

HIGHLIGHTING that there is no global, standardised, systematic evaluation, prioritisation and monitoring process in place for invasive alien species;

RECOGNISING the need for metrics to be context specific, particularly at the population and ecosystem level given available data;

RECOGNISING the efforts carried out by the IUCN Species Survival Commission (SSC) Invasive Species Specialist Group (ISSG) for developing authoritative global knowledge products on invasive alien species, namely the IUCN Global Invasive Species Database and the Global Register of Introduced and Invasive Species;

FURTHER RECOGNISING that, in addition to species prioritisation, pathways assessment and management are also key strategic actions in invasive alien species prevention and that IUCN work on pathways (see 'Progress toward pathways prioritisation in compliance to Aichi Target 9' UNEP/CBD/SBSTTA/20/INF/5) is still a priority;

ALSO RECOGNISING that many protocols and risk assessment tools are available and in use by various countries and authorities across the world;

APPRECIATING that a global and standardised framework and guidelines for implementing an IUCN Environmental Impact Classification for Alien Taxa (EICAT) have recently been developed and published in the scientific literature, with the notable contribution of the SSC ISSG, following an approach similar to the Categories and Criteria of the IUCN Red List of Threatened Species;

NOTING that the framework to ensure the consistent application of EICAT is now available, along with technical protocols for the assessment, review and quality assurance of the resulting classifications, following a wide testing and consultation phase with the main stakeholders to ensure that their diverse needs have been properly met; and

RECOGNISING, that the classification of species under EICAT can feed into risk assessments and statutory regulations, and that changes in classifications over time can be used as an indicator of trends in invasive alien species impacts and management at regional, national or global level;

The World Conservation Congress, at its session in Hawai‘i, United States of America, 1-10 September 2016:

1. REQUESTS the SSC and the Director General to conduct a consultation process involving all relevant stakeholders within the Union to develop EICAT, integrating the outcomes into the IUCN Global Invasive Species Database and the IUCN Red List of Threatened Species, thus providing an essential background for the achievement of Aichi Target 9 (and subsequent related targets) and SDG Target 15.8;
2. REQUESTS Council to adopt the framework for the IUCN Environmental Impact Classification for Alien Taxa, once the consultation process referred to above has been completed, as the Union’s standard for classifying alien species in terms of their environmental impact;

3. CALLS ON all Members, and national, regional and global institutions, and the scientific community to work in collaboration with SSC on:

a. EICAT and the integration of its outcomes into the IUCN Global Invasive Species Database and The IUCN Red List of Threatened Species, as this information is essential to prevent and mitigate the impacts caused by invasive alien species; and

b. fostering the formal adoption of EICAT and promotion of its use as a decision support tool; and

4. CALLS ON the scientific community to apply EICAT, in coordination with SSC, providing comprehensive supporting information to be published in the IUCN Global Invasive Species Database.
ACKNOWLEDGING that bats, over one fifth of terrestrial mammals, are among the most endangered species;

AWARE of alarming declines in bat populations globally, due to anthropogenic pressures such as habitat degradation, fragmentation and destruction, roost disturbance, climate change, bushmeat trade, disease and a history of persecution;

ACKNOWLEDGING that bats are long-lived mammals where females usually give birth to one young per year, reproductive rates are low and populations slow to recover from disturbance and declines;

RECOGNISING that bats have an essential role in the natural world, as insect predators and, through their seed dispersal and pollination services, are crucial to the regeneration of forests and to agriculture as a result of critical relationships with wild food crops such as cashew and durian;

FURTHER RECOGNISING that ecosystem services offered by bats are globally worth billions of US dollars annually, but are rarely evaluated or considered in natural capital accounts and policy decisions;

MINDFUL that bats remain an extremely misunderstood group of species, with many negative perceptions driving their persecution;

CONCERNED that misinformation about bats causing economic damage and transmitting diseases is exacerbating the human-bat conflict, and that lack of institutional and enforcement capacity (and willingness) are impacting bats in many regions;

ALARMED that due to perceived negative impacts on fruit harvests and human health, governments are legalising, condoning and implementing culling of bats, without a supporting scientific basis;

CONSCIOUS that culls of bats to mitigate disease may amplify the risk to human populations through increased contact rates of people with bats, changes in the dynamics of disease transmissions among bats, and stress-related increases in disease transmission;

DEEPLY CONCERNED that the loss or decline of bats has a negative impact on other species, and the critical ecosystem services they provide; and

RECOGNISING IUCN’s interventions to avert government culling of wild bat populations;

The World Conservation Congress, at its session in Hawai’i, United States of America, 1-10 September 2016:

1. CALLS ON the Director General, the Species Survival Commission and the World Commission on Protected Areas, to provide technical and scientific support to governments and other agencies to ensure evidence-based approaches for the management of sustainable bat populations;

2. CALLS ON all IUCN State Members to allocate funding for the protection of bats and to provide incentives for conservation, adequate legislation and deterrent penalties to achieve this goal;

3. CALLS ON all IUCN Members to promote education about bats in order to dispel
myths and human negativity towards bats and to foster understanding and co-habitation with people;

4. URGES governments to seek non-lethal solutions/mitigation measures to conflicts between humans and bats, as part of a strategy that combines scientific research on bat ecology and ecosystem services, as well as on life-history characteristics that support population models; and

5. URGES governments to not authorise or sanction culls of wild bat populations unless there is peer-reviewed evidence of the significant impact of bats on food security or public health, all non-lethal solutions have been exhausted, there is clear scientific evidence and opinion that a cull will resolve the issue and not threaten species survival, and any decision to authorise a cull is underpinned by rigorous scientific evidence regarding the population structure and dynamics of the species and understanding of the impact of the proposed cull.
016 - Management and regulation of selective intensive breeding of large wild mammals for commercial purposes

RECOGNISING that responsible wildlife use is a component of sustainable socio-economic development, especially in dryland ecosystems in developing countries, and that responsible wildlife use and conservation are interdependent;

OBSERVING that current uses of indigenous wildlife include intensive selective breeding, associated with deliberate manipulation of the breeding process to produce animals with specific traits, and that this may involve hybridisation across species, subspecies or other recognised evolutionary boundaries;

FURTHER OBSERVING that selective breeding is taking place on a large scale in some areas and that some animals may escape or be released into the wild;

FURTHER OBSERVING that this selective breeding and intensification of management may ultimately increase domestication of wildlife;

CONCERNED that large-scale intensive and selective breeding may have direct and indirect detrimental consequences for biodiversity;

FURTHER CONCERNED that these detrimental effects will reduce the ability of eco-tourism and hunting to contribute sustainably to the economy and human well-being; and


The World Conservation Congress, at its session in Hawai‘i, United States of America, 1-10 September 2016:

1. INVITES governments where intensive and selective breeding of wildlife is, or may be, practiced to:
   a. adopt a risk-averse strategy in permitting establishment or expansion of this practice;
   b. prohibit intentional hybridisation of large wild mammals across species, subspecies or other recognised evolutionary boundaries;
   c. prohibit release of selectively bred animals into the wild until the risks are understood and can be managed;
   d. evaluate the need to develop domestic legal frameworks to regulate, monitor and mitigate impacts associated with these practices;
   e. require assessments of project-specific and cumulative impacts prior to considering the permitting of such activities;
   f. develop and implement norms and standards for husbandry practices of intensively bred species;
   g. strengthen capacity building for monitoring, educating and enforcing;
   h. establish monitoring systems to document the extent and impact of these activities, and support research to provide more information to anticipate and manage risks; and
   i. develop and implement certification systems for wildlife operations to ensure transparency so that end users know the origin of the animals they are using and/or buying; and
2. ENCOURAGES the wildlife ranching industry to:

a. acknowledge the potential risks associated with these practices; and

b. work with government and other stakeholders, as appropriate, to manage and minimise the risks associated with these activities.

Note: For the purposes of this motion "wild large mammals" refers to individuals of wildlife species regardless of the number of generations that they have been in captivity. This excludes individuals that have been bred in captivity for the main purposes of domestication. Animals bred for domestication are not considered 'wild animals' and should not be used for re-stocking, reintroduction or introduction of wild populations.
Strengthening pathway management of alien species in island ecosystems

RECALLING Resolution 5.021 *Implementing the provisions on invasive alien species of the Strategic Plan for Biodiversity 2011-2020* (Jeju, 2012);

RE-EMPHASISING that Aichi Biodiversity Target 9 associated with the Convention on Biological Diversity's (CBD) Strategic Plan for Biodiversity 2011-2020 states that: "By 2020, invasive alien species and pathways are identified and prioritised priority species are controlled or eradicated, and measures are in place to manage pathways to prevent their introduction and establishment";

RECALLING the Guiding Principles for the Prevention, Introduction and Mitigation of Impacts of Alien Species that Threaten Ecosystems, Habitats or Species adopted through Decision VI/23 of the Sixth Conference of Parties to the CBD (CBD COP6, The Hague, 2002), and that Guiding Principle 7 on the role of States indicates that States should consider putting in place appropriate measures to control introductions of invasive alien species within the State according to national legislation and policies where they exist;

AWARE that introduction of alien species beyond a distinct biogeographic region poses a risk of biological invasion even within national jurisdictions;

NOTING that the Government of Japan plans to recommend to UNESCO that three islands of the Ryukyu archipelago, Amamioshima, Tokunoshima and Okinawa Island, be considered for World Natural Heritage status; and

RECOGNISING that the United States Marine Corps facility planned for construction at Henoko on Okinawa Island, requires 21 million cubic metres of soil and rock to be used in reclamation work, of which 17 million cubic metres will be transferred from mainland Japan and two of the other islands of Ryukyu archipelago, Amamioshima and Tokunoshima, where species that are alien to Okinawa Island occur;

The World Conservation Congress, at its session in Hawai‘i, United States of America, 1-10 September 2016:

1. REQUESTS Director General and the Species Survival Commission strengthen capacity in detection and monitoring of invasive alien species and potentially invasive alien species in island ecosystems through international collaboration;

2. URGES the Government of Japan to address introduction pathways for alien species, especially those contaminating the landfill materials to be transferred to the construction site of the United States Marine Corp Facility at Henoko, Okinawa, and, in particular, to:

   a. develop methods for early detection of alien species in landfill materials prior to their transfer to Henoko in Okinawa, and to make use of the methods recommended by experts and biodiversity stakeholders in Okinawa region;

   b. conduct appropriate risk analysis, inviting third party experts on the transfer of landfill materials, and apply risk reduction measures to protect important biodiversity heritage in Okinawa region;

   c. invite third party experts and biodiversity stakeholders in Okinawa region to conduct early detection and continuous monitoring for invasive alien species at the construction site and surrounding areas in Okinawa, ensuring a participatory process of decision making on the transfer of landfill materials; and
d. take rapid response action for the eradication of invasive alien species when presence at the construction site is established and to contain such invasive alien species to prevent their spread to the surrounding areas of Okinawa;

3. FURTHER URGES the Government of Japan to address the growing opportunities for the introduction of alien species through tourism and military activities in the Ryukyu islands and to strengthen measures for preventing the entry of alien species at ports of arrival; and

4. INVITES the Government of the United States of America to take appropriate measures to prevent introduction of alien species via landfill materials, ships, aircraft and military activities, and to minimise the impact of alien species establishing themselves on Okinawa Island, in collaboration with the Government of Japan.
RECOGNISING that marine biodiversity and ecosystems are essential for a healthy planet, food security and many livelihoods;

CONSCIOUS that marine biodiversity is declining, threats to marine biodiversity are increasing, marine ecosystems are being degraded, and that ‘unselective, unsustainable and unmonitored’ (UUU) fisheries increasingly threaten marine populations;

NOTING that the 2030 Agenda for Sustainable Development recognises the importance of conserving the oceans, seas and marine resources and ensuring that all use is sustainable;

NOTING the expansion of UUU fisheries, mainly using bottom trawl fishing gear, which include non-selective fisheries that take small demersal fish and invertebrates formerly regarded as bycatch or 'trash' species and discarded, but which now are retained for fishmeal, other animal feed, and processed human food products such as surimi and fish paste, and that management is needed for sustainability;

ACKNOWLEDGING our obligation to conserve natural resources and avoid adverse impacts on threatened species and ecosystems, consistent with the United Nations Convention on the Law of the Sea and the Convention on Biological Diversity;

RECOGNISING that the growing demand for aquaculture products is leading to an increase in the use of marine life for feed, much from unmanaged wild populations;

EMPHASISING the need urgently to address the problems of food security, ecological impacts, fleet overcapacity, overfishing, unsustainable and damaging fishing and processing methods in areas within and outside national jurisdiction, and that human use must not compromise underlying natural systems;

ACKNOWLEDGING that little information is available on the biological, economic or social consequences of indiscriminate removal of myriad marine species through UUU fishing; and

DEEPLY CONCERNED that UUU fisheries could severely threaten marine biodiversity and marine ecosystems as well as undermining long-term food security;

The World Conservation Congress, at its session in Hawai’i, United States of America, 1-10 September 2016:

1. REQUESTS the IUCN Species Survival Commission (SSC) to analyse and report on this topic;

2. CALLS ON IUCN Commissions to consider social, economic and ecological issues around UUU fisheries in their work;

3. CALLS ON coastal and fishing States, and economic integration entities and other authorities and Regional Fisheries Management Organisations to:

a. implement data collection, monitoring and reporting on the scale, geographic coverage, and catch composition of UUU fisheries;

b. integrate marine biodiversity and ecosystem considerations into national and regional regulation of fishing activities and to take precautionary action to protect the environment, vulnerable marine ecosystems and ecosystem functioning;
c. ensure protection of species taken in UUU fisheries that are or may become threatened;

d. research alternative feeds for aquaculture and animal farming that do not depend so heavily on wild-caught marine life; and

e. evaluate the long-term socio-economic costs and benefits and ecological impacts of UUU fisheries and their products;

4. ENCOURAGES coastal States and other competent authorities to take evidence-based measures to reduce the impacts of UUU fisheries, especially bottom trawl fisheries, including spatial or temporal limits on catch or fishing effort, controls on methods and practices of fishing that are wasteful or destructive of ecosystems, and special measures for the protection of vulnerable marine species and habitats, as well as monitoring, control and surveillance;

5. ENCOURAGES funding and development assistance agencies to assist with monitoring of UUU fisheries in areas where local resources are insufficient; and

6. URGES NGOs and other organisations to raise awareness about UUU fisheries through their networks and to consider this issue in their planning and strategic development.
019 - Conservation measures for vultures, including banning the use of veterinary diclofenac

NOTING that diclofenac, a non-steroidal anti-inflammatory drug (NSAID) used for the veterinary care of cattle, was the cause of declines of over 99% of populations in three species of Gyps vultures in South Asia;

NOTING that, following the crash in South Asian vulture populations since the 1990s, a drastic decline in African vultures has also been revealed, with four species newly listed in 2015 as Critically Endangered on the IUCN Red List of Threatened Species, and that only two of 16 African-Eurasian species are listed by IUCN as Least Concern;

RECALLING Resolution 3.079 Conservation of Gyps species of vultures in South and Southeast Asia (Bangkok, 2004) and Recommendation 5.141 Conservation of Gyps vulture species in South Asia (Jeju, 2012), concerning, inter alia, veterinary diclofenac and safety testing for all veterinary painkillers as a requirement before licensing, manufacture or retail;

NOTING that other equally effective anti-inflammatory drugs, such as meloxicam, are available for veterinary use at a similar price without the severe impacts on Gyps vulture species;

APPLAUDING the efforts of the Governments of Bangladesh, India, Iran, Nepal and Pakistan in banning veterinary diclofenac and working to prevent its availability to farmers;

ALARMED that veterinary diclofenac was recently licensed in Italy and Spain, which support important vulture populations;

NOTING the 2014 Spanish Ornithological Congress resolution calling for the urgent prohibition of the use of veterinary diclofenac in Europe for treatment of livestock and its substitution with alternatives;

CONCERNED that successful recovery efforts for Europe’s vultures may be jeopardised by the licensing of veterinary diclofenac in the EU;

FURTHER NOTING the growing evidence that other veterinary drugs, including other NSAIDs, may also be affecting the health of scavengers, especially vultures and other birds;

NOTING ALSO that the risks of veterinary pharmaceuticals to scavenging birds are not assessed before market authorisation is granted;

RECALLING the global Guidelines to Prevent the Risk of Poisoning to Migratory Birds adopted through Resolution 11.15 of the Eleventh Conference of Parties to the UNEP Convention on Migratory Species (CMS COP11, Quito, 2014);

RECOGNISING that the World Organisation for Animal Health Working Group on Wildlife in November 2014 expressed concerns for vulture populations in the EU and elsewhere because of their potential exposure to diclofenac while scavenging carcasses, and recommended the prohibition of all use of diclofenac and pro-diclofenac drugs in livestock;

FURTHER RECOGNISING that vultures contribute to ecosystem services on a large scale based on their unique specialisation as scavengers that rid the environment of rotting carcasses, and that vulture declines lead to a wide range of environmental and socio-economic (especially human health) and cultural consequences;
NOTING that in addition to the effects of diclofenac, vulture declines in the African Continent and Southeast Asia are caused by a complex range of factors which vary geographically, including: poisoning related to human-carnivore conflict and elephant poaching; trade in vulture body parts for traditional medicine; and mortality caused by birds colliding with energy infrastructure;

ALSO NOTING that the most significant threat to vulture populations in Africa is poisoning driven by human-wildlife conflict and elephant poaching, constituting over 60% of known threats, rather than diclofenac and other NSAIDs, which are the predominant threat across Asia;

FURTHER NOTING that African vulture population declines related to trade in vulture body parts for traditional medicine, and poisoning related to elephant poaching, are both Africa-specific threats;

RECOGNISING that many higher-profile species, including big cats, other carnivores, elephants and rhinos, are also threatened by poisoning;

ACKNOWLEDGING the initiative to develop a Multi-Species Action Plan for migratory species of African-Eurasian vultures mandated in UNEP/CMS Resolution 11.14 Programme of Work on Migratory Birds and Flyways adopted by CMS COP11 (Quito, 2014);

ACKNOWLEDGING that measures to combat the declines in South Asia and some other range countries are showing signs of success, and that conservation efforts elsewhere have been locally successful; and

FURTHER ACKNOWLEDGING that organisations and consortia in all regions have recognised the severity of the issue and have made progress identifying and addressing conservation priorities to guide actions;

The World Conservation Congress, at its session in Hawai‘i, United States of America, 1-10 September 2016:

1. REQUESTS the Director General and Commissions to:

   a. support the implementation of UNEP/CMS Resolution 11.15 in relation to the recommendations to prevent risks to vultures from veterinary pharmaceuticals used to treat livestock; and

   b. raise awareness of the ecological importance, plight of and solutions for African-Eurasian vultures at the highest political levels;

2. CALLS ON governments to implement urgently the recommendations of UNEP/CMS Resolution 11.15 to:

   a. prohibit the use of veterinary diclofenac for the treatment of livestock and to substitute it with readily available safe alternatives, such as meloxicam;

   b. prohibit the use of pro-diclofenac drugs such as aceclofenac for treatment of livestock and consider subsidizing veterinary meloxicam;

   c. evaluate authorised veterinary pharmaceuticals products that supose a risk for wildlife in order to be prohibited such as the use of pro-diclofenac drugs for treatment of livestock; and

   d. introduce mandatory safety testing of NSAIDs for veterinary purposes that pose a risk to scavenging birds, including multi-species testing using in-vitro and read-across methods, with the burden of proof on the applicant;
3. CALLS ON the International Cooperation on Harmonisation of Technical Requirements for Registration of Veterinary Products (VICH/OECD) to evaluate and provide guidance on wider risks of veterinary pharmaceuticals to scavenging birds in line with UNEP/CMS Resolution 11.15;

4. FURTHER CALLS ON governments to:
   a. include “not for veterinary use” in labelling of diclofenac intended for human use;
   b. implement a safety-testing protocol on Gyps vultures of all veterinary (Non-steroidal anti-inflammatory) drugs prior to them being marketed, and ensure that only vulture-safe drugs are licensed for veterinary use;
   c. recognise in policy and planning the ecosystem service values of vultures, so as to favour actions that conserve vulture populations;
   d. support the development and implementation of the Multi-species Action Plan for African-Eurasian Vultures, mandated by UNEP/CMS Resolution 11.14;
   e. further the development, and widen the application of Vulture Safe Zones, including the adaptation of new Vulture Safe Zones; and
   f. promote the use of meloxicam in vulture-safe zones and beyond, ensure quality control in the local manufacturing of meloxicam, encourage labelling of meloxicam in relevant languages, and implement conservation measures for populations in range countries;

5. URGES IUCN Members and other organisations and agencies concerned with or affected by population declines in vultures, carnivores, elephants, rhinos and other species under similar pressures to form alliances to mitigate threats;

6. ENCOURAGES multi-sectoral and international collaboration on threats to vultures, particularly among the:
   a. pharmaceutical sector regarding veterinary drugs;
   b. agrochemical and livestock sectors regarding poison baits;
   c. health sector regarding disease transmission;
   d. traditional medicine sector regarding trade in vulture body parts; and
   e. energy sector regarding energy generation and transmission; and

7. CALLS FOR the development of incentives and/or technical support to landowners, corporations, local and national governments and technical services, willing to manage their resources or environment in a way that conserves vultures in return for formal recognition.
020 - Protection for the serranids and syngnathids occurring off the Spanish coasts

OBSERVING that the highest levels of marine biodiversity in Europe are concentrated along the Spanish coasts, and that these coasts contain numerous unique ecosystems, a natural heritage that forms part of the NATURA 2000 Network;

INDICATING that the populations of many of these marine species are experiencing a dramatic, alarming decline due, among other things, to urban pressure on the coastlines, overfishing, dumping and the pollution of both the water and the seabed;

CONSIDERING that in order to achieve the effective conservation of marine ecosystems, it is necessary to identify keystone species, biological indicators of these species' state of health, which at the same time can act as 'umbrella' species, helping to conserve entire habitats;

HIGHLIGHTING the fact that fish are the group that is most vulnerable and affected, including the families Serranidae and Signtididae, species that are generally solitary, territorial and linked to ecosystems of great ecological value, such as seagrass meadows and coral beds, which places them at the top of the food chains in these coastal ecosystems;

WARNING that in most of these species the viability of their populations is being compromised in many traditional areas where they occurred, since they are species of high value to fisheries;

AWARE that public opinion is not adequately informed, that except in cases such as that of the dusky grouper (Epinephelus marginatus) or seahorses, most of the species have not been assessed properly in the Red List due to lack of scientific knowledge, and that regulations currently in place in Spain do not have the power needed to curb this situation; and

RECOGNISING that to achieve effective management resulting in the protection of these species, as well as the comprehensive conservation of the ecosystems in which they occur, an international initiative is required, as is a framework or coverage at a European Union directive level;

The World Conservation Congress, at its session in Hawai‘i, United States of America, 1-10 September 2016:

1. CALLS ON the Director General to:

   a. collaborate with Members and Commissions, especially in a European and Mediterranean context, to achieve greater awareness of the conservation of coastal biodiversity, and more specifically the protection of serranids;

   b. provide technical and programmatic support to promote and strengthen existing initiatives and to share information on their conservation;

   c. urge European member states, and Spain in particular, as well as their regional governments, to promote effective measures to protect these species, through specific regulations and management plans highlighting the importance of protecting their habitat and increasing its connectivity; and

   d. increase efforts to assess the conservation status of all commercial species of serranids and syngnathids;
2. ENCOURAGES all Members to cooperate actively in the conservation of these species and/or the dissemination of the problems they face off the Spanish – and by extension – European, coasts; and

3. URGES the European Union and its Member States to provide funds for the study and conservation of these emblematic, keystone species for European coastal ecosystems.
021 - Supporting the Brazilian Red-Listing process and the conservation of threatened species

RECOGNISING that Brazil is a megadiverse country, being home to 60% of the Amazon Rainforest, which accounts for approximately one-tenth of all species in the world;

AWARE that Brazil has more species of plants (55,000), freshwater fish (3,000) and mammals (more than 689) than any other country;

NOTING that Brazil has the third largest number of birds (1,832) and primates (over 100) and ranks second for reptiles (744);

AFFIRMING that the IUCN Red List of Threatened Species, founded in 1964, is the world's most comprehensive inventory of the global conservation status of species, being set upon precise scientific criteria, against which the extinction risk of thousands of species and subspecies have been evaluated;

NOTING that a series of national Red Lists assess the risk of extinction of species within countries following similar criteria;

RECALLING that Brazil’s official lists of endangered species (Ministry of the Environment ordinances 443/2014, 444/2014 and 445/2014) follow criteria similar to IUCN’s and provide an important tool in official decisions and policies connected to the environment;

AWARE that the Brazilian list has more than 70 mammal and 103 bird species that are considered endangered, and that a total of 1,173 species are listed overall;

RECALLING the many recent threats to Brazil’s officially listed endangered species, such as in June 2015 when endangered species of aquatic animals lost legal protection after Ordinance 445/2014 was nullified by a Federal Court, following a Legislative Decree that reduced the list substantially;

AWARE that the recently proposed Legislative Decree 184 aimed to restrict Ordinance 444, which gives legal protection to endangered species of mammals, birds, reptiles, amphibians and terrestrial invertebrates; and

ANTICIPATING the continuation of pressure by the Legislative Houses in Brazil on Ordinance 444;

The World Conservation Congress, at its session in Hawai‘i, United States of America, 1-10 September 2016:

1. REQUESTS the Director General and Species Survival Commission (SSC) to:

   a. provide the scientific and technical support needed by Brazil to ensure that its national Red-Listing process and related legislation is maintained; and

   b. support IUCN Members and Commission members in Brazil to address any threats that might arise in relation to the national red-listing process;

2. CONGRATULATES Brazil for having created an outstanding national Red-Listing process linked to specific measures to protect threatened species; and

3. REQUESTS the Brazilian Ministry of Environment and SSC to develop mutually beneficial means for two-way data exchange between the official endangered species lists of Brazil and the IUCN Red List of Threatened Species.
022 - Recognising, understanding and enhancing the role of indigenous peoples and local communities in tackling the illegal wildlife trade crisis

RECALLING the resolutions of inter alia the IUCN World Conservation Congress that emphasise both the vital role of indigenous peoples and local communities in the conservation of wildlife and biodiversity and that their needs, concerns, and priorities should be considered in conservation policies, legislation and actions;

ACKNOWLEDGING that the illegal wildlife trade (IWT) in a wide range of taxa is of great concern, increasingly involves organised crime, and requires urgent action, including increased deterrence and enforcement efforts along the length of the value chain from poachers in the field to traders and transporters of illegal wildlife products, the reduction of consumer demand, and improved governance, particularly reduction of government corruption;

RECOGNISING the essential role of indigenous peoples and local communities as sentinels of change and illegal activity within their environment;

RECOGNISING that while some (past and current) responses to IWT contribute to improved local livelihoods and security, in other instances they may inadvertently have collateral and negative impacts on indigenous peoples and local communities living with wildlife, and thus influence their willingness to contribute tangibly to combating IWT in the long term;

FURTHER RECOGNISING that a sustainable long-term solution to IWT requires an integrated, coherent response built on the recognition that indigenous peoples and local communities that live with wildlife have a key role to play in conserving wildlife, and that these peoples and communities should be engaged (including through outreach and education) and incentivised through financial and non-financial benefits in combating IWT;

ACKNOWLEDGING that the IUCN World Parks Congress (2014) recognised the strong relationship between conservation (including reduced IWT), secure territorial rights and governance systems of indigenous peoples and local communities;

FURTHER ACKNOWLEDGING that CITES (notably, Resolution Conf. 16.6 on Livelihoods), the African Elephant Action Plan (2010), the African Elephant Summit (2013), the London Declaration (2014), the Kasane Declaration (2015), the Brazzaville Declaration (2015), United Nations General Assembly Resolution 69/314 (2015) and Target 15.c of the Sustainable Development Goals (2015) recognise the important role of indigenous peoples and local communities in combating IWT; and

STRESSING Strategic Goal D and Target 18 of the Aichi Biodiversity Targets under the Convention on Biological Diversity, which emphasise incorporating the knowledge, innovation, and practices of indigenous peoples and local communities in conservation;

The World Conservation Congress, at its session in Hawai‘i, United States of America, 1-10 September 2016:

1. URGES the Director General to work with State and Non-State Members, Commissions, Regional Offices and International Organisations to:

a. recognise the critical role of indigenous peoples and local communities that live with wildlife as full partners in planning, making and implementing decisions and interventions to address IWT, including through means of their traditional knowledge and the rules and regulations they strive to have respected in their conserved territories and areas (ICCAs);
b. ensure that this need to engage and incentivise indigenous peoples and local communities is fully respected and reflected in IUCN and other relevant interventions and decisions, through means such as education and awareness-raising; recognition and/or strengthening of collective rights and responsibilities for governance, management and stewardship (including through, as appropriate, devolution or co-management arrangements); joint enforcement by indigenous and local communities and the state; and enhancing benefits from sustainable consumptive and non-consumptive use of wildlife or alternative livelihood opportunities as relevant and effective;

c. promote the development of a conceptual and planning framework to guide decisions, interventions and investments from international institutions, related organisations and governments on combating IWT in ways that engage and benefit indigenous peoples and local communities while promoting conservation and sustainable utilisation of biodiversity resources;

d. support the collection of evidence to strengthen the engagement of indigenous peoples and local communities in combating IWT in ways that adhere to previous IUCN resolutions, and to the targets, strategic goals and policy commitments listed below; and

e. promote opportunities for indigenous peoples and local communities to engage as equal partners in wildlife conservation and management decisions, including through establishing mechanisms for formal and structured consultation in relation to the decisions of multilateral environmental agreements; and

2. CALLS ON all governments, intergovernmental bodies, conservation and development agencies and IUCN partners to implement their respective political commitments to multinational efforts to combat wildlife trafficking, including in particular strengthening the role of indigenous peoples and local communities in relation to governing, managing and conserving wildlife and combating IWT, in, *inter alia*, the London Declaration (2014), the Kasane Declaration (2015), the Brazzaville Declaration (2015), United Nations General Assembly Resolution 69/314 (2015), Target 15.c of the Sustainable Development Goals (2015) and Aichi Biodiversity Targets Strategic Goal D and Target 18.
ALARMED that the IUCN Shark Specialist Group estimates that one-quarter of shark species (sharks, skates, rays, chimaeras) are threatened with extinction, primarily due to overfishing;

AWARE that sharks play an integral role in marine ecosystems, and that many sharks have life-history characteristics that make them intrinsically susceptible to overfishing;

RECALLING Recommendation 5.144 Conservation and management of threatened sharks (Jeju, 2012), which recommended that Parties to the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) should consider inclusion on CITES Appendices of shark species that are subject to international trade;

CONCERNED that silky shark (Carcharhinus falciformis), thresher sharks (Alopias spp.) and mobula rays (Mobula spp.) are intrinsically susceptible to overfishing, traded internationally, and at great risk for population depletion due to insufficient controls on exploitation;

RECALLING that listing of species on CITES Appendix II does not prohibit trade, but rather ensures trade is controlled in order to avoid use incompatible with these species’ survival;

COMMENDING the CITES Parties that sponsored and supported the listings of the porbeagle shark (Lamna nasus), oceanic whitetip shark (Carcharhinus longimanus), scalloped hammerhead shark (Sphyrna lewini), smooth hammerhead shark (Sphyrna zygaena) and great hammerhead shark (Sphyrna mokarran), and both species of manta ray (Manta spp.) on Appendix II at the 16th meeting of the Conference of the Parties (CITES COP16, Bangkok, 2013);

RECOGNISING the global collective effort undertaken by the CITES Parties and Secretariat, the United Nations Food and Agriculture Organization, and nonprofit organisations to ensure that countries have the tools needed to fully implement these listings and that only sustainable trade in these species continues; and

APPLAUDING the Governments of Sri Lanka, the Maldives and Fiji for proposing the Appendix II listings of silky shark, thresher sharks and mobula rays, respectively, at CITES COP17 (Johannesburg, September 2016);

The World Conservation Congress, at its session in Hawai‘i, United States of America, 1-10 September 2016:

1. REQUESTS all CITES Parties to support the inclusion of the silky shark (Carcharhinus falciformis), bigeye thresher shark (Alopias superciliosus), common thresher shark (Alopias vulpinus), pelagic thresher shark (Alopias pelagicus), and nine species of mobula rays (Mobula spp.) on Appendix II of CITES to ensure international trade in their products does not threaten their survival and sustainability, and, where needed, allow for the recovery of these species’ populations, taking into account the status of the species in the IUCN Red List of Threatened Species and other relevant information\(^1\); and

2. URGES all shark and ray range States, market states, fishing States, other entities, and relevant Regional Fisheries Management Organisations to take into consideration all available sources of scientific data, advice, and assessments, including the IUCN Red List of Threatened Species, and to adopt environmentally precautionary, science-based management measures with strong monitoring and
enforcement controls to prevent illegal, unreported and unregulated (IUU) fishing, and to ensure that overfishing of silky shark, thresher sharks, and mobula rays does not occur and their populations are at sustainable levels.

(1) – see end of first operative paragraph: It is hereby affirmed that the support of the Congress for the inclusion of these species in CITES Appendix II does not in any way prejudice the independence, or determine the findings, of the IUCN/TRAFFIC Analyses of Proposals to Amend the CITES Appendices.
RECALLING Resolution 5.028 Conservation of the East Asian-Australasian Flyway and its threatened waterbirds, with particular reference to the Yellow Sea (Jeju, 2012);

ALARMED by the Red Listing as Globally Threatened or Near Threatened of an additional six migratory waterbird species due to the rapid rate of conversion of intertidal wetlands in the East Asian-Australasian Flyway (EAAF), particularly the Yellow Sea;

NOTING the results of studies arising from Resolution 5.028 on the benefits of ecosystem services provided by intertidal wetlands, and the status of threatened birds and their habitats to prioritise sites requiring urgent conservation and restoration and identification of important migratory waterbird habitat and expert networks;

RECOGNISING workshop outcomes on the conservation of intertidal areas, including nationally for China (September 2014) and the Republic of Korea (May 2016), and the Yellow Sea (August 2016), calling for increased recognition of the importance of intertidal ecosystems and their stronger protection;

NOTING the September 2015 recommendations of the China Coastal Wetland Conservation Blueprint project to strengthen wetland legislation and improve the protection, management and restoration of coastal wetlands in the spirit of ecological civilisation (a state China wishes to achieve by harmonising the co-existence of the global ecosystem and human economic development);

RECOGNISING the creation of the China Coastal Wetland Conservation Network in June 2015 to increase awareness and cooperative actions to protect coastal wetlands among government and society;

NOTING the annual Memorandum of Understanding between the Government of China and WWF to support coastal wetland and flyway conservation in China, signed in October 2015;

RECOGNISING that the EAAF work plan within the Arctic Council’s Arctic Migratory Bird Initiative includes, but is not limited to, intertidal habitat protection in the Yellow Sea; and

NOTING that despite the pre-eminent global importance of the Yellow Sea for migratory waterbirds of the EAAF, no World Heritage sites are yet inscribed there, though the importance of this status in improving protection and cooperation has been demonstrated along the comparable East Atlantic Flyway;

The World Conservation Congress, at its session in Hawai‘i, United States of America, 1-10 September 2016:

1. REQUESTS the Director General, Commissions and Members to consider, in conjunction with the Convention on the Conservation of Migratory Species and the Ramsar Convention on Wetlands, as appropriate, to develop national/regional management plans for migratory birds within ‘working coastal wetlands’ (i.e. those used for shellfisheries, aquaculture, fish ponds and salt pans) to benefit migratory bird populations and their habitats, which support numerous other species;

2. URGES Parties to the Ramsar Convention, at their 13th Conference (COP13, Dubai 2018), to consider – further to Resolutions VII/21 and X/22 on the conservation and wise-use of tidal flats – additional needs and priorities for
remaining tidal flats at national, regional and global scales, and opportunities for urgently enhancing their protection;

3. INVITES the Director General and Commissions (to the extent possible within available resources) to provide assistance to governments and IUCN Members along the EAAF, and particularly those around the Yellow Sea, to further implement Resolution 5.028 in particular through the measures listed below; and

4. ENCOURAGES governments along the EAAF to:

a. implement the following national and regional workshop declarations intended to define implementation of Resolution 5.028: Beijing 2015, Republic of Korea 2016, Yellow Sea 2016 and the Arctic Migratory Bird Initiative Work Plan for the EAAF and the East Asian-Australiasian Flyway Partnership (EAAFP) Collaborative Work Programme for Shorebird Conservation;

b. consider the possibility of a future trilateral World Heritage nomination for the intertidal zone of the Yellow Sea with support from surrounding countries;

c. support the development of a 'Caring for Coasts' Initiative, in the framework of the Convention on Biological Diversity and the Ramsar Convention, as part of a global movement to restore coastal wetlands; and

d. use the EAAFP as a framework for strengthening the conservation of migratory waterbird species and their habitats.

Note: The adoption of this decision by IUCN Members shall be without prejudice to IUCN’s role to provide independent technical evaluation of nominated sites for World Heritage Listing.
025 - Strengthening the implementation of the Bern Convention for migratory bird species

RECALLING that the responsibility to conserve migratory species necessarily lies in each and every one of the countries that these species cross;

OBSERVING that the conservation of these species requires close collaboration between the different States in which any of the phases of their life cycle takes place;

RECOGNISING and SUPPORTING the great work that is being carried out by the Convention on the Conservation of Migratory Species of Wild Animals (CMS), and noting in particular the efforts made to approve conservation plans that encompass the entire migration corridor;

ALSO RECOGNISING the great work carried out by the Convention on the Conservation of European Wildlife and Natural Habitats (Bern Convention), the Agreement on the Conservation of African-Eurasian Migratory Waterbirds (AEWA), the Memorandum of Understanding on the Conservation of Migratory Birds of Prey in Africa and Eurasia (Raptors MoU) and the East Asian-Australasian Flyway Partnership (EAAFP);

OBSERVING that all these international instruments involve the will of the member States that have signed them to cooperate in the conservation of migratory species;

NOTING that along a given migration corridor, not all States have the same economic and technical capacity for dealing with the essential challenge involved in conserving nature and, in particular, migratory species;

INDICATING that a great deal of basic information is still required for the conservation of migratory species in countries with limited resources;

CONSIDERING that conservation policies for migratory species in countries with more resources would benefit, and costs may be reduced, if more conservation measures were adopted by the other countries within the species' range;

FURTHER OBSERVING that bird migrations are one of the most remarkable phenomena in nature and that during their migrations birds are particularly vulnerable to changes and disturbances, including climate change;

BEARING IN MIND that over 40% of long-distance migrants in the African-Eurasian flyway have shown signs of decline over the last three decades and that governments therefore need to adopt urgent conservation measures as this situation represents a serious threat to nature conservation and to ecosystem balance, especially in migratory game-bird species;

RECALLING the CMS and the Bern Convention, which aims to conserve wild flora and fauna and their natural habitats, placing particular emphasis on endangered and vulnerable migratory species; and

FURTHER RECALLING the EU's responsibility for migratory bird conservation, being a Contracting Party to both the CMS and the Bern Convention, and having adopted the Birds Directive (79/409/EEC) and the Habitats Directive (92/43/EEC);

The World Conservation Congress, at its session in Hawai’i, United States of America, 1-10 September 2016:

1. CALLS ON the Director General to:
a. collaborate with Members and Commissions to achieve greater international awareness in order to ensure that those countries with more resources take joint responsibility for the conservation of migratory species in all countries of their flyways; and

b. provide technical and programmatic support for the above-mentioned efforts in order to strengthen existing initiatives and share information on conservation;

2. ASKS the Director General and the Species Survival Commission to enhance the engagement of appropriate IUCN expertise in monitoring the implementation of the Bern Convention and the CMS;

3. URGES all Members to cooperate actively in the conservation of migratory species and to share information that benefits their conservation;

4. URGES State Members to support implementation of the CMS African-Eurasian Migratory Landbirds Action Plan, including through the Bern Convention;

5. CALLS ON State Members with greater capacity to provide economic and technical support, including capacity building, to countries with lesser capacity, for obtaining more knowledge of the abundance, distribution, biology and threats to migratory species, especially in their migration corridors, as well as to adopt conservation measures; and

6. CALLS ON all countries to promote the coordination of policies and actions to guarantee the conservation of migratory bird species, especially migratory game species.
027 - Recognising the Centennial of the US National Park Service

RECALLING that "the 'cleft' or 'gorge' in the granite peak of the Sierra Nevada Mountains, ... known as the Yo-Semite Valley," was created on June 30, 1864, as the first area in the United States to "be held for public use, resort, and recreation ... inalienable for all time" by the US Congress and President Abraham Lincoln on June 30, 1864;

FURTHER RECALLING the creation of the first National Parks in the United States – Yellowstone National Park (1872), and Sequoia and Yosemite National Parks (1890) – also for permanent protection of their scenic beauty and important scientific values, following the example of the reservation of Yosemite Valley;

REMEMBERING the efforts of John Muir, first President of the Sierra Club, and others, including US President Theodore Roosevelt, to promote the permanent protection of many important scenic and wilderness areas in the United States;

CELEBRATING the creation by the US Congress and President Woodrow Wilson of the National Park Service as a unit of the US Department of the Interior on August 25, 1916, stating that "The service thus established shall promote and regulate the use of the Federal areas known as national parks, monuments, and reservations [for] the fundamental purposes ... to conserve the scenery and the natural and historic objects and the wild life therein and to provide for the enjoyment of the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations";

RECALLING that from its beginnings in the United States of America, the national parks and protected areas movement has now spread across the globe, with well over 100,000 parks and protected areas now found in nearly every country, representing over 15% of the world’s terrestrial area and over 3% of the marine realm;

ALSO RECALLING with appreciation the critical role the US National Park Service has played over many decades in promoting the national park idea across the globe, providing technical assistance and advice to hundreds of parks and protected areas in nearly every country in the world, and to thousands of protected area professionals;

WELCOMING the programme of the IUCN World Commission on Protected Areas that developed and promotes the IUCN Protected Areas Categories System giving global prominence to the importance of National Parks and Monuments; and

WELCOMING ALSO the effort of States and international, national and local organisations, including indigenous communities, to continue to promote establishment and proper management of National Parks within their jurisdiction;

The World Conservation Congress, at its session in Hawai‘i, United States of America, 1-10 September 2016:

1. CONGRATULATES the US National Park Service of the US Department of the Interior on the centennial of its founding in August, 1916;

2. REQUESTS the IUCN Director General to communicate these congratulations by a copy of this resolution to the President of the United States, the Secretary of the US Department of the Interior, and the Director of the US National Park Service;

3. CALLS ON all states and their regional and local governments to support and implement the National Park idea and give permanent protection to critical scenic and natural areas and the wildlife therein and to manage them with responsible stewardship for the full protection of all their features over the long term and for
the enjoyment and benefit of present and future generations; and

4. FURTHER CALLS ON all international, national and local non-governmental organisations to support global and local efforts to create and maintain permanent protection of critical scenic and natural areas and to promote their responsible management in order to assure their full protection over the long term.
028 - Incorporating urban dimensions of conservation into the work of IUCN

CONSIDERING that IUCN and the global conservation community generally have tended to focus attention on areas relatively remote from cities;

CONCERNED that giving higher priority to those areas where human impact on nature has been least, may risk overlooking the many reasons why urban places, people, and institutions are also crucial to IUCN’s success;

MINDFUL that the world is urbanising fast, and that as urban influences spread ever outwards, previously remote areas will be affected;

RECOGNISING that the majority of the world’s population is urban and that urban people are critical for nature conservation, nationally and globally, that cities are where most wealth is concentrated, and most media are based, and that conservation depends on support from urban voters, consumers, donors, and communicators – yet people living in cities have diminishing contact with nature;

NOTING that urban conservation actors include national, sub-national, and local authorities, and a range of non-governmental organisations, academic and scientific bodies, and community groups;

AWARE that nature is essential to people’s physical and mental health, development, and well-being, that natural areas in and around cities help give residents a sense of place, offer opportunities to learn about nature and sustainability, provide a wide range of ecosystem services, contribute to carbon sequestration, and bolster resilience to climate change and natural disasters, and that many natural and semi-natural areas in and around cities are rich in biodiversity and geoheritage and can include protected areas in any of IUCN’s six categories;

NOTING the dependency of urban populations on goods and services, such as drinking water, energy, food and flood protection, provided by rural ecosystems;

FURTHER NOTING that urban natural areas can enhance tourist attractions of cities and boost income from tourism;

RECOGNISING that access to nature in urban areas can be important in addressing environmental justice and sustainability issues;

FURTHER RECOGNISING that cities can have major negative impacts on surrounding ecosystems, for example, air and water pollution, deforestation for fuelwood, and harvesting of wildlife for human consumption, that urban ports, airports, and gardens are entry points for invasive alien species, and that urban sprawl is often a major threat to nature;

ALSO RECOGNISING the 2030 Agenda for Sustainable Development and its SDG 11 to make human settlements, inclusive, safe, resilient and sustainable; and

NOTING that Habitat III, the United Nations Conference on Housing and Sustainable Urban Development will be held in Quito, Ecuador, in October 2016, and will act on the development of a new Urban Agenda;

The World Conservation Congress, at its session in Hawai’i, United States of America, 1-10 September 2016:

1. REQUESTS the Director General to:

a. direct all Secretariat groups to review their programmes to ensure that urban
dimensions of conservation are appropriately reflected in their priorities; and

b. appoint a focal point at senior level in the Secretariat to coordinate urban conservation matters;

2. STRONGLY REQUESTS the Director General and Commissions to:

a. convey to leading organisations and experts concerned with urban dimensions of conservation the importance of participating in IUCN Membership and Commissions;

b. contribute expertise on this theme to intergovernmental organisations;

c. encourage the promotion of cooperation among conservation agencies and museums, zoos, botanical gardens, and similar institutions in urban areas to introduce urban people to their region's natural heritage through public programming, community engagement and citizen science; and

d. seek to develop collaborative programmes with other bodies to raise awareness of the importance of urban protected areas; and

3. CALLS ON Council to:

a. lead a strong IUCN-wide initiative to promote awareness of the crucial role that nature performs in urban places;

b. encourage actions that reinforce the role of nature in the planning and management of urban areas, and the role of urban areas in planning and managing conservation programmes; and

c. establish an 'IUCN Urban Alliance', chaired by a member of Council and composed of Members and units of Commissions and the Secretariat concerned with urban dimensions of conservation, and charge it with assisting Members, Council, the Director General, Commissions and National and Regional Committees in carrying out the purposes of this Resolution.
029 - Recognising and respecting the territories and areas conserved by indigenous peoples and local communities (ICCAs) overlapped by protected areas

RECOGNISING that many indigenous peoples and local communities care for, self-govern, manage, protect, sustainably use, restore and enrich – in one word 'conserve' – all or parts of their territories and areas, including commons, sacred sites, and locally managed marine areas, in ways that meet IUCN definitions of indigenous peoples' and community conserved territories and areas (ICCAs), IUCN and the Convention on Biological Diversity (CBD) definitions of protected areas, and the CBD's use of the term "other effective area-based conservation measures";

CONCERNED that government-designated and privately protected areas often overlap with ICCAs without appropriately recognising and respecting them;

RECALLING IUCN's affirmation of the United Nations Declaration on the Rights of Indigenous Peoples and of indigenous peoples' collective rights and responsibilities with respect to their territories, lands, water and resources, including within protected areas, and additional prerogatives and responsibilities relevant to participating fully and effectively in protected area governance;

RECALLING that IUCN and the Parties to the CBD affirm the rights of indigenous peoples and local communities to participate fully and effectively in protected area governance and that IUCN guidance encourages fostering governance diversity, quality and vitality in protected and conserved areas;

RECALLING Resolution 5.094 Respecting, recognizing and supporting Indigenous Peoples' and Community Conserved Territories and Areas (Jeju, 2012), including its call for recognising and supporting ICCAs "in situations where they overlap with protected area or other designations";

NOTING Recommendation 4.127 Indigenous peoples' rights in the management of protected areas fully or partially in the territories of indigenous people (Barcelona, 2008), which calls for indigenous peoples’ governance of Indigenous Conservation Territories when protected areas fully or partially overlap with those territories;

MINDFUL OF Resolution 4.038 Recognition and conservation of sacred natural sites in protected areas (Barcelona, 2008) and Recommendation 5.147 Sacred Natural Sites – Support for custodian protocols and customary laws in the face of global threats and challenges (Jeju, 2012), which call for recognition of custodians’ care and protection of Sacred Natural Sites in protected areas;

WELCOMING recommendations of the IUCN World Parks Congress (Sydney, 2014) to recognise and support ICCAs both "within and outside protected areas" and to ensure collective governance rights in overlap situations (Stream 6) and "ensure Indigenous governance of protected areas" in their traditional territories (Stream 7);

RECALLING that the Durban Accord and Action Plan and the Convention on Biological Diversity’s Programme of Work on Protected Areas recognise ICCAs and indigenous peoples' and local communities' right to participate in protected area governance;

ACKNOWLEDGING that Native Hawaiian people lived in areas of Hawai‘i now designated as national parks and other protected areas and may continue to maintain or wish to restore ICCAs in them; and

APPRECIATING the work of the ICCA Consortium;
The World Conservation Congress, at its session in Hawai‘i, United States of America, 1-10 September 2016:

1. REQUESTS the Director General, Council, Commissions and Members, together with the ICCA Consortium and relevant partners, to:
   
a. develop, disseminate, and urge implementation of best practice guidance on identification, recognition, and respect for ICCAs in protected area overlap situations;
   
b. require appropriate recognition and respect for overlapped ICCAs before including any protected area in IUCN’s Green List of Protected and Conserved Areas or before advising the granting of World Heritage status, including by ensuring that the custodian indigenous peoples and/or local communities maintaining these ICCAs give their free, prior and informed consent to the proposed designation;
   
c. encourage indigenous peoples' organisations and networks and the Whakatane Mechanism to support the recognition and respect of ICCAs overlapped by protected areas, including recognition of indigenous peoples' continuing governance and management of them;
   
d. encourage the Parties to the Convention on Biological Diversity to implement existing CBD decisions as well as best practice guidance on identifying, recognising, and respecting ICCAs overlapped by protected areas as a means of implementing Articles 8(j) and 10(c) of the Convention, meeting the Aichi Biodiversity Targets 2011-2020, and advancing the Programme of Work on Protected Areas, the Plan of Action on Customary and Sustainable Use of Biodiversity, and the 2014 Chennai Guidance for the Integration of Biodiversity and Poverty Eradication, among other relevant CBD decisions;
   
e. encourage agencies and donors to promote recognition and respect of overlapped ICCAs and to assist their custodians in including them in the World Database on Protected Areas and the ICCA Registry with their free, prior and informed consent;
   
f. encourage the UN Special Rapporteur on the Rights of Indigenous Peoples and other relevant rights monitoring mechanisms to take ICCAs into account in their work, including by promoting good practices that affirm and secure rights by appropriately recognising and respecting ICCAs overlapped by protected areas; and
   
g. report annually on the above actions to the IUCN Council, biennially to the CBD, and in IUCN’s annual report to the United Nations Permanent Forum on Indigenous Issues;

2. CALLS UPON IUCN Members, non-member States, and other actors involved with protected areas to develop and implement laws, regulations, agreements, protocols, plans, and administrative procedures and practices that appropriately recognise and respect ICCAs overlapped by protected areas; and

3. CALLS UPON IUCN Members and Parties to the CBD, in collaboration with the CBD Secretariat and other relevant actors, to include reporting on the implementation of best practices in recognising and respecting ICCAs overlapped by protected areas in CBD Parties’ reporting to the CBD Secretariat, including in national reports, progress reports on achievement of the Aichi Targets (particularly Target 11), reports on implementation of the CBD Programme of Work on Protected Areas, and the Global Biodiversity Outlook.
030 - World Parks Congress 2014: The Promise of Sydney

RECALLING the World Parks Congress 2014 (WPC), held in Sydney, Australia and co-hosted by the Australian and New South Wales Governments alongside IUCN;

ACKNOWLEDGING with appreciation the welcome from the traditional owners of the land on which the Congress was held;

RECOGNISING the ongoing role and contribution of indigenous peoples and local communities to understanding, valuing, protecting and conserving nature;

ACKNOWLEDGING also the many substantial contributions made by the World Commission on Protected Areas and other IUCN Commissions, IUCN Members, partners, donors and the Secretariat, which enabled a successful WPC to take place;

WELCOMING the 'Promise of Sydney' Vision and related recommendations, and the breadth and diversity of inspiring solutions and commitments as the substantial outcomes of the WPC;

NOTING IUCN Council Decision C/85/35 to take custodianship of the Promise of Sydney and to track and communicate progress on specific promises and commitments; and

NOTING with appreciation the initiative of the Director General and the Salzburg Global Seminar to organise the initial Parks for the Planet Forum: Nature, Health and a New Urban Generation, in Salzburg, Austria in November 2015;

The World Conservation Congress, at its session in Hawai‘i, United States of America, 1-10 September 2016:

1. CALLS ON the Director General to report annually on implementation of commitments arising from the Promise of Sydney and to assess how they have influenced conservation outcomes and mainstreamed nature-based solutions within and across sectors after 5 and 10 years;

2. URGES IUCN Members to prioritise and incorporate the innovative and transformative agenda of the Promise of Sydney in policy development and influencing opportunities, research and knowledge generation, and programmes, particularly to:

   a. engage a broader constituency for conservation that connects people with Nature (e.g. Nature for All) and that values Nature for its health and well-being benefits (e.g. the Healthy Parks Healthy People approach);

   b. improve the equitable governance and effective management of terrestrial and marine protected areas through initiatives such as the Green List of Protected and Conserved Areas;

   c. emphasise marine conservation including protected areas inside and outside areas of national jurisdiction to address urgent threats and low levels of protection in the world's seas and oceans; and

   d. mainstream protected areas as natural solutions to global challenges such as climate change and human health through the implementation of the Sustainable Development Goals;

3. URGES IUCN Members to inform the Director General of existing and new commitments made to implement the Promise of Sydney; and
4. COMMENDS the Promise of Sydney and commitments made by IUCN Members and other organisations to accelerate implementation of the Strategic Plan for Biodiversity 2011-2020 to the 13th Conference of Parties to the Convention on Biological Diversity (CBD COP13) to be held in Mexico in December 2016.

NOTING the commitments made by heads of state and governments at the 2002 World Summit on Sustainable Development (Johannesburg) to facilitate development of representative networks of marine protected areas (MPAs), Aichi Biodiversity Target 11 on terrestrial and marine protection (Nagoya, Japan, 2010), and the recommendation of the 2030 Agenda for Sustainable Development Goal 14 target to conserve at least 10 percent of coastal and marine areas by 2020;

FURTHER NOTING the recommendation of the 2014 IUCN World Parks Congress to increase the ocean area that is effectively and equitably managed in ecologically representative and well-connected systems of MPAs or other effective conservation measures, with at least 30% of that area having no extractive activities;

RECOGNISING that Aichi Biodiversity Target 11 further recommends that conserved areas are effectively and equitably managed as part of ecologically representative and well-connected systems of protected areas and other effective area-based conservation measures, and integrated into the wider landscape and seascape;

WELCOMING the steps taken by the Commission for the Conservation of Antarctic Marine Living Resources (CCAMLR) to develop a representative system of MPAs in the Southern Ocean, and decisions taken by the Antarctic Treaty Consultative Parties to designate Antarctic Specially Protected Areas (ASPAs) in both terrestrial and marine environments;

CONCERNED that pending proposals for Antarctic MPAs in the Ross Sea and East Antarctica have yet to be approved;

NOTING that the area South of the 60th Parallel is designated as a natural reserve devoted to peace and science under the Protocol on Environmental Protection to the Antarctic Treaty, the protection of Antarctica's terrestrial ecosystems is not yet comprehensive or representative, and that further efforts are required to give effect to Parties' commitment under Annex V to the Protocol;

FURTHER NOTING that Annex V to the Protocol on Environmental Protection to the Antarctic Treaty calls for the designation of a series of ASPAs within a systematic environmental-geographical framework;

RECOGNISING the primary role of the Antarctic Treaty System in the conservation and management of the Antarctic region; and

CONCERNED that Antarctica and the Southern Ocean are increasingly threatened by climate change;

The World Conservation Congress, at its session in Hawai‘i, United States of America, 1-10 September 2016:
1. REQUESTS the Director General and Commissions, in implementing the IUCN Programme 2017-2020 to:

a. take steps to support the work of the Antarctic Treaty System and CCAMLR in the fulfilment of the commitment that Antarctica is a nature reserve devoted to peace and science, and that IUCN supports the proposals for the creation of ecologically representative marine protected areas in the Southern Ocean as proposed by the Antarctic and Southern Ocean Coalition;

b. strengthen IUCN’s participation in Antarctic Treaty and CCAMLR meetings, as well as related Conventions and Protocols, including the 1998 Madrid Protocol (Protocol on Environmental Protection to the Antarctic Treaty); and

c. include Antarctica in its policy and polar priorities and to mobilise adequate resources for this work;

2. URGES CCAMLR to designate and effectively manage ecologically representative MPAs, based on best available science, in the Southern Ocean that are also designed to enhance the resilience of Antarctic marine ecosystems to climate change, and to approve this year current proposals for MPAs in the Ross Sea and East Antarctica; and

3. URGES all Parties to the Protocol on Environmental Protection to take the necessary steps to designate a series of ASPAs that represents all biogeographic regions and helps preserve Antarctica's unique wilderness values.
032 - Establishment, recognition and regulation of the career of park ranger

CONSIDERING that nature conservation through the creation and maintenance of protected areas is one of the most common and effective ways of conserving biodiversity and ecosystem services efficiently;

ALSO CONSIDERING that without sufficiently professional park rangers to implement development and management plans effectively, it will be hard for protected areas to fulfil their essential role;

CONSIDERING that the term ‘ranger’ as used below shall be deemed to apply to all frontline protection staff regardless of title, which varies among territories, with common titles including, but not limited to wildlife warden, forest guard, forester, scout, watcher, game scout, and park guard; and

NOTING that:

a. the Parties to the Convention on Biological Diversity (CBD) must expand, as far as possible and in the most appropriate manner, their own system of protected areas, including special measures for conserving biodiversity (as reflected in Article 8 of the Convention – in situ conservation);

b. the park rangers’ performance helps achieve several of the Aichi Biodiversity Targets, whose purpose is to promote the values of sustainability in society and their incorporation into regional, national, subnational and local agendas (Targets 1 and 2), by implementing strategies for reducing the loss of natural habitats and for controlling overfishing and the exploitation of national resources (Targets 5 and 6), as well as for the effective protection of natural areas and endangered species (Targets 11 and 12);

c. rangers are key workers for the development and management of all protected areas and, in the field, they assure the effectiveness of environmental protection and maintain relations between public policies and the local communities in which they operate;

d. it is essential that all States give priority to the recruitment, training, equipment and well-being of park rangers;

e. the 264 delegates from 40 countries who attended the 7th World Ranger Congress (Arusha, 2012), the 1,262 participants from 15 countries who attended the 8th Brazilian Congress on Protected Areas (Curitiba, 2015), and the 321 participants from 71 countries who attended the 8th World Ranger Congress (Estes Park, 2016), as well as the recommendations from the IUCN World Parks Congress in Sydney (2014), officially pointed out that the actions of park rangers in the conservation of protected areas have been recognised as fundamental;

f. many countries do not recognise the profession of park ranger as a high-risk occupation, which does not allow the rangers to benefit from minimum safeguards to protect them against possible injuries linked to ecological monitoring activities, nor benefit from environmental education, trails maintenance, or visitation programmes, etc.; and

g. one of the aspects of the IUCN strategy includes strengthening the career of the park ranger, and this involves the allocation of resources and professional exchange;
The World Conservation Congress, at its session in Hawai‘i, United States of America, 1-10 September 2016:

CALLS ON IUCN State and Government Agency Members, as well as governments and organisations of other countries, which do not have a professionalised career advancement system for front-line protected area staff to:

a. initiate, define and formalise within a regulatory framework, the career profiles of protected area staff, so that they are attractive and exciting;

b. establish, encourage and maintain training and improvement of protected area field staff, including through specialised technical and university courses, training and programmes that are compatible with their work;

c. launch public calls or recruit the appropriate number of protected area field staff for protected areas, following a ratio of 1 ranger per 5 km2 for public protected areas;

d. provide incentives for maintaining an adequate number of front-line protected area staff for private protected areas, complementing efforts for public conservation areas; and

e. facilitate or promote the formation of a working group (or a technical assistance group) to help develop the career of park ranger in countries with limited experience in this area.
033 - Safeguarding space for nature and securing our future: developing a post-2020 strategy

CONCERNED that with a growing human population and demand for natural resources, we are losing Earth’s last wild species and spaces;

RECALLING Aichi Biodiversity Target 11 of the Convention on Biological Diversity (CBD), to conserve by 2020 at least 17% of global land area and 10% of the marine area, especially areas of particular importance for biodiversity and ecosystem services, via well-connected systems of protected areas and other effective area-based conservation measures integrated into wider landscapes and seascapes;

AWARE that to date, according to the Protected Planet database, only 15% of the world’s land area and 3% of the marine area are protected, but that these protected areas are not always equitably governed, effectively managed or placed appropriately to conserve, (i.e. to protect, sustainably use and restore/enrich), maximum biodiversity or ecosystem services;

RECALLING the Sustainable Development Goals, which include Goals 14 and 15 on marine and terrestrial conservation and the need to "decouple economic growth from environmental degradation" (Target 8.4), "develop... sustainable... infrastructure" (9.1), "protect and safeguard the world’s cultural and natural heritage" (11.4) and "strengthen resilience and adaptive capacity to climate-related hazards and natural disasters" (13.1);

RECALLING the Paris Agreement and recognising the critical role that intact ecosystems play in defending against climate change, sustaining other ecosystem services and protecting biodiversity;

CONCERNED about the increasing threat to intact ecosystems, protected areas, primary forests and other key areas from infrastructure, extractives and agribusiness;

RECALLING IUCN Resolutions 2.34 Multilateral and bilateral financial institutions and projects impacting on biodiversity and natural features (Amman, 2000), 3.050 Integrating protected area systems into the wider landscape (Bangkok, 2004), 3.087 Financial institutions and the World Commission on Dams recommendations (Bangkok, 2004), 4.062 Enhancing ecological networks and connectivity conservation areas (Barcelona, 2008), 4.087 Impacts of infrastructure and extractive industries on protected areas (Barcelona, 2008), 5.046 Strengthening the World Heritage Convention (Jeju, 2012) and 5.089 Dams and hydraulic infrastructure (Jeju, 2012); and

NOTING that the report from Stream 1 of the 2014 IUCN World Parks Congress states that many delegates argued for protected area coverage of "around 30% of the planet for no take reserves, 50% overall protection, and 100% of the land and water managed sustainably";

The World Conservation Congress, at its session in Hawai‘i, United States of America, 1-10 September 2016:

1. INVITES the Parties to the CBD and other stakeholders to initiate a process towards the development of an ambitious post-2020 strategy including concrete targets to safeguard space for nature, based on an enhanced understanding of the planet’s life support systems and the role of biodiversity and connectivity in underpinning these, and thresholds for maintaining biodiversity, which might include:
a. a review and expert meetings to define science-based targets for effective conservation of areas of greatest importance for biodiversity and ecosystem services, in terms of percentage coverage, including of IUCN-recognised protected areas as well as other effective area-based conservation measures within wider, sustainably managed, ecologically functional landscapes and seascapes, taking into account location, size, connectivity, equitability and effectiveness;

b. consultation with civil society, governments, financial institutions and industry to strengthen:

i. transparent, sustainable, landscape-scale planning for the siting of public and private sector-funded infrastructure, concessions and other potentially harmful industrial activities;

ii. widespread recognition that key areas such as World Heritage Sites and other protected areas should be off-limits to and not impacted by harmful industrial activities; and

iii. recognition of the diversity, quality and vitality of governance of both protected and conserved areas; and

c. development of a mechanism for joint implementation of the strategy to support the SDGs and conventions such as the United Nations Framework Convention on Climate Change (UNFCCC), World Heritage Convention and other Multilateral Environmental Agreements (MEAs); and

2. CALLS ON the Director General and all components of IUCN to promote and support the development of this new post 2020 strategy.
034 - Recognising cultural and spiritual significance of nature in protected and conserved areas

RECOGNISING that effective and equitable approaches to the design, governance and management of protected or conserved areas need to be grounded not only in science but also in cultures, religions, worldviews and co-existing customary practices relating to nature;

FURTHER RECOGNISING that worldwide, government-designated protected areas overlap with Indigenous and Community Conserved Areas (ICCAs) and Sacred Natural Sites and have distinct cultural and spiritual significance to communities living in and adjacent to the sites;

WELCOMING IUCN’s affirmation of the rights of indigenous peoples and local communities to integrate culture and religion into protected areas and recognise the responsibilities and duties of site custodians;

RECALLING Resolution 4.038 Recognition and conservation of sacred natural sites in protected areas (Barcelona, 2008), which urges managers and bodies responsible for protected areas to recognise the cultural & spiritual values of sacred natural sites within these areas, as well as Recommendation 4.127 Indigenous peoples’ rights in the management of protected areas fully or partially in the territories of indigenous peoples (Barcelona, 2008), which advocates governance of Indigenous Conservation Territories;

FURTHER RECALLING Resolution 5.099 IUCN Policy on Conservation and Human Rights for Sustainable Development (Jeju, 2012) and Recommendation 5.147 Sacred Natural Sites – Support for custodian protocols and customary laws in the face of global threats and challenges (Jeju, 2012), which promote custodian protocols and customary laws for sacred natural sites as valid and effective cultural means of management and governance of protected and conserved areas;

RECALLING recommendation V.13 of the 2003 IUCN World Parks Congress (Durban) "to promote and adopt laws and policies that foster multicultural values and approaches to protected area systems" and "ensure that protected area systems, protected area designation, objective setting, management planning, zoning and training of managers [...] give balanced attention to the full spectrum of material, cultural and spiritual values"; and

NOTING that the reports of Streams 6 and 7 of the 2014 IUCN World Parks Congress (Sydney) include 20 recommendations for enhancing the diversity, quality and vitality of governance, including devolution to local and cultural governance bodies, and 14 recommendations for respecting indigenous and traditional knowledge and culture;

The World Conservation Congress, at its session in Hawai‘i, United States of America, 1-10 September 2016:

1. REQUESTS the Director General, the World Commission on Protected Areas (WCPA) and the Commission on Environmental, Economic and Social Policy (CEESP) through the joint CEESP/WCPA Theme on Indigenous Peoples, Local Communities, Equity and Protected Areas (TILCEPA) and relevant partners, to:

   a. develop and disseminate best practice guidelines and training modules for stakeholders that design, govern and manage protected and conserved areas, on the recognition and integration of the cultural and spiritual significance of nature; and
b. encourage institutions, protected area authorities and States to promote recognition and integration of the cultural and spiritual significance of nature in the governance and management of protected and conserved areas; and

2. CALLS ON IUCN Members and other actors to:

a. promote and implement guidance and training for protected and conserved area managers to build capacity and improve recognition of the role of cultural and spiritual significance of nature in the design, governance and management of protected and conserved areas; and

b. promote and adopt policies and strategies that (i) foster multicultural values and approaches to protected and conserved areas, (ii) foster full and effective participation and consent of indigenous peoples, local communities, site custodians, faith groups and the public, and (iii) emphasise rights-based approaches to conservation.
035 - Observing protected area norms in the Wild Heart of Europe

WELCOMING the call through United Nations Sustainable Development Goal (SDG) 15 for States to protect, restore and promote the sustainable use of ecosystems, to sustainably manage forests, and to preserve biodiversity;

RECOGNISING that SDG 15 endorses the primary objective of IUCN Category II Protected Areas under the guidelines endorsed in Resolution 5.040 *Endorsement and uniform application of protected area management guidelines* (Jeju, 2012) to protect biodiversity along with its underlying ecological structure and supporting environmental processes;

CONCERNED that the guidelines are not being uniformly applied in the largest natural forested area in Central Europe, which encompasses the National Parks Šumava and Bayerischer Wald at the borders of the Czech Republic and the Federal Republic of Germany, as well as the adjacent Böhmerwald-Mühltäler protected area in the Republic of Austria;

AWARE that the National Parks Šumava and Bayerischer Wald were declared as Transboundary Parks by the EUROPARC Federation, based in part on the States' mutual commitments to work together towards the objectives of IUCN Protected Area Category II;

TROUBLED by the failure of National Park Šumava to implement the recommendations of the World Commission on Protected Areas (WCPA) to accelerate its transition to a non-intervention management regime for the predominant area of the Park, an insufficiently large natural zone being incompatible with Category II classification;

RECOGNISING the need for international cooperation in the conservation of transboundary and migratory populations of National Park Šumava, National Park Bayerischer Wald, and the Böhmerwald-Mühltäler area, as well as in the preservation of wilderness areas to serve as migration stepping stones as a means of adaptation to climate change in pursuit of SDG 13; and

CONSIDERING Article IV of the Convention on Migratory Species, which encourages Parties to conclude agreements for the benefit of all transboundary populations, in conjunction with the objective of IUCN Category II Protected Areas, to contribute to the protection of wide-ranging species, regional ecological processes and migration routes;

The World Conservation Congress, at its session in Hawai‘i, United States of America, 1-10 September 2016:

1. REQUESTS the IUCN Director General, the WCPA, and Members in the region to confer with those responsible for National Park Šumava and National Park Bayerischer Wald as Transboundary Parks ensuring that this Resolution is understood and providing unambiguous guidance as to the uniform application of the IUCN Protected Area Category guidelines;

2. CONGRATULATES the Czech Republic and Bavaria on their commitment to managing National Park Šumava and National Park Bayerischer Wald in accordance with IUCN’s Category II classification for protected areas;

3. ENDORSES Resolution 22 adopted by the 10th World Wilderness Congress (Salamanca, 2013), which emphasises the international importance of wilderness
conservation in National Park Šumava and calls for the implementation of WCPA recommendations for its management; and

4. AFFIRMS that, to adhere to Category II criteria, the Czech Republic must, at a minimum, implement past WCPA recommendations by:

a. extending the non-intervention management zone to 30% of the National Park area immediately; and

b. setting out a binding timetable for further extension of this zone to at least 50% of the Park’s area by 2030, in strict accordance with scientific recommendations.
NOTING that many areas of high biodiversity value straddle international borders and that transboundary conservation initiatives have been expanding over recent years;

ACKNOWLEDGING the fact that transboundary cooperation to achieve conservation goals across international boundaries has the capacity to deliver multiple objectives, including enhanced nature conservation outcomes, ecological sustainability, enhanced ability to respond to climate change, sustainable socio-economic development, and the promotion of peace;

FURTHER ACKNOWLEDGING the fact that cooperative frameworks supported by transboundary conservation processes may be used as a platform for peace building and international collaboration in times of climate change and political instability, involving local communities, indigenous peoples, protected area staff, conservation officials, civil society, and scientists;

RECOGNISING the fundamental role played by protected areas in the provision of ecosystem services for the development of economic activities, and the need to increase their extent, connectivity (including across international borders), ecological representation and management effectiveness in order to ensure the continuing provision and sustainability of these services;

NOTING that the relevance of transboundary conservation areas is dependent upon public support from citizens of the countries entrusted with their protection and management, and that this relevance must be fostered by continuous connection with citizens via visitation, communication and awareness raising;

RECOGNISING that the institutional resilience of conservation agencies worldwide is strengthened by interrelated initiatives, activities, collaboration on shared issues and cooperation with a sense of co-responsibility and that this can be achieved by working together at transboundary and continental scales;

NOTING WITH CONCERN the specific threats facing transboundary conservation areas, such as: armed conflict, physical barriers at the boundary impeding the movement of wildlife, incompatible actions to respond to shared issues and inconsistencies in national legislation;

CONVINCED that the conservation of transboundary conservation areas involves intergovernmental cooperation and also cooperation between local authorities and indigenous communities;

RECALLING the work carried out by the World Commission on Protected Areas (WCPA) Transboundary Conservation Specialist Group since its creation;

FURTHER RECALLING Resolution 5.043 Establishing a forum for transboundary protected area managers (Jeju, 2012) and Recommendation 5.152 Enlarging and connecting transboundary protected areas for the Ecological Corridor of Northeast Asia (Jeju, 2012);

ALSO RECALLING the recommendations of the Vth IUCN World Parks Congress (Durban, 2003), including Recommendation V.15 Peace, Conflict and Protected Areas and, as part of 'The Promise of Sydney', Recommendation 18 under Stream 6 on Enhancing the diversity and quality of governance (IUCN World Parks Congress, Sydney, 2014);

REALISING that IUCN is able to encourage international cooperation by using its convening role and scientific knowledge networks to achieve more effective
conservation and sustainable development in transboundary conservation areas; and

EAGER to strengthen IUCN’s contribution to the development of transboundary conservation by encouraging the study and dissemination of data and information on all relevant disciplines related to transboundary conservation areas, as well as forward-looking reflection;

The World Conservation Congress, at its session in Hawai‘i, United States of America, 1-10 September 2016:

1. ASKS the Director General to work in close cooperation with all Commissions, including the World Commission on Protected Areas (WCPA), Members and partners in order to:

a. support transboundary conservation initiatives through thematic and regional programmes, emphasising capacity development;

b. promote research, share knowledge and develop tools for adopting, scaling up, measuring, and evaluating policy, strategy, communication, and action to foster transboundary cooperation in the management of transboundary conservation areas and to enable the standardised assessment of the effectiveness of these areas; and

c. facilitate the establishment of a Global Platform for Transboundary Conservation, in conjunction with IUCN Members and partners, and with advisory support from WCPA’s Transboundary Conservation Specialist Group, to advance transboundary conservation worldwide;

2. CALLS upon the United Nations Environment Programme World Conservation Monitoring Centre (UNEP-WCMC) to develop and maintain a comprehensive global inventory of transboundary conservation areas, as a component of the World Database on Protected Areas;

3. ASKS the World Commission on Environmental Law, in connection with the WCPA Transboundary Conservation Specialist Group, to establish a legal resource centre on transboundary conservation areas;

4. CALLS ON IUCN and IUCN Members to endorse the WCPA Best Practice Protected Areas Guidelines No. 23 on transboundary conservation, and continue supporting the WCPA Transboundary Conservation Specialist Group to collate and integrate experiences into policy briefs to inform public and private decisions related to the governance and management of transboundary conservation areas worldwide;

5. URGES governments and all IUCN constituencies to foster transboundary cooperation in the management of transboundary conservation areas at bilateral and multilateral scales, and to take further action and coordination for developing and implementing management plans that support the sustainability of natural processes across international boundaries;

6. ENCOURAGES the strengthening of existing transboundary cooperation mechanisms, including transboundary landscapes and waterways, transboundary Biosphere Reserves, Ramsar Sites, and World Heritage Sites, and the development of new mechanisms, in accordance with the WCPA Guidelines No. 23, including Eco-Peace Parks and Transboundary Migration Conservation Areas; and

7. ENCOURAGES cooperation and exchange of knowledge and best practices between scientists, protected area managers, civil society and other interested parties at relevant scales.
038 - Harmonising the integrated management of overlapping Ramsar Sites, World Heritage sites, Biosphere Reserves and UNESCO Global Geoparks

RECALLING Resolution 5.052 Establishment of an integrated management system for UNESCO protected areas (Jeju, 2012);

NOTING that over 260 protected areas designated internationally under the Ramsar Convention on Wetlands, the UNESCO World Heritage Convention (natural sites, mixed properties and cultural landscapes), the World Network of Biosphere Reserves under UNESCO’s Man and the Biosphere (MAB) Programme, and UNESCO Global Geoparks as part of the International Geoscience and Geoparks Programme (IGGP), have complete or partial spatial overlap;

CONCERNED that different management guidelines, time cycles and periods provided and monitored by different authorities for the regular evaluation of Ramsar and UNESCO designated sites impedes the establishment of a comprehensive management regime for areas with multiple international designations;

EMPHASISING that integrated management is an important part of IUCN’s mission;

FURTHER EMPHASISING that the main objective of Ramsar Sites is the conservation and wise use of wetlands and their resources, while the objective of the World Heritage Convention is the conservation of natural, cultural, mixed sites and Cultural Landscapes of outstanding universal value for future generations, the objective of Biosphere Reserves is the conservation of biological diversity in line with sustainable development and based on sound science, and the objective of UNESCO Global Geoparks is the conservation of geological heritage of international significance through local community support and education; and

CONVINCED that a harmonised management system for Ramsar and UNESCO designated areas is essential for areas designated under multiple international conventions or programmes (termed here as Multi-Internationally Designated Areas (MIDAs)), as well as providing benefits to visitors and local communities, and that this approach to management complies with the fundamental concept of IUCN and contributes to the sustainable use of ecosystems;

The World Conservation Congress, at its session in Hawai‘i, United States of America, 1-10 September 2016:

1. WELCOMES the forthcoming IUCN publication on 'Managing MIDAs – Harmonising the management of Multi-Internationally Designated Areas: Ramsar Sites, World Heritage sites, Biosphere Reserves and UNESCO Global Geoparks' (hereafter referred to as 'IUCN Guidance'), which provides information about the similarities and specificities of Ramsar and UNESCO designations, as well as about the benefits and challenges of MIDAs, and on the synergies that multiple designations can offer;

2. INVITES the Director General to facilitate establishing an education and training programme in collaboration with the Ramsar Convention on Wetlands and UNESCO to disseminate and apply the IUCN Guidance";

3. INVITES IUCN Members and the four international designating bodies to consider implementation of the recommendations of the IUCN Guidance;

4. REQUESTS that support, including financial and technical, is sought from IUCN Members and donor agencies to facilitate the implementation of harmonised management systems for MIDAs;
5. ENCOURAGES national authorities for MIDAs to improve coordination and information sharing among different national authorities responsible for MIDAs and to align conservation policies for these areas as appropriate; and

6. FURTHER ENCOURAGES site managers to update existing management plans for MIDAs in order to comply with the requirements and reporting of the respective conventions and programmes, including ensuring harmonised visibility for all site designations, and to engage with local communities to ensure that they are fully aware of the added value of MIDAs.
RECOGNISING that biodiversity plays a vital role for the survival of human beings, but that, according to the 2015 WWF Living Planet Index, during the last 40 years, the global population of terrestrial vertebrates has been reduced by nearly 50%, and the index for freshwater ecosystems has declined by 76%, yet the severity and urgency of the crisis has not been recognised or the world alerted;

ALSO RECOGNISING the critical role of protected areas in biodiversity and geodiversity conservation, but that through urbanisation and industrial and agricultural development, nature ecosystems have been continuously destroyed and degraded;

FURTHER RECOGNISING that once ecosystems and especially wildlife populations have declined to a certain point – the so-called 'Eco-security Bottom-line' – nature would no longer be able to provide sufficient ecological functions and human beings would not be able to survive and develop on the earth;

RECALLING that most protected areas have a high geological value and that Resolution 5.048 Valuing and conserving geoheritage within the IUCN Programme 2013–2016 (Jeju, 2012) stated that the geodiversity is important as a natural factor determining biological, cultural and scenic diversity and as a parameter to be taken into account in the conservation, evaluation and management of protected areas, and that geological heritage is a constituent of, and inseparable from, natural heritage, and possesses cultural, aesthetic, landscape, economic and intrinsic values that must be preserved and transmitted to future generations;

ALSO RECALLING Aichi Biodiversity Target 11 that protected area coverage should reach 17% of the world's terrestrial area and 10% of its marine area by 2020, but that even for existing protected areas, surrounding uncontrolled development has posed serious threats to these areas, including the use of poisonous and deleterious agricultural chemicals, the introduction of monocultures and alien species with high economic value, disturbance from excessive tourism (which poses negative impacts for the survival of endangered species), illegal hunting, reclamation, and road and dam development, all of which are quickly destroying remaining protected areas;

REFERRING TO successful examples internationally, such as Rainforest Alliance (RA) certification, which is widely accepted, and Bird Friendly Certification Criteria developed by ecologists from the Smithsonian Migratory Bird Center, as well as many others, such as Fair Trade and certifications for marine products and palm oil certifications, which play important roles in biodiversity conservation;

TAKING NOTE of the successful operation of a Protected Area Friendly System (PAFS) in China over the last two years;

AWARE that in 2015, PAFS conducted work in 15 protected areas covering over 40,000 km², in which PAFS grew to over 2,600 members, conducted a total of more than 10,000 km of patrols, cleared nearly 7,000 wildlife snares, reduced use of agriculture chemicals by more than 18,000 kg, and produced 15 products friendly to protected areas, including rice, wheat, wild vegetable, walnuts, honey, sheep, tea etc., and undertook conservation education reaching over 30,000 people; and

NOTING that it is important for people to adopt lifestyles that are friendly to protected areas globally;
The World Conservation Congress, at its session in Hawai‘i, United States of America, 1-10 September 2016:

REQUESTS the World Commission of Protected Areas (WCPA) to consider establishing a Task Force on 'Protected Area Friendly System' to:

a. coordinate international cooperation on PAFS theory research as well as practice, demonstration and promotion activities in a global context;

b. promote and facilitate the development of international cross-industry and cross-profession linkages between organisations, individuals and resources to conduct in-depth cooperation and information sharing;

c. initiate, promote and actively support sustainable lifestyles friendly to protected areas; and

d. restore and improve integrated capacity for man and nature to live harmoniously together and to effectively preserve and enlarge protected areas worldwide.
040 - Integrating autochthonous forest genetic diversity into protected area conservation objectives

RECALLING the three interdependent components of biodiversity: genetic diversity, species diversity and ecosystem diversity;

NOTING that the conservation of genetic diversity is not sufficiently taken into account in forest conservation programmes;

REGRETTING that rather, in many countries, long-term conservation programmes involve only forest genetic resources of species of economic interest;

ALSO RECALLING the priorities of the Global Plan of Action for the Conservation, Sustainable Use and Development of Forest Genetic Resources, adopted by the United Nations Food and Agriculture Organization (FAO) Conference at its 38th session in June 2013, notably on the in situ conservation goals for forest genetic resources;

RECOGNISING the importance, for the medium and long term, of a dynamic conservation of genetic diversity, which favours the adaptive capacities and evolution of forests in the face of environmental changes;

ALSO RECOGNISING that the genetic diversity of trees is a key component in forest biodiversity and that, in part, it determines the functioning of the other components of the biodiversity of forest ecosystems;

RECOGNISING the role of the genetic biodiversity of trees in the resilience and adaptation of forest ecosystems to the direct and indirect effects of climate change; and

FINALLY RECOGNISING the need to set up networks of organisations and institutions that will focus on important forest species with added value for food, trade, industrial benefits (medicine, aromatic plants, etc.), the environmental characteristics and the control of climate change at national, regional and international levels;

The World Conservation Congress, at its session in Hawai‘i, United States of America, 1-10 September 2016:

ASKS the States, governmental and non-governmental organisations involved in nature conservation to:

a. promote the taking into account of autochthonous forest genetic diversity conservation at all levels of action (local, national, global);

b. improve the integration of the conservation of autochthonous forest genetic diversity into the conservation goals for protected areas, in order to:

i. take this key component of forest biodiversity fully into account; and

ii. reinforce the resilience and adaptation of forest ecosystems to the direct and indirect effects of climate change;

c. recognise a protected area protection status (Category IV) corresponding to the conservation units of forest genetic diversity selected within the framework of national and/or international programmes, as a result of:

i. their contribution to an in situ conservation network representative of the genetic variability of forest species; and
ii. the existence of *in situ* management measures, established in a management document, aimed at maintaining the genetic diversity of the species involved and to favour their adaptation to environmental changes;

d. encourage and facilitate the creation, expansion, monitoring and documentation of genetic resources both *ex situ* and close to the sites, through seed banks, orchards, provenance trials and other *in vivo* collections of different trees; and

e. work in coordination with the *Global Plan of Action for the Conservation, Sustainable Use and Development of Forest Genetic Resources* (GPA-FGR) of the Food and Agriculture Organisation of the United Nations (FAO).
041 - Cooperation between the protected areas of the Guiana Shield and northeastern Amazonia

CONSIDERING that northeastern Amazonia, including the Guiana Shield (Brazil, France, Guyana, Suriname), forms one of the largest expanses of protected tropical forest in the world, almost 90% of which is intact and containing over 15% of the fresh water on Earth;

CONSIDERING that this region sequesters over 4 billion tonnes of carbon;

NOTING that this region contains over 30 million hectares of protected land and that 40% of the ecosystems enjoy protected status;

WELCOMING the progress made since the adoption of Resolution 2.32 *Nature conservation on the Guiana Shield* (Amman, 2000) asking for the continuation of the implementation of conservation measures and the establishment of a coherent network of protected areas;

WELCOMING the voluntary commitment to conservation made by the Guiana Shield countries through the creation of connected protected areas such as the Central Suriname Nature Reserve in 1998, designated as a UNESCO World Heritage Site in 2000, the Tumucumaque Mountains National Park in 2002, the Guiana Amazonian Park in 2007, as well as the network of natural and forest reserves in Guiana and the South Suriname Conservation Corridor in 2015;

SERIOUSLY CONCERNED by the continued practice of illegal mining activities that cause irreversible damage to terrestrial and aquatic ecosystems and significant pollution involving mercury in particular, which affect not only the environment but also the health and way of life of human populations; and

AWARE of the importance of ensuring the sustainable, socio-economic development of local populations and their well-being;

The World Conservation Congress, at its session in Hawai‘i, United States of America, 1-10 September 2016:

1. ASKS the managers of the protected areas on the Guiana Shield and other forested land, such as indigenous lands and right-of-use zones, to set up a working group focusing on the exchange of ideas in order to build their capacities, ensure the protection of their ecosystems and associated ways of life, and to help create a coherent, integrated strategy for protected areas and other forested land;

2. ASKS the States involved (Brazil, France, Suriname) to facilitate the establishment of this working group focusing on the exchange of ideas, by mobilising technical and financial means in particular;

3. ASKS the other stakeholders (local authorities, representatives of communities, national, regional and international conservation organisations, scientific organisations, regional platforms and networks such as REDPARQUES and the Guiana Shield Facility) to provide technical and financial support for the establishment of this exchange and working group as well as collaboration in the implementation of its 2017-2025 programme; and

4. ASKS the Brazilian, French and Surinamese States to cooperate more extensively with Guyana, Venezuela and Colombia in order to protect local forests and populations in northern Amazonia and to continue their efforts to combat illegal and informal mining operations, as well as all trafficking related to this activity.
042 - Protected areas as natural solutions to climate change

RECOGNISING that protected areas and other effective area based conservation measures (conserved areas) play a critical role in addressing climate change, both through mitigation by sequestration and storage of carbon in terrestrial and marine vegetation, soils and peat and through providing ecosystem services for adaptation to existing and projected climate change in terms of food and water security, livelihoods, disaster risk reduction and provision of genetic material for crop and livestock breeding and new medicines;

NOTING that IUCN and its World Commission on Protected Areas have played a leading role in identifying and promoting these benefits, including through co-publishing the first global report on the role of protected areas in addressing climate change in 2009, and fostering establishment of the Protected Areas Climate Change Specialist Group in 2015;

CONSIDERING that many IUCN State Members are already building protected areas into their climate adaptation strategies;

AWARE that in 2012, Canada, Mexico and the USA jointly released the framework document 'North American Protected Areas as Natural Solutions for Climate Change', and that new players, such as WWF and further partners from Latin American, are adding to this initiative;

AWARE that in August 2015, competent authorities of 18 Latin American countries signed the Declaration on Protected Areas and Climate Change during the Council meeting of REDPARQUES, the Latin American Technical Cooperation Network on Protected Areas; and

NOTING that this message was repeated at the 21st Conference of Parties to the United Nations Framework Convention on Climate Change in Paris in December 2015, for the first time bringing protected areas directly into negotiations about controlling climate change;

The World Conservation Congress, at its session in Hawai‘i, United States of America, 1-10 September 2016:

1. AFFIRMS the role of protected and conserved areas as natural tools to address the negative effects of climate change, through mitigation strategies as well as adaptation;

2. NOTES key elements of the REDPARQUES declaration, including the call for the international community to: "Recognize national and regional efforts of countries to improve the contribution of protected areas and other effective conservation measures to the national strategies to address the adverse effects of climate change and accomplish existing goals; Increase the attention given to protected areas and other effective conservation measures as an adequate response to the effects of climate change; Respond to the need for greater scientific, technical, technological and financial assistance to achieve a more effective management of protected areas under climate change criteria...";

3. REQUESTS the IUCN Director General to work in close cooperation with all IUCN’s Commissions, Members, global thematic programs, and partners to operationalise the 'Promise of Sydney' recommendations concerning climate change;

4. URGES State Members to consider making public statements on the importance of protected areas as tools for the mitigation of, and adaptation to, climate change, in line with the REDPARQUES declaration;
5. ALSO URGES State Members to incorporate appropriate actions in their national Action Plans submitted for the Programme of Work on Protected Areas, under the Convention on Biological Diversity; and

6. CALLS ON all State Members and other players to integrate protected area networks into climate change adaptation strategies, whilst keeping protected area management in line with the IUCN definition of a protected area.
043 - Support for Forest Landscape Restoration (FLR) in Africa

RECOGNISING that IUCN has played a central role in developing and promoting forest landscape restoration (FLR) in Africa and beyond, especially through its leadership role in the Bonn Challenge to restore 150 million hectares of deforested and degraded lands by 2020;

ALSO RECOGNISING that, while Africa has contributed only minimally to global climate change, Africans will be among those most affected and that Africa's population is expected to nearly double by 2050, which will see the demand soar for already scarce resources of soil, crops and water;

AWARE that FLR can increase soil fertility and food security, improve availability and quality of water resources, combat desertification, protect and increase biodiversity, create green jobs, bolster economic growth and livelihood diversification, reduce disaster risk, increase the capacity for climate change resilience and adaptation and contribute to climate change mitigation;

NOTING that Africa, according to global analyses by IUCN, the World Resources Institute (WRI), and other IUCN Members, has the largest opportunity for the restoration of mosaic forest landscapes of any continent in the world, i.e. landscapes where the number and/or health of trees in a mosaic of interdependent land uses can be increased;

ALSO NOTING that the African Union endorsed AFR100 (the African Forest Landscape Restoration Initiative), a country-led effort to bring 100 million hectares of land in Africa into restoration by 2030 while contributing to Vision 2063, the Malabo Declaration on food security, and the Cairo Declaration on Africa’s Natural Capital, and therefore provided a continental FLR target, building on current, successful initiatives such as the Great Green Wall Initiative and TerrAfrica, among others;

FURTHER NOTING that AFR100 is a direct contribution to the implementation of the Bonn Challenge and the New York Declaration on Forests, and the African Resilient Landscapes Initiative (ARLI), an initiative to promote integrated landscape management in Africa with the goal of adapting to and mitigating climate change;

AWARE that achieving the AFR100 target depends on a combination of local, national, and international political commitments, coordination between FLR actors, strong safeguards and standards, and sufficient technical and financial support; and

ALSO AWARE that restoration efforts often fail if they do not permanently involve local populations, identify and address specific environmental objectives, include key actors in well-structured decision-making, and inherently generate social and economic benefits;

The World Conservation Congress, at its session in Hawai’i, United States of America, 1-10 September 2016:

1. REQUESTS the Director General to:

a. contribute to the success of AFR100 as part of the Bonn Challenge by maintaining a strong focus on FLR consistent with the IUCN Programme 2017-2020;

b. provide technical advice and assistance to Members in developing countries in applying the Restoration Opportunities Assessment Methodology and related tools to assess restoration opportunities and support increased and more effective investment in the implementation of FLR at scale in Africa;
c. provide technical advice and assistance to Members in developing environmental and social standards for the implementation of FLR and the achievement of the AFR100 target of fighting climate change, improving human well-being, ecosystem health and biodiversity conservation across Africa; and

d. establish cooperation with internationally recognised forest certification schemes with experience on the ground in several parts of Africa (such as the Forest Stewardship Council), as they can contribute to sustainable management of restored forest areas and increase socio-economic perspectives; and

2. ENCOURAGES governments, civil society organisations, corporations and other private-sector actors, research institutions, investors and the donor community engaged in land use-related interventions in Africa to:

a. recognise that increased programmatic support for, and investment in, FLR produces multiple benefits that contribute to local, national, regional and global environmental and development goals such as the 2030 Agenda for Sustainable Development and its Sustainable Development Goals (SDGs), the Convention on Biological Diversity (CBD), the United Nations Convention on Combating Desertification (UNCCD), and the United Nations Framework Convention on Climate Change (UNFCCC);

b. leverage opportunities for FLR to capture synergies among national and international commitments already made, and FLR initiatives already underway, to address climate change, land degradation, food and water security, biodiversity conservation, and resilience;

c. affirm national FLR commitments as contributions to the AFR100 target of restoring 100 million hectares of deforested and degraded landscapes by 2030;

d. develop strategies for achieving the AFR100 target and mobilising partners as well as technical and financial resources to learn from and scale up restoration successes, with attention to promoting good practices (including the use of native vegetation), facilitating finance, and monitoring progress; and

e. collaborate in developing strategies to advance the use of renewable energy and provision of alternatives to wood fuels that are not being produced in a sustainable manner and therefore contribute to forest degradation and deforestation in many landscapes.
RECALLING Resolution 3.013 *The uses of the IUCN Red List of Threatened Species* (Bangkok, 2004), which requested the Species Survival Commission (SSC) to convene a worldwide consultative process to agree a unified methodology to identify Key Biodiversity Areas (KBAs);

FURTHER RECALLING Resolution 5.036 *Biodiversity, protected areas, and Key Biodiversity Areas* (Jeju, 2012), which welcomed the efforts of the World Commission on Protected Areas (WCPA)/SSC Joint Task Force on Biodiversity and Protected Areas in consolidating standards for the identification of KBAs as sites contributing significantly to the global persistence of biodiversity;

RECOGNISING that since the 1970s BirdLife International Partners have documented and promoted the conservation of more than 12,800 Important Bird and Biodiversity Areas (IBAs) using globally standardised criteria in bottom-up multi-stakeholder processes;

RECOGNISING that other organisations have developed similar processes to identify important sites for subsets of biodiversity, including Alliance for Zero Extinction sites, NatureServe Network B-ranked sites, Important Fungus Areas, Important Plant Areas, Prime Butterfly Areas, Important Marine Mammal Areas and freshwater, marine and terrestrial KBAs;

RECOGNISING the widespread application of, and further demand for, information about such important sites by Multilateral Environmental Agreements (MEAs), finance institutions, the private sector, governments and the conservation community;

FURTHER RECOGNISING the importance of KBAs for indigenous and local communities living in and around them;

THANKING the WCPA and SSC, supported by IUCN Members and the Director General, for their efforts in developing a global standard for the identification of KBAs;

GRATEFUL for financial and in-kind support from a wide range of organisations to develop this standard;

WELCOMING the adoption of the 'IUCN Standard for the Identification of Key Biodiversity Areas' by IUCN Council in April 2016; and

WELCOMING the development of a KBA Partnership to bring together a coalition of organisations that are committed to coordinating jointly the identification and promotion of KBAs using the new IUCN Standard;

The World Conservation Congress, at its session in Hawai‘i, United States of America, 1-10 September 2016:

1. REQUESTS the Director General and Commissions to work with KBA Partners to fundraise for identifying, promoting and protecting KBAs;

2. INVITES Commissions, Members and other institutions, as appropriate, to work with KBA Partners to identify and document KBAs through:

   a. completing the documentation of existing important sites for biodiversity using the new KBA Standard;
b. applying the Standard to elements of biodiversity for which sites have yet to be identified, so filling taxonomic and geographic gaps;

c. monitoring the condition, threats and conservation measures at KBAs to keep documentation up to date; and

d. creating an effective knowledge sharing platform/network among stakeholders, practitioners, researchers, scientists etc.

3. INVITES governments to:

a. use KBAs to support the identification of sites for establishing new and expanding existing protected areas and other effective area-based conservation measures (OECMs);

b. use the coverage of KBAs by protected areas and OECMs as an indicator for Aichi Biodiversity Target 11 and Sustainable Development Goals 14 and 15;

c. use KBAs for focusing conservation action for species and ecosystems, as appropriate;

d. recognise and provide opportunities for indigenous and local communities living in and around KBAs to participate in their safeguarding, planning and governance, as appropriate; and

e. to invest in the identification and documentation of KBAs;

4. INVITES relevant MEAs to work with their Parties to use KBAs to inform the location of new or expanded protected areas, OECMs and conservation actions as appropriate;

5. ENCOURAGES the private sector, finance institutions and donors to consider KBAs as critical habitats for environmental and sustainability safeguards;

6. INVITES the conservation community to use KBAs to inform conservation planning, priority setting and implementation; and

7. ENCOURAGES donors to support the KBA Partnership in identifying and promoting KBAs and to direct resources at KBA conservation.
045 - Protection of biodiversity refuge areas in the Atlantic biogeographical region

OBSERVING that the Cantabrian-Atlantic area of the Iberian Peninsula is one of the areas for which the highest quantity of palaeoenvironmental information is available, data that derive from several decades of research, which have made it possible to establish the dynamics of vegetation and ecosystems in relation to climate change over the last 100,000 years;

INDICATING that from the results obtained, it has been possible to confirm the existence in the Cantabrian-Atlantic region of areas that constituted refuges for biodiversity during the ice ages when biological groups adapted and evolved to the consequences of climate change, giving rise to a large number of endemic taxa;

CONSIDERING that these areas in themselves constitute an element of biodiversity and that the identification of these areas and their dynamics is vital when it comes to defining biodiversity conservation strategies, and that, due to their characteristics, these areas play a key role in the maintenance and favourable conservation status of wild habitats and species within the current context of global climate change, in particular by hosting species that may migrate to northern regions in search of more suitable habitat, and BEARING IN MIND the importance of the Spanish Atlantic region at a European level, since the Iberian Peninsula acts as a large reservoir of biodiversity;

HIGHLIGHTING the fact that biodiversity is being lost globally at an unprecedented rate and that this trend is also true for Spain, since most of the habitats and species have an unfavourable conservation status;

WARNING that the causes of biodiversity loss are not going to be mitigated or disappear over the next few decades unless decisive, urgent measures are adopted;

AWARE that there is still insufficient knowledge about biodiversity in Spain and that existing information needs to be updated; and

RECOGNISING that this Resolution relates to the measures included in the Spanish "Strategic Plan for Natural Heritage and Biodiversity 2011–2017", mainly in four of the goals;

The World Conservation Congress, at its session in Hawai‘i, United States of America, 1-10 September 2016:

1. CALLS ON the Director General to:
   a. collaborate with Members and Commissions, especially in the Atlantic biogeographical region, to achieve greater awareness of biodiversity conservation, and, more specifically, the protection of biodiversity refuges;
   b. provide technical and programmatic support to promote and strengthen existing initiatives and to share information on their conservation; and
   c. urge the European member states, and Spain in particular, as well as their regional governments, to promote effective measures to protect these areas, through the identification of such areas and the subsequent drawing up of management plans, or to reflect the importance of biodiversity refuges within existing management plans;

2. ENCOURAGES all Members and the Spanish administrations with competence in this field to cooperate and increase the efforts made to identify, protect and conserve these areas of special importance for conservation, as well as to
collaborate in the transfer of information on biodiversity within the Spanish Atlantic region to the managers of this land and to the scientific community; and

3. URGES the European Union and its Member States to provide funds for the identification and protection of these biodiversity refuge areas in the Spanish Atlantic region and for the analysis of their sensitivity to climate change, studying the effects of the latter on these areas of importance for biodiversity conservation within the Spanish Atlantic region.
046 - Securing the future for global peatlands

NOTING that peatlands occur in every continent of the world;

RECOGNISING that peatlands occupy 3% of the Earth’s land surface area yet store more carbon than all the world’s vegetation, including all forests, and that damaged peatlands release two gigatonnes of carbon to the atmosphere each year, equivalent to the carbon emissions of all air travel;

RECOGNISING that peatlands are among the most valuable ecosystems on Earth (also providing clean water and playing a key role in flood management), and support a wide range of rare, specialist and threatened biodiversity, and are valuable as a palaeontological archive;

RECOGNISING that peatlands are areas of geological interest on our planet and that they are of great scientific interest in recording climate evolution, the composition of the atmosphere, geological processes and agents, as well as biodiversity during the Quaternary Period;

WELCOMING the recognition by international environmental agreements and initiatives, including the Convention on Biological Diversity (CBD) and the Ramsar Convention, of the importance of peatlands for climate change, biodiversity conservation, and a wide range of ecosystem services, and RECALLING that the restoration and sustainable use of peatlands has long been recognised as a priority under such activities but that implementation of these has been largely ineffective;

RECOGNISING that a workshop held during the IUCN World Conservation Congress at its session in Jeju, Republic of Korea (2012) called for IUCN to provide a focus for peatland action, for work with the business and private sector to secure funding, and for support to international efforts to share good practice and science relating to peatlands;

ACKNOWLEDGING the commitment to action for peatlands in the draft IUCN Programme 2017-2020, the work of National Committees, such as the IUCN National Committee for the United Kingdom Peatland Programme, and the work of Members such as Wetlands International;

GRATEFUL that the IUCN National Committee for the United Kingdom has pioneered procedures to re-wet peat, to restore biodiversity, reduce emissions and sequester greenhouse gases;

TROUBLED that peat is being lost rapidly through peat forest fires, conversion of peatlands for agricultural uses, mining for fuel, mining to sell in horticulture, and to enable construction;

ALARMED at the potential for catastrophic loss of carbon, biodiversity and harm to water systems if action is not taken to halt the loss of peatlands and to restore damaged peatlands;

ALSO ALARMED that in Borneo and Sumatra and the Malay Peninsula peat forests are being increasingly drained, sometimes unlawfully burned, and converted to oil palm plantations, causing severe fires, harm to water systems, and catastrophic loss of carbon and biodiversity, and that this peat destruction has released such vast amounts of CO2 that this region now contributes greenhouse gas emissions comparable to those of China or the USA, a sign it is time for action to be taken to halt the loss of peatlands and to restore damaged peatlands; and

CONCERNED that globally, there exists no legal provision for the stewardship of peat and peatlands, unless coincidentally peatland is located in a designated protected area or is subject to wetland preservation laws;
The World Conservation Congress, at its session in Hawai‘i, United States of America, 1-10 September 2016:

1. RECOMMENDS that the Commission on Ecosystem Management should develop or endorse an existing scientific definition of peatland to be applied by the United Nations Food and Agricultural Organization (FAO) in its Soils Charter, by the Ramsar Convention in its classification of wetland type, and by IUCN;

2. REQUESTS the World Commission on Environmental Law to prepare draft legislation for nations to use as a guideline recommending how to preserve and restore peatlands and how to include them alongside forests in all relevant intergovernmental agreements relating to climate change, geodiversity and biodiversity;

3. CALLS ON National Committees to cooperate with the Secretariat, Commissions and Members in developing or contributing to country-focused programmes to protect, restore and sustainably manage peatlands taking cognisance of the strategic actions of the FAO 'guidance for climate change mitigation by conservation, rehabilitation and sustainable use of peatlands' and the ongoing work of the Ramsar Convention particularly under Ramsar Resolution XII.11 on peatlands, climate change and wise use (2015);

4. URGES states to place a moratorium on peat exploitation until their legislation is strengthened to ensure peatlands are protected or managed through wise use principles; and

5. RECOMMENDS states to give appropriate consideration to the importance of the preservation of peatlands when implementing activities to reduce deforestation and forest degradation.
047 - Protection, restoration and sustainable use of urban water bodies in India

BEARING IN MIND that water is essential for life and that in an urban setting the role of water bodies becomes crucial for the functioning of urban ecosystems;

WELCOMING the call through United Nations Sustainable Development Goal 11 to protect, restore and promote the sustainable use of urban water bodies;

RECOGNISING that the revival of water bodies is becoming an imperative, as urban India is growing rapidly and causing serious existential threats to water bodies;

AWARE that a significant number of water bodies located in six major cities of India – Delhi, Chennai, Bangaluru, Hyderabad, Kolkata and Mumbai – are either encroached on, polluted, dried up or facing severe threat;

NOTING that water bodies in cities are not only sources of surface water but essential for maintaining already stressed water tables to provide water for millions of people, for supporting ecosystem services and providing habitat to birds, including migratory birds, and other species;

ALSO NOTING that, as an example, in Delhi during the last four decades, of 1,012 water bodies, 349 have dried up, 165 have been encroached on and others are facing existential threats, and that these trends are common to other cities;

FURTHER NOTING that although environmental and research groups have time and again raised their concerns over the loss of water bodies essential for maintaining groundwater levels, year-by-year all major cities in India are losing their water bodies;

OBSERVING that in Bengaluru, lakes also act to mitigate floods, but that as many as 2,789 lakes in that city are facing various stages of decay; and

CONCERNED that the existing water bodies across all six major cities in India are facing multi-level pressures – such as eutrophication, waste dumping, unloading of sewage water, siltation, encroachment, and toxic pollution from industrial effluents and bad management – and that these have threatened the existence of valuable and productive water bodies in the cities;

The World Conservation Congress, at its session in Hawai’i, United States of America, 1-10 September 2016:

1. CALLS ON IUCN Members in India:

a. to adopt collaborative approaches at national, state and district level to address the threats faced by urban water bodies;

b. to collaborate for the protection and restoration of urban water bodies through scientific research, water quality monitoring and other relevant practices; and

c. to raise awareness of the importance of protection, restoration, and conservation of urban water bodies; and

2. URGES the Government of India (GoI):

a. to take all measures necessary to protect, restore and sustainably use urban water bodies, focusing especially on the water bodies located in major cities;

b. to give special attention to monitoring the quality of existing water bodies and
enabling robust measures to mitigate threats; and

c. to incorporate the protection and sustainable use of urban water bodies as one of the top priorities in GoI’s 100 Smart Cities Plan.
050 - Cooperation for the conservation and protection of coral reefs worldwide

RECALLING that coral reefs and lagoons cover 600,000 km² of our planet, that they are found in over 100 countries and territories, and are home to around 25% of all known marine species and occupy only 0.2% of the world’s ocean floor;

UNDERLINING the importance of the services provided by coral ecosystems in terms of the sociocultural and cultural well-being and sense of identity of human populations, and recalling that half a billion people are involved and that the economic prosperity of certain major financial sectors depends on their proper functioning every day;

NOTING that coral bleaching events have become increasingly frequent, severe and widespread over the last few decades, and include those associated with the El Niño and La Niña phenomena, and that models predict that this will continue in the future;

ALSO RECALLING decision VII/5 of the Seventh meeting of the Conference of the Parties to the Convention on Biological Diversity (CBD COP7, Kuala Lumpur, Malaysia, 2004), which describes the difficulties involved in protecting coral reefs and marine ecosystems, and Aichi Biodiversity Target 10, which states that "By 2015, the multiple anthropogenic pressures on coral reefs, and other vulnerable ecosystems impacted by climate change or ocean acidification are minimized, so as to maintain their integrity and functioning";

NOTING that, according to the Global Biodiversity Outlook 4 report, Aichi Biodiversity Target 10 has not been attained and coral reefs are continuing to decline worldwide;

NOTING ALSO that, in the outcome document of the United Nations Conference on Sustainable Development entitled, “The Future We Want” (2012, paragraph 176), which recalls that: “We also recognize the significant economic, social and environmental contributions of coral reefs, in particular to islands and other coastal States, as well as the significant vulnerability of coral reefs and mangroves to impacts including from climate change, ocean acidification, overfishing, destructive fishing practices and pollution”;

BEARING IN MIND the outcome document of the United Nations Sustainable Development Summit 2015 entitled, “Transforming our World; the 2030 Agenda for Sustainable Development”, in particular paragraph 14, which, among other things, recognises that the adverse effects of climate change are seriously affecting coastal areas and low-lying coastal countries, including many least developed countries and small island developing States; as well as Sustainable Development Goal 14: “Conserve and sustainably use the oceans, seas and marine resources”;

WELCOMING the existence of the International Coral Reef Initiative (ICRI), and several regional and national initiatives;

STRESSING the scientific community’s recognition of the need to strengthen monitoring and observation of coral reefs worldwide, particularly in order to learn more about their resilience mechanisms; and

UNDERLINING the need to strengthen regional cooperation for the conservation, protection, monitoring and sustainable management of coral reefs and associated ecosystems as part of a regional and global vision;

The World Conservation Congress, at its session in Hawai‘i, United States of America, 1-10 September 2016:
ASKS States and both regional and international organisations responsible for environmental and economic sustainability issues to strengthen regional cooperation on the conservation of coral reefs and associated ecosystems, in order to achieve Aichi Biodiversity Target 10, and more specifically to:

a. establish regularly, through regional reports, a global summary of the status of coral reefs, using standardised methodological tools; and

b. develop and strengthen international, regional and national initiatives by:

i. adopting integrated management and spatial planning approaches for the conservation of coral reefs and associated ecosystems;

ii. implementing conservation projects for coral reefs and globally important species, in particular aiming to reduce anthropogenic threats;

iii. building stakeholders’ capacities regarding the integrated management of coral reefs and associated ecosystems;

iv. promoting the implementation and dissemination of best practices to improve the management, protection and conservation of coral reefs; and

v. promoting scientific cooperation and the development of awareness-raising actions, particularly participatory science approaches.
051 - International biofouling

RECALLING Recommendation 1.77 Marine Pollution and MARPOL (Montreal, 1996), strongly urging the International Maritime Organization (IMO) to work towards a binding framework to control the introduction of unwanted aquatic organisms from ballast water;

FURTHER RECALLING that Member States of the IMO committed to minimise the transfer of non-indigenous species in adopting the International Convention for the Control and Management of Ships' Ballast Water and Sediments, 2004;

FURTHER RECALLING that the Marine Environment Protection Committee of the IMO adopted resolution MEPC.207(62), 2011, the first set of international recommendations for the control and management of vessel biofouling;

NOTING that Part XII, Section 1, Article 196 of the United Nations Convention on the Law of the Sea (UNCLOS) provides the global framework requiring states to work together to prevent, reduce, and control pollution of the marine environment;

FURTHER NOTING the Objectives of Article 1 of the Convention on Biological Diversity, 1992, and that the transfer and introduction of non-indigenous species through biofouling from ships threatens the conservation and sustainable use of biological diversity;

MINDFUL that 90% of world trade is carried by sea, demanding a globally consistent approach;

CONCERNED that biofouling of vessels is as harmful as ballast water discharge, a human-made vector for non-indigenous species;

RECOGNISING that implementing practices to control and manage biofouling of ships can reduce the spread of non-indigenous species, and reduce ship-borne greenhouse gas emissions through greater hydrodynamic performance;

FURTHER RECOGNISING that the interconnection of ports worldwide justifies the development and implementation of mandatory international biofouling standards; and

AWARE OF the substantial steps taken by Australia, New Zealand, and several jurisdictions in the United States to address and implement biofouling management;

The World Conservation Congress, at its session in Hawai‘i, United States of America, 1-10 September 2016:

1. CALLS ON the Director General to:

a. promote and support cooperation among Members, governments, the business sector, stakeholders and academia for the exchange of information, knowledge, technology, and best practices to prevent non-indigenous species introduction through biofouling; and

b. urge governments to create and implement legal frameworks to share responsibility for the prevention of non-indigenous species introduction through biofouling;

2. URGES all Members to recognise the urgent need for international coordination and cooperation to address biofouling;
3. STRONGLY URGES the IMO to work towards establishing mandatory measures to address the transfer of harmful aquatic organisms and pathogens from ship biofouling; and

4. ENCOURAGES the international community to ratify the International Convention for the Control and Management of Ships' Ballast Water and Sediments, 2004.
052 - Promoting regional approaches to tackle the global problem of marine debris (litter)

RECOGNISING the contribution of IUCN’s Global Marine and Polar Programme, and many IUCN Members, to understanding of marine plastics and their environmental impacts;

NOTING that plastic debris has become a very serious problem affecting the marine environment, not only for coastal areas of developing countries that lack appropriate waste management infrastructure, but also for the world’s oceans as a whole due to slowly degrading large plastic items generating microplastic particles that spread over long distances by wind-driven ocean surface layer circulation;

RECALLING Resolution 5.136 Effective strategy and actions to address the worsening problem of petrochemical plastic and other solid wastes (Jeju, 2012);

REAFFIRMING the commitment of United Nations Member States in 'The Future We Want' and 'Transforming Our World: the 2030 Agenda for Sustainable Development' to conserve and sustainably use the oceans, seas and marine resources;

RECALLING United Nations General Assembly Resolution 70/235 Oceans and the law of the sea, which notes with concern that a range of human-related threats, including marine debris, may severely impact marine life and calls upon states and competent international organisations to cooperate and coordinate their research efforts to reduce these impacts and preserve the integrity of the whole marine ecosystem while fully respecting the mandates of relevant international organisations;

FURTHER RECALLING the ongoing work of the United Nations Environment Programme (UNEP) to better understand and reduce marine debris, including the adoption of United Nations Environment Assembly (UNEA) Resolution 1/6 Marine plastic debris and microplastics (2014), which called on the Executive Director of UNEP, in consultation with other relevant institutions and stakeholders, to undertake a study on marine plastic debris and marine microplastics, as well as UNEA 2 Resolution UNEP/EA.2/L.11/Rev.1 Oceans and Seas (2016);

WELCOMING the Global Partnership on Marine Litter’s work to support this study;

EMPHASISING the importance of reducing the use of petrochemical plastics, especially related to the production of disposable items, and preventing their leakage into the environment, and of capturing the economic value of plastic wastes in order to incentivise plastic waste treatments and provide socio-economic benefits to local communities through processes such as conversion to materials or energy;

NOTING that scientific studies and the report of the first World Ocean Assessment underline the emerging problem of microplastic particles and express concern about the impact on the environment and potential impacts on human health from microplastics entering waterways and marine food chains; and

FURTHER NOTING that Fish Aggregation Devices (FADs), estimated at more than 100,000 in number, are set adrift in tropical oceans each year, with impacts on threatened marine species, including sharks, and that many of these FADs sink in the ocean or wash up on reefs;

The World Conservation Congress, at its session in Hawai’i, United States of America, 1-10 September 2016:

1. CALLS ON the Director General to:
a. foster intersectoral cooperation to prevent, reduce and manage debris, including from land-based sources, at local and regional levels; and

b. promote and support the exchange of information, technology, capacity building and best practice among Members, Commissions, industry, academia and governments on socio-economically viable innovations in recovery and treatment of plastic waste;

2. ENCOURAGES State Members to reduce existing marine debris by:

   a. developing effective methods to locate marine debris accumulations;

   b. developing effective systems for reporting marine debris accumulations; and

   c. developing capacity, coordination and research to provide biologically sensitive mechanisms for marine debris removal;

3. ENCOURAGES Members to progress the solutions and recommendations of the UNEP Executive Director’s assessment on the environmental impacts of marine plastics;

4. URGES all Members to follow up on the recommended actions, as appropriate, of the UNEP Executive Director’s report on marine plastic debris and microplastics;

5. CALLS ON the international community to accelerate the development of:

   a. waste collection infrastructure and plugging of post-collection leakage;

   b. commercially viable treatment options to convert plastic waste to material or energy;

   c. innovations in recovery and treatment technologies for waste; and

   d. prevention measures to reduce or eliminate the use of microbeads in products;

6. ALSO CALLS ON the international community to find ways to prevent, reduce and manage debris from land-based and marine-based sources, including those associated with lost or abandoned fishing gear, such as Fish Aggregation Devices, and to remove accumulated marine debris from the coastal and marine environment;

7. ENCOURAGES relevant organisations and their member states to provide leadership in developing regional approaches to tackling waste generation, management and disposal; and

8. ALSO CALLS ON IUCN Members to increase their efforts to change behaviour – of individuals, communities, businesses and other stakeholders – leading to prevention of marine debris at local, national, and regional scales.
054 - Ecological connectivity on the north coast of the Alboran Sea

RECOGNISING the Alboran Sea as one of the most important marine biodiversity reservoirs in the world and as the European sea with the highest diversity of species;

RECALLING its strategic geographical location, forming a natural border between the Atlantic Ocean and the Mediterranean Sea, being situated at the closest point between the continents of Europe and Africa and, therefore, an essential enclave for migratory processes;

CONSIDERING that the Alboran Sea forms part of the Mediterranean, a basin that is protected by international commitments such as the Mediterranean Action Plan or the Network of Managers of Marine Protected Areas in the Mediterranean;

AWARE of the Alboran Sea’s dependency on the conservation status of its shores, subject to high demographic pressure with corresponding effects on biodiversity, water quality and the availability of resources;

AWARE that a large part of this coastline has been profoundly transformed by human actions, especially through urban development, in some cases to extreme levels, leading to the disappearance of entire habitats;

NOTING that the Autonomous Government of Andalusia has made notable efforts to protect the north coast of the Alboran Sea, protecting the most important ecosystems on the Andalusian coast that are still intact or have suffered few changes;

RECOGNISING the need to protect the ecosystems that have remained undisturbed by human activities or that have been only partially modified and are not legally protected, as well as the urgent need to restore habitats wherever possible; and

CONCERNED about the existence of a road network along the coast of Andalusia, which forms a powerful artificial barrier isolating coastal ecosystems from other surrounding natural areas, and hampering or preventing processes of ecological connectivity;

The World Conservation Congress, at its session in Hawai’i, United States of America, 1-10 September 2016:

1. CALLS ON Members to collaborate actively with the Director General and Commissions, especially in Europe and the Mediterranean region, to develop actions aimed at improving the status of coastal ecosystems, their connectivity and to disseminate information about the problems they are facing;

2. ENCOURAGES Commissions to provide technical and programmatic support to promote and strengthen existing initiatives and to share information on their conservation;

3. URGES IUCN State Members that border on Alboran Basin, as well as their regional governments, to promote effective measures to improve the status of the coastal ecosystems in the Alboran Sea;

4. URGES the European Union and its Member States to provide funds for the creation of green infrastructure, which allows for the restoration of ecological connectivity between coastal ecosystems and those inland, in addition to the development of actions to rehabilitate and restore coastal ecosystems;

5. ENCOURAGES Spanish administrations with competence for the Andalusian coastline to maintain and increase efforts made to protect coastal ecosystems and
to rehabilitate and restore coastal habitats that have disappeared or are declining, as well as to open up new lines of work aimed at the restoration of ecological connectivity;

6. REQUESTS the declaration of the Alboran Sea as an oil and gas free zone, as well as the ratification by Spain of the International Convention for the Control and Management of Ships' Ballast Water and Sediments (2004) and adoption by Spain of International Maritime Organization (IMO) guidelines, with a view to future regulation that includes specific measures to reduce underwater noise; and

7. ENCOURAGES efforts to expand knowledge of pressures arising from interactions between marine and terrestrial areas.
055 - Declaration of Astola Island as a Marine Protected Area

NOTING that there is no Marine Protected Area off the coast of Pakistan;

AWARE that fishing communities are suffering from a lack of fish stock owing to over-fishing by large trawlers that come within the 15-mile zone allocated for local fishing only;

FURTHER AWARE that the Government of Pakistan scheduled Astola Island as a Marine Preserve in 2007;

RECALLING IUCN’s strong commitment to the conservation of marine species and habitats, as reflected in past Resolutions and Recommendations, such as Resolution 5.076 *Accelerating the global pace of establishing marine protected areas and the certification of their effective management* (Jeju, 2012);

BELIEVING IN the importance of Marine Protected Areas for increasing marine biodiversity;

ACKNOWLEDGING that all stakeholders, governmental and private, must be on board from the beginning, with clear No Objection Certificates (NOCs) being issued by all Federal and Provincial Departments;

ALSO ACKNOWLEDGING both the need for fishing communities to thoroughly understand that a Marine Protected Area will eventually be for their benefit, and the need for alternative livelihoods to be encouraged and supported by all stakeholders, especially non-governmental organisations that work along the coast; and

RECOGNISING that sustainable funding mechanisms must be in place for at least ten years;

The World Conservation Congress, at its session in Hawai‘i, United States of America, 1-10 September 2016:

1. CALLS ON the Director General, Commissions and Members to support and endorse the establishing of Astola Island as a Marine Protected Area in Pakistan;

2. REQUESTS the Director General, with the assistance of Council, Commissions and Members, to assist both technically and intellectually with the methodology for establishing such a Marine Protected Area;

3. ALSO REQUESTS the Director General to encourage Members to support further research pertaining to a Marine Protected Area at Astola Island; and

4. URGES State and Government Agency Members in Pakistan to support the establishment of this Marine Protected Area and to help formulate effective legislation to protect the Marine Protected Area for at least five years from its inception in the field.
Protecting coastal and marine environments from mining waste

WELCOMING the call through United Nations Sustainable Development Goal 14 for States to conserve and sustainably use the oceans, seas and marine resources for sustainable development;

NOTING Target 14.1 to prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities;

ALSO NOTING Aichi Biodiversity Target 8 that "by 2020, pollution, including from excess nutrients, has been brought to levels that are not detrimental to ecosystem function and biodiversity";

OBSERVING article 210 of the United Nations Convention on the Law of the Sea (UNCLOS) that "States shall adopt laws and regulations to prevent, reduce and control pollution of the marine environment by dumping";

AWARE that the objective of the Convention on the Prevention of Marine Pollution by Dumping of Wastes and Other Matter (London Convention) and its Protocol is to promote the effective control of all sources of marine pollution, and that Contracting Parties shall take effective measures to prevent pollution of the marine environment caused by dumping at sea;

ALSO AWARE that the dumping of mining waste on the sea floor (submarine tailings disposal – STD), and the marine and coastal depositing of mining-related wastes may significantly harm the marine environment – for example by contamination of water and air through heavy metals, distribution of contaminants through submarine currents, destruction of marine and coastal habitat and biodiversity, modification of the coastal line, loss of natural and cultural heritage, sedimentation of bays and ports – and may negatively affect human health and activities;

EXHORTING all States to restore all their coastlines affected by mine waste, whether old or recent, whilst ensuring that this restoration process does not affect the environment, human health, human activities and the conservation of our natural and cultural heritage;

OBSERVING that most nations have moved away from the practice of STD due to its harmful effects on the marine environment, and that many good alternatives of backfilling and alternative use of mining waste exist;

CONCERNED that a few countries continue to allow dumping of mining waste in their coastal waters and are continuing to accept proposals for this practice;

ACKNOWLEDGING that if dumping of mining waste had happened from a ship, it would have been regulated by the London Convention and Protocol;

TROUBLED that dumping of mining waste from land with potential significant harmful effects through pollution, smothering of marine life etc. is currently not explicitly covered by any international regulations; and

WELCOMING the collaboration between the United Nations Environment Programme’s Global Programme of Action for the Protection of the Marine Environment from Land-based Activities (UNEP-GPA), International Maritime Organization (IMO) and the London Convention and Protocol to address the problem of submarine tailings disposal;
The World Conservation Congress, at its session in Hawaiʻi, United States of America, 1-10 September 2016:

1. REQUESTS the Director General to communicate this Resolution to the countries concerned and to discuss with their governments in order to find possible alternatives and stop the destruction and degradation of marine habitats by dumping of mining waste;

2. CONGRATULATES those nations that have implemented regulations against dumping of mining waste in their water bodies;

3. CALLS ON all states to ban marine disposal of mine tailings for new mines as soon as possible, and to plan a stop to ongoing marine disposal sites;

4. AFFIRMS that to fulfil Target 14.1 of the SDGs, as well as the objectives of UNCLOS and the London Convention and Protocol, regulations should be put in place to regulate and ultimately stop the use of marine disposal of mining waste; and

5. ASKS UNEP-GPA and IMO to recommend regulation of submarine tailings disposal from land-based activities in the same manner as in the open sea, applying the general principles of the IMO, and the London Convention and Protocol.
057 - Protecting the world’s greatest salmon fishery in Bristol Bay, Alaska from large-scale mining

RECALLING the numerous Resolutions and Recommendations regarding both mining and indigenous peoples that have been adopted by IUCN General Assemblies and World Conservation Congresses;

CONSIDERING that the Bristol Bay watershed is an unparalleled ecological and economic resource of global significance, supporting the world’s largest salmon fishery, sport and subsistence fishing and hunting, and tourism;

RECOGNISING that the Bristol Bay watershed has sustained indigenous peoples in Alaska for millennia;

NOTING that the Bristol Bay watershed provides habitat for more than 29 fish, 40 mammal, and 190 bird species;

AWARE that the Bristol Bay watershed also contains low-grade mineral deposits, including the proposed Pebble Mine;

ALARMED that, if developed as proposed, the Pebble Mine would be the largest gold and copper mine in North America, producing over 10 billion tons of mining waste;

TROUBLED that as little as a two to eight parts per billion (2-8 x 10^-9) increase in copper above background levels can be toxic to salmon;

DISMAYED that plans for the Pebble Mine require the construction of a port in critical habitat for Cook Inlet beluga whales (Delphinapterus leucas), which are designated as Critically Endangered on the IUCN Red List of Threatened Species;

COMMENDING the United States Environmental Protection Agency for conducting a scientific assessment which concluded that large-scale mining of the Pebble deposit would result in “significant” and even “catastrophic” effects;

HIGHLIGHTING the overwhelming opposition to the Pebble Mine, including 85% of commercial fishermen, 81% of indigenous peoples, and 80% of residents in Bristol Bay;

CONCERNED that the construction of infrastructure necessary to build the Pebble Mine will enable the development of North America’s largest mining district in the Bristol Bay watershed; and

ALSO CONCERNED that if action isn’t taken to stop large-scale mining in the Bristol Bay watershed, it will have devastating impacts on the region’s environment, economies, and indigenous peoples;

The World Conservation Congress, at its session in Hawai‘i, United States of America, 1-10 September 2016:

1. CALLS ON the Director General, Commissions and Members to support, as appropriate, through administrative, technical, scientific, and financial assistance, the local indigenous peoples, tribes, and non-governmental organisations (NGOs) of Bristol Bay working to prevent large-scale mining in the Bristol Bay watershed including, in particular, the proposed Pebble Mine;

2. URGES that the Bristol Bay watershed be protected from large-scale mining like the Pebble Mine; and
3. ALSO URGES the Government of the United States to consider the historic importance of preserving the Bristol Bay watershed from an economic, environmental and cultural heritage perspective, and to take the necessary measures to prevent the granting of permits for large-scale mining in the Bristol Bay watershed.
058 - Concerns about whaling under special permits

RECALLING IUCN’s support for the decision by the International Whaling Commission (IWC) to establish a worldwide moratorium on commercial whaling, including Recommendations 17.46 Whaling (San José, 1988), 18.34 Cetacean Conservation and the International Whaling Commission Moratorium (Perth, 1990), and 19.63 Commercial Whaling (Buenos Aires, 1994);

RECOGNISING that Article VIII of the International Convention for the Regulation of Whaling (ICRW) allows contracting governments to issue special permits to take whales for purposes of scientific research;

CONCERNED that Japanese whaling vessels have taken over 15,000 whales under special permits issued since the moratorium, including over 10,000 whales in what is now the Southern Ocean Sanctuary;

NOTING that products from these hunts are sold;

NOTING that the IWC has adopted 22 resolutions calling on Japan to halt or restrict its whaling under special permits;

NOTING the 2014 Judgment of the International Court of Justice (ICJ) that Japan’s JARPA II programme of whaling in the Antarctic was not in conformity with Article VIII of the ICRW;

FURTHER NOTING that IWC Resolution 2014-5 Resolution on Whaling under Special Permit, section 3, requested parties not to issue any further special permits for takes of whales until the IWC has considered the report of the Scientific Committee and made such recommendations on the merits or otherwise of the special permit programme as it sees fit, which has not yet happened;

AWARE that Japan accepted the ICJ judgment and conducted only non-lethal whale research in the Antarctic in the 2014/15 season, but in October 2015 withdrew its recognition of ICJ compulsory jurisdiction over disputes involving living marine resources;

FURTHER AWARE that Japan’s current research programmes, NEWREP-A and JARPN II, of which lethal sampling is an integral component, are ongoing and that the implementation of the programmes as they currently stand will require the issuance of further special permits;

CONCERNED that Japan in December 2015 issued a special permit allowing the take of 333 minke whales in the Southern Ocean in the 2015/16 season under a new research plan that was reviewed by an expert panel appointed by the IWC Scientific Committee (SC), which concluded that the proposal did not demonstrate the need for lethal sampling; and

CONSIDERING the January 2016 letter published in Nature from 32 members of the SC finding that the science underlying Japan’s research plan did not pass a reasonable standard of peer review;

The World Conservation Congress, at its session in Hawai`i, United States of America, 1-10 September 2016:

1. REQUESTS the Director General to convey this Recommendation to the Secretary General of the United Nations, the Executive Director of the United Nations Environment Programme and the Secretary of the IWC, and to help ensure that the IUCN Secretariat and Commissions assist in its implementation;
2. REAFFIRMS its view that the IWC remains the appropriate global authority for the management of whaling, and calls on all IUCN Members, including both members and non-members of the IWC, to abide by IWC resolutions, regulations, and procedures;

3. CALLS UPON Japan to revoke any existing special permit under Article VIII of the ICRW for whale research in the Southern Ocean and in the western North Pacific and to remove lethal sampling components from its whale research programmes;

4. CALLS UPON all States to refrain from issuing any further special permits under Article VIII of the ICRW; and

5. EMPHASISES the need for the continuation and expansion of non-lethal research on whales and for international collaboration.
060 - Pacific region climate resiliency action plan

RECOGNISING that the Pacific Region, including the Pacific Islands and continental areas, constitute a discrete region sharing similar environmental, social, economic, and cultural challenges and opportunities;

NOTING WITH CONCERN that climate change threatens the livelihood of Pacific Island States, as well as numerous coastal communities on the continents of the Americas, Asia, and Australia;

AWARE of Climate Change Declarations made by Pacific Islands Forum Leaders, namely: Niue Declaration on Climate Change 2008, Majuro Declaration for Climate Leadership 2013 and Pacific Island Forum Leaders Declaration on Climate Change Action 2015;

ALSO AWARE of the 'Pacific Islands Framework for Action on Climate Change 2006 –2015' (PIFACC) and the draft 'Strategy for Climate and Disaster Resilient Development in the Pacific' (SRDP);

RECOGNISING the tradition of navigation among Pacific Island cultures, which the Polynesian Voyaging Society's World Wide Voyage has demonstrated to the world, as well as the interconnectedness of humankind across the Pacific Ocean, the largest ocean on the planet;

ALSO RECOGNISING the important role that organisations and fora such as the Secretariat of the Pacific Community (SPC), the Secretariat of the Pacific Regional Environment Programme (SPREP), the Pacific Islands Forum Secretariat (PIFS) and the Small Island Developing States (SIDS) Action Platform, and their relevant initiatives, play in fostering regional cooperation and action on climate change;

ALSO AWARE OF the SIDS Accelerated Modalities of Action (SAMOA) Pathway;

NOTING that WCC presents an opportunity for countries of the Pacific region to agree to work together to improve Pacific climate resiliency efforts and to address common threats such as sea level rise, ocean acidification, pollution, displacement of indigenous culture, loss of biodiversity, overfishing, and natural disasters; and

FURTHER ACKNOWLEDGING the WCC can provide a major global forum to unite Pacific communities to consider a blueprint for a Pacific Region Climate Resiliency Agreement at future events such as the 2017 United Nations Oceans Summit, which will focus on ensuring actions by 2030 on United Nations Sustainable Development Goal 14 (SDG 14 – the 'Ocean Goal');

The World Conservation Congress, at its session in Hawai‘i, United States of America, 1-10 September 2016:

1. INVITES Members in Pacific Islands to develop a Pacific region climate resiliency action plan as a contribution towards the implementation of the Paris Agreement concluded at the 21st session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (UNFCCC COP21 – Paris, 2015) to address climate change in the Pacific region; and

2. ENCOURAGES Members in Pacific Islands to utilise SDG 14, to "Conserve and sustainably use the oceans, seas, and marine resources"; SDG 13, to "Take urgent action to combat climate change and its impacts"; their targets and other climate-related targets under the SDGs; as a basis on which to build a Pacific region climate resiliency action plan.
062 - Integration of nature-based solutions into strategies to combat climate change

RECALLING the commitments made by Parties at the 21st Session of the Conference of Parties to the United Nations Framework Convention on Climate Change (UNFCCC COP21 – Paris, 2015) to fight against climate change;

STRESSING the recognition given in the Paris Agreement to the role played by ecosystems in climate regulation and in the adaptation to climate change regulations;

RECALLING that the Convention on Biological Diversity (CBD) and the UNFCCC recognise the importance of integrating ecosystem approaches into the responses to climate change, and ask for them to be considered as an integral part of local and national strategies to combat climate change;

ALSO RECALLING Aichi Biodiversity Target 15, calling for "ecosystem resilience and the contribution of biodiversity to carbon stocks" to be enhanced "by 2020" "through conservation and restoration, including the restoration of at least 15% of degraded ecosystems, thereby contributing to climate change mitigation and adaptation and to combating desertification";

WELCOMING the inclusion of the importance of the role played by ecosystems in the Sendai Framework for Disaster Risk Reduction, adopted by the Third UN Conference on Disaster Risk Reduction (Sendai, Japan, 2015);

WELCOMING and ENCOURAGING existing initiatives, in many countries, involving nature-based solutions implemented by governmental organisations, local authorities, the managers of natural areas or citizens;

NOTING with great concern that the aggregate greenhouse gas emission levels in 2025 and 2030, resulting from the intended nationally determined contributions, do not fall within the least-cost 2ºC rise in temperature scenarios; and

RECALLING Resolution 5.083 Advancing the role of nature-based solutions to climate change mitigation and adaptation and their potential to contribute to the global climate change regulatory regime (Jeju, 2012);

The World Conservation Congress, at its session in Hawai‘i, United States of America, 1-10 September 2016:

1. INVITES the States to:

a. integrate nature-based solutions into their national climate change mitigation and adaptation policies and strategies;

b. include these solutions in their intended nationally determined contributions and other documents where appropriate;

c. implement these solutions through actions aimed at protecting intact ecosystems and those in a good ecological state, including marine and terrestrial protected areas; actions aimed at improving the sustainable management of ecosystems used for human activities; and actions to restore degraded ecosystems and recreate natural environments contributing to these objectives;

d. integrate these solutions into natural disaster risk reduction projects and policies; and
e. find the necessary financial means for implementing these solutions, by mobilising all the financial mechanisms to address climate change from UNFCCC and other sources including the Green Climate Fund;

2. ENCOURAGES regional and local authorities to integrate these solutions into their territorial climate change adaptation and mitigation, energy and land-use planning policies and strategies, as well as their budgets where appropriate;

3. INVITES AND ENCOURAGES non-governmental organisations to promote and join in the implementation of these solutions and citizens’ initiatives in countries and territories; and

4. ASKS companies to deploy these solutions in their projects and innovations.
RECOGNISING the adoption of the 2030 Agenda for Sustainable Development and its Sustainable Development Goals (SDGs) by the United Nations General Assembly in September 2015;

NOTING Recommendation 17.31 Development assistance, institutions and conservation (San José, 1988), Resolution 1.46 Use of the Concept of Sustainable Development (Montreal, 1996), Resolution 3.014 Poverty reduction, food security and conservation and Recommendation 3.083 Improving capacity to achieve sustainable development and address the consequences of globalization (Bangkok, 2004) and Resolution 4.058 Conservation and poverty reduction (Barcelona, 2008);

NOTING the global trends of population growth, increasing and frequently unsustainable consumption of natural resources, rapid urbanisation and conversion of natural areas and effects of climate change on geodiversity, biodiversity and ecosystems – all of which may affect current development trajectories;

NOTING ALSO the different visions, approaches, models and tools to achieve environmental sustainability in the context of dwindling and degrading natural capital systems, sustainable development and poverty eradication;

HIGHLIGHTING the essential role conservation can play in providing solutions to current development challenges;

HIGHLIGHTING ALSO the intrinsic value of nature;

ENCOURAGED by the evidence provided by the Millennium Development Goals process, that setting global goals and targets galvanises collective action towards an agenda, catalyses funding and helps promote means of implementation;

RECOGNISING the role of the Aichi Biodiversity Targets of the Convention on Biodiversity's Strategic Plan for Biodiversity 2011-2020 in contributing to sustainable development; and

CELEBRATING that the 2030 Agenda for Sustainable Development presents a framework that integrates the nested hierarchical social, economic and environmental dimensions of sustainable development;

The World Conservation Congress, at its session in Hawai‘i, United States of America, 1-10 September 2016:

1. STRESSES the importance of incorporating the 2030 Agenda for Sustainable Development into the IUCN Programme 2017-2020;

2. STRONGLY ENCOURAGES Commissions, Members and National and Regional Committees to maintain a strong focus on contributing to, and monitoring the progress towards, the achievement of the SDGs;

3. CALLS ON Members, Commissions and National and Regional Committees to encourage coordinated, coherent and integrated action towards the achievement of the SDGs as well as the achievement of the Aichi Biodiversity Targets, which provide the other current framework underpinning IUCN’s Programme, as per Recommendation 5.180 IUCN’s Engagement in the implementation of the Strategic Plan for Biodiversity 2011-2020 (Jeju, 2012);

4. ENCOURAGES all Members, both state and non-state, to incorporate the SDGs framework into their policies, activities and work plans, as appropriate;
5. ENCOURAGES all Members, governments, other relevant institutions such as development banks, and organisations to continue to work on development issues and to consider their development cooperation policies, laws and practice in light of the comprehensive and integrative nature of the 2030 Agenda for Sustainable Development;

6. INVITES governments and all stakeholders to consider developing, as appropriate, governance mechanisms, policies and laws, relevant in individual national contexts, that reflect the comprehensive and integrative nature of the 2030 Agenda for Sustainable Development and to establish annual review and follow-up mechanisms for the 2030 Agenda for Sustainable Development that are inclusive of civil society and the private sector, and integrative of all sectors of development; and

7. ENCOURAGES State Members to share good practices and experiences in fulfilling the actions described in paragraph 7.
Avoiding extinction in limestone karst areas

RECALLING the joint BirdLife International, Fauna & Flora International (FFI), IUCN and WWF paper on *Extraction and Biodiversity in Limestone Areas* (2014) and its accompanying six recommendations for how extraction can be made more compatible with conserving biodiversity in limestone areas;

RECOGNISING that many limestone areas are known as karst landscapes, which in most situations hold vast amounts of clean water within a groundwater aquifer held within the limestone bedrock; that many of these aquifers contain unique ecosystems, which are very susceptible to water quality and quantity changes, for example contamination from heavy metals in sediments or from introduced chemicals, or damage or destruction from quarrying, clear-cutting of forests, and many other extractive uses; and that ensuring water resources are uncontaminated in these limestone areas is a major factor in the survival and preservation of their unique biodiversity;

RECOGNISING that it has been shown scientifically that karst limestone areas commonly have severely range-restricted biodiversity within them (in caves) and on their surfaces;

CONSIDERING the importance of harnessing the limited expertise on the taxa most commonly found in such areas;

FURTHER CONSIDERING the likelihood of species extinction resulting from certain developments, for example poorly-planned limestone quarrying or cave-based tourism, in such areas;

FURTHER CONSIDERING that karst caves are critical sites for understanding prehistoric cultural heritage and previous climate change phenomena, and furthermore, considering the location of the limestone mineral reserves and the cave areas;

RECOGNISING that causing global species extinctions, or actions that would result in an increased risk of extinction for restricted biodiversity, would be in direct opposition to the targets of the Convention on Biological Diversity’s Strategic Plan for Biodiversity 2011–2020, especially Aichi Biodiversity Target 12, and the United Nations 2030 Agenda for Sustainable Development, especially Sustainable Development Goal 15;

RECOGNISING the high levels of site-specific endemism that frequently occurs in karst caves;

NOTING the under-representation of karst systems within protected areas; and

RECOGNISING the environmental impacts generated by extractive industries, including threats posed by the increasing demand for cement in many developing countries;

The World Conservation Congress, at its session in Hawai’i, United States of America, 1-10 September 2016:

1. REQUESTS State, Government Agency and NGO Members, academia and companies to ensure that the best-available expertise is used to find, identify and manage severely range-restricted biodiversity in limestone karst areas affected by land-uses and other activities that modify karst environments (such as the supply of limestone for the production of construction materials, including cement plants, or cave-based tourism), to undertake all operations mindful of the sensitivity of the sites concerned, and to ensure the results of such attention is made publicly available to encourage stakeholder participation in the management of these sites;
2. CALLS on IUCN State Members to work in their own jurisdictions on measures to promote knowledge of the geodiversity and biodiversity of limestone karst areas and their natural processes, to develop an inventory of their natural and cultural heritage, and to assess the potential impacts resulting from their use, in order to ensure that these areas are managed in a sustainable manner for the sake of future generations;

3. URGES State, Government Agency and NGO Members, academia and companies to work collectively towards identifying and protecting hotspots of endemism and diversity in limestone karst areas;

4. ENCOURAGES further research on the sustainable management of karst areas within the ecosystem matrix and encourages the cement and limestone industry to take a leading role in the protection of caves; and

5. REQUESTS IUCN and the institutions linked to speleology (such as the International Union of Speleology) to lead the process of developing clear guidance for the sustainable utilisation of karst landscapes to maintain biodiversity.
069 - Strengthening cross-sector partnerships to recognise the contributions of nature to health, well-being and quality of life

RECALLING Resolution 5.039 Healthy parks healthy people (Jeju, 2012), which recommends that IUCN and its Members should adopt the 'Healthy Parks Healthy People' approach and work in close co-operation with the World Health Organization (WHO) and other global bodies to strive for a healthy planet and healthy humanity;

MINDFUL that the 2030 Agenda for Sustainable Development includes targets to address non-communicable diseases (NCDs) and mental health, and to provide safe, inclusive and accessible green and public spaces, and recognises in SDG 3 the importance of ensuring healthy lives and promoting well-being for all at all ages;

ACKNOWLEDGING that the 'Promise of Sydney', adopted by the 2014 IUCN World Parks Congress, states that "nature is essential, and that ecosystems and their variety of life fully support our existence, cultural and spiritual identity, economies and well-being";

RECALLING that Stream 3 'Improving Health and Wellbeing: Healthy Parks Healthy People' of the 2014 IUCN World Parks Congress demonstrated the significant evidence and increasing diversity of policies and practices that connect healthy ecosystems with human health and wellbeing;

DEEPLY CONCERNED about the increased prevalence worldwide of NCDs, including cardiovascular disease, cancer, diabetes, and mental illness, with the WHO estimating that 50 million people were suffering from dementia in 2015 and 14 million people between the ages of 30 and 70 were dying annually from NCDs;

RECOGNISING that recent 'state of knowledge' scientific reviews on the connections between nature and human health, and between climate change and human health, have each highlighted that policies encouraging nature-based solutions can play a significant role in reducing the global increase in NCDs, as well as climate-sensitive disease and the risks of disease transmission between wildlife and people;

NOTING that the 'Salzburg Challenge for Nature, Health and a New Generation', calls upon "all sectors and stakeholders to accelerate regional and global action for nature-based solutions to help communities and cities flourish and advance health and dignity for all people";

RECOGNISING that places, including urban areas, with a rich natural heritage improve physical and mental health and spiritual well-being, and can increase the appreciation of nature including by the elderly;

RECOGNISING that we have enough evidence to lead change, as we know that nature can play a significant role in reducing the global increase in NCDs, such as heart disease, cancer and diabetes, as well as mental illnesses, such as dementia, depression and anxiety;

FURTHER RECOGNISING the growth of the state of knowledge on biodiversity and ecosystem services, for example through the Intergovernmental Platform on Biodiversity and Ecosystem Services (IPBES), and the development of standards and frameworks for natural capital accounting and valuation of benefits including the UN system of environmental economic accounts; and

NOTING that there is currently a limited number of consistent metrics and measures for valuing the health and well-being benefits from nature;
The World Conservation Congress, at its session in Hawai‘i, United States of America, 1-10 September 2016:

1. REQUESTS the Director General to work in collaboration with the World Health Organisation to develop global and regional programmes that advance the value of nature, including parks and protected areas, for health and well-being benefits;

2. URGES the Director General to establish suitable mechanisms to bring together Members, Commissions and the Secretariat to develop policies, programmes and cross-sectoral partnerships on the connection between healthy ecosystems and natural heritage and community health and well-being, including economic, social and cultural well-being;

3. CALLS ON Members to consider further recognising and quantifying the extent of benefits for human health and well-being provided by nature and apply this information to inform cost-benefit assessments for increased investment in the management of ecosystems and natural heritage, including parks, protected areas and natural spaces within urban areas;

4. ALSO CALLS ON Members to contribute to improving methods for quantifying the benefits of nature (more specifically parks, protected areas and natural spaces within urban areas) for human health and well-being, including the development of more consistent global accounting standards for this purpose;

5. RECOMMENDS that Members actively seek interdisciplinary partnerships and alliances with the health sector and local and regional communities to develop programmes of nature-based solutions to prevent and treat non-communicable diseases such as cardiovascular disease, diabetes, mental illness and dementia, as well as to encourage the appropriate use of parks and protected areas for improving cultural and spiritual well-being and social connection;

6. CALLS ON Members to continue to build the evidence base for quantifying the benefits of nature for human health and well-being and encourages Members to build cross-sector partnerships to measure the effectiveness of nature-based health programmes; and

7. WELCOMES IUCN’s leadership in recognising and communicating the initiatives and co-benefits from connecting nature and human health and well-being, and integrating these initiatives as part of national and international policies regarding public health and ‘nature based solutions'.
070 - Financing for biodiversity projects in the European Union’s outermost regions and overseas countries and territories

RECALLING that the European Union’s outermost regions (ORs) and overseas countries and territories (OCTs) are home to over 70% of European biodiversity;

NOTING that funding for protecting the biodiversity of ORs and OCTs remains insufficient;

STRESSING that there is still no dedicated financial mechanism, only different financing arrangements, which are hard for all the local stakeholders to access;

CONCERNED at the insufficient level of mobilisation of funding for the promotion of biodiversity in the financial models of the European Structural and Investment Funds 2014–2020;

BEARING IN MIND the decision of the European Parliament and on the commitment of the European Commission and of its Directorate-General for the Environment for funding for the 'BEST' Preparatory Action (voluntary scheme for Biodiversity and Ecosystem Services in the Territories of the Union’s outermost regions and overseas countries and territories);

CONGRATULATING the European Commission and its Directorate-General for International Cooperation and Development for having launched the BEST Programme 2.0 in order to extend the BEST initiative to OCTs), whilst waiting for the creation of a permanent financing mechanism for biodiversity and climate change in EU ORs and OCTs;

STRESSING the importance of the shared running of the BEST 2.0 Programme with the European Commission’s Directorate-General for Regional Policy in order to ensure that the ORs benefit from the same financing opportunities;

BEARING IN MIND the commitment of the 'Message from Guadeloupe', from the International Conference on Biodiversity and Climate Change (Guadeloupe, 2014), on constituting a group bringing together the stakeholders involved so as to set up a permanent partnership dedicated to these issues in the ORs and OCTs;

BEARING IN MIND the conclusions of the Council of the European Union on the mid-term review of the European Union Biodiversity Strategy, which invites the European Commission and the Member States to progress mobilisation of resources for biodiversity in ORs and OCTs; and

RECALLING IUCN's proposals regarding the financing of the future European mechanism;

The World Conservation Congress, at its session in Hawai’i, United States of America, 1-10 September 2016:

ASKS the European Commission, the EU Member States and the Group arising from the Guadeloupe Conference responsible for setting up the voluntary partnership to:

a. study all methods and options for the financing, governance and steering of a permanent European partnership for biodiversity and climate change, common to all ORs and OCTs;

b. set up this permanent partnership for biodiversity and climate change in ORs and OCTs as soon as possible, by providing it with sufficient funding and by capitalising on the experience gained in the BEST Preparatory Action and the BEST 2.0 Programme;
c. implement a system for the monitoring and assessment of progress made by the permanent partnership for biodiversity and climate change in ORs and OCTs;

d. revise the application criteria and conditions in order to facilitate access by ORs and OCTs to EU funding for biodiversity, include LIFE+ and Horizon 2020;

e. take biodiversity into account in mid-term reviews of the European Structural and Investment Funds 2014–2020 financial models; and

f. facilitate in general the emergence of innovative partnerships and financing for biodiversity in ORs and OCTs.
071 - Community Based Natural Resource Management in the State of Hawai‘i

NOTING that decentralised management enables local people to address unique social, political, and ecological problems and to find solutions ideal to their situation;

FURTHER NOTING that community based natural resources management (CBNRM) projects are beneficial for the environment and partnerships between wildlife and communities;

RECOGNISING the contemporary importance of indigenous Hawaiian principles such as kuleana (the indivisibility of rights and responsibilities) and aloha 'āina (the love of the land which feeds) to the well-being of Hawai‘i and the world;

FURTHER RECOGNISING that the indigenous people of Hawai‘i developed a culture of environmental interdependence, achieving an abundance of resources that sustained a population near current levels;

FURTHER RECOGNISING that the State of Hawai‘i’s adoption of CBNRM projects and indigenous Hawaiian resource management knowledge, principles, and practices furthers the spirit of reconciliation expressed in the United States' formal apology resolution in 1993 to the Native Hawaiians on behalf of the people of the United States for the overthrow of the Kingdom of Hawaii on January 17, 1893 with the participation of agents and citizens of the United States, and the deprivation of the rights of Native Hawaiians to self-determination;

FURTHER RECOGNISING that Article XII Section 7 of the Hawai‘i Constitution protects Native Hawaiian customary and traditional rights, and supports land and marine laws and programmes that empower community input and CBNRM;

AWARE that Hawaii’s voyaging canoe Hōkūle‘a is sailing around the globe, bringing the message of Mālama Honua (Care for the Earth) from Hawai‘i to the world;

RECALLING that past IUCN Resolutions, 5.077 Promoting Locally Managed Marine Areas as a socially inclusive approach to meeting area-based conservation and Marine Protected Area targets and 5.092 Promoting and supporting community resource management and conservation as a foundation for sustainable development (Jeju, 2012) support indigenous co-governance and CBNRM as a foundation for sustainable development;

COMMENDING the State of Hawai‘i for passage of the milestone 2015 Community Based Subsistence Fishing Area (CBSFA) rules for Hā‘ena, Kaua‘i; and

CELEBRATING Hawai‘i’s application of CBNRM principles as an example for the United States and the world;

The World Conservation Congress, at its session in Hawai‘i, United States of America, 1-10 September 2016:

1. REQUESTS IUCN, its Commissions and Members, to recognise and promote CBNRM principles that support the conservation and sustainable use of natural resources by the local community, through adopting and applying local and traditional knowledge, and through customary institutions and regulations;

2. CALLS UPON the Director General to send notice of support of CBNRM to the Governor of the State of Hawai‘i, its Department of Land and Natural Resources, Hawai‘i Legislators and Congressional delegation, the Office of Hawaiian Affairs, and
all County Mayors and Councils;

3. CALLS UPON the Director General, Commissions and Members, to encourage and support communities in the State of Hawai‘i who wish to pursue CBSFA designations and rules;

4. CALLS UPON IUCN, its Commissions and Members, to encourage the State of Hawai‘i to increase its support of CBNRM and indigenous Hawaiian principles in conservation by providing adequate funds and administrative resources to support communities seeking to implement CBNRM; and

5. RECOMMENDS that IUCN, its Commissions and Members, significantly strengthen institutional frameworks to promote collaboration and co-governance or co-management in a spirit of partnership with communities among government at all levels in the State of Hawai‘i.
NOTING that the planet is faced with urgent issues, such as climate change, urban growth, water scarcity, biodiversity loss, and poverty, which require collaborative solutions;

RECOGNISING the 2030 Agenda for Sustainable Development as a plan of action for people, planet and prosperity, with the ultimate goal to eradicate poverty in all its forms and dimensions, including extreme poverty, as an indispensable requirement for sustainable development;

ACKNOWLEDGING the Paris Agreement adopted by the 21st Conference of Parties to the United Nations Framework Convention on Climate Change (UNFCCC COP21 – Paris, 2015);

AWARE that islands are particularly susceptible to climate change, and can demonstrate responses to complex global challenges;

NOTING that pre-contact, the Hawaiian Islands supported a population of up to one million people through sustainable management practices;

ALSO NOTING that the State of Hawai‘i is a member of the Global Island Partnership, which co-develops 'challenges' that inspire leadership and catalyse commitments to build resilient communities through innovative partnerships and best practices;

RECOGNISING that the Aloha+ Challenge: A Culture of Sustainability, He Nohona 'Ae'ōia, is a shared commitment by the State of Hawai‘i signed by the Governor, all County Mayors, and the Office of Hawaiian Affairs in 2014, unanimously endorsed by the State Legislature, and supported by a network of public-private partners;

NOTING that the Aloha+ Challenge outlines six sustainability goals with specific targets to be achieved by 2030, including: clean energy, local food production, natural resource management, solid waste reduction, smart sustainable communities, and green workforce and education;

NOTING that the State of Hawai‘i is an early sustainable development leader within the United States, with a focus on renewable energy, marine conservation, watershed protection, biosecurity and community-based sustainability initiatives;

ALSO RECOGNISING that at the Third International Conference on Small Island Developing States (SIDS Conference – Samoa, 2014), the United States Department of State announced the Aloha+ Challenge as a model for green growth that could be replicated regionally and globally; and

ACKNOWLEDGING that the Aloha+ Challenge aligns with the recently adopted United Nations Sustainable Development Goals (SDGs).

The World Conservation Congress, at its session in Hawai‘i, United States of America, 1-10 September 2016:

1. NOTES that the Aloha+ Challenge is a model that can be adapted to incorporate local values, cultures and contexts for the implementation of the SDGs; and

2. CALLS ON Members to support collaborative initiatives to adapt the Aloha+ Challenge framework for locally appropriate implementation of the 2030 Agenda for Sustainable Development, fostering a global culture of sustainability for future generations.
073 - Strengthening business engagement in biodiversity preservation

RECOGNISING that companies have a high level of social and environmental responsibility, and should adopt an ethical approach based on respect for human rights, biodiversity, the diversity of life and the cultural diversity of different peoples, and thus play an active role in sustainable development;

STRESSING IUCN’s mission to influence the whole of society, including business, to conserve biodiversity and ensure the sustainable and equitable use of natural resources;

NOTING that the Eighth meeting of the Conference of the Parties to the Convention on Biological Diversity (CBD COP8, Curitiba, Brazil, 2006) and that CBD COP9 (Bonn, Germany, 2008), invited Parties to improve actions and cooperation for business commitment to biodiversity conservation;

ALSO NOTING that CBD COP10 (Nagoya, Japan, 2010) adopted an important decision (decision X/21) with the aim to strengthen the commitment of the private sector, to involve it in the implementation of biodiversity conservation objectives and to engage it in dialogue through the establishment of a global platform;

FURTHER NOTING that the decisions on business engagement adopted at CBD COP11 (Hyderabad, India, 2012) and CBD COP12 (Pyeongchang, Republic of Korea, 2014) – decisions XI/7, XII/3 and XII/10 – strengthened previous decisions;

RECOGNISING and WELCOMING the contributions by the Global Platform for Business and Biodiversity and the work carried out by certain stakeholders to encourage businesses to decrease their impact on biodiversity and to make more sustainable use of natural resources, as shown by the growing number of national, regional or global initiatives linked to business and biodiversity (the IUCN French Committee’s Working Group, Leaders for Nature, the European Business and Biodiversity [B@B] Platform); and

WELCOMING the initiatives carried out by increasing numbers of businesses or their networks, having drawn up voluntary action plans (voluntary membership of businesses in the French National Biodiversity Strategy, actions carried out by the World Business Council for Sustainable Development, etc.);

The World Conservation Congress, at its session in Hawai‘i, United States of America, 1-10 September 2016:

1. CALLS ON businesses to contribute actively to the implementation of the CBD Strategic Plan for Biodiversity 2011-2020 and to meeting the Aichi Biodiversity Targets, and to integrate biodiversity into their strategies and activities by aiming at achieving the transformation of their economic model;

2. ALSO CALLS ON businesses, in order to achieve this, to begin straight away to draw up specific, ambitious action plans, published and promoted widely, proportionate to their capacities, including measures to:

   a. raise the awareness of administrators, shareholders, investors, financiers and staff members in order to increase their understanding of biodiversity issues;

   b. train operational staff members, increasing in-house skills;

   c. reduce direct and indirect impacts on biodiversity, taking into account entire production and supply chains, including using the appropriate efficient certification systems, product life cycles and the publication of georeferenced maps of their supply sites and the conservation values associated with their supply chains;
d. protect and restore biodiversity and ecosystems beyond legal and regulatory obligations;

e. manage the biodiversity on their sites sustainably through local partnerships;

f. invest in natural sustainable infrastructure and environmental engineering;

g. mobilise the necessary human, financial and technical resources, including capacity building aimed at protecting and restoring ecosystems and biodiversity;

h. cooperate with their suppliers and customers, including through consumer education campaigns; and

i. robust, transparent reporting of their actions for biodiversity through the appropriate indicators and monitoring of business reports such as those described in the Global Reporting Initiative and the IUCN French Committee’s Corporate Biodiversity Reporting and Indicators;

3. INVITES governments to establish incentive and binding technical, political and tax frameworks of measures in order to get businesses to embark upon this path; and

4. ENCOURAGES members to cooperate with volunteer companies to create and implement strategies for biodiversity, whatever their size or field of activity.
RECALLING that the mission of IUCN is to "influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable";

MINDFUL that IUCN supports finding a balance between development and the conservation of ecosystems and the communities they support to ensure equitable outcomes for the future of the economy, for people and for nature;

RECOGNISING that there is a need for infrastructure investments to support a prosperous future and the attainment of the United Nations Sustainable Development Goals;

FURTHER RECOGNISING that such investments often have serious direct, indirect and cumulative impacts on the environment;

AWARE that many countries have legislation guiding such projects, that various financial institutions employ safeguards to guide such development, and that several companies voluntarily employ measures to mitigate adverse environmental impacts;

CONCERNED that not all countries have or enforce legislation limiting the adverse impacts of industrial-scale development, not all financial institution safeguards provide adequate protection, and that not all companies employ voluntary standards;

RECALLING the United Nations 2030 Agenda for Sustainable Development, especially Goal 9 on resilient infrastructure and inclusive and sustainable industrialisation, Goal 11 on inclusive, safe, resilient and sustainable cities and human settlements, Goal 12 on sustainable production and consumption, and Goal 15 on halting biodiversity loss;

RECALLING the Convention on Biological Diversity’s Strategic Plan for Biodiversity 2011–2020, especially Aichi Biodiversity Target 2 on the integration of biodiversity into planning, Target 4 on sustainable production, Target 5 on deforestation, Target 8 on pollution and Target 12 on reversing biodiversity declines; and

RECALLING previous Resolutions on land use-planning, infrastructure and protected areas, including 1.51 Indigenous Peoples, Mineral and Oil Extraction, Infrastructure and Development Works (Montreal, 1996), 2.34 Multilateral and bilateral financial institutions and projects impacting on biodiversity and natural features (Amman, 2000), 4.087 Impacts of infrastructure and extractive industries on protected areas (Barcelona, 2008), 4.088 Establishing the IUCN Extractive Industry Responsibility Initiative (Barcelona, 2008) and 5.037 The importance of nature conservation criteria in land-use planning policies (Jeju, 2012), as well as Recommendation 2.82 Protection and conservation of biological diversity of protected areas from the negative impacts of mining and exploration (Amman, 2000);

The World Conservation Congress, at its session in Hawai’i, United States of America, 1-10 September 2016:

1. URGES the Director General and Commissions to continue to intervene on issues of concern regarding development projects, to provide science-based solutions, technical expertise and advice, and to promote transparency and public participation in analysis and decision-making in development projects;
2. CALLS on Members and governments to promote best practice for all industrial-scale development projects to limit environmental and social impacts by ensuring:

a. that projects are sited within the context of an integrated, sustainable, cross-sectoral and transparent landscape-level plan;

b. the avoidance of areas of significance for biodiversity and ecosystem services, particularly World Heritage Sites and other priority conservation areas;

c. the legal mandating and approval of Environmental and Social Impact Assessments (ESIAs) during the project design phase when permission for the project is requested, following international best practice;

d. that full responsibility is taken for all identified environmental and social impacts across the value chain, regardless of the economic climate;

e. application of the mitigation hierarchy to avoid, minimise, restore and, as a last resort, compensate or offset residual impacts where they occur;

f. transparent and accountable reporting and decision making throughout the project; and

g. respect for the legal and customary land and resource rights of local communities, and their free and prior informed consent to any project that affects such rights; and

h. significant penalties for legal non-compliance and recognition for projects going beyond compliance; and

3. CALLS ON international financial institutions and their shareholders to recognise their role and responsibility for driving best practice and to develop, implement and coordinate safeguards to support the points above.
076 - Prevention, management and resolution of social conflict as a key requirement for conservation and management of ecosystems

AWARE that various forms of social conflict exist when different social groups have competing interests around access to and use of natural resources;

CONCERNED that social conflicts involving indigenous peoples and local communities also emerge in the context of conservation interventions affecting their interests, rights, knowledge, traditions and livelihoods;

MINDFUL that natural resource use often gives rise to conflicts involving conservation agencies, indigenous peoples and local communities, civil society organisations, labour groups and other social actors, where environmental and conservation issues are at stake;

CONSCIOUS that conservation of wildlife in certain contexts and conditions may create conflict with local communities, particularly around conservation actions to protect species that impact local communities from a social, economic and cultural perspective;

FURTHER CONCERNED that factors such as the expansion of the frontier of natural resource-based industries, population pressures on local scarce resources, climate change-induced alterations of habitats and availability of water, increased tensions between political competition for control over resources, land and territories, and consequent political and military conflict, are only going to increase globally with direct consequences for the environment and the livelihood security of vulnerable communities;

RECALLING Resolutions 2.040 Natural resource security in situations of conflict (Amman, 2000) and 3.043 Resource-based conflicts in Darfur, Sudan (Bangkok, 2004) concerning conflict resolution as a precondition of successful conservation and Resolutions 3.015 Conserving nature and reducing poverty by linking human rights and the environment (Bangkok, 2004) and 4.056 Rights-based approaches to conservation (Amman, 2008), as well as the many efforts undertaken by IUCN Programmes to respond to such requests within the limits of existing capacities;

RECALLING the United Nations Declaration on the Rights of Indigenous Peoples, which addresses the rights of indigenous peoples to the lands, territories and resources which they have traditionally owned, occupied or otherwise used or acquired;

AWARE of the unique position of IUCN as a conflict-resolution facilitator and mediator, as it can credibly convene stakeholders in search of common outcomes at various levels; and

CONVINCED that strengthening this role and capacity of IUCN will greatly benefit conservation and will further solidify IUCN;

The World Conservation Congress, at its session in Hawai’i, United States of America, 1-10 September 2016:

1. REQUESTS the Director General and Commissions, in collaboration with Members and partners, to:

   a. set up a process to explore options for supporting social conflict prevention, mitigation and resolution at all levels and to advise IUCN Programmes and Management accordingly;
b. support the establishment of inclusive multi-stakeholder platforms, including experts in conflict management and mitigation, bringing together scientific and local knowledge, aimed at addressing social conflicts around conservation and resource use and activities that damage environments and ecosystems;

c. increase capacities and recognition of indigenous peoples and local communities to prevent and solve conflicts around natural resource conservation, use, depletion and degradation;

d. engage with the Conservation Initiative on Human Rights, recognised conflict experts, and similar undertakings to minimise social conflict and further conflict management processes;

e. provide technical guidance to agencies, donors and other parties on designing and supporting interventions that reduce potential for conflict; and

f. propose a policy framework for IUCN, building on existing Resolutions and experience from IUCN Programmes, Commissions and Members, which establishes an approach to conflict prevention and resolution for consideration at the next session of the IUCN World Conservation Congress; and

2. URGES State Members and non-member States to:

a. establish measures to acknowledge social conflicts relevant to conservation, give voice to all affected parties, particularly indigenous peoples and local communities, and facilitate inclusive multi-stakeholder dialogue and consensus-building; and

b. seek the advice from the IUCN and its Members to support the application of both rights-based and responsibility-based approaches to conservation and good governance principles as presented in IUCN Resolution 3.012 Governance of natural resources for conservation and sustainable development.
077 - Defining Nature-based Solutions

RECOGNISING that the concept of Nature-based Solutions (NbS), developed during the UNFCCC negotiations in 2009, was introduced in the 2013-2016 IUCN Global Programme and considered as a milestone for IUCN, representing a third of its Global Programme;

NOTING that the concept of NbS builds on decades of work undertaken by all components of IUCN, in particular the Commission on Ecosystem Management, and on existing principles and frameworks such as the Convention on Biological Diversity’s Ecosystem Approach and its 12 Malawi Principles, and that it has particular relevance for the achievement of the Sustainable Development Goals (SDGs);

FURTHER RECOGNISING that the importance and relevance of NbS was reflected in Resolutions 5.083 Advancing the role of nature-based solutions to climate change mitigation and adaptation and their potential to contribute to the global climate change regulatory regime; 5.084 Promoting ecosystem-based adaptation and 5.058 Ecosystem management for disaster risk reduction (DRR) (Jeju, 2012);

ALSO RECOGNISING that nature conservation is the core of IUCN’s Mission and Vision and is, therefore, embedded in the concept of NbS, which is no substitute for conventional conservation actions to safeguard species or protect ecosystems against risk;

CONSIDERING that many Members, the Secretariat and other components of the Union use the concept of NbS, and that establishing a common definition for NbS and a series of principles with the purpose of guiding its effective and appropriate implementation is necessary; and

NOTING the importance of NbS as an underpinning element of the IUCN Programme 2017-2020;

The World Conservation Congress, at its session in Hawai’i, United States of America, 1-10 September 2016:

1. ADOPTS the Definitional Framework on Nature-Based Solutions, attached herewith as Annex 1;

2. REQUESTS the Director General to ensure that NbS are supported within the IUCN Programme 2017-2020;

3. CALLS ON the Director General and Commissions to finalise the NbS principles, parameters and guidelines for applying NbS, reporting as appropriate to Council on progress;

4. CALLS ON governments and civil society, with IUCN Members taking the lead, to incorporate NbS into strategies and measures that encourage innovations and learning from on-the-ground activities; and

5. CALLS ON governments, donor countries and financial institutions, private funders and businesses to recognise NbS as a tool to achieve sustainable development.

Annex 1: IUCN Definitional Framework on Nature-based Solutions

1. Definition of Nature-based Solutions
Nature-based Solutions are defined as “actions to protect, sustainably manage, and restore natural or modified ecosystems, that address societal challenges effectively and adaptively, simultaneously providing human well-being and biodiversity benefits.”

2. Overarching goal of Nature-based Solutions

The goal of Nature-based Solutions is “to support the achievement of society’s development goals and safeguard human well-being in ways that reflect cultural and societal values and enhance the resilience of ecosystems, their capacity for renewal and the provision of services; Nature-based Solutions are designed to address major societal challenges, such as food security, climate change, water security, human health, disaster risk, social and economic development”.

3. Preliminary principles of Nature-based Solutions

The following preliminary principles are to be considered in conjunction with the Nature-based Solutions (NbS) definition:

i. NbS embrace nature conservation norms (and principles);

ii. NbS can be implemented alone or in an integrated manner with other solutions to societal challenges (e.g. technological and engineering solutions);

iii. NbS are determined by site-specific natural and cultural contexts that include traditional, local and scientific knowledge;

iv. NbS produce societal benefits in a fair and equitable way in a manner that promotes transparency and broad participation;

v. NbS maintain biological and cultural diversity and the ability of ecosystems to evolve over time;

vi. NbS are applied at a landscape scale;

vii. NbS recognise and address the tradeoffs between the production of a few immediate economic benefits for development, and future options for the production of the full range of ecosystems services; and

viii. NbS are an integral part of the overall design of policies, and measures or actions, to address a specific challenge.
078 - Crimes against the environment

NOTING the Declaration of the United Nations Conference on the Human Environment which recognises the fundamental right of man to freedom, equality and adequate conditions of life, in an environment of a quality that permits a life of dignity and well-being, and (that) he bears a solemn responsibility to protect and improve the environment for present and future generations;

NOTING further Human Rights Council Resolution A/HRC/RES/28/11, Human rights and the environment, which states “environmental damage can have negative implications, both direct and indirect, for the effective enjoyment of all human rights”;

NOTING United Nations General Assembly (UNGA) Resolution 70/1 on the 2030 Agenda for Sustainable Development;

NOTING that the Universal Declaration of Human Rights recognises everyone has the right to a standard of living adequate for the health and well-being of himself and of his family, including food, clothing, housing and that healthy ecosystems and their services are necessary to the survival of humans and all living things;

NOTING United Nations Environment Programme (UNEP) Decision 27/9 that rule of law is essential to sustainable development and environmental protection;

NOTING the 2004 report of the former UN Secretary General's High-level Panel on Threats, Challenges and Change, UNGA document A/59/565, identifying environmental degradation and organised crime as threats to peace and security;

NOTING INTERPOL Resolution AG-2014-RES-03 on impacts of environmental crime on political stability, environmental quality, natural resources, biodiversity, economy and human life;

NOTING UNGA Resolution 69/314 on combating organised crime and corruption in wildlife trafficking;

NOTING the Doha Declaration adopted by the 13th UN Congress on Crime Prevention and Criminal Justice (2015), which recognises crimes that impact the environment;

NOTING the sovereign right of states under the UN Convention on the Law of the Sea to exploit natural resources, their obligation to protect the marine environment and their duty to effectively exercise their jurisdiction and control in administrative, technical and social matters over ships flying their flag.

NOTING UNEP Decision 27/9 on appropriate responses to environmental crime through administrative, civil and/or criminal law, while avoiding over-criminalisation;

WELCOMING European Union Directive 2008/99/EC on protection of the environment through criminal law;

ALSO WELCOMING the proposal of the Organisation for Economic Co-operation and Development (OECD) Task Force on Combating Illegal, Unreported and Unregulated (IUU) Fishing that countries should adopt legislation similar to the United States Lacey Act;

FURTHER NOTING the importance of the UN Convention Against Corruption (UNCAC) and the UN Convention Against Transnational Organized Crime (UNTOC) in fighting crime;
ALSO NOTING the report of the 22nd Session of the UN's Commission on Crime Prevention and Criminal Justice (CCPCJ), document E/CN.15/2013/27, notably para 31 et seq.; and

MINDFUL of the need to engage non-state actors to define and implement strategies for addressing environmental crime;

NOTING the importance of ensuring the integrity of all ecosystems, particularly oceans, and the protection of biodiversity, recognised by some cultures as Mother Earth, and noting the importance of the concept of 'climate justice';

NOTING that the Earth Charter calls for a sustainable global society founded on respect for nature, universal human rights, economic justice, and a culture of peace, and that IUCN Resolution 5.100 Incorporation of the Rights of Nature as the organizational focal point in IUCN's decision making (Jeju, 2012), calls for consideration of the Rights of Nature as a "fundamental and absolute key element" in all areas of IUCN intervention and decision making, and invites development of a Universal Declaration of the Rights of Nature;

NOTING the United Nations Declaration on the Rights of Indigenous Peoples emphasises the rights of indigenous peoples to maintain their own cultures and traditions, and to pursue their development in keeping with their own needs and aspirations;

RECALLING that the illicit trade of goods that are part of the natural heritage as endangered species, fossils, minerals, meteorites and rocks, destroys biodiversity and geodiversity of the places where it is found and generates the loss of a cultural, educational and touristic resource for its citizens; and

RECALLING Resolution 4.040 Conservation of geodiversity and geological heritage (Barcelona, 2008) stating that geological heritage constitutes a natural heritage with cultural, aesthetic, landscape, economic and/or intrinsic values that is necessary to preserve and transmit to future generations;

The World Conservation Congress, at its session in Hawai‘i, United States of America, 1-10 September 2016:

1. REQUESTS the Director General to encourage INTERPOL, in collaboration with partners in the International Consortium on Combating Wildlife Crime (ICCWC) and other relevant actors, to examine trends in environmental crime and criminalisation, to inform legal and policy responses, and prioritisation of actions;

2. REQUESTS the World Commission on Environmental Law (WCEL) and IUCN Environmental Law Centre (ELC), building on the work of, inter alia, the United Nations Environment Programme (UNEP), the UN Interregional Crime and Justice Research Institute (UNICRI), the UN Office on Drugs and Crime (UNODC), Global Legislators Organization for a Balanced Environment (GLOBE) International, the International Network for Environmental Compliance and Enforcement (INECE), European Union Action to Fight Environmental Crime (EFFACE), European Network against Environmental Crime (ENEC), European Union Network for the Implementation and Enforcement of Environmental Law (IMPEL) and the Organization of American States (OAS), and in consultation with the secretariats of relevant conventions as well as bodies overseeing implementation of relevant national, regional and international policies, agreements and laws, to:
   a. engage relevant partners;
   b. consider the meaning of 'crimes against the environment';
   c. consider existing laws, frameworks and approaches; and
d. develop a comprehensive response to crimes against the environment;

3. REQUESTS the WCEL and the ELC to report on the contribution of the activities requested in this Resolution to the achievement of the UN Sustainable Development Goals at the next IUCN World Conservation Congress, and intersessionally where possible; and

4. CALLS ON all actors, including the donor community, to seek funds to support these activities.
RECOGNISING IUCN’s leadership in the field of environmental law to build alliances, strengthen capacity and develop expert networks and information systems for enduring conservation and sustainable use of nature and natural resources;

AFFIRMING that environmental laws continue to be complemented and reinforced and that judges, attorneys general, auditors and prosecutors play an essential role in their effective enforcement and compliance;

NOTING the Johannesburg Principles on the Rule of Law and Sustainable Development (2002) and the Rio+20 Declaration on Justice, Governance and Law for Environmental Sustainability (2012);

APPRECIATING the progress made by the World Commission on Environmental Law (WCEL) since the 5th IUCN World Conservation Congress (Jeju, 2012) to advance cooperation amongst judicial institutions and support the creation of enhanced adjudication systems dealing with environmental issues around the world;

RECOGNISING that there are more than 800 environmental courts in over 50 nations, in addition to courts of general jurisdiction that are also seized of environmental issues, and that there is increasing need to share experiences, decisions, and best practices;

FURTHER RECOGNISING expressed support amongst judges and other legal professionals for an international institute to assist national and sub-national courts to apply and enforce environmental laws;

MINDFUL that the 5th IUCN World Conservation Congress adopted Resolution 5.129 Courts and access to justice and approved the mandate of the World Commission on Environmental Law to explore creating an institution, organised for and conducted by professionals, with the cooperation of national court systems, their administrative offices and judicial institutes, to carry out desired activities while ensuring independence and autonomy of respective national and sub-national institutions;

NOTING WITH SATISFACTION that IUCN's Council, at its 86th meeting in May 2015, endorsed the proposal to establish the Global Judicial Institute for the Environment;

AWARE of the contribution that such an institute can make toward achieving United Nations Sustainable Development Goal 16.3 to "Promote the rule of law at the national and international levels and ensure equal access to justice for all"; and

GRATEFUL that the 1st IUCN World Environmental Law Congress (Rio de Janeiro, 2016) concluded three years of dialogue conducted by WCEL with legal professionals of each state and partner organisations by convening the first meeting of the Global Judicial Institute for the Environment on 30 April 2016;

The World Conservation Congress, at its session in Hawai‘i, United States of America, 1-10 September 2016:

1. CONGRATULATES WCEL, in collaboration with the United Nations Environment Programme (UNEP), the Organization of American States (OAS), the Asian Development Bank (ADB), the International Association of Judges (IAJ), the Brazilian Association of Judges (AMB), the Association of Judges of Rio de Janeiro (AMAERJ), and the Supreme Court of the State of Rio de Janeiro for the initiative taken to establish the Global Judicial Institute for the Environment (GJIE);
2. REQUESTS the Director General and WCEL to continue their outstanding commitment to the GJIE and to lead all components of IUCN in contributing toward meeting its objectives;

3. INVITES all Members to bring to the attention of their national and sub-national court systems and their administrative offices, as well as judicial institutes, the existence of the GJIE in order to further strengthen the capacity of the institutions and foster practices that contribute to promotion of the rule of law in the international community, especially in environmental matters; and

4. INVITES all current and future partners to embrace the opportunity to collaborate with the GJIE and to benefit fully from the judicial experiences of all nations and regions.
ENABLING the Whakatane Mechanism to contribute to conservation through securing communities’ rights

NOTING that it has been estimated that most of the existing protected areas contain lands or territories and resources of indigenous peoples and rural communities;

NOTING that the Whakatane Mechanism is a response to the call of the IUCN World Conservation Congress at its session in Barcelona, Spain (2008) for the Director General and Commissions to identify and propose "mechanisms to address and redress the effects of historic and current injustices against indigenous peoples in the name of conservation of nature and natural resources" (Resolution 4.052 Implementing the United Nations Declaration on the Rights of Indigenous Peoples);

RECOGNISING the importance of fully respecting the rights of indigenous peoples and local communities relying on protected areas;

NOTING the efforts of the Conservation Initiative on Human Rights to develop tools and approaches to support the above;

WELCOMING the establishment of the IUCN Environmental and Social Management System, and in particular the potential role of its Standards on Access Restrictions and Indigenous Peoples in ensuring the full respect of the rights of indigenous peoples and rural communities in IUCN conservation projects;

WELCOMING also the standards of the IUCN Green List of Conserved and Protected Areas and their approach and potential utility for safeguarding human rights in protected areas;

WELCOMING the endorsement by the 12th Meeting of the Conference of Parties to the Convention on Biological Diversity (CBD Decision XXII/12, Pyeongchang, 2014) of the Plan of Action on Customary Sustainable Use, which includes guidance to Parties and other relevant stakeholders to draw upon existing tools in identifying best practices in relation to protected areas and customary use of biodiversity, including the Whakatane Mechanism;

NOTING that the IUCN World Conservation Congress at its session in Jeju, Republic of Korea (2012) welcomed the work being developed through the Whakatane Mechanism in Resolution 5.097 Implementation of the UN Declaration on the Rights of Indigenous Peoples as "a significant contribution to the Programme’s "rights-based and equitable conservation" undertakings and One Programme approach";

NOTING that three pilot applications of the Mechanism have so far been undertaken: in Democratic Republic of Congo, Kenya and Thailand; and

HIGHLIGHTING that appropriate recognition and support to the territories and areas conserved by indigenous peoples and local communities (ICCAs) within state-governed protected areas would allow the restitution of any collective governance rights and responsibilities to the relevant peoples and communities while supporting and safeguarding conservation; and ALSO NOTING that the establishment of shared governance mechanisms could be a means to support the recognition and protection of indigenous peoples’ and local communities’ rights in protected areas;

The World Conservation Congress, at its session in Hawai‘i, United States of America, 1-10 September 2016:
1. REQUESTS the Director General, drawing advice from the Steering Committee of the Whakatane Mechanism, IUCN Council, Commissions, Members, and relevant partners, as appropriate, to:

   a. Engage with the Global Environmental Facility in identifying funding opportunities for projects that include approaches contained in the Whakatane Mechanism, in line with GEF-6 Programme directions and the upcoming GEF-7 phase, and explore as well other potential sources of funding; and

   b. Include progress of the Whakatane Mechanism in IUCN’s regular reporting to the UN Permanent Forum on Indigenous Issues;

2. INVITES the CBD to take account of the Whakatane Mechanism, particularly in its implementation of Articles 8(j) and 10(c) and its Programme of Work on Protected Areas;

3. INVITES Member as well as non-member States and other actors to:

   a. raise awareness of the Whakatane Mechanism, including through documenting and disseminating information about its implementation and its benefits in favour of biodiversity conservation; and

   b. take action, as appropriate, to implement the CBD Plan of Action on Customary Sustainable use, particularly task 3, including promoting, “in accordance with national legislation and applicable international obligations, the full and effective participation of indigenous and local communities, and also their prior and informed consent to or approval of, and involvement in, the establishment, expansion, governance and management of protected areas, including marine protected areas, that may affect indigenous and local communities”; and

4. ENCOURAGES parties to the Whakatane Mechanism processes in countries where such processes are ongoing to share information and lessons learned with the Commission on Environmental, Economic and Social Policy (CEESP) and the Steering Committee of the Whakatane Mechanism, to support its further development and application.
081 - Investments of development finance institutions: socio-environmental impacts and respect for rights

CONSIDERING that development finance institutions (DFIs), including the international finance institutions and recently created national development banks in emerging countries, are important stakeholders in the development of these countries, providing financial support in the form of loans, donations, technical assistance to governments, as well as credits to private businesses that invest in developing countries;

RECOGNISING that development finance has the potential to help individuals and communities to improve their quality of life, and to help States reduce poverty, preserve the environment and achieve sustainable development;

OBSERVING, however, that many DFI investments are aimed at major infrastructure and energy projects with a high environmental and social impact on local communities, which are helping regions such as Latin America and Africa to pursue extractivist models of development in greater depth;

CONCERNED that although some DFIs have made significant progress in the development of policies and mechanisms to protect the environment and local communities, others lack sufficient standards to ensure the protection of rights;

CONSIDERING the urgent need for DFI mechanisms and regulations to be based on secure, effective rights, which allow the affected communities and civil society to play an important role in the creation of policies and projects, and in the definition of sustainable development priorities;

RECOGNISING the use by the International Finance Corporation and other DFIs of information based on IUCN standards such as the Red List, Key Biodiversity Areas and Protected Planet; and

HIGHLIGHTING the fact that IUCN has developed an Environmental and Social Management System (ESMS), with a rights-based approach that incorporates advanced concepts and methodologies to safeguard the rights of both individuals and communities, and the integrity of biodiversity within the framework of the projects it executes;

The World Conservation Congress, at its session in Hawai‘i, United States of America, 1-10 September 2016:

1. CALLS ON the Director General and Commissions to use available resources to:

   a. provide technical support and capacity building to Members monitoring large-scale, DFI-financed projects and their socio-environmental impacts;

   b. identify possible donors interested in supporting capacity building for IUCN Members in subjects such as: enforceable national and international regulations; the possible impacts of projects referred to in subparagraph a above and best mitigation practices to support project consultation and assessment/approval processes; and key elements of Environmental and Social Impact Assessment (ESIA) and Strategic Environmental Assessment (SEA), amongst other risk management tools;

   c. share with DFIs and make available to IUCN Members material prepared by IUCN on socio-environmental safeguards as part of the ESMS, promoting its use and application extensively; and
d. continue to provide information based on IUCN standards and data sources such as the IUCN Red List, National Red Lists, Key Biodiversity Areas and Protected Planet in order to support DFIs in the application of standards and safeguards;

2. URGES those DFIs that do not have their own safeguard systems to develop them expeditiously, with the full participation of all stakeholders and including as basic requirements elements on Strategic Environmental Assessment (SEA), Environmental and Social Impact Assessment (ESIA), ecosystem approach, safeguarding of protected areas, compensatory and/or mitigation measures, analysis of alternatives, access to information, citizen participation mechanisms, prior consultation and free, prior and informed consent, resource efficiency and the prevention of pollution, etc; and

3. URGES those DFIs with incipient safeguard systems to continue developing them, with the full participation of all stakeholders, and with the same basic elements as those listed in paragraph 2 above.
082 - Reinforcing the principle of non-regression in environmental law and policy

AWARE that the ecological crisis requires the implementation of political and legal measures to prevent biodiversity loss and an increase in the risks of pollution;

CONVINCED that the principle of non-regression can help limit the numerous threats facing environmental policies at local, national, regional and international levels;

NOTING that the principle of non-regression appears in Paragraph 20 of the outcome document, 'The future we want', adopted by the Rio+20 United Nations Conference on Sustainable Development (Brazil, 2012);

NOTING Paragraph 97 of the European Parliament resolution of 29 September 2011 on developing a common EU position ahead of the United Nations Conference on Sustainable Development (Rio+20), which calls for the recognition of the principle of non-regression in the context of environmental protection as well as fundamental rights;

ALSO NOTING the Declaration on Justice, Governance and the Law for Environmental Sustainability adopted at the Rio+20 Conference, and recognising that environmental law must not be regressive;

OBSERVING that the principle of non-regression is now part of constitutional law and internal regulations in several countries, and notably included in the Constitution of Ecuador;

NOTING that the principle of non-regression can be based on an express provision of the Constitution or legislation, or on jurisprudence;

OBSERVING the existence of an international consensus on the importance of the principle of non-regression in environmental policy;

CONVINCED that this principle is a fundamental tool for the conservation of nature and the fundamental rights of present and future generations, so as to avoid regressing in relation to existing levels of environmental protection; and

BEARING IN MIND the recognition of the importance of this principle in environmental policy and law in accordance with Resolution 5.128 Need for non-regression in environmental law and policy (Jeju, 2012);

The World Conservation Congress, at its session in Hawai’i, United States of America, 1-10 September 2016:

1. ASKS the World Commission on Environmental Law (WCEL) to conduct further research into the principle of non-regression in environmental policy and law at local, national, regional and international levels and communicate the results to all members;

2. INVITES WCEL to encourage the establishment of training in the application of the principle of non-regression in environmental policy and law aimed at judges, lawyers, legislators, public authorities and non-governmental organisations;

3. ASKS WCEL and its members to support the functioning of the Global Legal Observatory on Non-regression (website: https://legalobservatorynonregression.wordpress.com), which aims to identify and make public environmental legal regressions;
4. INVITES the IUCN Environmental Law Programme to integrate the principle of non-regression as a fundamental requirement for the conservation and sustainable use of nature and natural resources; and

5. URGES all governments to take steps to implement effectively and to reinforce the principle of non-regression in the areas of environmental policy and law, with due regard for the constitutional provisions of each country, and with the full, informed and effective participation of relevant rights-holders and stakeholders and with due respect for the rights of indigenous peoples and local communities.
083 - Affirmation of the role of indigenous cultures in global conservation efforts

NOTING that while the world seeks innovative approaches to sustainable development, indigenous peoples and local communities can provide examples of sustainability to serve as global models, including by means of their traditional knowledge;

RECOGNISING that the scope of indigenous knowledge is broad, including native species diversity, ecological processes and patterns, and land and sea management practices that are applicable today;

ALSO RECOGNISING that prior to Western contact, the indigenous people of Hawai‘i sustained a population of up to one million people through the ahupua‘a system of land management, which integrated land and sea ecosystems and relationships within a shared geographic, social, cultural, and political context;

NOTING Resolution 5.095 Traditional knowledge of indigenous peoples and local peasant communities in the Andes and the Amazon Rainforest as a mechanism for adaptation to climate change (Jeju, 2012);

NOTING Resolutions 4.055 Integrating culture and cultural diversity into IUCN’s policy and Programme and 4.099 Recognition of the diversity of concepts and values of nature (Barcelona, 2008);

NOTING Resolution 4.052 Implementing the UN Declaration on the Rights of Indigenous Peoples (UNDRIP) (Barcelona, 2008); and

ACKNOWLEDGING that the integration of indigenous peoples' and local communities' approaches and knowledge systems with other conservation efforts is essential to achieve sustainable development;

The World Conservation Congress, at its session in Hawai‘i, United States of America, 1-10 September 2016:

1. INVITES the Director General and Council to acknowledge the value of indigenous peoples' and local communities' approaches and knowledge systems in helping to address the challenges facing our global ecosystems, and that working with indigenous knowledge holders appropriately to integrate their values and approaches into modern conservation efforts can greatly enhance the long-term success of conservation;

2. REQUESTS the Director General and the Commission on Environmental, Economic and Social Policy (CEESP) to develop voluntary guidelines regarding the appropriate participation of indigenous peoples in the development, implementation, monitoring and evaluation of conservation projects, programmes and policies; and

3. INVITES the Council and Members to acknowledge and respect indigenous values that build appreciation and responsibility for care of natural resources through learning the regional history of indigenous peoples' and local communities' relationships with lands and waters of conservation value and by working to rebuild and maintain the relationships with indigenous peoples and local communities.
CONSIDERING that environmental crime is a serious and growing international problem, which has devastating and grave effects that are environmental, social and economic in nature and that such crime is often linked with mafias and armed groups that threaten the security of countries;

FURTHER CONSIDERING that environmental crime covers a wide range of illegal actions such as the illegal killing of wildlife, the use of poisoned baits, illegal habitat destruction, illegal trade in wildlife, illicit trade in geological heritage (fossils, minerals, rocks and meteorites), destruction of places of geological interest, the emission or discharge of substances into air, water or soil, the illegal trade in ozone-depleting substances, or the illegal shipment or dumping of waste, sometimes carried out by criminal organisations in different territorial ambits;

RECOGNISING that Law 42/2007 on Natural Heritage and Biodiversity of Spain is a pioneer in the protection of geodiversity in that country and has served as an example for others, but that neither it, nor the recent amendment, includes effects on geodiversity and geological heritage in Title VI on infractions and sanctions;

RECALLING IUCN Resolution 4.040 Conservation of geodiversity and geological heritage (2008, Barcelona), which says that geological heritage constitutes a natural heritage with cultural, aesthetic, landscape, economic and/or intrinsic value and should be preserved and transmitted to future generations;

RECALLING ALSO the pioneering trend established with the approval by the Council of Europe in 2004 of Recommendation Rec(2004)3 ‘conservation of the geological heritage and areas of special geological interest’, and its call for cooperation among international organisations, scientific institutions and NGOs in the field of geological heritage conservation, and participation in geological conservation programmes, to be strengthened;

TRULY WORRIED by the fact that, according to the report by INTERPOL and the United Nations Environment Programme (UNEP), environmental crime has become one of the most critical illegal activities, the worldwide scale of which is without precedent, and that alongside the trafficking of people or drugs and forgery, the monetary value of all organised environmental crime is estimated as being between USD 70 billion and USD 213 billion each year;

CONCERNED that these actions rarely result in the serious prosecution or punishment of perpetrators and that sentences are infrequent and not truly deterrent, resulting in a general sense of impunity being felt both by violators and society in general;

RECALLING that, if they are well defined, proportionate and implemented effectively, criminal sanctions can prevent damage being inflicted on nature;

RECOGNISING United Nations General Assembly Resolution 69/314 Tackling Illicit Trafficking in Wildlife, adopted on 30 July 2015, which encouraged Member States to adopt effective measures to prevent and combat the serious problem posed by environmental crime;

ALSO RECOGNISING Spain’s initiative, leading to the creation of national public prosecution authorities devoted to the prosecution of environmental offences, the Italian Parliament’s initiative involving the inclusion of environmental damage into the penal code, and France’s commitment to reinforcing criminal sanctions regarding the environment and to include environmental damage in the civil code;

environment through criminal law, which constitutes a first step towards the standardisation of European criminal law protection;

WELCOMING the explicit recognition of the crime of ecocide by a number of States, such as the USA, Russia and Colombia;

ALSO WELCOMING Resolution 5.129 Courts and access to justice (Jeju 2012) that calls for strengthening of the linkages between courts, access to justice and the environment;

NOTING that many institutions, non-governmental organisations (NGOs), judges, prosecutors and law enforcement agents have devoted significant efforts to cooperating with each other at sub-national, national, regional and global levels and that these initiatives have led to the creation of a series of networks to fight against environmental crime;

RECOGNISING that networking to combat environmental crime contributes to cooperation and coordination between the various stakeholders involved in the enforcement of environmental legislation so that a higher and more consistent level of environmental protection is achieved, developing and maintaining the ability to detect, investigate and prosecute environmental crime, and also contributes to a consistent approach in the implementation of environmental legislation, providing a feedback mechanism to policy makers and legislators on the practical implementation of policies and legislation;

FURTHER RECOGNISING that environmental networks contribute to the exchange of information, practices, procedures, legislation, training and a number of resources in order that they might be harmonised or improved;

ARGUING that while in many crimes, besides a possible public accusation, there are affected third parties with a particular interest in pursuing legal action against the offender and that, in the case of environmental crime, environmental NGOs and local communities can hold such interest in pursuing legal action and contributing expertise;

CONCERNED that in many States the legal status of NGOs and local communities to be able to pursue legal action against environmental crime is not formally or legally recognised; and

CONSIDERING that in many States all responsibility with regard to the prosecution of environmental crime falls exclusively within the mandate of the ministries dealing with tax revenue or other fiscal matters and that these bodies are usually overloaded with work and not necessarily knowledgeable or proficient in environmental matters;

The World Conservation Congress, at its session in Hawai‘i, United States of America, 1-10 September 2016:

1. ASKS the Director General to urge State Members to use all means necessary to reduce the impunity with which crimes against wild fauna and flora and geological heritage are committed, and especially to:

a. give legal recognition to the role environmental NGOs and local communities can play in court in cases of environmental crime, especially crimes involving harm to flora, fauna and geological heritage;

b. promote actively the legal role of environmental NGOs and that of local communities in cases of environmental crime, especially crimes involving harm to flora, fauna and geological heritage;
c. adopt ongoing training systems and, if possible specialisation, for their prosecution services in the area of environmental affairs and, more specifically, crimes against wild fauna and flora and geological heritage;

d. ensure the collaboration of IUCN with existing networks fighting against environmental crime; and

e. encourage networking between different agencies and stakeholders involved in the fight against environmental crime, allocating sufficient means and facilities to such networks for their optimal performance;

2. ASKS the World Commission on Environmental Law to continue its work and to provide its expertise in this area to governmental and non-governmental organisations in order to facilitate the implementation of dissuasive, effective and proportionate criminal sanctions;

3. ASKS Members to support the strengthening of environmental criminal law and its effective implementation at both national and international levels; and

4. ASKS governments and legislators in each country to:

a. define, adopt and implement appropriate criminal sanctions proportionate to the different types of environmental damage;

b. adapt judicial investigatory powers to the specificities of environmental crime, and enhance the competencies of the criminal courts responsible to implement environmental criminal law with transparency and accountability;

c. strengthen actions aimed at raising the awareness of the potential perpetrators of environmental damage as well the means, the material resources, training and coordination of the various public and private stakeholders involved in cracking down on environmental damage; and

d. incorporate into local legislation, across international, bilateral or multilateral treaties, punitive measures to punish environmental crimes committed by transnational corporations.
NOTING that environmental courts and tribunals may ensure the fair, consistent, and effective settlement of cases concerning the environment;

FURTHER NOTING that environmental courts and tribunals may be in a good position to safeguard the most treasured environments in the world through work aimed at informed, efficient, and consistent application of environmental laws;

FURTHER NOTING that additional training for jurists presiding over environmental courts and tribunals increases effective decision making by providing specialisation in this technical and complex field of law;

WELCOMING the dramatic increase in the creation of environmental courts and tribunals around the world in recent years, now numbering over 1,000 and flourishing in 44 countries;

RECOGNISING the commencement of the Hawai‘i State Environmental Court in 2015, which established the second statewide environmental court in the United States;

FURTHER RECOGNISING that during the 1992 Earth Summit 178 governments signed the Rio Declaration affirming the principle that environmental issues are best handled with participation of all concerned citizens;

NOTING that Resolution 5.129 Courts and access to justice (Jeju, 2012) called upon States to establish an autonomous international judicial institute on the environment, to coordinate the efforts and principles of national judiciaries and other related administrative authorities on the environment; and

ACKNOWLEDGING the environmental crisis we are facing on a global, regional, national, and local scale and the increased need for strong environmental governance in all countries;

The World Conservation Congress, at its session in Hawai‘i, United States of America, 1-10 September 2016:

1. REQUESTS the Director General of IUCN to work in coordination with the World Commission on Environmental Law (WCEL) to compile a framework of best practices for creating environmental courts and tribunals that can be useful in some legal cultures and political situations, and transmit that framework to State Members for their consideration;

2. INVITES State Members to consider establishing, as appropriate and consistent with their domestic legal systems, their own environmental courts and to provide them with sufficient authority to promote transparency, inclusiveness, and accountability to obtain a more efficient and consistent application of environmental law; and

3. FURTHER INVITES State Members to take appropriate measures to facilitate access to their environmental courts and tribunals, with the goal of working towards environmental justice.
086 - Supporting implementation of the African Convention on the Conservation of Nature and Natural Resources and the African Agenda 2063

RECALLING the African Convention on the Conservation of Nature and Natural Resources (hereafter the Convention) adopted in Algiers in 1968 by the Organization of African Unity (OAU) and amended in Maputo in 2003 by the African Union (AU) Summit that called for "the conservation, utilization and development of natural resources, particularly soil, water, flora and fauna resources based on scientific principles" and sought to integrate conservation and sustainable land and environmental management strategies into social and economic development plans/policies;

NOTING that biodiversity has been a defining feature of Africa’s history, culture, economic and social organisation and IUCN's pursuit of nature-based solutions;

RECALLING IUCN's technical support to the Convention in 2004, which was endorsed by IUCN Regional Directors in Africa;

ACKNOWLEDGING that in African conditions, conservation of species, ecosystems and genes (variability, diversity and integrity) is not only a conservation task but also a food security, livelihoods improvement, poverty reduction, and social and political imperative;

CONCERNED BY the pressure that Africa's heavy dependence on commodity exports places on the environment, climate resilience and livelihoods while about "half of Africa’s terrestrial eco-regions have lost more than 50 percent of their area to cultivation, degradation or urbanization" (Africa Environment Outlook 2, UNEP, 2006);

RECOGNISING the leading goal of the African Agenda 2063 adopted at the AU Summit held in Addis Ababa in January 2015 to build a prosperous and peaceful Africa based on inclusive growth and sustainable development, which requires, among others, reducing the loss of biodiversity, respecting rights of local communities, ensuring equitable sharing of benefits derived from genetic resources and effectively managing terrestrial and marine protected areas; and

RECALLING further that Ethiopia, where the African Union Commission (AUC) is headquartered, is a founding member of IUCN;

The World Conservation Congress, at its session in Hawai‘i, United States of America, 1-10 September 2016:

1. ENCOURAGES Parties to the Convention to enable the Convention by:
   a. encouraging further signatories to enable ratification of the Convention;
   b. establishing a Secretariat and providing resources; and
   c. enabling a diplomatic, transboundary work environment for Secretariat staff; and

2. REQUESTS the Director General with the support of the Commissions and Members to:
   a. develop a comprehensive partnership agreement and working relation with the AUC to implement this Motion;
   b. provide technical support to implement the African Agenda 2063 related to biodiversity conservation, sustainable use and equitable sharing of benefits,
building of climate resilient economies and relevant sections of the United Nations Sustainable Development Goals;

c. establish an appropriate institutional mechanism in Addis Ababa, Ethiopia to facilitate the implementation of this Motion; and

d. strengthen working relations between IUCN Regional Offices and AU Organs and Regional Economic Communities (RECs) in their respective regions.
CONSIDERING that sustainable development is generally defined as development that balances social, economic and environmental interests in order to meet the needs of the present generations without compromising the ability of future generations to meet their own needs;

DISTRESSED that, unless halted, environmental degradation worldwide as reflected in the climate crisis and the calamity of extinctions, will deny the option of sustainable development to future generations;

GRATEFUL for contributions to sustainable development at national and international levels, including from IUCN Members and the IUCN Environmental Law Programme;

OBSERVING that interpretations in legal texts and practice of the principle of sustainable development tend to settle on meeting the needs of present generations rather than factoring in the needs of future generations;

SUGGESTING that many national and international legal documents have been adopted that can be understood as making sustainable development a general principle of law that is a binding norm of international law;

TRUSTING that an authoritative restatement of the principle of sustainable development taking the needs of future generations into particular account will enhance the willingness of states and international organisations to implement existing international environmental agreements and create new ones;

AWARE that Article 96 of the United Nations Charter authorises the United Nations General Assembly (UNGA) to refer questions to the International Court of Justice (ICJ) for Advisory Opinions, and that past ICJ Advisory Opinions under Article 65 of the Statute of the ICJ have clarified norms of International Law and advanced international cooperation, and protected the environment, as is the case with the Court’s 1996 Advisory Opinion on the ‘Legality of the Threat or Use of Nuclear Weapons’ provided in response to United Nations General Assembly resolution 49/75K, which was initially requested by the World Health Organization (WHO); and

CONVINCED that the IUCN World Conservation Congress although not being a UN specialised agency is entitled to propose that the UNGA request an advisory opinion from the ICJ, and should do so;

The World Conservation Congress, at its session in Hawai’i, United States of America, 1-10 September 2016:

1. CALLS UPON the General Assembly of the United Nations (UNGA) to request an Advisory Opinion from the ICJ on the legal status and content of the principle of sustainable development taking the needs of future generations into particular account;

2. REQUESTS the Director General of IUCN to communicate this call to the UNGA, through the IUCN Permanent Observer Mission to the United Nations; and

3. FURTHER REQUESTS the World Commission on Environmental Law to provide its legal expertise to inform IUCN Members about the legal status and content of the principle of sustainable development in view of the needs of future generations, and on the role of the ICJ in explicating this principle.
RECOGNISING that indigenous peoples have made an important contribution to the management and conservation of natural resources, managing to preserve large areas with forest cover, water sources and endemic species, because they are spaces that are an integral part of their territory and their strategies for life, and that forests are one of the most important natural areas for indigenous peoples and whose conservation and management are vital, both in the development strategies of the people, as also to face the challenges of the current development model, climate change and other impacts that is facing the world; and

BEARING IN MIND that it has been proven that indigenous peoples have a close relationship of respect and balance with mother nature, including land and natural resources, and in their efforts to manage and protect forests, have their own indicators (or signs) that allow them to know the main changes occurring in their management and natural resources in general;

The World Conservation Congress, at its session in Hawai‘i, United States of America, 1-10 September 2016:

1. INVITES the Director General to analyse the creation of an experts working group in order to build a proposed system of categories of indigenous collective management areas that responds to the recognition, respect and practice of collective rights of indigenous peoples, particularly with regard to the use, management and conservation of natural resources;

2. CALLS ON the Commission on Environmental, Economic and Social Policy (CEESP) and the World Commission on Protected Areas (WCPA) to develop an analysis and discussion on the recognition of collective rights of indigenous peoples, in promoting and respecting their own ways of life and community management of natural areas;

3. LIKEWISE CALLS ON them to grant their full support for the recognition and formalisation within the framework of IUCN categories, the system of categories of indigenous collective management areas, which recognises the interaction and the historical contribution that indigenous peoples have made in the conservation;

4. ALSO CALLS ON them to develop comprehensive strategies from conception, needs and potentials of indigenous peoples in the development of that category; and

5. URGES them, finally, to regulate the development, implementation and evaluation of projects in indigenous territories that fall within that category, implementing environmental, social and cultural safeguards, generating queries, and involving them in the implementation, evaluation and fair and equitable sharing of the benefits, according to their own systems of collective management.
CONVINCED that the future and even the very existence of humanity are inseparable from its natural environment;

CONSIDERING that humanity and the entire living world face environmental risks;

CONSIDERING that humanity is made up of past, present and future generations, and that their intergenerational links are heritage, constructions, promises;

RECALLING that humanity is an integral part of public international law (crimes against humanity, common heritage of humanity, humanitarian law) and of international environmental law (environmental declarations and conventions often refer to present and future generations);

ALSO RECALLING that “man has a fundamental right to freedom, equality and adequate conditions of life, in an environment of a quality that permits a life of dignity and well-being, and he bears a solemn responsibility to protect and improve the environment for present and future generations…” (Principle 1 of the Stockholm Declaration, 1972);

RECALLING Resolution 5.100 Incorporation of the Rights of Nature as the organizational focal point in IUCN’s decision making (Jeju, 2012), which calls for consideration of the rights of nature as a fundamental and absolute key element in all IUCN’s areas of intervention and decision making, and which calls for the development of a universal declaration of the rights of nature;

FINALLY RECALLING “the integral and interdependent nature of the Earth, our home” (Preamble to the Rio Declaration, 1992);

CONVINCED that human rights, the rights of peoples, and the rights of humanity are interdependent;

ALSO CONVINCED that the rights of humanity constitute a kind of guarantee of other rights, and that the rights of humanity to a healthy, balanced environment are inseparable from other rights, particularly the rights to life, dignity, freedom, equality, democracy, peace and justice; and

PERSUADED that the rights of humanity to the environment must be democratic, just and peaceful;

The World Conservation Congress, at its session in Hawai‘i, United States of America, 1-10 September 2016:

1. PROCLAIMS that humanity and all living beings have a right to the conservation, protection and restoration of the health and integrity of ecosystems;

2. AFFIRMS that each human generation is the guarantor of the Earth’s resources for future generations, and that it has the duty to ensure that this legacy is preserved and used carefully in order to prevent serious or irreversible intergenerational impacts;

3. DECLARES that humanity and living beings have the obligation to preserve, protect and restore the health and integrity of ecosystems because they have a right to the respect, protection and promotion of the cultural and natural heritage inherited from past generations, which must be passed on by present generations to future generations;

4. BELIEVES that current and future generations have the right to environmental non-discrimination;
5. INVITES States and all stakeholders in the international community to support the adoption of international and regional declarations and conventions that contribute to the recognition of the rights of humanity and all living beings to the environment and the rights of nature; and

6. ENTRUSTS the World Commission on Environmental Law in particular with monitoring and supporting of these initiatives.
091 - Conservation of moveable geological heritage

AWARE of the need to promote proper conservation and management of the world's moveable geoheritage, which includes fossils, meteorites and rocks of special interest;

AWARE of the increasing interest and greater commitment of States, non-governmental organisations and communities with respect to the preservation, value assessment, study and sustainable use of geodiversity and geoheritage;

RECALLING that moveable geoheritage is a constituent and inseparable element of the natural heritage, and that it possesses scientific, educational, cultural and aesthetic values that should be preserved and transmitted to future generations;

ALSO RECALLING that moveable geoheritage frequently records important events, processes and periods of the geological history of the Earth that are crucial towards understanding the evolution of climate and life on our planet;

ACKNOWLEDGING the increasing impacts of economic development and international commerce on the world’s moveable geoheritage, which are frequently not sustainable and inconsistent with national and/or international regulations;

ALSO ACKNOWLEDGING that this development and commerce underestimates or even ignores the scientific and educational values of moveable geoheritage;

AWARE that most of the geoheritage is not included in protected natural areas, and that moveable geoheritage is easily prone to plundering and destruction;

ACKNOWLEDGING that the conservation and management of moveable geoheritage requires that all governments and organisations integrate geoconservation within their objectives and action plans;

RECALLING that Resolutions 4.040 Conservation of geodiversity and geological heritage (Barcelona, 2008) and 5.048 Valuing and conserving geoheritage within the IUCN Programme 2013-2016 (Jeju, 2012) promote the conservation and proper management of geodiversity and geoheritage; and

BEARING IN MIND that crucial scientific information on the evolution of climates, life and humans on Earth may be lost forever if this type of natural heritage is not considered in planning and development policies, as well as international regulations;

The World Conservation Congress, at its session in Hawai’i, United States of America, 1-10 September 2016:

CALLS ON Commissions, and in particular on the World Commission on Environmental Law (WCEL) and the World Commission on Protected Areas (WCPA), to:

a. promote and support national and international initiatives oriented towards the conservation and sustainable use of moveable geoheritage, including its proper management in protected areas;

b. prepare guidelines on the protection, conservation and management of moveable geoheritage, and to promote these IUCN guidelines internationally; and

c. promote and support, in collaboration with international stakeholders (United Nations Educational, Scientific and Cultural Organization – UNESCO, International Union of Geological Sciences – IUGS), the discussion on the conservation and
management of moveable geoheritage, in compliance with national and international regulations of its commerce.
092 - Environmental education and how to naturalise the spaces in educational centres for healthy development and a better childhood connection with nature

POINTING OUT that to conserve our natural environment it is necessary to know what we are trying to conserve, bearing in mind that human beings are highly dependent on and are an integral part of the nature that surrounds them and are linked to its evolution and functioning;

AWARE that social changes towards sustainable development require more complex processes than the supply of information and knowledge;

CONSIDERING that numerous scientific studies have proven that growing up in contact with nature provides countless essential resources for an optimal level of emotional and physical health and well-being, especially for child development from a very early age, stimulating the senses, increasing powers of observation, reasoning and analysis, and reducing the risk of childhood obesity, certain pneumonic diseases and other pathologies that affect children in particular;

ALSO RECOGNISING that children’s emotional connection with the natural environment fosters respect for and awareness of nature, which has a positive impact on conservation and provides the opportunity for an increase in environmental awareness;

OBSERVING that in many countries there is an unstoppable trend in urban growth and that educational centres in urban areas often consists of buildings with concrete playgrounds and sports facilities;

NOTING that playgrounds designed to allow children to release the energy built up in the classroom should be open areas where the children continue to learn, exchanging and enjoying experiences, and that playgrounds should therefore provide the elements enabling this to be put into practice;

CONSIDERING that environmental education that includes significant science learning is one of the mainstays of nature conservation and that it should be an international school of thought and action, so that future generations can take on and understand the sustainable management of natural resources;

OBSERVING that despite the fact that most national educational systems include in a crosscutting manner a subject that encompasses concepts of environmental education, the reality demonstrates that this is not effective and that an educational project should be established – a sound, effective programme that includes information on the immediate natural environment; and

RECALLING Resolution 5.101 Child’s right to connect with nature and to a healthy environment and Resolution 5.039 Healthy parks healthy people (Jeju, 2012) and Resolution 3.025 Education and communication in the IUCN Programme(Bangkok, 2004);

RECOGNISING the “Global action programm on education for sustainable development (ESD)” as a worldwide framework to generate and scale-up concrete actions in ESD and make a substantial contribution to the post-2015 agenda;

ALSO RECOGNISING that environmental issues are best handled with participation of all concerned citizens, at the relevant level; that at the national level, each individual shall have appropriate access to information concerning the environment that is held by public authorities, including information on hazardous materials and activities in their communities, and the opportunity to participate in decision-making processes; that states shall facilitate and encourage public awareness and participation by making information widely available; and that effective access to
judicial and administrative proceedings, including redress and remedy, shall be provided;

RECALLING IUCN Resolution 4.040 *Conservation of geodiversity and geological heritage* (Barcelona, 2008) stating that geological heritage constitutes a natural heritage with cultural, aesthetic, landscape, economic and/or intrinsic values that it is necessary to preserve and transmit to future generations;

**The World Conservation Congress, at its session in Hawai‘i, United States of America, 1-10 September 2016:**

1. **ASKS** the Director General and the Commission on Education and Communication to urge the State Members to use all means necessary to make children’s day-to-day environment, especially schools, as natural as possible in order to promote connection with nature, particularly in urban areas, so that children grow up in contact with nature, aware of the benefits that nature and its conservation provide them with as part of their personal development;

2. **URGES** IUCN Members to:

   a. recognise the educational value of natural environments and the possibilities that nature provides as a first-rate educational setting;

   b. recognise the importance for children of a connection with nature, and to provide educational centres with the tools required for including natural elements in their facilities, to enable and promote interaction with the natural environment;

   c. promote curriculum development that brings children as close as possible to natural environments;

   d. restore and create natural settings as indispensable places for children’s games and learning and nature conservation;

   e. include in educational systems environmental education as a non-crosscutting subject, which offers children the possibility of coming into contact with natural environments, species and areas, and of studying the science regarding the main threats to biodiversity as well as geodiversity and the possible solutions to create awareness about the integral conservation of nature and natural heritage;

   f. adopt teacher training systems to build the capacities of schools and promote education in environmental values and science literacy, allowing for growth and ratifying children's right to grow up in a healthy environment; and

   g. include activities in schools and surroundings such as excursions for the better understanding of biodiversity and geodiversity; use of building materials from schools to teach geology and in open spaces to develop botanical and rocks museums;

3. **ENCOURAGES** all IUCN Members to:

   a. cooperate actively and work to ensure that environmental education has a fundamental place in children's education;

   b. provide educational institutions with mechanisms for ambitious guidelines that set out areas of work aimed at including knowledge of nature in curricular objectives; and

   c. require, as appropriate, that staff teaching environmental education are trained and have specific means to allow them to carry out their work without the deprivation of, or overlap with, other professional rights or duties, as a result of incompatibility or overloading of functions.
093 - Connecting people with nature globally

CONCERNED that the current level of action to prevent biodiversity, geodiversity and natural heritage loss is outweighed and outpaced by the magnitude of threats;

AWARE that new approaches are required to broaden societal support for conservation and mobilize funding and associated action to deliver on the IUCN Programme 2017-2020, the Aichi Biodiversity Targets, and the Sustainable Development Agenda 2030;

NOTING that relevance of and respect for protected areas is dependent upon public support from the citizens of the countries entrusted with their protection and management, and that this relevance and respect must be fostered by continuous citizenry connection via visitation and awareness raising;

RECOGNISING that meaningful experiences in nature whether in cities or national parks at any age, but particularly at an early age, is the foundation of enjoyment and passion for nature, the development of pro-environmental behaviour, and encourages support for nature's conservation and protection;

FURTHER RECOGNISING that there is a growing body of research confirming that spending time in nature is vital for physical, emotional, intellectual, behavioural and spiritual health;

ALSO RECOGNISING that technology is a powerful tool to engage people, especially youth, to learn about and connect with nature and to share their experiences with others;

WELCOMING the 'Promise of Sydney' Vision and related recommendations, and the diversity of inspiring solutions and commitments that were the substantial outcomes of the VIth IUCN World Parks Congress (Sydney, 2014);

RECALLING that Stream 8 (Inspiring a New Generation) of the Congress, served as a promising start for finding innovative solutions and securing commitments to action for connecting youth and other new audiences with nature;

ALSO RECALLING Resolutions 4.105 Communication, education and public awareness (CEPA) in conservation (Barcelona, 2008), 5.008 Increasing youth engagement and intergenerational partnership across and through the Union, 5.039 Healthy parks healthy people, and 5.045 Broadening awareness on benefits and relevance of protected areas (Jeju 2012), 4.040 IUCN (2008, Barcelona) Conservation of geodiversity and geological heritage, and the need to accelerate the action called for in relation to youth engagement and connecting people with nature;

NOTING Decision XII/2C Communication, education and public awareness and the United Nations Decade on Biodiversity of the Convention on Biological Diversity (CBD); and

NOTING ALSO the CBD Strategic Plan for Biodiversity 2011-2020, in particular, its Aichi Biodiversity Targets 1 and 11;

The World Conservation Congress, at its session in Hawai‘i, United States of America, 1-10 September 2016:

1. REQUESTS the Director General to work in close cooperation with all Commissions, especially the Commission on Education and Communication (CEC) and the World Commission on Protected Areas (WCPA), Members and partners to implement the 'Promise of Sydney' recommendations for Inspiring a New Generation, as well as World Conservation Congress Resolutions 4.105, 5.008,
5.039, and 5.045 by launching and supporting #NatureForAll within IUCN’s Programme 2017-2020, which will:

a. sensitise and motivate governments, ministries of education, health, environment, educational institutions, civil organisations, persons from all sectors, including young people, to facilitate and promote opportunities for people to experience and connect with nature and encourage them to take concrete and useful actions for nature;

b. develop and launch a global campaign to connect people with nature, wild and protected areas, as well as parks;

c. share knowledge, frameworks and other tools to replicate and scale-up successful #NatureForAll programme areas and accelerate advocacy for the conservation of nature and nature-linked well-being;

d. conduct research evidencing benefits of contact with nature and to ensure that programme areas are well-targeted, effective, and respond to emerging threats and opportunities;

e. ensure the future relevance of protected areas and the conservation of nature;

f. build a coalition, with a focus on new and non-traditional partners to champion #NatureForAll; and

g. actively engage all members and sectors in its design and implementation;

2. CALLS ON all components of IUCN to support governments and other stakeholders in implementing CBD Decision XII/2C; and

3. CALLS ON Parties to the CBD to take further action and coordination for implementation of Decision XII/2C.
CONSIDERING the Sustainable Development Goals (SDGs) and the Strategic Plan of the Convention on Biological Diversity, and its associated Aichi Biodiversity Targets, we request the establishment of public policies – or strengthening of existing policies – that enable scientific research on biodiversity and natural resources conservation;

FURTHER CONSIDERING, in the context of the SDGs, the role of scientific knowledge about biodiversity and resulting conservation actions, that the above-mentioned research could contribute to science-based policymaking and ultimately help to foster environmental sustainability (SDG 15), and integration of sustainability principles in public policies and programmes that reverse natural resources losses and that contribute in the long term to reducing the proportion of people with no sustainable access to clean water and basic sanitation (SDG 6);

ALSO CONSIDERING that in order to achieve the Aichi Biodiversity Targets it is important that accurate scientific information is gathered and published providing guidance for the effective planning and implementation of protected areas, including balanced management that is ecologically representative and connected to the diverse protected areas system (Target 11), prevention of threatened species extinction – especially those with recognised decline status until 2020 (Target 12) as well as the development and enforcement of technologies based on biodiversity conservation (Target 19);

The World Conservation Congress, at its session in Hawai‘i, United States of America, 1-10 September 2016:

1. ENCOURAGES national governments, in accordance with national and international law, to establish – or strengthen existing – public policies and incentives that enable and stimulate scientific research on biodiversity and natural resource conservation, highlighting their benefits to society; and

2. ENCOURAGES governments to consider conclusions and recommendations generated from scientific research as inputs for management and conservation strategies related to the protection of natural areas, including the establishment of new protected areas, management plans, and development of action plans for threatened species, as well as periodic updating of the official list of threatened species.
095 - Development of IUCN policy on biodiversity conservation and synthetic biology

RECOGNISING the need for an internationally agreed definition of synthetic biology;

RECOGNISING that the diverse field called 'synthetic biology' is developing rapidly, largely independently of the field of biodiversity conservation, and, depending on the type of application, may have significant implications for many aspects of biodiversity and nature conservation, including sustainable use and equitable sharing of benefits arising from the use of genetic resources;

NOTING that some applications of synthetic biology may have the potential to be beneficial to biological diversity and nature conservation and some have the potential to pose risks;

RECOGNISING that the topic of synthetic biology has been under active consideration by the Convention on Biological Diversity (CBD), by its Ad Hoc Technical Expert Group on Synthetic Biology, by the Subsidiary Body on Scientific, Technical and Technological Advice, and by the Ad Hoc Technical Expert Group on Risk Assessment convened under the Cartagena Protocol on Biosafety; that Parties to the Convention have urged a precautionary approach in line with the preamble to the Convention, for Parties to carry out scientific risk assessments with regard to potential effects on human health, and addressing, as appropriate and according to national and/or regional legislation, food security, and socio-economic considerations with, where appropriate, the full participation of indigenous and local communities;

NOTING the extensive work already undertaken by the Secretariat of the CBD to synthesise knowledge, views and experiences of governments, civil society, indigenous peoples and local communities and other stakeholders to assess the implications of organisms, components and products of synthetic biology techniques on the conservation and sustainable use of biodiversity published in CBD Technical Series No. 82, 'Synthetic Biology';

NOTING the existing 'Principles for Oversight of Synthetic Biology' developed and endorsed by 111 civil society organisations including many conservation, environmental and biodiversity-based organisations, and the work of the International Civil Society Working Group on Synthetic Biology;

AWARE that a series of meetings between conservationists and synthetic biologists were held recently to start to explore these potential synergies and conflicts;

WELCOMING in particular the initiative of the IUCN Commissions in holding a workshop on this topic in December 2015 in Bellagio, Italy, supported by the Rockefeller Foundation;

RECOGNISING that biodiversity conservation and synthetic biology can benefit from continued positive engagement of these communities; and

CONCERNED that, without further clarity and guidelines on how biodiversity conservation and synthetic biology interrelate, the two fields may continue to develop independently, to the potential detriment of biodiversity and nature conservation;

The World Conservation Congress, at its session in Hawai’i, United States of America, 1-10 September 2016:

1. CALLS UPON the Director General and Commissions to undertake an assessment, to be completed by 2020, drawing on relevant resources and expertise
within and outside IUCN, to examine the organisms, components and products resulting from synthetic biology techniques and the impacts of their production and use, which may be beneficial or detrimental to the conservation and sustainable use of biological diversity and associated social, economic, cultural and ethical considerations, and to recommend how IUCN, including its Commissions and Members, could approach the topic of synthetic biology and engage in ongoing discussions and deliberations with the synthetic biology community;

1 bis. CALLS UPON the Director General and Commissions with urgency to assess the implications of Gene Drives and related techniques and their potential impacts on the conservation and sustainable use of biological diversity as well as equitable sharing of benefits arising from genetic resources, in order to develop IUCN guidance on this topic, while refraining from supporting or endorsing research, including field trials, into the use of gene drives for conservation or other purposes until this assessment has been undertaken;

2. REQUESTS the Director General and Commissions to seek the necessary support and resources, including technical support and capacity building, for the assessment to be undertaken;

3. REQUESTS that the assessment be based on scientific and empirical evidence and subject to peer review by an independent panel of experts to be appointed by the Director General; and

4. CALLS UPON Council, based upon the recommendations of the assessment, to develop an IUCN policy to guide the Director General, Commissions and Members on biodiversity and nature conservation in relation to synthetic biology.
096 - Awareness of connectivity conservation definition and guidelines

NOTING that ecological connectivity is critical for ecological processes and responses to change;

FURTHER NOTING that Areas of Connectivity Conservation (ACCs) are ecological networks, strategically designed to both connect protected areas and connect them to greater landscapes and seascapes;

AWARE that in Target 11 of the Strategic Plan for Biodiversity 2011-2020 of the Convention on Biological Diversity (CBD), Parties agreed to establish well-connected systems of protected areas integrated into wider landscapes and seascapes;

RECALLING that Recommendation 1.38 Ecological Networks and Corridors of Natural and Semi-Natural Areas (Montreal, 1996) called IUCN Members to further develop ecological networks at national, regional and intercontinental levels;

ALSO RECALLING that Resolution 5.056 Enhancing connectivity conservation through international networking of best practice management (Jeju, 2012) called on States to continue to establish national ecological networks and connectivity conservation areas to strengthen biodiversity protection; and

NOTING IUCN's 2016 'Areas of Connectivity Conservation Guidelines', drafted following international consultation and review, that describe the theoretical basis for connectivity conservation and provide a definition of ACCs, as well as describing eight ACC types, criteria for their selection and governance;

The World Conservation Congress, at its session in Hawai’i, United States of America, 1-10 September 2016:

1. REQUESTS the Director General to ensure awareness raising across IUCN's One Programme about the Advanced Draft of the IUCN 'Areas of Connectivity Conservation Guidelines: Definition, Area of Connectivity Conservation Types, Criteria for Establishment, and Governance Types', and encourages comments on the document;

2. INVITES IUCN Members to be aware of the Advanced Draft of the the IUCN 'Areas of Connectivity Conservation Guidelines: Definition, Areas of Connectivity Conservation Types, Criteria for Establishment, and Governance Types', to provide comments on the draft and to apply the guidelines where applicable;

3. INVITES governments to provide comments on the Advanced Draft of the IUCN 'Areas of Connectivity Conservation Guidelines'; and

4. ENCOURAGERS governments to be aware of the Advanced Draft of the IUCN 'Areas of Connectivity Conservation Guidelines' and to work with local government bodies, communities and private landowners in the development, designation, planning and management of ACCs and networks of ACCs.
097 - Safeguarding indigenous lands, territories and resources from unsustainable developments

RECOGNISING that protected areas are one of the most important tools for biodiversity conservation and that unprotected forests and other unprotected ecosystems may be lost or severely degraded if current deforestation and degradation rates continue;

STRESSING the importance of the ecological services provided by ecosystems;

REMINDED that indigenous peoples’ lands and territories coincide with areas that hold 80% of the planet’s biodiversity and are therefore fundamental contributors to the maintenance of such ecological services;

NOTING that a major challenge in ensuring such contributions remains in the fact that tenure rights of indigenous peoples over their lands and territories remain unclear or lack legal recognition in vast areas of the world;

MINDFUL OF IUCN's endorsement of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) through Resolutions 4.052 Implementing the United Nations Declaration on the Rights of Indigenous Peoples (Barcelona, 2008) and 5.097 Implementation of the UN Declaration on the Rights of Indigenous Peoples (Jeju, 2012);

RECALLING the provisions of UNDRIP, in particular Articles 23, 29 and 8, which respectively declare that "Indigenous peoples have the right to determine and develop priorities and strategies for exercising their right to development", "Indigenous peoples have the right to the conservation and protection of the environment and the productive capacity of their lands or territories and resources", and that States have the responsibility to prevent and redress "Any action which has the aim or effect of dispossessing them of their lands, territories or resources";

NOTING the many examples in which indigenous peoples’ land/sea use planning approaches, such as 'Indigenous Life Plans' and others, apply notions of indigenous self-development and include indigenous-designated protected areas, sacred natural sites, indigenous and community conserved territories and areas or other forms of protection of lands and seas;

NOTING that territories and resources which have been traditionally owned or otherwise occupied or used by indigenous peoples are sometimes considered by governments as undeveloped or underdeveloped, and may be therefore exposed to external pressures for unsustainable developments, particularly from commercial exploitation, that do not consider the full rights, needs, and cultural contexts of indigenous peoples; and

CONCERNED that imposing changes to the use of lands and territories which have been traditionally owned or otherwise occupied or used by indigenous peoples may have negative impacts including on food security, biodiversity, climate and the preservation of culture;

The World Conservation Congress, at its session in Hawai’i, United States of America, 1-10 September 2016:

1. REQUESTS the IUCN Director General to:

a. consider assembling a working group coordinated by the Commission on Environmental, Economic and Social Policy (CEESP) to consult with research teams, indigenous peoples' organisations, civil society organisations, governments and development industries to assess the extent of and approaches to respecting
indigenous peoples’ rights to decision making around their lands, territories and resources, as well as provide recommendations on expanding efforts for strengthening tenure rights, reducing environmental degradation and enhancing conservation; and

b. draw on the expertise of IUCN Commissions, Members and Secretariat, under the One Programme Statement, to promote the establishment of adequate approaches, including fair and equitable access to information and meaningful participation by indigenous communities in decision-making processes, to avoid negative impacts especially from externally driven unsustainable developments as well as other forms of land and ecosystem degradation;

2. RECOMMENDS that governments work with indigenous peoples to create, institute and enforce legal and management regimes, as appropriate and necessary, that recognise indigenous peoples' rights, protect indigenous lands, territories and resources, and at the same time reduce the loss of biodiversity and the degradation of ecosystems; and

3. ENCOURAGES governments to enhance accountability and improve governance in order to avoid interventions that negatively impact on the rights of indigenous peoples regarding the development of their lands, territories and resources.
098 - Energy efficiency and renewable energy to promote the conservation of nature

GUIDED by IUCN’s mission to "influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable";

RECOGNISING the foundation for action provided in resolutions passed by World Conservation Congresses including, Resolution 12.12 Energy and conservation (Kinshasa, 1975), Resolution 3.059 IUCN’s energy-related work relevant to biodiversity conservation (Bangkok, 2004) and Recommendation 3.086 Coordination of sustainable development programmes for energy (Bangkok, 2004) recognizing the importance of energy to IUCN’s mission which is embraced by Goal 7 of the United Nations 2030 Agenda for Sustainable Development;

OBSERVING that Goal 7 of the United Nations 2030 Agenda for Sustainable Development and the United Nations Sustainable Energy for All programme are the result of decades of international and intergovernmental cooperation, including the 1981 United Nations Nairobi Programme of Action, the Brundtland Report, Agenda 21, the Johannesburg Plan of Implementation, the Future We Want, the Committee on the Development and Utilization of New and Renewable Sources of Energy, the Commission on Sustainable Development and the International Renewable Energy Conference;

RECOGNISING the role of international law and international organisations in facilitating and encouraging increasing levels of sustainable energy generation, access and use;

NOTING the substantial role of energy efficiency and renewable energy in achieving the objective of the United Nations Framework Convention on Climate Change and the purposes expressed in Article 2 of the Paris Agreement adopted by the 21st Meeting of the Conference of Parties (COP21) in December 2015;

EMPHASISING that the promotion, design, adoption and implementation of energy efficiency and renewable energy programmes to mitigate global climate change are key mechanisms for States to fulfil their responsibilities and obligations under international law to prevent and minimise the risk of harm to the environment and enable cessation of activities causing significant transboundary environmental effects while managing natural systems as single ecological units, notwithstanding national boundaries, on the basis of equity and reciprocity through harmonised policies and strategies for entire systems and the ecosystems they contain;

FURTHER NOTING the additional spillover benefits of energy efficiency, as identified in the report Capturing the Multiple Benefits of Energy Efficiency (IEA, 2014);

APPRECIATING that the High-Level Panel of Eminent Persons on the 2030 Agenda for Sustainable Development and the Rio+20 Conference on Sustainable Development in 2012 called for governments to reach a global agreement on the phase-out of fossil fuel subsidies;

CONGRATULATING the States that included phasing out of fossil fuel subsidies in their COP21 Paris Agreement pledges;

GRATIFIED by the International Renewable Energy Agency’s rapid transfer of alternative energy technologies to developing countries, and the recommendation of the complete phasing out of fossil fuel subsidies in the 2015 World Energy Outlook; and

ACKNOWLEDGING that Goal 12.c of the 2030 Agenda for Sustainable Development
expresses the need to "[r]ationalize inefficient fossil-fuel subsidies that encourage wasteful consumption by [...] phasing out those harmful subsidies";

The World Conservation Congress, at its session in Hawai‘i, United States of America, 1-10 September 2016:

1. REQUESTS the Director General to associate IUCN with the work of the International Renewable Energy Agency (IRENA);

2. FURTHER INVITES the Director General to collaborate with all interested Members including the Pace Energy and Climate Center to secure new external funding enabling IUCN Commissions and the Secretariat to assist governments to achieve their clean energy objectives;

3. REQUESTS the World Commission on Environmental Law (WCEL) to expand its collaboration with IRENA to advance legal frameworks for energy efficiency and renewable energy systems;

4. URGES IUCN State Members to design, adopt, and implement energy efficiency and renewable energy programmes, including advanced technologies and public participation, and all additional Members to promote such programmes;

5. INVITES State Members to repeal all subsidies and tax incentives that promote the use of fossil fuels, and to instead use tax incentives and the facilitation of permitting, administrative and other processes to move their energy portfolios toward renewable energy; and

6. FURTHER INVITES State Members to amend, modify, or repeal existing laws and policies that obstruct the uptake and distribution of energy efficiency and renewable energy.
099 - Development of offshore renewable energy and biodiversity conservation

RECALLING that the fight against climate change involves a fundamental reform of global energy policies;

RECALLING that these energy policies must first and foremost be based on energy savings, energy efficiency and the development of renewable energy;

CONSIDERING that projects based on the development of renewable energy sources pose fewer risks to the environment than other means of production based on fossil fuels, although they can also have a major impact on ecosystems; and

CONSIDERING that the different types of offshore renewable energy (including wind, wave, salinity gradient, ocean thermal and tidal energy technologies, and explicitly excluding technologies extracting fossil fuel resources) will require greater support to achieve commercial readiness to effect an appropriate response to economic, social and environmental issues;

The World Conservation Congress, at its session in Hawai‘i, United States of America, 1-10 September 2016:

ASKS States and competent authorities to:

a. undertake to minimise the impact of these technologies on marine and coastal ecosystems and landscapes;

b. integrate biodiversity conservation into all energy plans and programmes;

c. foster effective governance for the implementation of offshore renewable energy projects by:

i. planning and integrating these projects within regional approaches;

ii. closely associating all civil society stakeholders, notably nature conservation organisations and the managers of natural areas;

iii. improving the governance of ocean space in parallel with the development of the strategic planning of coastal and marine areas; and

iv. developing regulations adapted to the specificities of offshore renewable energy, in order to allow for their rapid development in accordance with the principles of sustainable development;

d. improve knowledge of the cumulative effects of offshore renewable energy and other activities on natural environments and on the technically and economically feasible energy potential; and

e. implement a strategy for the development of offshore renewable energy (including, for example, adequate funding mechanisms), which takes environmental issues into account throughout the entire life cycle of the project, and subject this strategy to rigorous strategic environmental assessment.
1. Outcome of electronic vote on motions (3 August – 17 August, 2016)

The system for the electronic vote on motions was open from 03 August 2016 at 12 noon GMT/UTC until 17 August 2016 at 12 noon GMT/UTC. A total of 85 motions were put to the electronic vote by the IUCN Membership. IUCN’s Members adopted all 85 motions, some with amendments. You may find the final adopted text of the motions online.

In accordance with Rule 62septimo, “Motions adopted by electronic ballot by both Member Categories A and B shall have the same validity as motions adopted during sittings of the Members’ Assembly.” They will become effective at the time of their recording in the first sitting of the Members’ Assembly in Hawaii.

As outlined in the MWG Communiqué of mid-July, this is a completely new way of working for IUCN’s decision making process, strengthening its democratic character by significantly increasing the participation of IUCN Members in the discussion of motions.

2. Discussion and vote of motions on-site

The draft agenda for the World Conservation Congress can be found alongside all Congress documents at: https://portals.iucn.org/congress/docs .

Following Rules 45 to 62septimo of the Rules of Procedure of the World Conservation Congress concerning the Agenda and Motions, a limited number of motions which “warrant debate at the global level during Congress…” or for which it was “not possible to produce a consensus text for submission to a decision by electronic vote prior to Congress” are to be discussed and voted upon during the Members’ Assembly. A total of 14 motions are put forward for discussion and vote during the Members’ Assembly. These are listed below.

Motions previously identified by the Motions Working Group as warranting debate at the global level during the Congress

<table>
<thead>
<tr>
<th>Motion ID</th>
<th>Motion Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>26</td>
<td>Protected areas and other areas important for biodiversity in relation to environmentally damaging industrial-scale activities and infrastructure development.</td>
</tr>
<tr>
<td>49</td>
<td>Advancing conservation and sustainable use of biological diversity in areas beyond national jurisdiction</td>
</tr>
</tbody>
</table>
Motions referred to Congress for continued discussion and vote

<table>
<thead>
<tr>
<th>Motion ID</th>
<th>Motion Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>Closure of Domestic Markets for Elephant Ivory</td>
</tr>
<tr>
<td>37</td>
<td>[Conservation of [private] privately protected areas] [Supporting the Voluntary Conservation of Private Lands]</td>
</tr>
<tr>
<td>48</td>
<td>Protection of primary forests, ancient forests and intact forest landscapes</td>
</tr>
<tr>
<td>53</td>
<td>Increasing marine protected area coverage for effective marine biodiversity conservation</td>
</tr>
<tr>
<td>59</td>
<td>IUCN response to the Paris Climate Change Agreement</td>
</tr>
<tr>
<td>61</td>
<td>Take greater account of the ocean in the climate regime</td>
</tr>
<tr>
<td>74</td>
<td>Strengthening corporate biodiversity measurement, valuation and reporting</td>
</tr>
<tr>
<td>90</td>
<td>Phasing-out the use of lead ammunition in wetlands and replacing it with non-lead alternatives</td>
</tr>
</tbody>
</table>

The tentative timeline for discussion and vote of motions during the plenary of the Members’ Assembly on-site is the following:

- 6 September, 2016 (morning) – 1st sitting
  - Report of the Resolutions Committee + recording en bloc of motions adopted electronically before Congress
- 7 September, 2016 (afternoon) – 5th sitting
  - General discussion of motions (focus on 6 motions warranting debate at global level + possible adoption of other motions that are ready to be put to a vote
- 9 September, 2016 (morning and afternoon) – 6th and 7th sittings
  - Tabling and vote on all remaining motions

Detailed negotiation on the text of the above listed motions and other new motions presented on-site will take place in contact groups. The Motions Working Group has already scheduled official contact groups during the Members’ Assembly days, in order to discuss the motions forwarded to Congress in detail. **Preliminarily, these will take place on Tuesday 6 September (lunch, evening), Wednesday 7 September (morning, lunch and evening), and Friday 9 September (morning, lunch). Additional slots might be allocated on-site depending on needs.**

In addition, once a Motion is back from a Contact Group, Members can still propose additional amendments during the plenary discussion. They can either submit their amendment in writing before the session (so it can be distributed to the Members), or table it from the floor.
On-site, Members can submit additional motions under very specific circumstances (see section 5 below). This is guided by Rule 52. Motions need to be submitted by one Member eligible to vote with the co-sponsorship of at least 10 additional Members eligible to vote. Also, motions will only be admissible if they comply with the criteria spelled out in Rule 52, such as that the issue of the motion is new (could not have been foreseen by the initial deadline for motions) and urgent (cannot wait until the next Congress).

When voting on motions, Members may also make statements from the floor in explanation of vote.

3. Motions on IUCN Governance issues

The Motions Working Group will schedule the on-site discussions of these motions in contact groups. On-site these motions will be followed up directly by the Governance Committee of Congress, which might decide to organize additional contact groups, as required. The approval of motions on IUCN governance during the Members’ Assembly, including amendments to Statutes, has been tentatively scheduled for September 10, 2016 during the 8th sitting. However, it is possible that vote on the governance-related motions takes place before as changes in the timings of the agenda are foreseeable. Members will be informed accordingly.

<table>
<thead>
<tr>
<th>Motion ID</th>
<th>Motion Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Including local and regional governmental authorities in the structure of the Union</td>
</tr>
<tr>
<td>B</td>
<td>Including indigenous peoples’ organisations in the structure of the Union</td>
</tr>
<tr>
<td>C</td>
<td>Election of the IUCN President</td>
</tr>
<tr>
<td>D</td>
<td>Members’ Assembly’s sole authority to amend the Regulations pertaining to the objectives, nature of the membership and membership criteria (follow-up to decision 22 of the 2012 World Conservation Congress)</td>
</tr>
<tr>
<td>E</td>
<td>Enhanced practice and reforms of IUCN’s governance</td>
</tr>
<tr>
<td>F</td>
<td>Proposed amendment to Article 6 of the IUCN Statutes concerning the dues of State and political/economic integration organisation Members adhering to IUCN</td>
</tr>
</tbody>
</table>

4. Amendments to motions

In accordance with the Rules of Procedure 58-62, delegates can propose amendments to any motion. The best place to propose changes to a motion is in the contact group meetings. Amendments may also be made either during the course of a debate in plenary or in writing. If they are submitted in writing, they need to be submitted in time for them to be distributed before they are debated.

Ordinarily, all amendments shall be transmitted to the Resolutions Committee that will decide whether the amendment is in order. If the amendment is proposed in the course of a debate, the Chair makes this decision.

It is important to note that an amendment has to relate directly to the text which it is sought to alter. The submission of an entirely revised motion text is not admissible. The amendment needs to clearly reflect the change in the text and will have priority in the debate over the original text to which they relate to and shall be put to the vote before that text. If two amendments relate to the same part of the text, the amendments most different from the original text will be discussed first. In the case that many amendments are submitted to the text, the Resolutions Committee or the Chair may refer the text to
another contact group. Amendments submitted before the discussion of that motion in an already scheduled contact group will be discussed in the contact group.

**IMPORTANT:**
All amendments submitted in writing shall be sent electronically to motions@iucn.org, ideally no later than 18:00 the day before the Motion is scheduled for discussion in Plenary, in order to allow for sufficient time for consideration by the Resolutions Committee and circulation before the last sitting of the Members’ Assembly. To facilitate the management of electronic communications regarding amendments to motions, it is recommended Members clearly specify in the email subject line that an amendment is being put forward (e.g. Email title/Subject: Amendment to motion XYZ).

5. Submission of new Motions on-site

According to Rule 52, motions may be submitted at the World Congress by the Council, or by a Member eligible to vote with the co-sponsorship of at least ten other Members eligible to vote. These motions are only admissible if the Resolutions Committee determines that the subject of the motion is new and urgent according to the following criteria:
- “**New**” means that the issue which is the subject of the motion has arisen or has been subject to developments occurring after the closing of the deadline for the submission of motions and, at that time, could not have been foreseen;
- “**Urgent**” means that the issue is of such importance that its consideration cannot wait until the next Congress before being presented in a motion.”

**IMPORTANT:**
New motions shall be submitted by email to motions@iucn.org. The subject line should clearly specify that a new motion is being presented. All co-sponsors should be in copy.

The Steering Committee of Congress has set the deadline for submission of motions on-site for **Tuesday September 6th at 18:30 or the end of the 2nd Sitting whichever is later**. Members will receive confirmation of this deadline at the opening of the World Conservation Congress.

Motions submitted on-site should use the template available online at: English


The Steering Committee will further set a deadline for any **appeals** to the decision of the Motions Working Group on the admissibility of the newly submitted motions. The **Steering Committee has set this deadline for Wednesday, 7 September at 13:00 or the end of the 4th Sitting, whichever is later.**
2016 World Conservation Congress’ Motions Process

Statement of the Legal Adviser related to the motions’ process and the results of the electronic vote
by IUCN Members prior to the Congress
(03 August 2016 - 17 August 2016)

As IUCN’s Legal Adviser and pursuant to IUCN Regulation 94 (f), I am in charge of monitoring and ensuring the accuracy of the electronic voting process on any given instance.

In such role and in connection with the voting on Motions prior to Congress, which was held for the first time in the history of IUCN between the 3rd and the 17th August 2016, I have undertaken the necessary checks with the IUCN’s Secretariat’s team responsible for the set up and the implementation of the electronic voting system, and have made the necessary decisions to ensure

a) that the voting system made available was reliable and in conformity with IUCN’s Statutes, Rules of Procedure of the World Conservation Congress and Regulations (together “IUCN’s Rules and Regulations”) and that all IUCN Members eligible to vote, i.e. which have paid their membership dues in full up to and including 2015, were given the opportunity to exercise their Members’ rights by participating in this important electronic vote on motions; and

b) that the voting system operated correctly and the voting records from the electronic votes and from the email ballots were faithfully taken into consideration to produce the results of the vote on each Motion in conformity with IUCN’s Rules and Regulations.
I can therefore attest that the electronic voting system is trustworthy, and confirm that the results of the electronic vote on Motions as published correctly reflect how Members voted.

30 August 2016

____________________________  ____________________
Sanдрine Friedli Cela        Date
Legal Adviser
Office of the Legal Adviser
MOTION 001
Do you adopt Motion 001 entitled Identifying and archiving obsolete Resolutions and Recommendations to strengthen IUCN policy and to enhance implementation of IUCN Resolutions?
Adoptez-vous la Motion 001 intitulée Identifier et archiver les résolutions et recommandations obsolètes pour renforcer la politique de l’UICN et améliorer l’application des résolutions de l’UICN ?
Adopta usted la Moción 001 cuyo título es Identificación y archivo de las Resoluciones y Recomendaciones obsoletas para fortalecer la política de la UICN y mejorar la implementación de las Resoluciones de la UICN?

**Category A**

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**Category B**

<table>
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<th>NO / NON</th>
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<td>1%</td>
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**Total:**

- **Category A:** 146
- **Category B:** 619

**Approved / Approuvée / Aprobada**
MOTION 002
Do you adopt Motion 002 entitled IUCN Global Group for National and Regional Committee Development?

Adoptez-vous la Motion 002 intitulée Groupe mondial de l’UICN pour le développement des Comités nationaux et régionaux?

Adopta usted la Moción 002 cuyo título es Grupo mundial de la UICN para el desarrollo de los Comités Nacionales y Regionales?

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<thead>
<tr>
<th>Category A</th>
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<th>NO / NON</th>
<th>ABST</th>
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<thead>
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<td>97%</td>
<td>3%</td>
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</table>

Approved / Approuvée / Aprobada
MOTION 003
Do you adopt Motion 003 entitled Preventing electrocution and collision impacts of power infrastructure on birds?

Adoptez-vous la Motion 003 intitulée Prévenir l’impact de l’électrocution et des collisions avec les infrastructures électriques sur les oiseaux ?

Adopta usted la Moción 003 cuyo título es Prevención de los impactos de las infraestructuras eléctricas sobre las aves por electrocución y colisión ?

### Category A

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<th>ABST</th>
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99% 1%

Total: 128

### Category B

<table>
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<tbody>
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<td>583</td>
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</table>

98% 2%

Total: 592

Approved / Approuvée / Aprobada
MOTION 004 with amendment 1
Do you adopt Motion 004 entitled Conservation of the Helmeted Hornbill (Rhinoplax vigil) with amendment 1?

Adoptez-vous la Motion 004 intitulée Conservation du calao à casque (Rhinoplax vigil) avec l'amendement 1 ?

Adopta usted la Moción 004 cuyo título es Conservación del cálao de casco (Rhinoplax vigil) con la enmienda 1?

Category A

<table>
<thead>
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<th>ABST</th>
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Category B

<table>
<thead>
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<th>ABST</th>
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<tbody>
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<td>467</td>
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<td>88%</td>
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</tbody>
</table>

Approved / Approuvée / Aprobada
MOTION 005
Do you adopt Motion 005 entitled Promotion of Anguillid eels as flagship species for aquatic conservation?

Adoptez-vous la Motion 005 intitulée Promouvoir les anguillidés comme espèces phares pour la conservation aquatique?

Adopta usted la Moción 005 cuyo título es Promoción de las anguilas como especies emblemáticas para la conservación acuática?

Category A

<table>
<thead>
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<th>NO / NON</th>
<th>ABST</th>
</tr>
</thead>
<tbody>
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<td>106</td>
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<td>2%</td>
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Total: 108

Category B

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<tbody>
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<td>449</td>
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<tr>
<td>94%</td>
<td>6%</td>
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</table>

Total: 478

Approved / Approuvée / Aprobada
MOTION 006 with amendment 1
Do you adopt Motion 006 entitled Conservation of Amur tiger (Panthera tigris altaica) and Amur leopard (Panthera pardus orientalis) in Northeast Asia with amendment 1?
Adoptez-vous la Motion 006 intitulée Conservation du tigre de l’Amour (Panthera tigris altaica) et du léopard de l’Amour (Panthera pardus orientalis) en Asie du Nord-Est avec l’amendement 1 ?
Adopta usted la Moción 006 cuyo título es Conservación del tigre (Panthera tigris altaica) y el leopardo de Amur (Panthera pardus orientalis) en el noreste de Asia con la enmienda 1?

Category A

<table>
<thead>
<tr>
<th>YES / OUI / SI</th>
<th>NO / NON</th>
<th>ABST</th>
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<tbody>
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<td>95</td>
<td>9</td>
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<td>9%</td>
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Category B

<table>
<thead>
<tr>
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<th>NO / NON</th>
<th>ABST</th>
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<tbody>
<tr>
<td>471</td>
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<td>86%</td>
<td>14%</td>
<td></td>
</tr>
<tr>
<td>Total: 550</td>
<td></td>
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</tbody>
</table>

Approved / Approuvée / Aprobada
MOTION 008
Do you adopt Motion 008 entitled Giraffids: reversing the decline of Africa's iconic megafauna?

Adoptez-vous la Motion 008 intitulée Giraffidés : inverser le déclin de la mégafaune emblématique d'Afrique?

Adopta usted la Moción 008 cuyo título es Jiráfidos: invertir la disminución de la megafauna emblemática de África?

Approved / Approuvée / Aprobada
MOTION 009 with amendment 1
Do you adopt Motion 009 entitled Terminating the hunting of captive-bred lions (Panthera leo) and other predators and captive breeding for commercial, non-conservation purposes with amendment 1?
Adoptez-vous la Motion 009 intitulée Fin de la chasse aux lions (Panthera leo) et à d’autres prédateurs élevés en captivité et de l’élevage en captivité à des fins commerciales et non de conservation avec l’amendement 1 ?
Adopta usted la Moción 009 cuyo título es Terminación de la caza de leones (Panthera leo) y otros depredadores criados en cautividad y la cría en cautividad con fines comerciales y sin propósitos de conservación con la enmienda 1?

Category A

<table>
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<tr>
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<th>NO / NON</th>
<th>ABST</th>
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Category B

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<td>17%</td>
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Total: 494

Approved / Approuvée / Aprobada
MOTION 010 with amendment 1
Do you adopt Motion 010 entitled Combatting the illegal poisoning of wildlife with amendment 1?

Adoptez-vous la Motion 010 intitulée Lutter contre l’empoisonnement illégal des espèces sauvages avec l’amendement 1 ?

Adopta usted la Moción 010 cuyo título es Lucha contra el envenenamiento ilegal de animales silvestres con la enmienda 1?

Category A

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<thead>
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<th>NO / NON</th>
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<tbody>
<tr>
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<td>13%</td>
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Total: 123

Category B

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<tbody>
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<td>150</td>
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<td>17%</td>
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Total: 537

Approved / Approuvée / Aprobada
Do you adopt Motion 011 entitled Greater protection needed for all pangolin species with amendment 1?

Adoptez-vous la Motion 011 intitulée Renforcer la protection de toutes les espèces de pangolins avec l'amendement 1?

Adopta usted la Moción 011 cuyo título es Necesidad de una mayor protección de todas las especies de pangolines con la enmienda 1?

**Category A**

<table>
<thead>
<tr>
<th></th>
<th>YES / OUI / SI</th>
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- **Category A**
  - YES / OUI / SI: 94 (85%)
  - NO / NON: 16 (15%)
  - ABST: 46

**Category B**

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<tbody>
<tr>
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- **Category B**
  - YES / OUI / SI: 444 (82%)
  - NO / NON: 99 (18%)
  - ABST: 144

Approved / Approuvée / Aprobada
MOTION 011 with amendment 2
Do you adopt Motion 011 entitled Greater protection needed for all pangolin species with amendment 2?

Adoptez-vous la Motion 011 intitulée Renforcer la protection de toutes les espèces de pangolins avec l'amendement 2?

Adopta usted la Moción 011 cuyo título es Necesidad de una mayor protección de todas las especies de pangolines con la enmienda 2?

**Category A**

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**Category B**

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Approved / Approuvée / Aprobada
MOTION 011 with amendment 3
Do you adopt Motion 011 entitled Greater protection needed for all pangolin species with amendment 3?

Adoptez-vous la Motion 011 intitulée Renforcer la protection de toutes les espèces de pangolins avec l'amendement 3?

Adopta usted la Moción 011 cuyo título es Necesidad de una mayor protección de todas las especies de pangolines con la enmienda 3?

### Category A

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Approved / Approuvée / Aprobada
MOTION 012

Do you adopt Motion 012 entitled The IUCN Red List Index for monitoring extinction risk?

Adoptez-vous la Motion 012 intitulée Suivi du risque d’extinction au moyen de l’Indice de la Liste rouge de l’UICN?

Adopta usted la Moción 012 cuyo título es El Índice de la Lista Roja de la UICN para vigilar el riesgo de extinción?

Approved / Approuvée / Aprobada
MOTION 013 with amendment 1
Do you adopt Motion 013 entitled Actions to avert the extinction of the vaquita porpoise (Phocoena sinus) with amendment 1?

Adoptez-vous la Motion 013 intitulée Mesures visant à prévenir l'extinction du marsouin de Californie (Phocoena sinus) avec l'amendement 1?

Adopta usted la Moción 013 cuyo título es Medidas para evitar la extinción de la vaquita marina (Phocoena sinus) con la enmienda 1?

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Approved / Approuvée / Aprobada
MOTION 013 with amendment 2
Do you adopt Motion 013 entitled Actions to avert the extinction of the vaquita porpoise (Phocoena sinus) with amendment 2?

Adoptez-vous la Motion 013 intitulée Mesures visant à prévenir l’extinction du marsouin de Californie (Phocoena sinus) avec l’amendement 2?

Adopta usted la Moción 013 cuyo título es Medidas para evitar la extinción de la vaquita marina (Phocoena sinus) con la enmienda 2?

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Approved / Approuvée / Aprobada
MOTION 014
Do you adopt Motion 014 entitled Toward an IUCN standard classification of the impact of invasive alien species?

Adoptez-vous la Motion 014 intitulée Vers une classification UICN normalisée de l'impact des espèces exotiques envahissantes ?

Adopta usted la Moción 014 cuyo título es Hacia una clasificación normalizada de la UICN del impacto de las especies exóticas invasoras?

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Total: 602

Approved / Approuvée / Aprobada
MOTION 015
Do you adopt Motion 015 entitled Protection of wild bats from culling programmes?

Adoptez-vous la Motion 015 intitulée Protection des chauves-souris sauvages contre les programmes d’abattage sélectif ?

Adopta usted la Moción 015 cuyo título es Protección de los murciélagos contra los programas de sacrificio selectivo?

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Total: 568

Approved / Approuvée / Aprobada
MOTION 016
Do you adopt Motion 016 entitled Management and regulation of selective intensive breeding of large wild mammals for commercial purposes?
Adoptez-vous la Motion 016 intitulée Gestion et réglementation de l'élevage sélectif intensif de grands mammifères sauvages à des fins commerciales?
Adopta usted la Moción 016 cuyo título es Gestión y regulación de la cría intensiva selectiva de grandes mamíferos silvestres con fines comerciales?

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Total: 475

Approved / Approuvée / Aprobada
MOTION 017
Do you adopt Motion 017 entitled Strengthening pathway management of alien species in island ecosystems?

Adoptez-vous la Motion 017 intitulée Renforcer la gestion des voies d’introduction des espèces exotiques dans les écosystèmes insulaires?

Adopta usted la Moción 017 cuyo título es Fortalecimiento de la gestión de las vías de introducción de especies invasoras en los ecosistemas insulares?

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Total: 483

Approved / Approuvée / Aprobada
MOTION 018
Do you adopt Motion 018 entitled Monitoring and management of unselective, unsustainable and unmonitored (UUU) fisheries?

Adoptez-vous la Motion 018 intitulée Suivi et gestion des pêcheries non sélectives, non durables et non surveillées (NNN)?

Adopta usted la Moción 018 cuyo título es Seguimiento y gestión de la pesca no selectiva, insostenible y no controlada?

Approved / Approuvée / Aprobada
MOTION 019
Do you adopt Motion 019 entitled Conservation measures for vultures, including banning the use of veterinary diclofenac?

Adoptez-vous la Motion 019 intitulée Mesures de conservation pour les vautours, y compris interdiction de recourir au diclofénac à usage vétérinaire?

Adopta usted la Moción 019 cuyo título es Medidas de conservación de los buitres, incluida la prohibición del uso del diclofenaco veterinario?

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Approved / Approuvée / Aprobada
MOTION 020
Do you adopt Motion 020 entitled Protection for the serranids and syngnathids occurring off the Spanish coasts?

Adoptez-vous la Motion 020 intitulée Protection des serranidés et des syngnathidés au large des côtes espagnoles?

Adopta usted la Moción 020 cuyo título es Protección para los serránidos y signátidos presentes en las costas españolas?

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Approved / Approuvée / Aprobada
MOTION 021
Do you adopt Motion 021 entitled Supporting the Brazilian Red-Listing process and the conservation of threatened species?

Adoptez-vous la Motion 021 intitulée Soutenir les Listes rouges et la conservation des espèces menacées au Brésil?

Adopta usted la Moción 021 cuyo título es Apoyo al proceso brasileño de inscripciones en la Lista Roja y conservación de especies amenazadas?

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**Total: 527**

Approved / Approuvée / Aprobada
MOTION 022
Do you adopt Motion 022 entitled Recognising, understanding and enhancing the role of indigenous peoples and local communities in tackling the illegal wildlife trade crisis?
Adoptez-vous la Motion 022 intitulée Reconnaître, comprendre et renforcer le rôle des populations autochtones et des communautés locales dans la lutte contre la crise du commerce illégal d’espèces sauvages?
Adopta usted la Moción 022 cuyo título es Reconocimiento, comprensión y fortalecimiento del papel de los pueblos indígenas y las comunidades locales en la lucha contra la crisis del comercio ilícito de especies silvestres?

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Total: 139
Total: 612

Approved / Approuvée / Aprobada
MOTION 023
Do you adopt Motion 023 entitled Improving the conservation and management of the silky shark, the thresher sharks and mobula rays?
Adoptez-vous la Motion 023 intitulée Améliorer la conservation et la gestion des requins soyeux, des requins renards et des raies Mobula?
Adopta usted la Moción 023 cuyo título es Mejora de la conservación y gestión del tiburón jaquetón, los tiburones zorro y las móbulas?

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Approved / Approuvée / Aprobada
MOTION 024

Do you adopt Motion 024 entitled Conservation of intertidal habitats and migratory waterbirds of the East Asian-Australasian Flyway, especially the Yellow Sea, in a global context?

Adoptez-vous la Motion 024 intitulée Conservation des habitats intertidaux et des oiseaux migrateurs de la voie de migration Asie de l’Est-Australasie, en particulier en mer Jaune, dans un contexte mondial ?

Adopta usted la Moción 024 cuyo título es Conservación de los hábitats intermareales y las aves migratorias en la Ruta Migratoria Asia Oriental - Australasia, especialmente del mar Amarillo, en un contexto global?

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332
MOTION 025
Do you adopt Motion 025 entitled Strengthening the implementation of the Bern Convention for migratory bird species?

Adoptez-vous la Motion 025 intitulée Renforcer l’application de la Convention de Berne aux oiseaux migrateurs ?

Adopta usted la Moción 025 cuyo título es Refuerzo de la implementación del Convenio de Berna para las especies de aves migratorias?

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**Approved / Approuvée / Aprobada**
MOTION 027
Do you adopt Motion 027 entitled Recognising the Centennial of the US National Park Service?

Adoptez-vous la Motion 027 intitulée Marquer le centenaire du Service américain des parcs nationaux?

Adopta usted la Moción 027 cuyo título es Reconocimiento del centenario del Servicio de Parques Nacionales de los Estados Unidos?

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Approved / Approuvée / Aprobada
MOTION 028
Do you adopt Motion 028 entitled Incorporating urban dimensions of conservation into the work of IUCN?

Adoptez-vous la Motion 028 intitulée Intégrer la dimension urbaine de la conservation dans les travaux de l’UICN ?

Adopta usted la Moción 028 cuyo título es Incorporación de las dimensiones urbanas de la conservación en la labor de la UICN?

Category A

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Total: 137

99% 1%

Category B

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Total: 558

95% 5%

Approved / Approuvée / Aprobada
MOTION 029
Do you adopt Motion 029 entitled Recognising and respecting the territories and areas conserved by indigenous peoples and local communities (ICCAs) overlapped by protected areas?

Adoptez-vous la Motion 029 intitulée Reconnaissance et respect aux territoires et aires conservés par des peuples autochtones et des communautés locales, recouverts par des aires protégées?

Adopta usted la Moción 029 cuyo título es Reconocimiento y respeto de los territorios y áreas conservados por pueblos indígenas y comunidades locales (ICCA) que se solapan con áreas protegidas?

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Approved / Approuvée / Aprobada
MOTION 030
Do you adopt Motion 030 entitled World Parks Congress 2014: The Promise of Sydney?

Adoptez-vous la Motion 030 intitulée Congrès mondial des parcs 2014 : La Promesse de Sydney?

Adopta usted la Moción 030 cuyo título es Congreso Mundial de Parques 2014: La promesa de Sídney?

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Total: 532

Approved / Approuvée / Aprobada
MOTION 031
Do you adopt Motion 031 entitled Achieving representative systems of protected areas in Antarctica and the Southern Ocean?

Adoptez-vous la Motion 031 intitulée Constituer des réseaux représentatifs d’aires protégées dans l’Antarctique et l’océan Austral ?

Adopta usted la Moción 031 cuyo título es Lograr sistemas representativos de áreas protegidas en la Antártida y el Océano Austral?

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Approved / Approuvée / Aprobada
Do you adopt Motion 032 entitled Establishment, recognition and regulation of the career of park ranger?

Adoptez-vous la Motion 032 intitulée Création, reconnaissance et réglementation de la carrière de garde-parc ?

Adopta usted la Moción 032 cuyo título es Creación, reconocimiento y regulación de la carrera de guardaparques?

Category A

Category B

Total: 120

Total: 507

Approved / Approuvée / Aprobada

100%

96%

4%

0%

0%
MOTION 033
Do you adopt Motion 033 entitled Safeguarding space for nature and securing our future: developing a post-2020 strategy?

Adoptez-vous la Motion 033 intitulée Garder de la place pour la nature et assurer notre avenir : élaboration d'une stratégie pour l'après-2020 ?

Adopta usted la Moción 033 cuyo título es Salvaguardia de espacio para la naturaleza y aseguramiento de nuestro futuro: elaboración de una estrategia posterior a 2020?

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Approved / Approuvée / Aprobada
MOTION 034
Do you adopt Motion 034 entitled Recognising cultural and spiritual significance of nature in protected and conserved areas?

Adoptez-vous la Motion 034 intitulée Reconnaître l’importance culturelle et spirituelle de la nature dans les aires protégées et conservées ?

Adopta usted la Moción 034 cuyo título es Reconocimiento del significado cultural y espiritual de la naturaleza y las áreas protegidas y de conservación?

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Approved / Approuvée / Aprobada
MOTION 035
Do you adopt Motion 035 entitled Observing protected area norms in the Wild Heart of Europe?

Adoptez-vous la Motion 035 intitulée Respect des normes relatives aux aires protégées dans le Cœur sauvage de l'Europe?

Adopta usted la Moción 035 cuyo título es Observancia de las normas de las áreas protegidas en el corazón silvestre de Europa?

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MOTION 036
Do you adopt Motion 036 entitled Transboundary cooperation and protected areas?

Adoptez-vous la Motion 036 intitulée Coopération et aires protégées transfrontalières ?

Adopta usted la Moción 036 cuyo título es Cooperación transfronteriza y áreas protegidas?

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Approved / Approuvée / Aprobada
MOTION 038 with amendment 1
Do you adopt Motion 038 entitled Harmonising the integrated management of overlapping Ramsar Sites, World Heritage sites, Biosphere Reserves and UNESCO Global Geoparks with amendment 1?
Adoptez-vous la Motion 038 intitulée Harmoniser la gestion intégrée des sites Ramsar, des sites du patrimoine mondial, des réserves de biosphère et des géoparc mondiaux de l’UNESCO qui se chevauchent avec l’amendement 1 ?
Adopta usted la Moción 038 cuyo título es Armonización de la gestión integrada de los sitios Ramsar y del Patrimonio Mundial, las Reservas de Biosfera y los sitios de la Red Mundial de Geoparques de la UNESCO que se solapan con la enmienda 1?

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93% 7%

Approved / Approuvée / Aprobada
MOTION 039
Do you adopt Motion 039 entitled Establishing an IUCN and World Commission on Protected Areas (WCPA) Task Force on Protected Area Friendly System?
Adoptez-vous la Motion 039 intitulée Créer un groupe de travail de l'UICN et de la Commission mondiale des aires protégées (CMAP) sur un réseau d'amis des aires protégées ?
Adopta usted la Moción 039 cuyo título es Establecimiento de un Grupo de tareas de la UICN y la Comisión Mundial de Áreas Protegidas (CMAP) sobre un sistema respetuoso con las áreas protegidas?

Approved / Approuvée / Aprobada
MOTION 040
Do you adopt Motion 040 entitled Integrating autochthonous forest genetic diversity into protected area conservation objectives?

Adoptez-vous la Motion 040 intitulée Intégrer la diversité génétique forestière autochtone aux objectifs de conservation des aires protégées?

Adopta usted la Moción 040 cuyo título es Integrar la diversidad genética forestal autóctona en los objetivos de conservación de las áreas protegidas?

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Approved / Approuvée / Aprobada
MOTION 041
Do you adopt Motion 041 entitled Cooperation between the protected areas of the Guiana Shield and northeastern Amazonia?

Adoptez-vous la Motion 041 intitulée Coopération entre les aires protégées du Plateau des Guyanes et du Nord-est de l'Amazonie?

Adopta usted la Moción 041 cuyo título es Cooperación entre las áreas protegidas de la meseta de las Guayanas y del nordeste de la Amazonía?

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Approved / Approuvée / Aprobada
MOTION 042
Do you adopt Motion 042 entitled Protected areas as natural solutions to climate change?

Adoptez-vous la Motion 042 intitulée Les aires protégées: une solution naturelle au changement climatique?

Adopta usted la Moción 042 cuyo título es Las áreas protegidas como soluciones naturales al cambio climático?

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Approved / Approuvée / Aprobada
MOTION 043
Do you adopt Motion 043 entitled Support for Forest Landscape Restoration (FLR) in Africa?

Adoptez-vous la Motion 043 intitulée Soutien à la Restauration des paysages forestiers (RPF) en Afrique?

Adopta usted la Moción 043 cuyo título es Apoyo a la restauración del paisaje forestal en África?

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MOTION 044
Do you adopt Motion 044 entitled Identifying Key Biodiversity Areas for safeguarding biodiversity?

Adoptez-vous la Motion 044 intitulée Identification des zones clés pour la biodiversité aux fins de la préservation de la biodiversité?

Adopta usted la Moción 044 cuyo título es Identificación de áreas clave para la biodiversidad a fin de salvaguardar la biodiversidad?

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MOTION 045
Do you adopt Motion 045 entitled Protection of biodiversity refuge areas in the Atlantic biogeographical region?

Adoptez-vous la Motion 045 intitulée Protection des refuges de la biodiversité dans la région biogéographique atlantique ?

Adopta usted la Moción 045 cuyo título es Protección de las áreas de refugio de la biodiversidad en la región biogeográfica atlántica?

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Total: 452

Approved / Approuvée / Aprobada
MOTION 046
Do you adopt Motion 046 entitled Securing the future for global peatlands?

Adoptez-vous la Motion 046 intitulée Assurer l’avenir des tourbières du monde entier?

Adopta usted la Moción 046 cuyo título es Asegurar el futuro de las turberas del mundo?

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Approved / Approuvée / Aprobada
MOTION 047
Do you adopt Motion 047 entitled Protection, restoration and sustainable use of urban water bodies in India?
Adoptez-vous la Motion 047 intitulée Protéger, restaurer et utiliser durablement les plans d’eau urbains en Inde?
Adopta usted la Moción 047 cuyo título es Protección, restauración y uso sostenible de las masas de agua urbanas en la India?

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Approved / Approuvée / Aprobada
MOTION 050
Do you adopt Motion 050 entitled Cooperation for the conservation and protection of coral reefs worldwide?

Adoptez-vous la Motion 050 intitulée Coopération pour la conservation et la protection des récifs coralliens dans le monde?

Adopta usted la Moción 050 cuyo título es Cooperación para la conservación de los arrecifes de coral en el mundo?

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Approved / Approuvée / Aprobada
MOTION 051
Do you adopt Motion 051 entitled International biofouling?

Adoptez-vous la Motion 051 intitulée Encrassement biologique ou "biofouling" international?

Adopta usted la Moción 051 cuyo título es Bioensuciamiento o "biofouling" internacional?

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Approved / Approuvée / Aprobada
MOTION 052
Do you adopt Motion 052 entitled Promoting regional approaches to tackle the global problem of marine debris (litter)?

Adoptez-vous la Motion 052 intitulée Promouvoir des solutions régionales au problème mondial des déchets marins (détéritus)?

Adopta usted la Moción 052 cuyo título es Promover los enfoques regionales para atajar el problema mundial de los desechos marinos (basura)?

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Total: 561

Approved / Approuvée / Aprobada
MOTION 054
Do you adopt Motion 054 entitled Ecological connectivity on the north coast of the Alboran Sea?

Adoptez-vous la Motion 054 intitulée Connectivité écologique sur le littoral nord de la mer d’Alboran?

Adopta usted la Moción 054 cuyo título es Conectividad ecológica en el litoral norte del mar de Alborán?

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Total: 63
Total: 414

Approved / Approuvée / Aprobada
**MOTION 055**

Do you adopt Motion 055 entitled Declaration of Astola Island as a Marine Protected Area?

Adoptez-vous la Motion 055 intitulée Désignation de l’île d’Astola en tant qu’aire marine protégée?

Adopta usted la Moción 055 cuyo título es Declaración de la isla de Astola como área marina protegida?

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Total: 403

Approved / Approuvée / Aprobada
MOTION 056
Do you adopt Motion 056 entitled Protecting coastal and marine environments from mining waste?

Adoptez-vous la Motion 056 intitulée Protéger les milieux côtiers et marins contre les résidus miniers ?

Adopta usted la Moción 056 cuyo título es Protección de los entornos costeros y marinos de los residuos de la minería?

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Approved / Approuvée / Aprobada
MOTION 057
Do you adopt Motion 057 entitled Protecting the world’s greatest salmon fishery in Bristol Bay, Alaska from large-scale mining?

Adoptez-vous la Motion 057 intitulée Protéger de l’exploitation minière à grande échelle la plus grande zone de pêche au saumon du monde située dans la baie de Bristol, en Alaska?

Adopta usted la Moción 057 cuyo título es Protección de la mayor pesquería de salmón del mundo, en Bristol Bay (Alaska), de la minería a gran escala?

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Total: 62

Approved / Approuvée / Aprobada
MOTION 058
Do you adopt Motion 058 entitled Concerns about whaling under special permits?

Adoptez-vous la Motion 058 intitulée Préoccupations relatives à la chasse à la baleine en vertu de permis spéciaux?

Adopta usted la Moción 058 cuyo título es Preocupaciones acerca de la caza de ballenas con permisos especiales?

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Approved / Approuvée / Aprobada
MOTION 060 with amendment 1
Do you adopt Motion 060 entitled Pacific region climate resiliency action plan with amendment 1?

Adoptez-vous la Motion 060 intitulée Plan d'action pour assurer la résilience climatique de la région du Pacifique avec l'amendement 1 ?

Adopta usted la Moción 060 cuyo título es Plan de acción de la región del Pacífico sobre resiliencia al clima con la enmienda 1?

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**Total:** 66

**Total:** 442

Approved / Approuvée / Aprobada
MOTION 067
Do you adopt Motion 067 entitled The 2030 Agenda for Sustainable Development: integration of conservation into development?

Adoptez-vous la Motion 067 intitulée Programme de développement durable à l'horizon 2030 : l'intégration de la conservation dans le développement?

Adopta usted la Moción 067 cuyo título es La Agenda 2030 para el Desarrollo Sostenible: Integración de la conservación en el desarrollo?

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Approved / Approuvée / Aprobada
MOTION 068
Do you adopt Motion 068 entitled Avoiding extinction in limestone karst areas?

Adoptez-vous la Motion 068 intitulée Éviter l'extinction de la biodiversité dans les karsts des reliefs calcaires?

Adopta usted la Moción 068 cuyo título es Evitar la extinción en las zonas calcáreas kársticas?

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98% 2%

Total: 500

Approved / Approuvée / Aprobada
MOTION 069
Do you adopt Motion 069 entitled Strengthening cross-sector partnerships to recognise the contributions of nature to health, well-being and quality of life?
Adoptez-vous la Motion 069 intitulée Renforcer les partenariats intersectoriels afin de reconnaître les bienfaits de la nature sur la santé, le bien-être et la qualité de vie?
Adopta usted la Moción 069 cuyo título es Refuerzo de las alianzas intersectoriales para reconocer las contribuciones de la naturaleza a la salud, el bienestar y la calidad de vida?

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- **Total: 143**
- **Total: 571**

Approved / Approuvée / Aprobada
Do you adopt Motion 070 entitled Financing for biodiversity projects in the European Union’s outermost regions and overseas countries and territories?

Adoptez-vous la Motion 070 intitulée Financements des projets sur la biodiversité dans les outre-mer européens?

Adopta usted la Moción 070 cuyo título es Financiación de los proyectos sobre la biodiversidad en los territorios europeos de ultramar?
MOTION 071
Do you adopt Motion 071 entitled Community Based Natural Resource Management in the State of Hawai’i?

Adoptez-vous la Motion 071 intitulée Gestion communautaire des ressources naturelles dans l’État d’Hawaï?

Adopta usted la Moción 071 cuyo título es Gestión de recursos naturales de base comunitaria en el estado de Hawái?

Approved / Approuvée / Aprobada
MOTION 072
Do you adopt Motion 072 entitled Aloha+ Challenge Model for Sustainable Development?

Adoptez-vous la Motion 072 intitulée Modèle Aloha+ Challenge de développement durable?

Adopta usted la Moción 072 cuyo título es Modelo de desarrollo sostenible del Desafío Aloha+?

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Total: 418

Approved / Approuvée / Aprobada
MOTION 073
Do you adopt Motion 073 entitled Strengthening business engagement in biodiversity preservation?

Adoptez-vous la Motion 073 intitulée Renforcer l'engagement des entreprises pour la préservation de la biodiversité?

Adopta usted la Moción 073 cuyo título es Fortalecimiento de la participación de las empresas en la preservación de la biodiversidad?

Approved / Approuvée / Aprobada
MOTION 075 with amendment 1
Do you adopt Motion 075 entitled Best practice for industrial-scale development projects with amendment 1?

Adoptez-vous la Motion 075 intitulée Bonnes pratiques pour les projets de développement à échelle industrielle avec l’amendement 1?

Adopta usted la Moción 075 cuyo título es Buenas prácticas para los proyectos de desarrollo a escala industrial con la enmienda 1?

Approved / Approuvée / Aprobada

Category A
YES / OUI / SI
NO / NON
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MOTION 075 with amendment 2
Do you adopt Motion 075 entitled Best practice for industrial-scale development projects with amendment 2?

Adoptez-vous la Motion 075 intitulée Bonnes pratiques pour les projets de développement à échelle industrielle avec l'amendement 2?

Adopta usted la Moción 075 cuyo título es Buenas prácticas para los proyectos de desarrollo a escala industrial con la enmienda 2?

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89% 11%

Total: 461

Approved / Approuvée / Aprobada
MOTION 076
Do you adopt Motion 076 entitled Prevention, management and resolution of social conflict as a key requirement for conservation and management of ecosystems?
Adoptez-vous la Motion 076 intitulée Prévenir, gérer et résoudre les conflits sociaux : la clé du succès de la conservation et de la gestion des écosystèmes ?
Adopta usted la Moción 076 cuyo título es Prevención, gestión y resolución de los conflictos sociales como requisito fundamental para la conservación y gestión de los ecosistemas?

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Approved / Approuvée / Aprobada
MOTION 077
Do you adopt Motion 077 entitled Defining Nature-based Solutions?

Adoptez-vous la Motion 077 intitulée Définition des solutions fondées sur la nature ?

Adopta usted la Moción 077 cuyo título es Definición de soluciones basadas en la naturaleza?

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Approved / Approuvée / Aprobada
MOTION 078
Do you adopt Motion 078 entitled Crimes against the environment?

Adoptez-vous la Motion 078 intitulée Criminalité environnementale?

Adopta usted la Moción 078 cuyo título es Delitos contra el medio ambiente?

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Approved / Approuvée / Aprobada
MOTION 079
Do you adopt Motion 079 entitled Global Judicial Institute for the Environment?

Adoptez-vous la Motion 079 intitulée Création d'un Institut juridique mondial pour l'environnement?

Adopta usted la Moción 079 cuyo título es Instituto Judicial Mundial para el Medio Ambiente?

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Total: 500

Approved / Approuvée / Aprobada
MOTION 080
Do you adopt Motion 080 entitled Enabling the Whakatane Mechanism to contribute to conservation through securing communities’ rights?
Adoptez-vous la Motion 080 intitulée Activer le mécanisme de Whakatane pour contribuer à la conservation tout en garantissant les droits des communautés?
Adopta usted la Moción 080 cuyo título es Habilitar al Mecanismo de Whakatane para que contribuya a la conservación mediante la garantía de los derechos de las comunidades?

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Total: 446

Approved / Approuvée / Aprobada
MOTION 081
Do you adopt Motion 081 entitled Investments of development finance institutions: socio-environmental impacts and respect for rights?
Adoptez-vous la Motion 081 intitulée Investissements des institutions financières pour le développement : impacts socio-environnementaux et respect des droits ?
Adopta usted la Moción 081 cuyo título es Inversiones de instituciones financieras para el desarrollo: impactos socioambientales y respeto de derechos?

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Total: 522

Approved / Approuvée / Aprobada
MOTION 082
Do you adopt Motion 082 entitled Reinforcing the principle of non-regression in environmental law and policy?

Adoptez-vous la Motion 082 intitulée Renforcer le principe de non-régression dans le droit et les politiques de l'environnement?

Adopta usted la Moción 082 cuyo título es Refuerzo del principio de no regresión en el derecho y la política ambiental?

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Approved / Approuvée / Aprobada
MOTION 083 with amendment 1
Do you adopt Motion 083 entitled Affirmation of the role of indigenous cultures in global conservation efforts with amendment 1?

Adoptez-vous la Motion 083 intitulée Affirmation du rôle des cultures autochtones dans les efforts de conservation déployés à l’échelle mondiale avec l’amendement 1?

Adopta usted la Moción 083 cuyo título es Afirmación del papel de las culturas indígenas en los esfuerzos de conservación a nivel mundial con la enmienda 1?

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MOTION 083 with amendment 2
Do you adopt Motion 083 entitled Affirmation of the role of indigenous cultures in global conservation efforts with amendment 2?

Adoptez-vous la Motion 083 intitulée Affirmation du rôle des cultures autochtones dans les efforts de conservation déployés à l’échelle mondiale avec l’amendement 2?

Adopta usted la Moción 083 cuyo título es Afirmación del papel de las culturas indígenas en los esfuerzos de conservación a nivel mundial con la enmienda 2?

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Total: 473

Approved / Approuvée / Aprobada
MOTION 084
Do you adopt Motion 084 entitled Improving the means to fight environmental crime?

Adoptez-vous la Motion 084 intitulée Améliorer les outils de lutte contre les crimes environnementaux?

Adopta usted la Moción 084 cuyo título es Mejora de los medios de lucha contra los delitos ambientales?

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Approved / Approuvée / Aprobada
MOTION 085
Do you adopt Motion 085 entitled Environmental courts and tribunals?

Adoptez-vous la Motion 085 intitulée Cours et tribunaux pour l'environnement?

Adopta usted la Moción 085 cuyo título es Tribunales y cortes ambientales?

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Approved / Approuvée / Aprobada
MOTION 086
Do you adopt Motion 086 entitled Supporting implementation of the African Convention on the Conservation of Nature and Natural Resources and the African Agenda 2063?
Adoptez-vous la Motion 086 intitulée Soutenir l'application de la Convention africaine sur la conservation de la nature et des ressources naturelles et l'Agenda africain 2063?
Adopta usted la Moción 086 cuyo título es Apoyo a la implementación de la Convención Africana sobre la Conservación de la Naturaleza y de los Recursos Naturales y el Programa Africano para 2063?

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Approved / Approuvée / Aprobada
MOTION 087
Do you adopt Motion 087 entitled Request for an Advisory Opinion of the International Court of Justice on the principle of sustainable development in view of the needs of future generations?
Adoptez-vous la Motion 087 intitulée Demande d’avis consultatif auprès de la Cour internationale de Justice sur le principe de développement durable compte tenu des besoins des générations futures?
Adopta usted la Moción 087 cuyo título es Solicitud de una opinión consultiva de la Corte Internacional de Justicia sobre el principio del desarrollo sostenible en vista de las necesidades de las generaciones futuras?

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97% 3%
Total: 479

Approved / Approuvée / Aprobada
MOTION 088
Do you adopt Motion 088 entitled System of categories for indigenous collective management areas in Central America?

Adoptez-vous la Motion 088 intitulée Système de catégories concernant les aires de gestion collective par les populations autochtones d’Amérique centrale?

Adopta usted la Moción 088 cuyo título es Sistema de categorías de áreas de gestión colectiva indígena en Centro América?

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Approved / Approuvée / Aprobada
MOTION 089
Do you adopt Motion 089 entitled Humanity's right to a healthy environment?

Adoptez-vous la Motion 089 intitulée Droit de l'humanité à un environnement sain?

Adopta usted la Moción 089 cuyo título es Derecho de la humanidad a un medio ambiente sano?

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Approved / Approuvée / Aprobada
MOTION 091
Do you adopt Motion 091 entitled Conservation of moveable geological heritage?

Adoptez-vous la Motion 091 intitulée Conservation du patrimoine géologique ex situ?

Adopta usted la Moción 091 cuyo título es Conservación del patrimonio geológico movible?

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93% 7%

Approved / Approuvée / Aprobada
MOTION 092
Do you adopt Motion 092 entitled Environmental education and how to naturalise the spaces in educational centres for healthy
development and a better childhood connection with nature?
Adoptez-vous la Motion 092 intitulée Éducation à l'environnement et création d'espaces naturels dans les établissements scolaires
pour favoriser un développement sain et un renforcement des liens entre l'enfance et la nature?
Adopta usted la Moción 092 cuyo título es Educación ambiental y cómo dar carácter natural a los espacios en centros escolares para
un saludable desarrollo y una mayor conexión con la naturaleza en la infancia?

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Approved / Approuvée / Aprobada
MOTION 093
Do you adopt Motion 093 entitled Connecting people with nature globally?

Adoptez-vous la Motion 093 intitulée Connecter les populations avec la nature partout dans le monde?

Adopta usted la Moción 093 cuyo título es Conectar a las personas con la naturaleza en todo el mundo?

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98%  2%

Total: 573

Approved / Approuvée / Aprobada
MOTION 094
Do you adopt Motion 094 entitled Increase resources for biodiversity conservation research?

Adoptez-vous la Motion 094 intitulée Augmenter les ressources pour la recherche sur la conservation de la diversité biologique?

Adopta usted la Moción 094 cuyo título es Aumentar los recursos para investigación sobre conservación de la biodiversidad?

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Approved / Approuvée / Aprobada
MOTION 095 with amendment 1a
Do you adopt Motion 095 entitled Development of IUCN policy on biodiversity conservation and synthetic biology with amendment 1a?
Adoptez-vous la Motion 095 intitulée Élaboration d’une politique de l’UICN sur la conservation de la biodiversité et la biologie de synthèse avec l’amendement 1a ?
Adopta usted la Moción 095 cuyo título es Formulación de una política de la UICN sobre la conservación de la biodiversidad y la biología sintética con la enmienda 1a?

Approved / Approuvée / Aprobada
MOTION 096
Do you adopt Motion 096 entitled Awareness of connectivity conservation definition and guidelines?

Adoptez-vous la Motion 096 intitulée Sensibilisation à la définition et aux lignes directrices relatives à la conservation de la connectivité ?

Adopta usted la Moción 096 cuyo título es Conciencia sobre la definición de conservación de la conectividad y las directrices al respecto?

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Approved / Approuvée / Aprobada
MOTION 097 with amendment 1
Do you adopt Motion 097 entitled Safeguarding indigenous lands, territories and resources from unsustainable developments with amendment 1?

Adoptez-vous la Motion 097 intitulée Protéger les terres, territoires et ressources autochtones contre les activités de développement non durables avec l'amendement 1?

Adopta usted la Moción 097 cuyo título es Salvaguardar las tierras, territorios y recursos indígenas frente a desarrollos insostenibles con la enmienda 1?

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<th>NO / NON</th>
<th>ABST</th>
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</thead>
<tbody>
<tr>
<td>436</td>
<td>54</td>
<td>197</td>
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<td>89%</td>
<td>11%</td>
<td></td>
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</tbody>
</table>

Total: 490

Approved / Approuvée / Aprobada
MOTION 097 with amendment 2
Do you adopt Motion 097 entitled Safeguarding indigenous lands, territories and resources from unsustainable developments with amendment 2?
Adoptez-vous la Motion 097 intitulée Protéger les terres, territoires et ressources autochtones contre les activités de développement non durables avec l'amendement 2?
Adopta usted la Moción 097 cuyo título es Salvaguardar las tierras, territorios y recursos indígenas frente a desarrollos insostenibles con la enmienda 2?

Category A
- YES / OUI / SI: 77
- NO / NON: 6
- ABST: 73
- Total: 83
- 93% / 7%

Category B
- YES / OUI / SI: 425
- NO / NON: 43
- ABST: 219
- Total: 468
- 91% / 9%

Approved / Approuvée / Aprobada
MOTION 098
Do you adopt Motion 098 entitled Energy efficiency and renewable energy to promote the conservation of nature?

Adoptez-vous la Motion 098 intitulée Efficacité énergétique et énergies renouvelables afin de promouvoir la conservation de la nature?

Adopta usted la Moción 098 cuyo título es Eficiencia energética y energías renovables para promover la conservación de la naturaleza?

<table>
<thead>
<tr>
<th>Category A</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>YES / OUI / SI</td>
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<tr>
<td>117</td>
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<td>38</td>
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<td>99%</td>
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<td><strong>Total:</strong></td>
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<table>
<thead>
<tr>
<th>Category B</th>
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<th></th>
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<tr>
<td>YES / OUI / SI</td>
<td>NO / NON</td>
<td>ABST</td>
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<td>526</td>
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<td>96%</td>
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<tr>
<td><strong>Total:</strong></td>
<td><strong>547</strong></td>
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</tr>
</tbody>
</table>

Approved / Approuvée / Aprobada
MOTION 099
Do you adopt Motion 099 entitled Development of offshore renewable energy and biodiversity conservation?

Adoptez-vous la Motion 099 intitulée Développement des énergies offshore renouvelables et conservation de la biodiversité?

Adopta usted la Moción 099 cuyo título es Desarrollo de las energías renovables marinas y conservación de la biodiversidad?

Category A

<table>
<thead>
<tr>
<th>YES / OUI / SI</th>
<th>NO / NON</th>
<th>ABST</th>
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</thead>
<tbody>
<tr>
<td>119</td>
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<td>34</td>
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Total: 122

Category B

<table>
<thead>
<tr>
<th>YES / OUI / SI</th>
<th>NO / NON</th>
<th>ABST</th>
</tr>
</thead>
<tbody>
<tr>
<td>512</td>
<td>9</td>
<td>166</td>
</tr>
<tr>
<td>98%</td>
<td>2%</td>
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</tbody>
</table>

Total: 521

Approved / Approuvée / Aprobada
IUCN Programme 2017–2020

**Action Requested:** In accordance with Article 20 (e) of the Statutes, the IUCN World Conservation Congress is invited to CONSIDER and APPROVE the IUCN Programme 2017–2020 on the proposal of the Director General with the approval of the IUCN Council. (Annex 1 hereafter).

**DRAFT MOTION**

The 2016 IUCN World Conservation Congress,

*On the proposal of* the IUCN Director General and with the approval of the Council in accordance with Article 88 (e) of the Statutes,

*Approves* the IUCN Programme 2017–2020.
One Programme Approach

Members
- 1,394 Members worldwide including:
  - States
  - Govt. agencies
  - National NGOs
  - Int. NGOs
- 7 Regional and 62 National Committees
- World Conservation Congress
- Council

Secretariat
- Regional Presence & Programmes:
  - Asia
  - Central and West Africa
  - Eastern and Southern Africa
  - Eastern Europe and Central Asia
  - Europe, Mediterranean
  - Mexico, Central America and the Caribbean,
  - Oceania
  - South America
  - Washington D.C. Office
  - West Asia
- Global Programmes:
  - Biodiversity Conservation:
    - Species
    - TRAFFIC
    - Protected Areas
    - World Heritage
  - Nature-based Solutions:
    - Forest and Climate Change
    - Marine and Polar
    - Water
    - Ecosystem Management
    - Economics
    - Business and Biodiversity
    - Gender
    - Social Policy
- Policy & Programme:
  - Environmental Law
  - Policy
  - Science and Knowledge
  - GEF

Director General & Corporate Functions

Commissions
- more than 16,000 voluntary experts in 6 thematic groups:
Programme Highlights in 2013-2016
1) Representing nature on the international policy stage

- **Mainstreaming nature-based solutions** in international frameworks

- **The 2030 Agenda for Sustainable Development** is a unique opportunity to apply the ‘nature’s based solution’ s approach to sustainable development

- **The adoption of the Paris Agreement** which recognizes the important role of biodiversity and natural ecosystems in combating climate change

- **The IUCN Programme 2013-2016** has contributed towards the Aichi Biodiversity Targets

- **The IUCN Red List of Threatened Species and other conservation knowledge** are used by all the major environmental platforms
2) Improving the governance of nature’s use

- **Recent international policy frameworks** have placed a clear emphasis on governance aspects.
- **Development of various IUCN tools and methodologies** relevant to the governance of natural resources.
- **Assessing and evaluating protected area governance**.
- **Substantial progress in mainstreaming gender in national and international policy frameworks**.
3) Together with Members, delivering nature-based solutions

A few examples:

- **The Bonn Challenge.** Governments, companies and alliances have committed to restore 107 million hectares of degraded forest landscapes and negotiations covering a further 40 million hectares are at an advanced stage.

  - Forest Landscape Restoration. Restoration assessments using the ROAM methodology is underway in 34 countries and FLR is now embedded in national REDD+ and other climate mitigation strategies.
  - Substantive national and subnational landscape restoration actions underway in several countries (e.g. United States, Brazil, Guatemala, Rwanda, Indonesia, etc.).

- Ecosystems represent an important element in the Nationally Determined Contributions of 45 countries in the context of UNFCCC/Paris Agreement.
• **Managing coastal ecosystems.** Mangroves for the Future is an initiative that operates in 11 countries in Asia and the Indian Ocean to support mangrove restoration and community resilience.

• **Improving forest policy and legislation in Eastern Europe and Russia.** ENPI FLEG II is implemented in seven countries in the region to ensure that consistent and sustainable forest management practices are adopted. This has led to modifications of forest codes of various countries.

• **Building Drought Resilience through Land and Water Management in Northern Kenya.** The adoption of a ‘sub-catchment management plan for arid and semi-arid lands’ has benefited 40,000 pastoral and agro pastoral community members.

• **Building River Dialogue and Governance (BRIDGE).** IUCN works in 12 basins in Mesoamerica, the Andes and the 3S basin of the Mekong Region to support improved transboundary cooperation.
4) Scaling up investments in conservation

- Accreditation to the Global Environment Facility and Green Climate Fund

- Growing project portfolio. The value of the GEF project portfolio is USD 50 million

- Development of a strong project pipeline for GCF

- Major biodiversity conservation grant-makers use the IUCN Red List of Threatened Species to guide investment decisions

- Save Our Species (SOS) - March 2016, SOS made grants to 108 projects worth $10 million for conservation of 250 species
5) Helping companies improve their environmental performance

A few examples:

- **The Integrated Biodiversity Assessment Tool (IBAT), run in partnership with Birdlife International, CI and UNEP WCMC.** 40 companies are users of IBAT to inform investment decisions
  - IBAT draws on data from the *IUCN Red List of Threatened Species*, *Protected Planet* and *Key Biodiversity Areas*

- **Niger Delta Independent Panel**: As an outcome of the IUCN-Shell partnership, companies and communities adopted new approaches to integrating biodiversity considerations into remediating contaminated areas

- **The Aluminium Stewardship Initiative (ASI)** fosters improved sustainability, transparency and governance throughout the entire aluminium value chain

- **Business and conservationists sharing a common goal.** Partnership with Sakhalin Energy to ensure the long-term conservation of Western Gray Whales
6) Establishing and developing knowledge

- **The IUCN Red List of Threatened Species** presents the true ‘barometer of life’

- **The Key Biodiversity Areas standard** aims to identify sites of global importance for biodiversity conservation

- **The Green List of Protected Areas** is a new developing international standard to demonstrate the achievement of protected area quality and performance

- **The IUCN Red List of Ecosystems (RLE)** is a developing global standard for the assessment of ecosystem status
• **The IUCN World Heritage Outlook.** First global assessment of natural World Heritage

• **Natural Resource Governance Framework** is a tool under development to support natural resource decision-making

• **People in Nature (formerly Human Dependency on Nature):** Tool under development to assess the contribution of ecosystems and natural resources to human livelihoods

• Other governance-related knowledge platforms e.g. the **Environment and Gender Index** and **ECOLEX**

• **228 standalone ISBN publications** by IUCN and its Commissions in 2013-2016 and around 70 papers with IUCN as an affiliation were also published in peer-reviewed literature annually.
Findings from the 2015 External Review
IUCN’s unique niche is its ability to convene

The authority for this niche comes from IUCN’s scientific work, expert networks and policy influencing.

IUCN’s knowledge responds to real needs and can inform a range of outcomes.

Knowledge products which are comprehensive have more potential to be effective.

IUCN has become intentional about incorporating Indigenous knowledge in recent years.

IUCN can improve its organizational fit for purpose.
An inclusive process and a scaled-up vision

- An iterative consultation process:
  - Regional Conservation Fora. Retrieved feedback from the IUCN Membership
  - Draft reviewed by Council at three meetings (May 2015 – April 2016)
  - Inputs from IUCN Framework/Strategic Donors

- Built on the 2013-2016 Programme integrating the findings of the Global Situation Analysis and the 2015 External Review

- Higher ambition that the Union must measure its contribution to the global sustainable development agenda
Contributing to the ambitions of the Post 2015 Agenda
Moving Sustainable Development and Climate Agreements into action

Planet at the crossroads
Hawai‘i - September 2016

UN World Conference on Disaster Risk Reduction
2015 Sendai Japan

UN World Conference on DRR

Addis Ababa Action Agenda
3rd International Conference on Financing for Development

SDG Summit

UNFCCC COP 21
Programme Results Framework

- **3 Global Results** (1 per each Programme Area)
- **9 Sub-Results** (3 per each Global Result)
- **29 Targets for 2020** (more or less 9 Targets per Programme Area)
- **Contribution to the SDGs and the Aichi Biodiversity Targets**
1. Valuing and Conserving Nature

2. Promoting and Supporting Effective and Equitable Governance of Natural Resources

3. Deploying nature based solutions to address societal challenges including climate change, food security and economic and social development
1) Valuing and Conserving Nature

Global Result 1:

*The risk facing species and ecosystems is reduced*
Sub-results:

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

1.2 - **Effective implementation and enforcement of laws and policies** for valuing and conserving biodiversity is accelerated

1.3 - **Key drivers of biodiversity loss** are addressed through application of conservation measures
Global Result 2:

*Natural resource governance at all levels enables delivery of effective conservation and equitable social outcomes by integrating good governance principles and rights-based approaches*
Sub-results:

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

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.

2.3 - *Regional and global governance systems* for conservation of nature and natural resources are established, supported and strengthened.
3) Deploying nature based solutions to address societal challenges

Global Result 3:

Societies recognize an enhance the ability of healthy and restored ecosystems to make effective contributions to meeting societal challenges of climate change, food security and economic and social development.
Sub-results:

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.

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

3.3 - **Intact, modified and degraded landscapes, seascapes and watersheds** that deliver direct benefits for society are equitably protected, managed and/or restored.
Monitoring the 2017-2020 Programme

• A small number of key global results and impacts indicators will be tracked, drawing on data from:
  
  ➢ The IUCN project portfolio
  ➢ IUCN datasets, such as the IUCN Red List of Threatened Species and Protected Planet
  ➢ Publicly available datasets related to the Sustainable Development Goals
Monitoring: Next Steps (2)

- Finalize global indicators for the Programme
- Finalize baselines for result and impact indicators
- Gather project level data via the Project Portal
Programme Pledges: reinforcing the One Programme Approach

• Members will be able to pledge their contributions to programme implementation by identifying which IUCN Programme’s sub-result(s) they intend to contribute to

• Collected through a simple online survey and a Helpdesk in Pavilions to motivate Members and partners to engage

• Follow-up after Congress

• Establish an online mechanism to enable reporting by Members and Commissions
Thank you
Merci
Muchas gracias
IUCN Programme 2017–2020
Draft 2 May 2016

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Executive Summary

There is little doubt that 2015 will be looked back upon as a pivotal year in the relationship between people and planet. It will be seen as the year when the world finally agreed on a common vision for the future and demonstrated that the collective will to make it happen is there. But cautious optimism is warranted. While the adoption of the United Nations Sustainable Development Goals (SDGs) and the historic agreement in Paris to tackle climate change represent the end of an arduous journey, a new one every bit as challenging is barely beginning.

In many ways, the IUCN Programme 2017–2020 represents a blueprint for realising many of the ambitions of the post-2015 agenda. The Programme embraces and assimilates the new momentum generated by the 2015 agreements and captures them in a programme of work that exploits IUCN’s strengths, taking advantage of the Union’s knowledge and reach to move agreements into concrete action. Moreover, the Programme breaks away from the once-widespread misconception that global challenges must each be addressed separately, and instead recognises that environmental, economic and even political concerns often share direct and indirect drivers, and can similarly benefit from common solutions.

The Programme also reflects IUCN’s conviction that a steady increase in global wellbeing can only be achieved through an enhanced understanding of the planet’s complex life-support systems and the predominant global trends currently acting upon them – urbanisation, economic growth, burgeoning consumption, disappearing biodiversity, wealth inequality, climate change, population growth, and many others.

Matching IUCN’s strengths to real conservation needs

A global situation analysis helped guide the preparation of the IUCN Programme 2017–2020. This examined the current conservation landscape, identifying important gaps and assessing which among these IUCN was best placed to address. Results highlighted the need for IUCN’s assessments of the state of nature, particularly with respect to terrestrial biodiversity and ecosystems. Geographically, they emphasised a need for IUCN to work in Africa, central and South America, and South and East Asia.

An External Review of IUCN also contributed to the design of the Programme, shedding an additional light on the Union’s niche and place in the global conservation landscape. The review underlined IUCN’s unique ability to convene government and civil society Members, as well as experts, indigenous peoples’ groups and other partners, in pursuit of conservation and sustainable development objectives. This convening role is underpinned and legitimised by IUCN’s evidence-based scientific work.

Using IUCN’s core strengths for maximum impact

IUCN harnesses this powerful, dual role – of convening diverse stakeholders and generating conservation knowledge – to further its mission of informing policy choices and other relevant decisions. A trusted knowledge base and reputation for balanced analysis help to cement IUCN’s privileged access to policy and decision makers at the global, national and local levels. Similarly, IUCN is able to engage diverse stakeholders both inside and outside the traditional conservation arena. Moreover, there remains ample scope for IUCN to mobilise its diverse membership structure in the effort to secure real collective action in favour of conservation, a point highlighted in the recent External Review of the Union.

All this means that IUCN is able to address effectively a significant array of drivers that impact on a broad range of environmental, societal and other challenges. So while the primary focus of the Programme remains on developing the conservation responses and governance necessary to tackle the direct drivers of biodiversity loss, IUCN is in a unique position to address indirect drivers.

This broadened scope of work is critical in the post-2015 world, as evidenced by the SDGs. These were developed with the explicit recognition that the environmental, social and economic aspects of each goal are inseparable, and that achieving them requires a holistic approach that can incorporate a
variety of dimensions once considered separately. This Programme reflects that reality as well as IUCN’s capacity to contribute to work on virtually every goal.

**Driving change where it matters most**

The historic agreement that emerged from the 21st Conference of Parties to the United Nations Framework Convention on Climate Change (UNFCCC COP21) in Paris in December 2015 sent a clear signal about the vital importance of natural ecosystems in achieving climate neutrality over the course of this century. Indeed, the Paris Agreement directly calls on countries to conserve and enhance natural carbon sinks and reservoirs of all types – biomass, forests and oceans as well as other terrestrial, coastal and marine ecosystems – and to harness their contribution in the global fight against climate change. The relevance and impact of IUCN’s cumulative work in this regard could not be clearer.

In the coming years, and building on its strengths, IUCN will take concerted action to further amplify its global efforts in developing and advancing practical and effective nature-based solutions to climate change. These will not only make a direct contribution to global mitigation efforts, but will work to enable vulnerable societies around the world to better adapt to the adverse effects of climate change, and help to reduce the impact of climate-related disasters. At the same time, IUCN will continue to assess and address the impacts of climate change on vulnerable species and ecosystems around the world, thereby helping to create a low-carbon, climate-resilient world that benefits people and nature alike.

While the world has embraced the need to address the climate change crisis immediately, the same cannot be said for agriculture. The immense pressure that agriculture places on our planet and the need to rethink this critical sector remains largely unappreciated and unaddressed. Current agricultural practices are a major contributor to climate change and marine and terrestrial pollution. They are major stressors of freshwater resources and a significant driver of terrestrial species loss. Global population growth will only exacerbate the problem, yet achieving food security is an absolute imperative. The world needs to rethink and restructure the global agriculture system to increase productivity while reducing competition with our natural resources.

IUCN brings to this challenge the wealth of its nearly 70 years’ experience in biodiversity conservation. In the Programme period ahead, IUCN will develop partnerships – drawing on its Commissions and Members, building on IUCN Resolutions and the emerging IUCN strategy on agriculture – to bring the imperative of biodiversity considerations and ecosystem services to the fore in reforming agricultural practices and the broader policy debate on climate resilience. It will develop analytical and evidence-based research, supported by on-the-ground experience, to develop nature-based solutions for enhanced productivity, sustainability and livelihoods.

Ecosystems already provide a host of services to humanity, but these remain undervalued. Deficiencies in natural capital accounting mean that they are almost never incorporated into investment decisions, cost/benefit analyses or other financial decisions. Yet the effects of such decisions on natural capital are often fundamental. There is an increasing awareness of the need to gain a better understanding of the value of our natural resources so as to internalise their role in economic decisions. IUCN will continue to develop the technical and analytical underpinnings of natural capital valuation, including the development of agreed and standardised metrics to measure biodiversity and ecosystems.

**The IUCN Programme 2017–2020**

IUCN works under the principle that nature conservation and human progress are not mutually exclusive. Facing tremendous forces of transformation such as climate change and dramatic socioeconomic inequality across the world, there are credible and accessible political, economic, cultural and technological choices that can promote general welfare in ways that support and even enhance our planet’s natural assets.

To inform these choices, IUCN has been aligning conservation efforts all over the world around three solid lines of work: valuing and conserving nature’s diversity, advancing effective and equitable governance of the use of nature, and deploying nature-based solutions to climate, food and
development challenges. The approach that is emerging from its collective efforts demonstrates that nature is not an obstacle to human aspirations, but rather an essential partner, offering valuable contributions towards all our endeavours.

The IUCN Programme 2017–2020 at a glance

Tables 1, 2 and 3 below present the substantive elements of what IUCN intends to deliver during the period 2017–2020 with regard to each of the three interdependent Programme Areas that it comprises, namely: 1) Valuing and conserving nature; 2) Promoting and supporting effective and equitable governance of natural resources; and 3) Deploying nature-based solutions to address societal challenges including climate change, food security and economic and social development. These tables provide a broad overview of the Global Results, Sub-Results and Targets set to be achieved by IUCN by 2020, while more detailed narratives introducing the elements of each Programme Area are presented in the respective sections of the full document.

Programme Area 1: Valuing and conserving nature

The achievement of the Programme Area 1 Targets (listed in Table 1 below) by 2020 would represent a significant contribution to the delivery of SDGs 14 and 15 in particular, as well as to the Convention on Biological Diversity (CBD) Strategic Plan 2011–2020 and its Aichi Targets, in particular Goals B and C. Impact can be measured through the following indicators (these are based on the ‘official’ draft indicators under development by the UN Statistical Commission for measurement of the SDGs):

- By 2020, increase in coverage of protected areas of important sites for marine biodiversity (refer to proposed indicators for SDG 14.5 (marine protected areas), Aichi Target 5 (habitat loss reduced) and Aichi Target 11 (protected areas increased));
- By 2020, increase in coverage of protected areas of important sites for terrestrial and freshwater biodiversity (refer to proposed indicators for SDGs 15.1 and 15.4 (terrestrial protected areas), Aichi Target 5 (habitat loss reduced) and Aichi Target 11 (protected areas increased));
- By 2020, increased value of the Red List Index1 (refer to proposed indicators for SDG 15.5 and Aichi Target 12 (extinctions prevented), as well as Aichi Target 13 (genetic diversity maintained));
- By 2020, increased value of the IUCN Red List Index for species in trade and increased number of countries have adopted national legislation relevant to the prevention or control of invasive alien species, increased number of species and pathways have been identified, and increased number of effective eradications have been achieved (refer to proposed indicators for SDG 15.8 and Aichi Target 9 (preventing invasive alien species)).

Table 1: Overview of Programme Area 1

<table>
<thead>
<tr>
<th>Global Result 1 (SR)</th>
<th>Sub-Results (SR)</th>
<th>2020 Targets</th>
<th>Contribution to SDG Targets</th>
<th>Contribution to Aichi Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>The risk facing species and ecosystems is reduced.</td>
<td>1. The IUCN Red List of Threatened Species™: global assessments of 160,000 species completed including reassessments to generate indicators and at least 75% of countries with national and regional Red Lists use the IUCN Red List Categories and Criteria. 2. The IUCN Red List of Ecosystems: ensure global assessment of risk of collapse of 25% of the world’s ecosystems according to an agreed global ecosystem classification.</td>
<td>2.5; 5.5; 5.a; 5.b; 5.c; 6.6; 11.4; 12.2; 13.3; 14.1; 14.2; 14.3; 14.4; 14.5; 14.6; 14.7; 15.a; 15.c; 15.1; 15.4; 15.5; 15.7; 15.8; 15.9</td>
<td>1; 2; 3; 4; 5; 6; 8; 9; 10; 11; 12; 13; 14; 15; 17; 18; 19</td>
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1 The Red List Index (RLI) measures trends in the overall extinction risk (‘conservation status’) of sets of species, as an indicator of trends in the status of biodiversity. A downward trend in the index implies that the risk of a set of species’ extinction is rising. The RLI is used to measure progress towards Aichi Target 12 of the Convention on Biological Diversity (CBD).
### Programme Area 2: Promoting and supporting effective and equitable governance of natural resources

The achievement of the Programme Area 2 Targets (listed in Table 2 below) by 2020 would represent a significant contribution to the delivery of SDGs 1, 5, 16 and 17 through the following SDG-related impacts, *inter alia*:

- Increases in number of beneficiaries of enhanced procedural rights (e.g. participation) and substantive rights (e.g. tenure, right of access) attributable to natural resource governance systems assessment, with particular emphasis on women, indigenous peoples and the poor, by 2030 (contribution to SDGs 5 and 16);
- Reduction in number of documented illegal and/or environmentally harmful activities at all levels, including in areas beyond national jurisdiction, Antarctica and Arctic, by 2030 (contribution to SDGs 16 and 17 – rule of law);
- Increases in number of countries having mainstreamed biodiversity values and ecosystem services into national and local planning, development processes, poverty reduction strategies

<table>
<thead>
<tr>
<th>Global Result 1</th>
<th>Sub-Results (SR)</th>
<th>2020 Targets</th>
<th>Contribution to SDG Targets</th>
<th>Contribution to Aichi Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>SR 1.2 – Effective implementation and enforcement of laws and policies for valuing and conserving biodiversity is accelerated.</td>
<td>3. <em>Protected Planet</em> documents accurate and up-to-date information on protected areas under Aichi Target 11, including coverage, management effectiveness, governance, ecological representativeness, connectivity, other effective area-based conservation measures, as well as outcomes and other metrics for Green Listing.</td>
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<tr>
<td>SR 1.3 – Key drivers of biodiversity loss are addressed through application of conservation measures.</td>
<td>4. 2,500 Key Biodiversity Areas (KBAs) are identified and the current datasets are updated against the new KBA standard to document all sites contributing significantly to the global persistence of biodiversity.</td>
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<td>5. IUCN knowledge, including gender-specific knowledge as appropriate, on the value and conservation of nature is generated and communicated to influence key global, regional and local decisions and actions.</td>
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<td>6. The implementation of commitments under biodiversity-related conventions and international agreements is accelerated.</td>
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<td>7. New legislation and policies are developed (and implemented), and existing laws and policies are enforced, to address illegal wildlife trafficking.</td>
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<td>8. The development and implementation of standards, safeguards, natural capital metrics, incentives and the development of relevant regulatory frameworks (in the public, private and financial sectors) are recognised and put into practice.</td>
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<td>9. Targeted conservation actions lead to the recovery of species and ecosystems.</td>
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<td>10. Protected area networks are expanded to conserve areas of particular importance for biodiversity through effectively and equitably managed, ecologically representative and well-connected systems of protected areas and other effective area-based conservation measures.</td>
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<td>11. Invasive alien species and pathways are identified and prioritised, priority species are controlled or eradicated, and measures are in place to manage pathways to prevent their introduction and establishment.</td>
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</table>
and accounts, and Intended Nationally Determined Contributions (INDCs), by 2020 (contribution to SDG 15, Aichi Target 2, Paris Climate Change Agreement);

- Increases in number of countries complying with international obligations, in particular the SDGs, CBD and other MEAs, by 2030 (contribution to SDGs 16 and 17 – rule of law).

This Programme Area will also continue to enable IUCN’s contribution, ongoing from the 2013–2016 Programme period, to the achievement of a number of the Aichi Biodiversity Targets in particular those listed in Table 2 below.

Table 2: Overview of Programme Area 2

<table>
<thead>
<tr>
<th>Global Result 2</th>
<th>Sub-Results (SR)</th>
<th>2020 Targets</th>
<th>Contribution to SDG Targets</th>
<th>Contribution to Aichi Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Natural resource governance at all levels enables delivery of effective conservation and equitable social outcomes by integrating good governance principles and rights-based approaches.</td>
<td>SR 2.1 – Credible and trusted knowledge for assessing and improving natural resource governance at all levels is available from IUCN.</td>
<td>12. IUCN tools, methodologies and approaches for assessing and improving natural resource governance are available and used.</td>
<td>1.4; 1.b; 2.5; 5.1; 5.5; 5.a; 5.c; 6.b; 10.2; 10.3; 12.2; 14.c; 15.6; 16.3; 16.6; 16.7; 16.b; 17.14</td>
<td>1; 2; 4; 13; 16; 17; 18; 19</td>
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<td></td>
<td></td>
<td>13. Natural resource governance systems assessed (through testing of methodologies) under different management regimes, including protected areas, and corresponding improvement plans developed.</td>
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<td></td>
<td></td>
<td>14. Community-led, cultural, grassroots or protected area governance systems that achieve the effective and equitable governance of natural resources are recognised (as best practices/pilot testing), supported and promoted.</td>
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<td></td>
<td>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.</td>
<td>15. Intervention points in which rights regimes related to natural resources are clear, stable, implementable, enforceable and equitable – particularly for women, indigenous people, youth and the poor – have increased.</td>
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<td></td>
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<tr>
<td></td>
<td></td>
<td>16. The capacity of institutions (including protected area and customary institutions) to undertake decision making in a participatory, inclusive, effective and equitable manner is enhanced, especially for facilitating the active participation of women, youth and indigenous peoples as key stakeholders.</td>
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<tr>
<td></td>
<td></td>
<td>17. Intervention points in which natural resource governance has the capacity to halt illegal natural resource use, through the promotion of rule of law and access to justice, have increased.</td>
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<tr>
<td></td>
<td>SR 2.3 – Regional and global governance systems for conservation of nature and natural resources are established, supported and strengthened.</td>
<td>18. 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.</td>
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<tr>
<td></td>
<td></td>
<td>19. International governance mechanisms for marine areas beyond national jurisdiction, Antarctica and the Arctic are strengthened.</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>20. The accountability of governments in relation to their commitments under environmental agreements and related policy frameworks is enhanced.</td>
<td></td>
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</tr>
</tbody>
</table>

2 Good governance principles as recognised by IUCN are mainly: Transparency, Access to information and justice, Public participation, Coherence, Subsidiarity, Respect for human rights, Accountability and Rule of Law (as per IUCN Programme 2005–2008 and relevant IUCN Resolutions)
Programme Area 3: Deploying nature-based solutions to address societal challenges including climate change, food security and economic and social development

The achievement of the Programme Area 3 Targets (listed in Table 3 below) by 2020 would represent a significant contribution towards the delivery of SDGs 1, 2, 5, 6, 11 and 13 through the following SDG-related impacts, _inter alia:_

- Increases in sustainable food production attributable to nature-based solutions (NBS)-related programmes and policies, with particular emphasis on small-scale producers, women, family farmers and indigenous peoples (contribution to SDGs 1, 2 and 5);
- Increased number of beneficiaries having access to NBS-supported sustainable water supplies (quantity and quality) by 2030 (contribution to SDGs 5 and 6);
- Increased sequestration, attributable to NBS, of global carbon dioxide emissions (GtCO₂e per year) by 2030 (contribution to SDGs 11 and 13);
- Documented reduction, attributable to NBS-supported climate adaptation programmes and policies, in the number of casualties and the magnitude of economic losses due to natural disasters (contribution to SDGs 11 and 13);
- Decrease in area subject to desertification and other forms of land and soil degradation by 2030 (contribution to SDGs 15).

This Programme Area will also continue to enable IUCN’s contribution, ongoing from the 2013–2016 Programme period, to the achievement of the Aichi Biodiversity Targets listed in Table 3 below.

**Table 3: Overview of Programme Area 3**

<table>
<thead>
<tr>
<th>Global Result 3</th>
<th>Sub-results (SR)</th>
<th>2020 Targets</th>
<th>Contribution to SDG Targets</th>
<th>Contribution to Aichi Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Societies recognise and enhance the ability of healthy and restored ecosystems to make effective contributions to meeting societal challenges of climate change, food security and economic and social development.</td>
<td>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.</td>
<td>21. 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, <em>inter alia</em>, indigenous peoples and local communities. 22. IUCN and partners have a peer-reviewed framework and tools to guide the targeting of nature-based solutions and assessment of nature-based solutions effectiveness in contributing to relevant SDGs and Aichi Targets at national or sub-national levels. 23. Key nature-based solutions interventions promoted by IUCN, (e.g. Forest Landscape Restoration, Disaster Risk Reduction, and Mangroves for the Future, river basin management and protected areas) are equipped to systematically assess and monitor the requisite in-country enabling frameworks, including legal, customary, institutional and resourcing mechanisms for implementation.</td>
<td>1.5; 2.4; 3.9; 4.7; 5a; 6a; 6b; 6.3; 6.4; 6.5; 6.6; 11 b; 11.3; 11.4; 11.5; 12.b; 12.2; 12.6; 12.8; 13.1; 14.1; 14.2; 14.7; 15.a; 15.1; 15.3; 15.4; 15.5; 15.9; 16.6; 16.7</td>
<td>1, 2, 7, 11, 14, 15, 16, 19, 20</td>
</tr>
<tr>
<td>SR 3.2 – Inclusive governance and resourcing mechanisms to facilitate the effective deployment of nature-based solutions are tested and adopted by decision-makers at all levels.</td>
<td>24. Legal, policy and institutional mechanisms (at the national and sub-national level) that support and reward ecosystem stewardship by local communities and other resource managers for the delivery of societal benefits have been piloted and documented. 25. 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. 26. Additional international or national financial mechanisms that encourage the deployment of nature-based solutions are established and/or strengthened.</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
SR 3.3 – Intact, modified and degraded landscapes, seascapes and watersheds that deliver direct benefits for society are equitably protected, managed and/or restored.

27. New national, sub-national or corporate planning and investment frameworks are effectively implemented in productive ecosystems to contribute to biodiversity conservation, sustainably deliver ecosystem goods and services and promote ‘land degradation neutrality’.

28. Restoration processes and methodologies make demonstrable contributions to the restitution of key ecosystem services in degraded landscapes, watersheds and seascapes.

29. Legal, customary and institutional mechanisms and resourcing are effectively implemented to maintain intact, natural and semi-natural ecosystems that deliver benefits to society, including existing and new protected areas.

### Monitoring the IUCN Programme 2017–2020

The monitoring and reporting of the IUCN Programme 2017–2020 will be conducted through a small number of results and impact indicators related to biodiversity elements, ecosystem integrity and services, rights and equity and livelihoods.

IUCN’s global indicators are fully aligned with the indicators used to measure progress against the SDGs and the Aichi Biodiversity Targets. This will allow IUCN to draw data from publicly available datasets. Some of the proposed SDG indicators and data are generated by IUCN and partners, such as the *Red List Index* and protected areas measures reported in *Protected Planet*.

Early in the intersessional period, baselines will be established for each indicator, drawing on the SDGs and Aichi Targets datasets and also data drawn from IUCN’s project portfolio. Exact targets are dependent on the baseline measure and the resourcing situation that IUCN faces. Furthermore, targets are informed by IUCN’s Resolutions and will be further shaped by the Members’ commitments at the Hawai‘i Congress (‘the Hawai‘i Commitments’).

Each project run by the Secretariat and/or Commissions will report – through the IUCN Project Portal – against those global indicators that are most relevant to the work in question. Some indicators – that relating to youth engagement, for example – will be treated as cross-cutting and will be a shared responsibility in terms of reporting.

Voluntary reporting will be enabled for Members and Member Committees during the intersessional period in order to capture Members’ contributions to the IUCN Programme and the achievement of the SDGs and the Aichi Targets.

### Compendium Financial Plan

The Programme document will be accompanied by a Financial Plan highlighting the financial resources needed to implement the 2017–2020 Programme and the broad lines of allocation of resources among the prioritised deliverables.
I. Introduction

“To influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable”. This is the Mission, spelled out in IUCN’s Statutes (§2), that drives every IUCN intersessional programme. When negotiation of the new global environmental agenda concluded successfully in 2015, in many ways the world joined this mission. With the agreement of the United Nations Sustainable Development Goals (SDGs), the Paris Agreement on Climate Change, the Addis Ababa Action Agenda on Financing for Development and the Sendai Framework for Disaster Risk Reduction 2015-2030, the world shared the imperative of IUCN’s Vision for “a just world that values and conserves nature”.

Biodiversity conservation and sustainable development are urgent. Against the backdrop of the massive conservation and sustainability challenge that the world is facing, the IUCN Programme 2017–2020 underlines the urgency of action – of halting biodiversity loss and of accelerating solutions that will change the development path upon which the planet is currently journeying.

Cherish, choices, challenge, change. And so it is against this background that the current document should be read. Significant achievements have been made in the global arena and there is much to cherish. But indicators of planetary health continue to deteriorate and while global agreements are key to the path for success, there is a need for an immediate turn around, a massive scaling up and a determination to chart a new course. There is a need to challenge the current path. But the good news is that there is now a broad consensus – as enshrined in the SDGs – that we have choices and that solutions do exist. The SDGs pose the challenge of setting in place systemic changes that will shift the trajectory to a sustainable path. The IUCN Programme 2017–2020 responds to this challenge and focuses on the changes that need to be made as humanity stands at a crossroads: the path to a sustainable future.

Action for change needs to be taken at all levels. From legal and policy shifts at the global, regional, national and local levels, to community action on the ground. From strengthened research agendas to enhanced public outreach and awareness raising. From the judiciary and courts to the financial and banking systems. From cities to rural settings. From engagement and leadership of youth and the next generation to leadership of faith communities and indigenous peoples. As such, this IUCN Programme 2017–2020 underscores that concerted action will be needed at a massive and unprecedented level if we are to turn around the trajectory that humanity is currently projecting.

A strong Union – a needed Union. The strength of the Union has never been more needed than it is today. The power of collective action across the broad and inclusive Union membership, across the IUCN Commissions and under the One Programme Charter, presents a unique opportunity to demonstrate that nature-based solutions exist, that nature is forgiving and that – with concerted effort – a doomsday scenario is not a given outcome. Across the Union, actions are taken every day that are helping to present and secure sustainable futures. With strong and coordinated efforts these can be scaled up, thus helping ensure that the vision of sustainable development will indeed become a reality and that the SDGs can indeed be successfully implemented.

Making change a reality. The IUCN Programme 2017–2020 presented in this document summons the energy and determination of the Union and calls for concerted action to make the required shifts so that the goals and agreements that have been struck can be translated into reality. This Programme document marks the Union’s commitment to advancing the ambitions of the global policy framework for the environment agreed in 2015. IUCN is
focused on results that drive forward the agenda for change called for in the Strategic Plan for Biodiversity 2011–2020 and the associated Aichi Biodiversity Targets – the centrepiece of the Union’s last intersessional Programme – and in the 2030 Agenda for Sustainable Development, the Paris Climate Change Agreement, and the Sendai Framework for Disaster Risk Reduction.

The Sustainable Development Goals which form the core of the 2030 Agenda for Sustainable Development adopted by the UN General Assembly in September 2015, present a universally applicable and interconnected framework integrating the three dimensions of sustainable development in a manner that represents a radical shift from the silos approach that had been the hallmark of most development-related policy frameworks so far.

People, planet, prosperity, peace and partnership. The 2030 Agenda is envisioned as delivering outcomes for five ‘Ps’ – people, planet, prosperity, peace and partnerships. Targets have been defined to address environmental priorities across the SDG framework. Marine and terrestrial priorities are reflected in two goals (SDGs 14 and 15, addressing conservation and sustainable use of the marine environment and of the terrestrial biomes, respectively). Accordingly, all IUCN priorities in the 2017–2020 Programme are mapped to the relevant SDG targets.

Paris Agreement on Climate Change. Another important achievement that also shapes the IUCN Programme 2017–2020 is the Paris Climate Change Agreement adopted in December 2015. The Paris Agreement elevated the importance of nature-based solutions for the climate change agenda to a new level: through its clear recognition of the role of natural ecosystems in addressing the climate challenge, and through its acknowledgement of the importance of ensuring ecosystem integrity and biodiversity protection when tackling climate action. As such, therefore, the Paris Agreement provides a clearer and stronger international policy mandate to guide and support IUCN’s programmatic work over the 2017–2020 period.

Sendai Framework for Disaster Risk Reduction. The UN World Conference on Disaster Risk Reduction presented yet another forum which recognised the important role of healthy ecosystems in protecting human life against natural hazards.

Sustaining momentum. IUCN must seize this opportunity and leverage all its resources, especially its unique structure (more than 1,200 Members representing State actors and civil society organisations at all levels; a vast network of experts all over the world working in the six thematic Commissions of IUCN; and a technically qualified Secretariat of some 1,000 staff members deployed across multiple locations in all regions of the world) to contribute to turning this momentum into a coalition for solutions, for a sustainable future – a future in which human development can proceed without exerting unsustainable pressure on the planet’s ecological resources and the intricate processes that sustain life on Earth. Without a healthy environment, the ability of the human species and other species to survive on a chronically and increasingly degraded planet will be increasingly compromised.

IUCN Programme priorities. Set against this background, the IUCN Programme 2017–2020 positions IUCN as a key player to advance these key global frameworks that together will shape the fate of the world for the next 15 years. In line with its Mission and Vision, IUCN can best play its role in the post-2015 context by pursuing, more strongly than ever before, two overarching programmatic objectives that have underpinned the work of the Union since it was founded:

- To mobilise the world community to act collectively and at all levels to prevent the loss and degradation of biodiversity, more specifically by halting the species extinction crisis and by ensuring ecosystem integrity in order to enhance the resilience of healthy natural ecosystems on which all human societies depend to prosper; and
To promote equity and social justice, valuable in their own right, but particularly in the context of conservation work.

**New strong IUCN standards aligned to international safeguards for projects on the ground.** IUCN has established an Environmental and Social Management System (ESMS) as an intrinsic part of its project cycle. This provides systematic steps and operational tools for managing the environmental and social performance of projects implemented or supported by IUCN. The system allows IUCN to screen potential projects for negative environmental or social impacts and to develop suitable measures to avoid, minimise, or compensate for these impacts. It also ensures that the implementation and effectiveness of mitigation measures are monitored and that any adverse impacts arising during execution of a project are addressed.

The ESMS is guided by eight overarching principles and four standards that reflect key environmental and social areas and issues that are at the heart of IUCN’s conservation approach; among others they include IUCN’s commitment to assuring a rights-based approach, gender equality and empowerment of women, and the respect and fulfilment of the rights of indigenous peoples. The ESMS principles and standards are rooted in IUCN environmental and social policies and IUCN World Conservation Congress (WCC) resolutions. They also draw on IUCN values, good-practice tools developed by IUCN Secretariat programmes and IUCN Commissions and on lessons learned during IUCN’s long tradition of working at the interface of conservation and social issues and human rights. The ESMS principles and standards consolidate objectives of the *Convention on Biological Diversity* as well as other relevant international conventions and agreements on environmental and social issues including the *Universal Declaration on Human Rights* and the *United Nations Declaration of the Rights of Indigenous Peoples*. The human rights aspects of the principles and standards have been further shaped by the work of the *Conservation Initiative on Human Rights* of which IUCN is an engaged member. The ESMS has also been influenced by safeguard guidelines from other organisations such as the International Finance Corporation (IFC) and the World Bank and is fully compliant with relevant policies of the Global Environment Facility (GEF) and the Green Climate Fund.
The IUCN Programme 2013–2016 (Figure 1A) laid a strong foundation. Building on and learning from previous IUCN intersessional Programmes, the IUCN Programme 2013–2016 laid a coherent and strong foundation for IUCN’s substantive work to consolidate all the elements of the Union’s Mission and Vision. It did this by creating an ambitious plan for developing and integrating new knowledge products for valuing and conserving nature, promoting and supporting effective and equitable natural resource governance, and demonstrating how nature-based solutions can contribute to addressing a number of critical societal challenges, while influencing a range of policy actors to promote uptake and scaling up of approaches that have been proven to work.

Raising our sights as well as our ambition. Core to the development of the IUCN Programme 2013–2016 was the goal of making a significant contribution to the implementation of the Strategic Plan for Biodiversity 2011–2020 and the associated Aichi Biodiversity Targets adopted under the auspices of the CBD at the launch of the UN Decade for Biodiversity. As IUCN enters a new four-year programme cycle, it is noted that the conservation challenge remains significant. Emphasising the relevance of biodiversity conservation to economic and social benefits will be imperative if global conservation targets are to be reached – targets which IUCN considers imperative for safeguarding nature as well as human well-being, including human health, and social justice and equity. This message was already incorporated into the design of the IUCN World Parks Congress in 2014 and the resultant ‘Promise of Sydney’ but needs further work. The IUCN Programme 2017–2020 therefore builds on the 2013–2016 Programme, but seeks to raise the ambition, outreach, impact and profile of the conservation effort, while also setting in place better metrics to measure the actual impact of IUCN’s work.

Contributing to the global sustainable development agenda. The IUCN Programme 2017–2020 (Figure 1B) seeks to contribute to the delivery of the SDGs and the Paris Agreement on Climate Change. It is with this ambition in mind that the 2017–2020 Programme as presented in tables 1, 2 and 3 above, has been designed with IUCN Targets for 2020 tagged to the SDG targets that they support, with a view to demonstrating IUCN’s alignment with the imperative to deliver on the SDGs. It should be noted that many of the SDG targets have been designed to build on existing commitments made under multilateral environmental agreements and processes, including the three Rio Conventions. Therefore, in aligning to the SDG targets, IUCN will at the same time continue its contribution to the achievement of pre-existing targets, in particular the Aichi Biodiversity Targets whose initial end-point of 2020 coincides with that of the IUCN Programme 2017–2020.

Ensuring healthy oceans is more urgent than even before. Encompassing more than 70% of the Earth’s surface, oceans are critical to the sustainability of our planet. In the last couple of years, the growing threats to marine life and fundamental ocean processes have been recognised as a major concern. The SDGs include a specific goal for the oceans, which addresses their importance in achieving sustainable development. The Paris Agreement on Climate Change recognises the importance of oceans for the Earth’s climate. Negotiations on a new international legal framework on ocean areas beyond national jurisdiction (high seas) under the UN Convention on the Law of the Sea (UNCLOS) will kick-off in 2016. All this points to momentum for addressing the considerable and varied threats facing the global ocean, including not only those related to CO2 emissions (such as ocean acidification and ocean warming), but also other issues that deserve attention such as marine debris (including micro plastics) and deep-sea mining, and how all these affect particularly sensitive ecosystems such as polar regions and tropical islands. Through the IUCN Programme 2017–2020, the Union will work primarily on supporting the achievement of the Aichi Targets relevant for oceans, in particular Targets 6 and 10 as well as Target 11 on protected areas, within the new framework of actions defined by the major global agreements adopted in 2015.
A broad-based Programme development process. This Programme was developed in an iterative process over a period stretching from November 2014 to April 2016, involving several rounds of consultations, inputs and feedback from: Council, Secretariat and representatives of the six IUCN Commissions; comments from the IUCN Membership especially through the Regional Conservation Forums held in all IUCN regions between June and December 2015; views from IUCN’s Framework Partners, as well as recommendations from the 2015 External Review. This broad-based process has resulted in a draft that was reviewed by Council at its meeting in April 2016 and endorsed for transmission to the IUCN membership for consideration and approval during the 2016 World Conservation Congress.

II. Lessons learnt – Global Situation Analysis and External Review 2015 Highlights

A global situation analysis was prepared as background documentation to inform the development of the IUCN Programme 2017–2020. This analysis sought to respond to questions such as “What does conservation need?” “Where is IUCN working?” and “On which issues and challenges?” Specifically, the analysis examined the proportions of global conservation need comprised by different geographic regions, elements of biodiversity, ecosystem services, governance issues, and drivers. The analysis compared these with the proportions of total IUCN Commission, Secretariat, and Membership effort invested in addressing each region, element, service, issue, or driver, thereby providing information to support discussions and decisions about IUCN’s priorities, niches and opportunities during the Programme development process.

IUCN’s Programme is aligned with broader global conservation frameworks. The high-level structure of the IUCN Programme 2013–2016 is very closely aligned to that of other major, recent conservation-related frameworks, such as the Strategic Goals of the Convention on Biological Diversity’s Strategic Plan for Biodiversity 2011–2020, and the Conceptual Framework of the Intergovernmental Platform on Biodiversity and Ecosystem Services (IPBES). The high-level structure for the situation analysis is based on synthesis of these three frameworks into “state of nature”, “benefits from nature”, “governance of nature’s use”, and “drivers of changing nature”, as complementary measures of conservation need. Within this high-level structure, standard classifications such as those developed by the Conservation Measures Partnership, the Millennium Ecosystem Assessment, the Aichi Biodiversity Targets, and the (then) emerging Sustainable Development Goals allowed detailed organisation of the situation analysis.

IUCN generated knowledge – key for situational analysis; but more and different data are needed. The great volume of data now available through the IUCN Red List of Threatened Species is enormously useful in ensuring that the situation analysis for “state of nature” and (to a lesser extent) “drivers of changing nature” are data driven. This is much the strongest empirical basis for the IUCN Programme, and should be protected and strengthened as a priority. There is little data that will allow comparative analyses related to “benefits from nature” or “governance of nature’s use”. It is hoped that the emerging People in Nature (formerly Human Dependency on Nature) Framework and Natural Resource Governance Framework, respectively, will be significant contributions in this regard. The Union Portal has been very important in allowing geographic and thematic characterisation of IUCN’s components, especially the Commissions and the Secretariat. However, much information is missing for the Membership, and self-compilation of this is a high priority.
The situation analysis resulted in the following key findings:

1. Among IUCN’s eight Statutory Regions, the greatest conservation need lies in Africa, Meso & South America, and South & East Asia. This is matched by relatively higher IUCN investments into Africa, but the Union’s efforts appear under-represented in Latin America and in South & East Asia.

2. IUCN’s efforts are relatively well-aligned to needs related to the “state of nature” across terrestrial vertebrate species and for terrestrial ecosystems. However, invertebrate and aquatic conservation efforts are under-represented in the Union’s investments.

3. The Union’s attention to “benefits from nature” appears to be broadly in line with estimated values of the primary categories of ecosystem services: provisioning, regulating, and cultural.

4. About half of IUCN’s Commission and Secretariat investments aimed at enhanced decision making through improved “drivers of changing nature” focus on indirect drivers, the other half on direct drivers. No data exist to evaluate the importance of different indirect drivers, but for direct drivers the sparse available data suggest that IUCN efforts are well matched to need.

External Review of IUCN 2015: Key Findings and Recommendations for the IUCN Programme 2017–2020

The External Review of IUCN was undertaken between July 2015 and March 2016 on the topics of IUCN's niche, knowledge products, Commissions and organisational fitness for purpose. The box below summarises key messages from the Review that are relevant to the Programme 2017–2020.

IUCN’s unique niche is its ability to convene. Its ability to convene Commissions, Members, partners and other actors in pursuit of conservation and sustainable development outcomes sets IUCN apart from organisations that otherwise share similar traits such as influencing policy, using scientific evidence, or setting standards. The Review recommends that IUCN should bill itself as a trusted convenor, able to bridge the perspectives of different sectors and diverse stakeholders for the purpose of influencing policy and practice relating to biodiversity and sustainable development.

The authority for this niche comes from IUCN's scientific work, expert networks and policy influencing. IUCN is widely perceived as an organisation that leverages knowledge for policy influence, yet there is still much work to be done. IUCN should facilitate consensus-building processes, leverage its knowledge, develop its capacity as the key communications channels for policy positions, strengthen private-sector engagement and use its UN Observer Status more effectively.

IUCN’s knowledge responds to real needs. All of the knowledge reviewed is demand driven, based on articulated needs. IUCN's knowledge is appropriately situated at the intersection of conservation and sustainable development.

IUCN has become intentional about incorporating indigenous knowledge in recent years. Until recently, IUCN made little space for indigenous people and indigenous knowledge, but this is improving as IUCN seeks to recognise and incorporate indigenous knowledge into approaches, methodologies and practices.

Knowledge products that are comprehensive have more potential to be effective. The Review noted that one of the defining features of knowledge products with the most potential for effectiveness is that they are based on approved standards, rules and procedures, datasets, tools, capacity building, products and support, all of which encourage
knowledge use. The review recommends focusing on ensuring quality through standard setting and peer review.

**IUCN’s knowledge can inform a range of outcomes.** The review documented a range of outcome pathways that included global, national and regional policy and action, allocation of global public and private financial resources and research. Where targeted, IUCN’s knowledge has potential to influence specific users and popular audiences. IUCN should plan for specific outcome pathways across a range of policy, practice, research and popular engagement.

**IUCN can improve its organisational fitness for purpose.** The aspirational One Programme Charter has not yet led to collective action, and there is much scope for operationalising the Charter in support of IUCN’s niche and programmatic aims. IUCN should seek to build a more inclusive Membership Strategy, to better value and engage Commissions and National and Regional Committees and motivate behaviours that break down silos across the Union.

### III. IUCN – Impacting Change for a Sustainable Future

**Influencing change – core to IUCN’s mission.** As a Union of government and NGO Members, Commissions and Secretariat, IUCN aims to influence impact – on improving people’s rights and livelihoods and conserving species and healthy ecosystems – by generating and using knowledge, influencing policy and by demonstrating solutions for biodiversity conservation and sustainable development challenges.

**Broad IUCN membership – convening and building partnerships for action.** Building on a unique set of assets that includes the breadth of the Union, a long history of generating trusted knowledge, privileged access to policy and decision makers, IUCN is able to influence policies and behaviours throughout society. Key to IUCN’s influence is its ability to bridge science and policy, linking knowledge to action, as well as linking governmental and non-governmental sectors, private and public and mobilising organisations, individuals, women and men, young and old, to support joint actions and solutions.

**Generating knowledge for policy influence and action.** IUCN is recognised and valued by its network for generating, managing, disseminating and facilitating the use of conservation knowledge. This includes standard setting, data and assessments, tools, science and lessons related to species conservation, ecosystems, meeting global challenges of development, climate change, food security and disaster risk reduction. IUCN also aims to secure the rights of nature and the vulnerable parts of society through strengthening governance and the rights-based approach to conservation. Knowledge is disseminated widely and is taken up widely by the Union itself, the international system, governments, the donor community, the business sector, individual scientists and practitioners. Uptake of knowledge generated through IUCN’s Commissions, Members, and Secretariat leads to action and policy influence, as well as stimulating the generation of new knowledge in turn. Examples of such knowledge include well-established products such as the *IUCN Red List of Threatened Species* and *Protected Planet* and newer products such as the *IUCN Red List of Ecosystems* and Key Biodiversity Areas, all of which are based on IUCN-approved standards.

**Influencing policy and actors for wider change.** IUCN has privileged access to policy and decision makers at global, regional, national and local levels, permitting opportunity for influence. IUCN frames its policy influence on the basis of science and evidence rather than on prescription or advocacy, which creates the opportunity for more direct and lasting
influence. The Union is reaching out to actors outside of the conservation community, influencing partners such as donors and the United Nations to take up IUCN standards and tools in their investments for development.

Drivers of biodiversity loss and other megatrends. The primary focus of the IUCN Programme 2017–2020 is on strengthening the success of conservation responses and governance necessary to address the direct drivers of loss of biodiversity and the benefits it provides to people. However, to ensure the permanence of these successes, IUCN recognises that indirect drivers will need deeper integration into the work of IUCN. These include drivers such as agricultural practices, urbanisation, demographic pressures and the absence of natural capital and ecosystem services from mainstream economic planning processes. Accordingly, therefore, IUCN will give greater emphasis to understanding these drivers, building from its existing work in agriculture\(^3\), cities\(^4\), and economics\(^5\), and to finding ways to integrate policy recommendations so as to reduce the pressures that these drivers are putting on the natural environment and biodiversity.

Direct underpinning of SDGs. It is worth noting that the SDGs are based on explicit recognition of the integration of environmental, social and economic sustainability. In this context, IUCN will work directly towards the achievement of the environmental targets within the SDGs (including SDGs 1, 2, 6, 11, 12, 13, 14, 15 – see later sections) while viewing these in the context of achievement of the full suite of SDGs.

At global level IUCN is active in seeking to influence key environmental governance mechanisms, including those led by the United Nations General Assembly, such as the SDG process, but also multilateral environmental agreements such as the CBD, UNFCCC, the UN Convention to Combat Desertification (CCD), the Convention on International Trade in Species of Wild Fauna and Flora (CITES), the Ramsar Convention on Wetlands, and others, in promoting the role of biodiversity, ecosystem services, gender equality, rights and governance and environmental law for sustainable development outcomes. At national level, IUCN advises governments on negotiating positions, translating international commitments into national policy and building capacity for implementation. At local level the Union seeks to influence locally appropriate governance and legal frameworks favouring nature, biodiversity and the rights of local communities and natural resource users.

Delivering conservation results and learning. By virtue of the Union’s structure and governance, Members, Commissions and the Secretariat have the opportunity to demonstrate rights-based conservation and nature-based solutions and then influence its other Member and partner organisations to scale-up successful approaches. The learning and evidence from successful conservation action is used in a variety of ways – to communicate and generate successful approaches and to influence partners’ own actions and the policy contexts in which they are working. Particularly successful conservation action can be used to influence international and national policy.

Communication of conservation action – especially of conservation successes – is critical. Not only does this demonstrate the positive impact of conservation efforts, but it also prepares the ground for future work and helps to promote awareness, best practice and buy-in. The relevance of the IUCN Programme extends well beyond those immediately familiar with its content. Effective communication can demonstrate the important relationships between IUCN’s work and wider societal challenges, including poverty reduction, food security and conflict, to name but three. It also makes the case for conservation finance to

\(^3\) e.g. CEM/SSC Taskforce on Systemic Pesticides, SSC Crop Wild Relative Specialist Group, WCEL Specialist Group on Sustainable Soil and Agricultural Systems
\(^4\) e.g. WCPA Urban Specialist Group
\(^5\) e.g. CEESP Theme on the Environment, Macroeconomics, Trade and Investment, IUCN Global Economics Programme
potential funders such as development agencies and the private sector. Throughout the Union, communications represent a major and ongoing challenge and it will be important to step up efforts to reach a scale necessary to capture and inform new, difficult-to-reach audiences or to influence political and financial decision making on a large scale.

**A sustainable future must inspire the next generation.** Over the long term, IUCN’s Mission, and the global agenda for 2030, depend as much on people caring today as caring tomorrow; it depends as much on the leaders of today as the leaders of tomorrow. IUCN will ensure that young people can find their place in the 2017–2020 Programme, and challenge all parts of the Union to inspire youth to take forward the cause of conservation and sustainable development, but also to be inspired by the energy, passion and commitment of a new generation. Among other things, more efforts should be made to engage with a wider constituency of citizens, especially in the world’s burgeoning cities, to ensure that they have access to nature and its benefits, and to build support for conservation. In particular, there is a need to inspire and engage youth and to promote stronger intergenerational partnerships. IUCN’s Commissions have a critical role to play in attracting and inspiring young people to value nature and to become involved in nature conservation and sustainability issues.

**Bringing it all together – a unique Union for change.** To paraphrase several External Reviews of IUCN: “If the world didn’t have an IUCN, we would have to invent it, but in today’s world that would be very difficult.” The Union’s structure, its trusted science and knowledge, its focus on nature and people’s rights and provision of solutions to societal challenges, and its access to decision and policy makers are all unique to IUCN. IUCN has demonstrated that by securing rights and good governance of nature’s use, the environment can be conserved and benefits to human wellbeing secured.

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**Figure 2: IUCN’s theory of change**

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This theory of change diagram is a simple linear representation of a complex, dynamic and non-linear reality.
The IUCN Programme 2017–2020 consists of three Programme Areas. Relevant knowledge will be generated and enhanced within each of these Programme Areas, responding to lessons learned through action on the ground and to policy demand within areas that are at the heart of the Union:

- Valuing biodiversity;
- Designing effective and equitable governance arrangements; and
- Turning knowledge and policy into action on the ground to deploy nature-based solutions.

The three Programme Areas are:

1. Valuing and conserving nature;
2. Promoting and supporting effective and equitable governance of natural resources;
3. Deploying nature-based solutions to address societal challenges including climate change, food security and economic and social development.

IV. Programme Area 1: Valuing and conserving nature

a) Background

Biological diversity (‘biodiversity’), including the provision of ecosystem services, is essential for human well-being. Its elements – ecosystems, species and genes – and the processes that maintain them, interact in many and diverse ways, some as yet unknown, to sustain the life-support systems of this planet, both on the land and in the oceans. Amongst others, biodiversity provides food security, human health, medicines, well-being, clean air and water, cultural and spiritual fulfilment and also contributes directly to people’s livelihoods and economic development.

The planet is in trouble and at the crossroads. It has never been more important to care for and heal the fragile green and blue mantle of the planet that is the basis of all life; the choices we will make and the action we will take in the next four years will, to a large extent, determine the future existence of humankind on earth.

The Sustainable Development Goals represent not only a bold, ambitious and transformative sustainable development agenda for the next 15 years but the strongest mandate the world has ever seen for the conservation of nature.

SDGs 14 and 15 are built on the Aichi Biodiversity Targets. Hence, implementation of the SDGs will result in conservation impact; conservation impact will deliver sustainable development.

b) Situation analysis

Continued biodiversity loss at unprecedented levels. Yet, despite the fundamental importance of biodiversity, it continues to be lost with overwhelming indications of continuing decline. This human-caused crisis is unprecedented, with extinction rates far higher than natural levels; animal, plant and fungus species have never been more threatened.7

**Indirect and direct drivers contribute to biodiversity loss.** Indirect drivers include those of an economic, socio-political, demographic, scientific or technological nature, as well as cultural and religious factors. The interaction of several of these drivers in turn affects the overall level of consumption. Direct drivers include habitat destruction, intensive agriculture (some agricultural practices are a major cause of biodiversity loss), forestry and aquaculture, climate change, air and water pollution, invasive alien species and unsustainable exploitation of species (including the highly concerning rise in illegal wildlife trade\(^8\)) on land, in freshwater systems and in the ocean. Drivers are also changing; the human population and the global economy are growing, leading to increased urbanisation, disconnection from nature, demand for food, fibre, energy and water, and there is an urgency to address sustainable management issues.

**Understanding drivers helps determine possible solutions.** Understanding the factors that cause loss of biodiversity and ecosystem services is essential to designing interventions that enhance positive impacts and minimise negative impacts.

**The SDG framework – an opportunity for valuing and conserving nature.** SDG 14 on oceans and marine resources and SDG 15 on terrestrial biodiversity constitute the ‘conservation hub’ within the SDGs framework without which the other goals are unattainable. IUCN participated in the drafting of these goals to ensure that they were built on existing obligations, including the Aichi Biodiversity Targets. IUCN, through this Programme Area, will be a major contributor to the achievement of these goals. IUCN’s knowledge products are included in the SDG indicators framework as recognition that IUCN holds the necessary credible science to assist governments and other actors in tracking progress towards meeting the SDGs.

**The 20 Aichi Biodiversity Targets represent an ongoing call for action.** In 2010, CBD adopted a Strategic Plan for Biodiversity 2011–2020\(^9\) to galvanise action for conservation. The vision of The Strategic Plan and the associated Aichi Biodiversity Targets is “Living in harmony with nature”, where, “By 2050, biodiversity is valued, conserved, restored and wisely used, maintaining ecosystem services, sustaining a healthy planet and delivering benefits essential for all people”.

**Policy frameworks: good targets – inadequate achievements.** Achieving the Aichi Targets would help to address the biodiversity crisis effectively. However, there has been insufficient action either by CBD Parties at national level, or by the global community, to respond to them. Lack of awareness about biodiversity in sectors beyond the conservation community is also a constraint to their implementation. The Global Biodiversity Outlook 4\(^10\) (GBO4) indicates that efforts need to redouble if the Strategic Plan for Biodiversity 2011–2020 and the Aichi Targets are to be achieved by 2020. The challenge, therefore, for this IUCN Programme is to seize the opportunity to support implementation of the SGDs, thereby supporting urgent acceleration of conservation impact.

**Nature is valuable and nature is priceless.** IUCN recognises that biodiversity has many values, some of which can be quantified and valued in monetary terms, while others are more intangible, such as mental and spiritual health, quality of life and social well-being. The value of nature to people is rarely recognised in economic policy. Integrating the value of nature into investment decision making, increasing deterrents to destruction, removing perverse incentives to destroy nature, and making nature a viable target for investment are all needed.

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\(^9\) The Strategic Plan for Biodiversity: [https://www.cbd.int/sp/](https://www.cbd.int/sp/)

\(^10\) [https://www.cbd.int/gbo4/](https://www.cbd.int/gbo4/)
Trends are reversible: conservation works for species, genes and ecosystems. Proactive and targeted conservation action can prevent and reverse biodiversity loss trends and establish countervailing action when compared with the ‘no action’ alternative. Successful interventions, sometimes through the enactment of laws and policy, include species recovery programmes, establishment of protected areas, restoration of ecosystems, control of invasive species, reintroduction programmes, *ex situ* conservation and effective management programmes, all of which IUCN addresses through this Programme Area. For example, data from *The IUCN Red List of Threatened Species*, which identifies species at risk of extinction, guides conservation action to deliver tangible and successful results. The *Protected Planet Report* attests to accelerating creation of protected areas to conserve biodiversity but also demonstrates that many areas of importance to biodiversity and human well-being remain unprotected.

Community engagement in conservation is a key tenet of many successful projects. It helps support societal backing for wild areas and species, as well as facilitating knowledge about local biodiversity. Numerous local successes have been documented following targeted interventions, notably through IUCN’s species conservation action work – including the Save Our Species initiative, which supports on-the-ground conservation with women and men in local communities.

Personal experiences of nature, particularly at an early age, are the foundation of passion for the natural world that cultivates lifelong support for its conservation. The Programme will support implementation of schemes such as #NatureForAll to engage youth, urban residents, the disempowered, the disenfranchised, and others who face barriers to experiencing nature at first hand, to foster increased awareness of nature, increase motivation of people from all generations to experience nature and develop lifelong connections with nature thereby increasing personal commitment to conservation action.

Current levels of action for biodiversity are outpaced by threats. Nevertheless, the current level of action to prevent biodiversity loss is outweighed and outpaced by the magnitude of the threats. Action is therefore needed not only from the conservation sector, but from most other sectors (law, industry, extractives, agriculture, fisheries, forestry, transport, energy, waste management, water resources management, urban planning, amongst others). A step change is now urgently needed in ambition, urgency, investment and action to conserve biodiversity and combat the extinction crisis.

Conservation financing needs to be a common thread. Limited financial capacity is a major obstacle to the achievement of the Aichi Targets, especially in developing countries. As a part of the drive to address biodiversity loss, resources need to be mobilised from all sources for research, tools and on-the-ground solutions. This is called for in both SDG 15, targets 15.a and b, as well as in Aichi Target 20: By 2020, at the latest, the mobilization of financial resources for effectively implementing the Strategic Plan for Biodiversity 2011–2020 should increase substantially from current levels. IUCN will support the implementation of biodiversity resource mobilisation strategies.

c) Justification

Valuing and conserving nature is the heartland and at the core of IUCN’s work, with clear and strong mandates. Members have passed a significant number of Resolutions over the past five World Conservation Congresses, mandating IUCN to address the issues of valuing biodiversity (both the tangible and intangible values of nature), threatened species

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12 [http://www.iucn.org/about/work/programmes/gpap_home/?18786/Protected-Planet-Report-2014](http://www.iucn.org/about/work/programmes/gpap_home/?18786/Protected-Planet-Report-2014)
and habitats, species conservation and protected areas, including those listed as World Heritage sites, and ensuring that the use of natural resources is sustainable.

**Sustainable development can only be achieved with a healthy planet.** The adoption of the SDGs has brought to light the fact that sustainable development must be predicated on strong planetary life-support systems. It is now acknowledged that for sustainable development to be possible the underpinning by nature is essential.

**Delivering on the SDGs.** This Programme Area has been designed around action that will directly support the achievement of targets under SDG 14 (on the conservation and use of the oceans) and SDG 15 (on the conservation of terrestrial ecosystems) in particular, but also targets under SDG 2 on ending hunger, SDG 5 on gender equality and empowerment of all women and girls, SDG 6 on protection and restoration of water-related ecosystems, SDG 11 on protection and safeguarding of the world’s cultural and natural heritage and SDG 12 on sustainable management and efficient use of natural resources.

This Programme Area will also directly support the Strategic Plan for Biodiversity 2011–2020. It makes a direct contribution to the achievement of the targets under Strategic Goals B\(^\text{13}\) and C\(^\text{14}\) in particular. Further, the Programme Area will also contribute to several specific goals, targets and commitments embodied within the three biodiversity-related Rio conventions: CBD, UNFCCC and UNCCD.

The IUCN Programme will implement the ‘Promise of Sydney’. The World Parks Congress in 2014 culminated in the ‘Promise of Sydney’\(^\text{15}\), a commitment to transform perspective, policy and practice to enhance protected areas as one of the best investments in the future of our planet and ourselves. A wealth of new and compelling innovative approaches\(^\text{16}\) was generated to address biodiversity conservation while achieving sustainability.

d) **Approach, proposed Results, Targets**

**Addressing both direct and indirect drivers of biodiversity losses.** The ‘Valuing and conserving nature’ Programme Area will continue to address both the direct and indirect drivers of biodiversity loss and work to improve the status of biodiversity. It will also work to increase the value of nature by society, and work on the development and implementation of effective gender-sensitive policies and legal frameworks for conserving nature. Addressing gaps in necessary legislation, and ensuring enforcement of existing law is critical.

**Focus on SDGs and Aichi Targets.** This Programme Area will show, monitor and report on how IUCN will contribute to the urgent achievement of the relevant SDGs and the 20 Aichi Targets. Three Sub-Results have been developed for this Programme Area under one overall Global Result. By achieving these Sub-Results, IUCN will build a long-term path for ensuring that its work on ‘Valuing and conserving nature’ contributes effectively and at scale to the implementation of the SDGs and the post-2015 agenda, as summarised in the box below.

\(^{13}\) Strategic Goal B: Reduce the direct pressures on biodiversity and promote sustainable use: especially Target 5: Habitat loss reduced; Target 9: Invasive alien species combated

\(^{14}\) Strategic Goal C: Improve the status of biodiversity by safeguarding ecosystems, species and genetic diversity: especially Target 11: Protected areas increased; Target 12: Extinction prevented through species conservation; Target 13: Genetic diversity maintained

\(^{15}\) [http://worldparkscongress.org/about/promise_of_sydney.html](http://worldparkscongress.org/about/promise_of_sydney.html)

\(^{16}\) [http://worldparkscongress.org/about/promise_of_sydney_innovative_approaches.html](http://worldparkscongress.org/about/promise_of_sydney_innovative_approaches.html)
How IUCN’s work on ‘Valuing and conserving nature’ will contribute to achieving the SDGs

The activities to be carried out under Programme Area 1 will directly contribute to the successful implementation of the following Sustainable Development Goals and specified targets (as further detailed in Table 1):

SDG 2 End hunger, achieve food security and improved nutrition and promote sustainable agriculture (target 2.5);
SDG 5 Achieve gender equality and empower all women and girls (targets 5.5, 5.a, 5.b and 5.c)
SDG 6 Ensure availability and sustainable management of water and sanitation for all (target 6.6);
SDG 11 Make cities and human settlements inclusive, safe, resilient and sustainable (target 11.4);
SDG 12 Ensure sustainable consumption and production patterns (target 12.2);
SDG 13 Take urgent action to combat climate change and its impacts (target 13.3);
SDG 14 Conserve and sustainably use the oceans, seas and marine resources for sustainable development (targets 14.1, 14.2, 14.3, 14.4, 14.5, 14.6 and 14.7);
SDG 15 Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss (targets 15.a, 15.c, 15.1, 15.4, 15.5, 15.7, 15.8 and 15.9).

In particular, the achievement of the Programme Area 1 targets by 2020 would represent a significant contribution to the delivery of the SDGs and the Aichi Targets 5, 9, 11, 12 and 13. Impact can be measured through the following indicators (these are based on the ‘official’ draft indicators under development by the UN Statistical Commission for measurement of the SDGs):

- By 2020, increase in coverage of protected areas of important sites for marine biodiversity (refer to proposed indicators for SDG 14.5 (marine protected areas), Aichi Target 5 (habitat loss reduced) and Aichi Target 11 (protected areas increased));
- By 2020, increase in coverage of protected areas of important sites for terrestrial and freshwater biodiversity (refer to proposed indicators for SDGs 15.1 and 15.4 (terrestrial protected areas), Aichi Target 5 (habitat loss reduced) and Aichi target 11 (protected areas increased));
- By 2020, increased value of the Red List Index (refer to proposed indicators for SDG 15.5 and Aichi Target 12 (extinctions prevented), and Aichi Target 13 (genetic diversity maintained));
- By 2020, increased value of the Red List Index for species in trade and increased number of countries having developed, implemented and enforced national policies and laws on Illegal wildlife trade (refer to proposed indicators for SDG 15.7 (wildlife trade) and Aichi Target 12 (extinctions prevented));
- By 2020, increased number of countries having adopted national legislation relevant to the prevention or control of invasive alien species, increased number of species and pathways having been identified, and increased number of effective eradications achieved (refer to proposed indicators for SDG 15.8 and Aichi Target 9 (preventing invasive alien species)).
Use of the high-level impact indicators. Clearly the targets and indicators outlined above cannot be achieved by IUCN alone, or over a four-year period. The SDGs do, however, provide the framing and the context under which the IUCN Programme 2017–2020 operates, as well as the longer-term (2030) goals against which the programme will be tracked for its higher-level impact ambition. That said, it is important to reiterate that the SDGs should not be used as a direct, attributable and short-term metric for the 2017–2020 period. In operational terms, IUCN’s Global Results will be achieved through the direct and attributable achievement of the following Sub-Results and Targets.

Use SDG indicators to track IUCN contribution to SDG targets. At the time of writing, the SDG indicators have not yet been finalised and it is therefore not yet possible to state these in their final form. However, by the time of the 2016 IUCN World Conservation Congress, the Union will be able to use the SDG indicators to track its own contributions to the SDG targets in addition to IUCN’s defined 2020 operational Targets and indicators relevant to the 2017–2020 period.

Global Result 1. The risk facing species and ecosystems is reduced.

This Global Result will be achieved through the pursuit of the following:

Sub-Result 1.1. Credible and trusted knowledge for valuing and conserving biodiversity is available, utilised and effectively communicated.

IUCN the ‘go-to’ source of biodiversity knowledge. IUCN has a long history of creating and providing credible and trusted knowledge on biodiversity. Currently, 7 of 22 indicators adopted by the CBD to measure implementation of the Aichi Targets are based on knowledge generated by IUCN. IUCN aims to further develop and integrate the knowledge mobilised through IUCN Commissions, Members and Secretariat, making such knowledge the ‘go to’ source to support implementation and monitoring of global biodiversity policy targets. We will aim to demonstrate improved linkages between this knowledge and implementation of policy (effective conservation):

- **Target 1:** The IUCN Red List of Threatened Species™ – global assessments of 160,000 species are completed (including reassessments) to generate indicators and at least 75% of countries with national and regional Red Lists use the IUCN Red List Categories and Criteria. A key priority is to further expand the taxonomic coverage of The IUCN Red List of Threatened Species by assessing more plants, invertebrates and fungi and species from the marine and freshwater realms to make it representative of all biodiversity – a true ‘Barometer of Life’. The Red List is included in the draft SDGs indicators framework. Through its disaggregation, it could be used to measure SDGs 14 and 15 as well as specific targets in other goals, such as SDG 2 on food security.

- **Target 2:** The IUCN Red List of Ecosystems – ensure global assessment of risk of collapse of 25% of the world’s ecosystems according to an agreed global ecosystem classification. The Red List of Ecosystems will be further developed in 2017–2020 to provide global-scale information on the risks to ecosystems, complementing the information provided by The IUCN Red List of Threatened Species.

- **Target 3:** Protected Planet documents accurate and up-to-date information on protected areas under Aichi Target 11, including: coverage, management effectiveness, governance, ecological representativeness, connectivity, other effective area-based conservation measures, as well as outcomes and other

metrics for Green Listing. With UNEP-World Conservation Monitoring Centre (WCMC), IUCN will work to maximise uptake and influence through improvements to data quality, functionality and coverage of all governance types of protected and conserved areas, to ensure that information pertaining to all elements of Aichi Target 11 are made available. Information on positive biodiversity outcomes will be incorporated into the database derived from the Green List of Protected Areas (see Target 5, fourth bullet, below).

- **Target 4**: 2,500 Key Biodiversity Areas (KBAs) are identified and the current datasets are updated against the new KBA standard to document all sites contributing significantly to the global persistence of biodiversity. The standard will bring together approaches to identify Important Bird Areas, Alliance for Zero Extinction sites, and other existing systems. It will be used to steer priorities within policy instruments such as the World Heritage Convention, the Ramsar Convention, and, in the oceans, Ecologically and Biologically Significant Areas (EBSAs) defined under the CBD. Once such sites are identified, IUCN will seek to ensure their protection through appropriate designation and/or recognition of protected and conserved areas.

- **Target 5**: IUCN knowledge, including gender-specific knowledge as appropriate, on the value and conservation of nature is generated and communicated to influence key global, regional and local decisions and actions:
  
  o **The IUCN Natural Resource Governance Framework (NRGF) and People in Nature (PIN).** The NRGF will provide an independent and robust method to ascertain the strengths and weaknesses of natural resource decision-making and implementation processes. The PIN (formerly Human Dependency on Nature – HDN) will provide policy makers and managers from the development, environment and other sectors with an independent assessment of the degree to which natural ecosystems and wild resources contribute to the material needs of rural and coastal communities.

  o **Gender and Development Index.** Knowledge of the distinct roles of women and men in relation to biodiversity conservation underpins the IUCN Environment and Gender Information platform, which will utilise gender-based data as indicators for monitoring relevant Aichi Biodiversity Targets.

  o **Client-focused decision-support tools.** Integration of IUCN’s knowledge products will serve to influence positively decisions relating to conservation and sustainable use of biodiversity. Greater focus will be given to improving the way in which knowledge is understood and used by stakeholders whose decisions have the greatest impact on biodiversity. Delivery of client-focused decision-support tools based on the knowledge products is a high priority, with a focus on the Integrated Biodiversity Assessment Tool (IBAT) which brings together The IUCN Red List of Threatened Species, Protected Planet and Key Biodiversity Areas.

  o **The Green List of Protected Areas.** It is very important to be able to measure the result of conservation action. The Green List, under development, will identify conservation success, and recognise, measure, and promote progress towards its achievement. Green Listing will be applied to protected areas together with IUCN World Heritage Outlook, species, and ecosystems, to recognise the achievement of conservation targets and the reduction of risks to biodiversity. Actions that secure and defend nature will be celebrated. A consistent approach, notably on the key issue of biodiversity outcomes, will be taken.

  
IUCN will leverage its knowledge, standards and tools. This will support work on policy influencing and implementation, improved policy decision making and legal frameworks, and action on the ground, particularly by IUCN Commissions’ and Members:

- **Target 6: The implementation of commitments under biodiversity-related conventions and international agreements is accelerated.** IUCN will continue to contribute to CBD, World Heritage Convention (where IUCN has a statutory role), CITES, Ramsar Convention and the Convention on Migratory Species (CMS), among others. IUCN has unparalleled expertise and is specifically and consistently requested by governments to assist in the operation and implementation of such conventions and agreements. The biodiversity-related conventions have agreed to adopt the CBD Strategic Plan for Biodiversity 2011–2020 as their own framework for action in order to increase synergies.

  - **Engage decision makers.** To encourage accelerated policy implementation, IUCN will engage decision makers, especially those with significant impact on biodiversity but not involved in conservation. IUCN will further raise awareness about biodiversity in sectors such as agriculture, energy, women’s affairs/gender, academia and health. IUCN will continue to make special use of its unique status as the only international environmental organisation that has Permanent Observer status in the UN General Assembly.

  - **Gaps in environmental protection.** IUCN will initiate mapping of gaps in environmental protection legislation to highlight where biodiversity currently lacks legal protection. It is anticipated that this information will allow IUCN to engage with relevant jurisdictions with the objective of developing ‘missing’ legislation. Establishment of protection in areas of particular importance for biodiversity, including World Heritage sites, and ensuring that all protected areas are increasingly connected, governed appropriately and well managed are key to implementation of Aichi Target 11.

  - **Importance of wild relatives of cultivated plants – agrobiodiversity.** Genetic diversity is the basis for increasing the resilience of agricultural systems and adapting to changing conditions, including climate change. IUCN will work through the Crop Wild Relative Specialist Group of the Species Survival Commission to minimise destruction of crop wild relatives from threats such as habitat loss and climate change.

  - **Raising awareness of the cultural and spiritual values of nature is critical.** This includes a specific need to include urban populations and youth in understanding nature’s intrinsic and intangible values. IUCN will continue to promote the incorporation of diverse cultural values and practices, including those of indigenous peoples, into the establishment of protected areas (including World Heritage sites).

  - **Inspire new generations of biodiversity champions:** IUCN recognises that the focus on the human dimension of biodiversity conservation, as advocated by the CBD, is an important ingredient for success. IUCN is dedicated to inspiring new generations, including youth, to become engaged as conservation believers and champions. Helping IUCN Members to deliver better on Aichi Target 1 on awareness raising will help produce better conservation results on the ground.

Target 7: New legislation and policies are developed (and implemented), and existing laws and policies are enforced to address illegal wildlife trafficking. Illegal trade in wildlife has reached significant global proportions. SDG 15.7 is a call to “take urgent action to end poaching and trafficking of protected species of flora and fauna, and address both demand and supply of illegal wildlife products”. A major effort is now underway to combat this trade in wildlife (including species of animal, plants and fungi) which is fast becoming one of the largest sources of criminal income in the world and estimated to be worth USD 20-150 billion per year. It is being tackled through improved law enforcement, demand reduction and enhanced support for, and involvement of, communities. IUCN will continue to support international efforts to combat the illegal and unsustainable trade in wildlife. Source, transit and destination countries will be engaged to increase capacity to use existing laws to curtail illegal activities and incentivise the engagement of communities to derive sustainable benefits from conservation.

Target 8: The development and implementation of standards, safeguards, natural capital metrics, incentives and the development of relevant regulatory frameworks (in the public, private and financial sectors) are recognised and put into practice:

- **Natural capital.** IUCN will deploy economic valuation as a tool that can estimate the economic value of services that flow from natural capital. IUCN will encourage the incorporation of biodiversity values into national (capital) accounting and planning systems, development strategies, as well as private and public sector decision making. In doing so, IUCN will contribute to the achievement of SDG target 15.9 and Aichi Target 2 which call for the integration of ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies and accounts.

- **Biodiversity and business.** Within the private sector, a strong focus will be on providing client-focused decision-support, including in relation to investments by companies, countries and the finance sector. IUCN will engage in particular with the finance sector to improve safeguards, thereby reducing negative impacts from investments. A key approach will be making biodiversity-related risks and opportunities explicit and measurable using metrics based on the knowledge products.

Sub-Result 1.3. Key drivers of biodiversity loss are addressed through application of conservation measures.

Conservation works and the application of conservation measures, including the removal of invasive species, establishment of protected areas, or bringing about the recovery of species and ecosystems, is reflected in the following targets:

- **Target 9: Targeted conservation actions lead to the recovery of species and ecosystems.** Through Save Our Species (SOS), and other schemes to bring about the recovery of threatened species, IUCN has increased species and ecosystem conservation action on the ‘front line’ where it is likely to have the most impact. IUCN will scale-up and institutionalise its species conservation work through SOS which is planned to become an integrated part of the IUCN Secretariat that will deliver species planning and conservation on the ground.

- **Target 10: Protected area networks are expanded to conserve areas of particular importance for biodiversity through effectively and equitably managed, ecologically representative and well connected systems of protected areas and other effective area-based conservation measures.** IUCN will work to reduce the rate
of loss of natural habitats. This includes the marine realm, forests, peatlands, wetlands, mountains and drylands, principally through facilitating identification of areas of global significance for biodiversity (KBAs) and then working, as appropriate, through relevant policy mechanisms for the establishment and effective management of protected and conserved areas of all categories and governance types.

- **Target 11**: Invasive alien species and pathways are identified and prioritised, priority species are controlled or eradicated, and measures are in place to manage pathways to prevent their introduction and establishment. Invasive species are one of the greatest threats to biodiversity and often lead to enormous economic costs. IUCN will continue addressing this challenge by providing information on managing pathways for their introduction and guidelines for their control. IUCN will support priority eradication programmes and help to ensure that measures are in place to prevent establishment of invasive species.

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

**a) Background**

**Natural resource governance defined.** IUCN defines natural resource governance as being “the interactions among structures, processes, and traditions that determine how power and responsibilities are exercised, how decisions are taken, and how citizens or other stakeholders have their say in the management of natural resources – including biodiversity conservation.”

**Why is governance important?** Governance is the foundation of sound natural resource management. All societies have had governance structures that include norms, institutions and processes to regulate the management of natural resources. These governance structures link the different actors and mechanisms of social life. Natural resource governance is thus shaped by the norms, institutions and processes that determine how power and responsibilities over the resource are exercised, how decisions are taken, and how citizens at all levels – men and women, indigenous peoples and local communities, youth and older generations, etc. – participate in decision making about and management of natural resources. All decisions related to natural resources emanate from and are implemented by governance systems. Hence, conservation outcomes are highly dependent on the effective design and application of these governance systems.

**Good governance** refers to governance mechanisms that apply core principles identified by IUCN as essential to achieving a just world that values and conserves nature:

- **Transparency** – openness in decision making;
- **Access to information** – accurate, effective and open communication;
- **Access to justice** – fair mechanisms for accountability and protecting rights;
- **Public participation** – genuine involvement in decision making;
- **Coherence** – a consistent approach;
- **Subsidiarity** – decisions taken at the lowest appropriate level;
- **Respect for human rights** – interwoven with good environmental governance;
- **Accountability** – for economic, social and environmental performance; and

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• **Rule of law** – fair, transparent and consistent enforcement of legal provisions at all levels.22

• **Promoting gender equality and empowerment of women** is seen as an integral element of the good governance principles and is a cross-cutting theme in all of IUCN’s work.

**Good natural resource governance is key to sustainable development.** Good governance around natural resources is at the heart of IUCN’s contribution to sustainable development to ensure that decisions that affect natural resources at local, national, bilateral and multilateral levels are well-informed, implemented equitably and are gender-responsive. Good governance allows for partnerships between governments, civil society, indigenous peoples, local communities and the private sector that respect differing roles and responsibilities and that lead to positive social and conservation outcomes. When the outcomes are not those anticipated, good governance allows for appropriate accountability systems to address failures and non-desirable behaviours.

**Human rights are one of the ethical foundations of good governance of natural resources.** IUCN includes respect for human rights as a core principle of good governance because of the close and now widely recognised interlinkages between environmental degradation and the fulfilment or violation of human rights. In this context, the pursuit of conservation goals can contribute positively to the realisation of many fundamental human rights such as those related to water, health, food and shelter. This is particularly important for indigenous peoples, poor rural and urban communities, and many other vulnerable and/or disenfranchised groups of citizens especially women and children. Likewise, secure rights – for example, land tenure and participation in decision making – can enable more effective environmental stewardship. Conversely, conservation activities can also generate negative impacts where their links to issues of human rights and well-being are not sufficiently understood or addressed, and weak fulfilment of rights can also undermine conservation outcomes.23 Rights-based approaches (RBAs) are one of the tools for making human rights and conservation mutually reinforcing. RBAs ensure the effective integration of rights considerations within all the work of the Union; i.e. any conservation policy, project, programme or initiative (as highlighted by several World Conservation Congress Resolutions, notably 4.056 Rights-based approaches to conservation (Barcelona, 2008), and 5.099 IUCN Policy on Conservation and Human Rights for Sustainable Development (Jeju, 2012)).

**b) Situation analysis**

**Increasing pressure on natural resources.** The world is facing a number of global challenges that have impacts on the way natural resources are used and shared. Among these are:

• Increasing world population (expected to increase by 38%, from 6.9 billion in 2010 to 9.6 billion in 2050) will also significantly increase the demand for natural resources to fulfil basic needs, especially with regard to food and water security and energy demands;24

• Increasing conflicts as a result of scarcity of resources, exacerbated by the effects of climate change;

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22 As per IUCN Programme 2005-2008 and various World Conservation Congress Resolutions.


Rapid urbanisation around the world is increasing the vulnerability of populations to natural disasters and climate change and accentuating the risks to both human lives and economic security already experienced in many countries, both in developed and developing parts of the world. The concept of ‘planetary boundaries’, increasingly used by some scientists, makes the point that humanity’s use of natural resources is stressing global processes (e.g. through climate change or biodiversity loss) to the point that the Earth’s systems are pushed beyond their safe operating space. The challenge of eradicating poverty and achieving prosperity for all within the means of the planet’s limited natural resources will demand far greater equity – within and between countries – in the use of natural resources, and new and transformative models of governance of natural resources.

Unsustainable production and consumption models prevail. The current political economy, together with the unsustainable production and consumption models that underpin it, exacerbate some of the above-mentioned problems. Humanity is still locked into an economic and societal model where consumption is the engine of growth without sufficiently taking into account the full costs inflicted on nature and ultimately, on people.

Fragmented governance and implementation gap. Despite the many policies and mechanisms put in place to respond to the above-mentioned challenges, there is an implementation gap of environmental law and related policy frameworks. At national level, legal frameworks for natural resource governance in many countries are not clear or are fragmented into different sectors. In other situations, even when relevant and good legislative frameworks are in place, governments lack the capacity to implement and enforce the relevant laws. Increasing illegal wildlife trafficking and other wildlife-related crime is one such example, often exacerbated by rampant corruption.

Integrated governance will therefore matter. With all the above in mind, there is now widespread recognition that more integrated governance at all levels is essential in order to have the ability to generate and implement coherent policies to achieve sustainable development. Governance should be integrated across sectors that have an impact on the environment (water, land use, energy) and across different legal fields (tax, criminal, property, pollution control, extractives, investment, etc.). All sectors and fields should integrate nature, biodiversity and conservation considerations into planning and decision-making processes.

Increasing global response to the global challenges related to natural resource governance. There is increasing recognition in many international frameworks that good governance is essential for sustainable development. As an example, ‘governance for sustainable development and poverty eradication’ was one of the themes of the Rio+20 Conference in 2012 and the corresponding Outcome document contained several concrete recommendations on this issue.

SDGs place clear emphasis on governance. The 2030 Agenda for Sustainable Development adopted at the UN General Assembly in September 2015 as a new universal framework to succeed the Millennium Development Goals, has a clear focus on governance, including a separate goal dedicated to governance issues (Goal 16) and several targets speaking to the issue across the entire SDG framework (e.g. targets 1.4, 1.b, 2.5, 5.1, 5.5, 5.a, 5.c, 6.b, 10.2, 10.3, 12.2, 14.c, 15.6 and 17.14). The SDGs and their associated targets therefore present a real opportunity to address fragmentation of governance by taking a more integrated approach to sustainable development, law and policy making and implementation, and placing governance of nature and biodiversity firmly within the development and good governance context.

Numbers could be taken from World Bank, UN Population Fund, UNDESA.
Linkage between environment, human rights and gender equality recognised. There is a growing view that a clean and safe environment should be seen as a right, not a privilege. The UNDP Human Development Report 2011 highlighted that equity and sustainability are inextricably linked. Several other international mechanisms and agreements have recognised the linkages between environment and human rights and therefore the need for governance structures that take this into account. These include: a) the establishment by the UN Human Rights Council in 2012 of an Independent Expert on Human Rights and the Environment, a position turned into the higher status of ‘Special Rapporteur’ as of March 2015, with a mandate to deepen analysis towards practical evidence from on-the-ground experience of the mutual supportiveness of human rights and the environment; b) the UN Economic Commission for Europe (UNECE) Convention on Access to Information, Public Participation in Decision-Making and Access to Justice in Environmental Matters (1998) – there is currently strong interest in replicating the spirit and elements of this convention in other regions, with a view to reinforcing and implementing Rio Principle 10 (1992) on access to information, public participation, and access to justice; c) The Nagoya Protocol on Access to Genetic Resources and the Fair and Equitable Sharing of Benefits Arising from their Utilization adopted under the CBD in 2010. At the same time, a strong normative framework has evolved and strengthened over the years to support the interlinked nature of advancing gender equality, and specifically women’s ability to realise their rights, with achieving sustainability and sustainable development. The Rio Declaration and Agenda 21, the Beijing Declaration, and major agreements under all three Rio Conventions are just a few examples.

The UNFCCC also addresses governance at the core of mitigation and adaptation. A strong example of this is how the conceptualisation and implementation of REDD+ is being undertaken. Furthermore, major financial mechanisms related to the environment have adopted gender policies following the principles of the UNFCCC and 50 new decisions related to gender have been adopted under the Convention.

IUCN is at the centre of these changes in international environmental and sustainable development policies to accelerate their impacts and to translate these elements into specific action on the ground and to generate the necessary knowledge, including legal tools and frameworks for addressing environmental challenges, and to measure progress towards good governance.

c) Justification

IUCN has a long history of working on governance issues, including the linkages between human rights and conservation. Some of the key initiatives that IUCN has been undertaking are the Access Initiative26, the IUCN Conservation Initiatives on Human Rights (CIHR) as well as governance work in specific biomes and areas such as Forest Law Enforcement and Governance (FLEG) and through the assessment of governance in protected area systems. IUCN was instrumental in assisting the three Rio Conventions to develop harmonised gender strategies. Interventions have also been made at local level (through specific projects) and at regional and global levels (through programmatic support and policy influencing) to work towards strengthening institutions, promoting participatory mechanisms, creating multi-stakeholder platforms, and influencing international policy, among many others.

Governance of natural resources as a Programme Area in the IUCN Programme 2017–2020. By explicitly elevating the issue of governance to a Programme Area in the 2013–2016 Programme, IUCN recognised that good governance of natural resources is not only a means to an end but it is a goal in its own right. It gives substance to IUCN’s Vision of “A just world that values and conserves nature”. Without good governance systems in

26 See http://www.accessinitiative.org/
place, effective environmental policies and laws cannot be realised. It is therefore important for IUCN to continue to reinforce, expand and consolidate the work started during the 2013–2016 Programme cycle, taking advantage of the impetus and momentum given to the issue through global policy frameworks, in particular the 2030 Agenda for Sustainable Development, within which SDG 16 is dedicated to governance aspects.

IUCN’s added value. IUCN is clearly not the only organisation working on the theme of good governance of natural resources, but IUCN’s involvement adds value. IUCN Members have provided substantial guidance, through numerous WCC Resolutions, on the need to promote good governance of the environment and natural resources to achieve conservation that goes hand-in-hand with justice, equity and gender-sensitive considerations. As an institution capable of convening and facilitating multi-stakeholder platforms to forge and promote consensus, and to leverage a wealth of knowledge products, tools and methodologies that have been developed and are still being refined, IUCN is uniquely placed to make strong contributions to advancing this theme by capitalising on all these assets and by promoting collective action through its broad constituencies and networks.

d) Approach

Governance is a complex area and improving natural resource governance requires action in a wide range of areas, not all of which can be addressed in one programme cycle. It is therefore important for IUCN to prioritise those elements that are expected to have the largest impact and are more amenable to effective replication and upscaling. Governance is also an area that cannot be addressed in the abstract because it is cross-cutting and refers to enabling factors for achieving conservation and equity. Hence, most of the activities described under this Programme Area will be undertaken in the context of Programme Areas 1 and 3. This is reflected by the convergence of issues at the Target level. In addition, this Programme Area will apply knowledge products such as the IUCN Red List of Threatened Species to measure impact of different governance models, and promote the diversity and quality of governance for protected areas. Tools such as the datasets under the Environment and Gender Information platform will also add value and insight. It is also important to note that there are knowledge ‘hotspots’ in IUCN’s membership, which will also be part of work under this Programme Area to build collective understanding, as noted above.

IUCN’s focus: Enhance environmental governance mechanisms and systems at all levels. A primary reason for weaknesses or failures to achieve conservation objectives and to provide local benefits and livelihood security continues to be lack of appropriate governance and insecure rights, including lack of awareness about rights and entitlements and the omission of gender perspectives. In this respect, and through some of the tools IUCN has developed through the years (e.g. ECOLEX, the Environment and Gender Information platform, Green Listing approaches), activities during the 2017–2020 period will focus on enhancing governance mechanisms and systems at local, national, regional and global levels through promoting the application of the good governance principles and prioritising support to the formulation, and/or implementation of relevant policies, laws and regulations at all levels, and strengthening of institutions that enable good governance. While undertaking these activities, IUCN will also continue to develop and strengthen existing tools and methodologies (e.g. NRGF, Green Listing approaches) to assess governance regimes in specific areas such as the application of rights-based approaches.
How IUCN's work on ‘governance of natural resources’ will contribute to achieving the SDGs

IUCN's work in Programme Area 2 aims principally at providing the enabling governance framework for achieving conservation. IUCN's work is anchored in SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels, as well as other governance-related targets outlined in a number of the other SDGs (see below). A focus on governance is also relevant to targets under other relevant international policy agreements, including the three Rio Conventions, notably the Aichi Biodiversity Targets of the CBD.

The work undertaken within Programme Area 2 will contribute specifically to the following SDG targets:

- **SDG 5.1** End all forms of discrimination against all women and girls everywhere;
- **SDG 5.5** Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life;
- **SDG 5.a** Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws;
- **SDG 10.2** By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status;
- **SDG 10.3** Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard;
- **SDG 12.2** By 2030, achieve the sustainable management and efficient use of natural resources;
- **SDG 16.3** Promote the rule of law at the national and international levels and ensure equal access to justice for all;
- **SDG 16.6** Develop effective, accountable and transparent institutions at all levels;
- **SDG 16.7** Ensure responsive, inclusive, participatory and representative decision-making at all levels;
- **SDG 16.b** Promote and enforce non-discriminatory laws and policies for sustainable development;
- **SDG 17.14** Enhance policy coherence for sustainable development.

In particular, the achievement by 2020 of the Targets under Programme Area 2 (as detailed in Table 2) would represent a significant contribution towards the following SDG-related impacts by 2030:

- Increases by 2030 in the number of beneficiaries of enhanced procedural rights (e.g. participation) and substantive rights (e.g. tenure, right of access) attributable to the assessment of natural resource governance systems, with particular emphasis on women, indigenous peoples and the poor (contribution to SDGs 5 and 16);
- Reduction by 2030 in the number of documented illegal and/or environmentally harmful activities at all levels, including in areas beyond national jurisdiction, Antarctica and the Arctic (contribution to SDGs 16 and 17 – rule of law);
- Increases by 2020 in the number of countries having mainstreamed biodiversity values and ecosystem services into national and local planning, development processes, poverty reduction strategies and accounts (contribution to SDG 15, Aichi Target 2, Intended Nationally Determined Contributions (INDCs) under the Paris Agreement on Climate Change);
- Increases by 2030 in the number of countries complying with international obligations, in particular the SDGs, CBD and other MEAs (contribution to SDGs 16 and 17 – rule of law).

This Programme Area will also continue IUCN’s contribution, ongoing from the 2013–2016 Programme period, to the achievement of a number of the Aichi Biodiversity Targets, in particular those listed in Table 2.

As with each of the Programme Areas, it is important to reiterate that the SDGs should not be used as a directly attributable short-term metric for the 2017–2020 intersessional period. Such metrics will be based on the Sub-Results and Targets.

**Global Result 2. Natural resource governance at all levels enables delivery of effective conservation and equitable social outcomes by integrating good governance principles and rights-based approaches.**

**Scaling-up focus on imperative of governance of natural resources.** This global result aims at scaling-up IUCN’s work started during the 2013–2016 intersessional period with regard to promoting and supporting effective and equitable governance of natural resources. Governance comprises laws, regulations and policies, together with institutional frameworks and processes. Good governance is essential to achieving biodiversity conservation and ensuring ecosystem integrity while enhancing equity and social justice. Therefore, good governance of natural resources is also necessary to comply with international commitments, including the achievement of each of the SDGs, given the interconnectedness between the three dimensions of sustainable development.

Progress towards reaching this Global Result will be achieved through the pursuit of three Sub-Results: 2.1 generation of knowledge/methodologies, 2.2 work on national and subnational governance, and 2.3 work on transnational, regional and global governance. The set of IUCN Targets for 2020 and their indicators are designed to ensure close interconnectedness among these 3 Sub-Results.

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

The overall focus of the Sub-Result is on generating, documenting, disseminating and using knowledge and evidence for assessing and improving governance of natural resources.

**More and better tools on governance/biodiversity intersect.** The development of tools and methodologies is essential for undertaking analysis and assessment of current governance mechanisms and systems and their impact on biodiversity. IUCN and its Members have invested in the development of various tools and methodologies relevant for governance of natural resources (e.g. NRGF, Environment and Gender Information platform, ECOLEX, Assessment and Evaluation of Protected Area Governance) and this work will be continued to enable uptake by key actors and policy makers.

**This Sub-Result will be achieved through three Targets** focusing respectively on i) gathering knowledge to be used for assessing and improving natural resource governance,
ii) conducting assessments of governance systems and developing improvement plans, and
iii) promoting the recognition of community-led best practices in natural resource governance.

- **Target 12**: IUCN tools, methodologies and approaches for assessing and improving natural resource governance are available and used.

- **Target 13**: Natural resource governance systems assessed (through testing of methodologies) under different management regimes, including protected areas, and corresponding improvement plans developed.

- **Target 14**: Community-led, cultural, grassroots or protected area governance systems that achieve the effective and equitable governance of natural resources are recognised (as best practices/pilot testing), supported and promoted.

**Sub-Result 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.**

**Operating at the national level.** The emphasis in this Sub-Result is on enhancing national legal and institutional frameworks for conservation.

A **rights-based approach.** This Sub-Result will seek to implement a rights-based approach to conservation and sustainable development at local and national level. It will enhance national governance systems in conservation landscapes (e.g. clarity in legislation and allocation of rights and responsibilities, access to justice to enforce such legislation). Traditional governance arrangements will be an important element considered here. This Sub-Result will generate knowledge and action feeding into a number of goals/targets of the SDGs framework. It will also aim at increasing equity, including gender equality.

This **Sub-Result will be achieved through the delivery of a further three Targets** focusing respectively on rights, institutional capacity and strengthening implementation and/or enforcement.

- **Target 15**: Intervention points in which rights regimes related to natural resources are clear, stable, implementable, enforceable and equitable – particularly for women, indigenous people, youth and the poor – have increased.

- **Target 16**: The capacity of institutions (including protected area and customary institutions) to undertake decision making in a participatory, inclusive, effective and equitable manner is enhanced, especially for facilitating the active participation of women, youth and indigenous peoples as key stakeholders.

- **Target 17**: Intervention points in which natural resource governance has the capacity to halt illegal natural resource use, through the promotion of rule of law and access to justice, have increased.

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

**Operating at multi-country level.** The emphasis of this Sub-Result is about conservation of nature and natural resources in areas that require the intervention of more than one national jurisdiction, and regional and/or international cooperation.
Focusing on shared natural resources and global commons. Some of the activities that will contribute to this Sub-Result are: a) influencing of global policy processes such as those related to the governance of high seas and addressing climate change; b) supporting programmes and initiatives such as those addressing shared river basins and other biomes that fall under more than one jurisdiction (e.g. Antarctica). These activities will be undertaken by applying Rights-based approaches and promoting good governance principles.

This Sub-Result will be achieved through the delivery of a third set of three Targets focusing respectively on: i) supporting the development and/or strengthening of effective governance for transboundary areas, ii) supporting the development of effective governance for marine areas beyond national jurisdiction and in polar regions, and iii) promoting accountability of governments with regard to global governance of natural resources.

- **Target 18.** 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.

- **Target 19.** International governance mechanisms for marine areas beyond national jurisdiction, Antarctica and the Arctic are strengthened.

- **Target 20.** The accountability of governments in relation to their commitments under environmental agreements and related policy frameworks is enhanced.

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

a)  Background

The world is in urgent need of solutions to some of its most pressing problems, including climate change, food and water security and economic and social development. The Fifth Assessment Report of the Intergovernmental Panel on Climate Change (IPCC) estimated that the lowest-cost route to avoid dangerous climate change would be for global greenhouse gas emissions to peak by 2020. Land degradation and loss of supporting ecosystem functions now impact 24% of the global land area, equivalent to foregoing the production of 20 million tonnes of grain per year. The costs of lost agricultural productivity, deforestation and the wider impacts of land degradation are EUR 1.5 to 3.4 trillion, or approximately 3.3% to 7.5% of global GDP. Water security for billions of people is also under pressure, with the water crisis a top-ranked global risk. One-third of the world’s population live in water-stressed regions, but this is likely to grow to 50% by 2050. Nature’s services not only help people cope with these trends but are also indispensable to reversing them. Decisions society takes about how to protect, manage and restore ecosystems therefore have implications beyond the conservation of the intrinsic values of nature; they extend to how we can find solutions in nature to address the risks and pressures we face on a day-to-day basis.

Nature-based solutions (NBS) contribute to solving major societal challenges. IUCN has shown how NBS can contribute to restoring landscapes, replenishing river flows and re-connecting fragmented ecosystems. Through the application of the Union’s knowledge of ecosystem management, forest conservation, gender-responsive approaches and protected areas, environmental law or sustainable business strategies, NBS help to make agriculture more sustainable, protect cities from flooding, absorb carbon emissions, conserve habitats and promote social justice and gender equality. Nature-based solutions replenish societies’
stock of natural capital and help direct it to flow fairly and effectively through the economy, they sustain and protect ocean resources vital to coastal and island livelihoods and they bring security to people vulnerable to climate change. Over the last four years, NBS has thus evolved from a concept, used broadly to represent the utility of nature for human benefit, to a more precise and robust articulation of how well-managed or restored ecosystems provide effective and efficient solutions for some of the highest priority challenges in sustainable development. As a result, the concept of NBS is gaining acceptance outside the conservation community\textsuperscript{1,ii,iii,iv}. Adoption of the term by the Union in its 2013–2016 Programme and the subsequent work of Commissions, Secretariat, Members and partners has been instrumental in advancing application of NBS in the field and in national and international policy fora.

**IUCN will spearhead application and scaling-up of NBS in the post-2015 agenda.** IUCN will use the 2017–2020 Programme to put NBS at the centre of strategies for implementing the Aichi Targets and the SDGs, and for taking action under the Paris Agreement on Climate Change. IUCN will also support action under the Sendai Framework by applying nature-based solutions to disaster-risk reduction, and assisting governments and communities to implement agreements on water cooperation by using natural infrastructure for water security and resilience to climate change. IUCN will ensure that the role of protected areas in NBS is fully documented and promoted. From the steps taken under this Programme, IUCN will work to ensure that NBS are woven through the plans and investments that will drive forward the agenda for SDG implementation and climate action through to 2030, to ensure that there are long-term strategies for scaling-up of NBS. Using IUCN’s framework and principles for NBS will reduce the drivers of biodiversity loss and thus contribute to advancing the Aichi Targets as a key to achieving sustainable development.

**IUCN’s knowledge, capacities and experience drive NBS with tangible benefits for human well-being and biodiversity.** IUCN Commissions, Secretariat and Members combine their globally recognised expertise, skills and networks in understanding how natural and modified ecosystems function\textsuperscript{v} to develop, test and scale-up NBS. Critical capacities mobilised through IUCN include how to sustainably manage ecosystems within their biophysical limits\textsuperscript{vi} how ecosystem functionality can be assessed and understood from different perspectives\textsuperscript{vii}, how to strengthen the implementation of laws and policies that reflect these ecosystem values\textsuperscript{viii}, how to facilitate equitable and just agreements among stakeholder and rights holder groups\textsuperscript{ix,x,xii} how the benefits should be shared\textsuperscript{xii} how to identify durable and democratic institutional arrangements to manage natural resources\textsuperscript{xiii}; how to adapt management to changing circumstances\textsuperscript{xiv}, and how to improve the resilience of ecosystems and the livelihoods of the women and men who depend on them.\textsuperscript{xv,xvi}

**IUCN is accumulating the know-how to enable up-scaling based on science and evidence of impact.** Over the last four years, IUCN has invested in and developed additional tools and other science-based mechanisms to support the implementation of NBS at scale. These include:

- Comprehensive methodological frameworks such as Restoration Opportunities Assessment Methodology (ROAM) designed to undertake an interdisciplinary assessment of national restoration potential and opportunities.\textsuperscript{xvii}
- Independent scientific and technical advisory panels and other working groups composed of leading conservation and social scientists from IUCN Commissions to provide rigorous independent advice.\textsuperscript{xviii}
- A methodological framework for the implementation of multi-level water governance reforms, including associated tools to help optimise investment flows in both built and natural water infrastructure.\textsuperscript{xix,xx,xxi,xxxii,xxxiii}
The six IUCN knowledge products, all of which have direct application in either helping to identify and assess NBS opportunities or establishing metrics to track their implementation.

The Panorama of Protected Area Solutions, designed to document and promote peer-exchange and learning.

The Environment and Gender Information (EGI) platform, a peer-reviewed global database that analyses variables to help determine countries' progress in meeting commitments to gender mainstreaming in the environmental arena and specifically address the role women in designing and implementing NBS.

b) Situation Analysis

Ecosystems provide important services to humanity, including the regulation of climate and water. Both the Millennium Ecosystem Assessment and the Intergovernmental Platform on Biodiversity and Ecosystem Services have highlighted the importance of ecosystems and the services that they provide.

Yet ecosystem services remain undervalued and under-appreciated, providing IUCN and its Members with the challenge of scaling-up approaches that are based on ecosystem services. Furthermore, the status of the world’s ecosystems ranges from intact to near collapse. These ecosystems can be threatened by a variety of pressures, including climate change, deforestation and changes in productivity of land-use systems, all of which, in turn, create or contribute to major societal challenges. Therefore while the degradation of ecosystems can exacerbate societal problems, the conservation, management and restoration of these same ecosystems present opportunities for improving the well-being and resilience of local communities and indigenous peoples in addition to helping address major societal challenges. Cities, urban dwellers and industries also stand to benefit directly from NBS that will strengthen the sustainability of ecosystem services and of the production systems that rely on them.

Recent research indicates that the threat to biodiversity posed by climate change may soon equal if not overtake the impacts from more established drivers of loss such as habitat conversion and invasive species. Climate change also has increasing impact on the livelihoods of people who live in close proximity to, or are directly dependent on, natural resources by increasing the frequency and exacerbating the effects of extreme weather events such as coastal flooding and threatening the stability and security of food production systems. While well-managed and restored ecosystems by themselves cannot curtail these impacts, they have the potential to slow climate change trajectories at local and global levels by slowing the impact on biodiversity, sequestering atmospheric carbon and providing additional, effective options for increasing the resilience of vulnerable people and communities. Although the necessary decommissioning of carbon-intensive energy generation facilities requires decades of planning and programming, a global push for the protection and restoration of ecosystems can start immediately.

The link between poverty and natural resource use needs to be better understood. According to World Bank statistics, the global poverty rate has declined from an estimated 43% in 1990 to 14.5% today. There is evidence demonstrating that degraded ecosystems – both terrestrial, freshwater and marine – frequently undermine development gains made and act as a direct contributor to increased societal stress and poverty, as productivity dwindles due to loss of soil fertility, marine over-exploitation or droughts. Further, it is clear that poor people tend to have a more direct and intimate material and cultural relationship with natural resources. The Poverty Environment Network coordinated by the Center for International Forestry Research (CIFOR) estimates that an average of 28% of income in tropical countries is derived directly from the environment.
While conservation can make some contribution to poverty reduction, greater emphasis needs to be given to understanding the nature of the relationship poor people have with natural resources and how this can be constructively and positively optimised to support their development trajectories. As a step towards this, IUCN’s Commission on Environmental, Economic and Social Policy (CEESP) has been working on the development of a People in Nature (PIN) assessment framework.

IUCN is working to accelerate the effective use of nature-based solutions. Our work is aimed at improving the understanding of what constitutes a robust operational framework for NBS. IUCN is leading the way in identifying and testing the key operational parameters that improve the efficacy of NBS as the next necessary step in promoting NBS uptake and up-scaling. From the analysis of the scientific literature three important aspects to understanding NBS have emerged:

- At the heart of NBS lie well-managed social-ecological systems, where risks and opportunities are defined in the context of ecosystem management and people’s well-being. This includes relatively untouched natural ecosystems, actively managed and modified ecosystems, and new or restored ecosystems; they can be found in protected areas, agricultural and urban settings.
- The following five emerging parameters appear to determine effectiveness of an NBS: (i) diversity, (ii) societal value, (iii) adaptive governance, (iv) time, and (v) scale.
- As NBS rely on functioning ecosystems, they lend themselves to on-going improvement and adaptive management over time, unlike some hard infrastructure and engineering options. This means that unlike built infrastructure, the value of well-managed ecosystems can appreciate over time as ecosystem services yield increasing benefits for society in the form of NBS.

**c) Justification**

**NBS builds on IUCN’s extensive work on ecosystem management** and is underpinned by a mandate from over 200 IUCN Resolutions that relate to the societal contributions from well-managed ecosystems, including their role in Disaster Risk Reduction, Ecosystem-based Adaptation, food security, gender equity and equality, and in advancing the role of NBS to climate change.

**NBS – what have we learned?** During the 2013–2016 intersessional period, IUCN learned that in describing to a broader audience the role of nature as a ‘solution’ to societal challenges, we need to:

- Keep the message clear and focus on the role (and the limits) of nature in solving specific challenges within defined geographic, political and socioeconomic contexts.
- Acknowledge that NBS work best in combination with other non-conservation policy and technical interventions.
- Provide robust, evidence-based, analytical work that reflects how different parts of society value and benefit from ecosystem services.
- Articulate how legal and policy frameworks can recognise, encourage and enable NBS to meet societal challenges.
- Recognise that the use of natural resources is often contested, reinforcing the need for a rights-based and gender-responsive approach, clarity on tenure and stewardship in indigenous peoples’ territories and other community lands, and inclusive policies.
- Integrate measures for promoting gender equality and empowerment of women, fostering inclusion of women and providing equal opportunities for women and men to derive social and economic benefits from NBS.
Now is the time to scale up on nature-based solutions. Four years ago the debate centred on whether NBS provided effective contributions to resolving societal challenges and whether they made a net positive contribution to biodiversity conservation. Experience and evidence garnered by IUCN and its Members increasingly suggests that this is the case.⁴¹,⁴²,⁴³

IUCN now anticipates that specific NBS will be mainstreamed in national and international policies and programmes over the next four years, as evidenced by the following progress:

- The increasingly accepted role of NBS in climate-change policy, law, infrastructure investment and financing mechanisms. This includes the increased profile of ecosystem-based disaster-risk reduction in the post-2015 United Nations Office for Disaster Risk Reduction (UNISDR) framework, the focus on forest conservation and restoration as a partial response to climate change and managed realignment (which mixes hard and ‘green’ infrastructure), and the recognition of the importance of water-related natural infrastructure and ecosystem services to address the major challenge of water security.
- The adoption of NBS by the European Commission’s Directorate General for Research and Innovation.
- Explicit recognition in national water policies of the role of nature in securing water supplies.
- Investments in NBS during 2013 totalling USD 12.3 billion for the rehabilitation and/or protection of more than 365 million hectares of water-critical ecosystems worldwide.⁴⁴
- Bonn Challenge commitments covering 92 million hectares.⁴⁵
- Evidence from the IUCN World Parks Congress 2014 for the role of well-governed protected and conserved areas as part of productive landscapes, seascapes and watersheds,⁴⁶ and on links between healthy ecosystems and human health, welfare and well-being.
- The inclusion of NBS-type interventions in over seventy INDCs submitted to the UNFCCC ahead of COP21 (Paris, 2015).

NBS links closely with Programme Area 2 on equitable governance. In accordance with prevailing IUCN Resolutions, the application of NBS should be guided by the principles of environmental law, the principle of non-regression⁵ and a rights-based approach.⁶ NBS can be used in protected areas, indigenous peoples’ territories and areas managed by local communities and private interests. They can also link to large-scale urban, industrial and agricultural activities. NBS accommodate both local community and expert-driven approaches.⁷,⁸ This Programme Area therefore interfaces intimately with the Programme Area on effective and equitable natural resource governance.

**d) Approach**

**NBS – A comparative advantage for IUCN.** In the same way that IUCN can stake a claim to global leadership in systematically assessing and addressing the threats to species and Key Biodiversity Areas, it has a similar comparative advantage in supporting, encouraging and influencing society on how ecosystems can be effectively and sustainably managed and restored to contribute to the resolution of key societal challenges.

During the 2017–2020 intersessional period IUCN will:

- **More systematically capture and present the evidence for NBS** including developing, testing, applying and refining analytical tools and methodological frameworks that help build the case for NBS and provide for their application.
• Support capacity building among, and learning from, IUCN Members with an emphasis on hands-on, experiential transfer. Regional and Global Thematic Secretariat programmes will work directly with IUCN Members in the application of NBS-related tools and methods, including the establishment of compelling cases and advocating for the adoption of NBS in relevant international, regional and national laws, judicial decisions, policies and programmes.

• Enable on-going technical support, advice and monitoring of ‘on-the-ground’ application of NBS. The ultimate test of the NBS framing is its application at scale and documented evidence of how NBS performance can be improved. Working closely with its State and Government Agencies in particular, IUCN will support nationally-led programmatic initiatives to roll out NBS on the ground. Emphasis will be placed on scaling-up and on implementing NBS in the contexts of climate change, food and water security and local and national economic development.

• Promote engagement with key land-use and natural resource sectors, including on the issue of agriculture and biodiversity, to identify and collaborate on evidence-based solutions that address relevant policy, social and market-based trends.

• Engage with sectors such as health and urban development to promote the role that NBS and protected areas can play in supporting healthy societies.

• Support the role played by the business sector in developing, testing and promoting business solutions that build on NBS.

The priorities for further development of NBS by IUCN in 2017–2020 are set out in the Global Result and Sub-Results below. By achieving these, IUCN will build a long-term path for ensuring that NBS contribute effectively and at scale to the implementation of the SDGs and the post-2015 agenda, as summarised in the box below:

How IUCN’s work on ‘nature-based solutions’ will contribute to achieving the SDGs

The activities to be carried out under Programme Area 3 will contribute directly to the successful implementation of the following Sustainable Development Goals and specified targets (as further detailed in Table 3):

SDG 1  End poverty in all its forms everywhere (target 1.5);
SDG 2  End hunger, achieve food security and improved nutrition and promote sustainable agriculture (target 2.4);
SDG 3  Ensure healthy lives and promote well-being for all at all ages (target 3.9);
SDG 4  Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all (target 4.7);
SDG 5  Achieve gender equality and empower all women and girls (target 5a);
SDG 6  Ensure availability and sustainable management of water and sanitation for all (targets 6a, 6b, 6.3, 6.4, 6.5 and 6.6);
SDG 11  Make cities and human settlements inclusive, safe, resilient and sustainable (targets 11.3, 11.4, 11.5);
SDG 12  Ensure sustainable consumption and production patterns (targets 12.2, 12.6, 12.8);
SDG 13  Take urgent action to combat climate change and its impacts (target 13.1);
SDG 14  Conserve and sustainably use the oceans, seas and marine resources for sustainable development (targets 14.1, 14.2, 14.7);
SDG 15  Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss (targets 15.a, 15.1, 15.3, 15.4, 15.5, 15.9);

SDG 16  Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels (targets 16.6 and 16.7).

In particular, the achievement of the Programme Area 3 Targets by 2020 would represent a significant contribution towards the following SDG-related impacts by 2030, inter alia:

- Increases in sustainable food production attributable to nature-based solutions (NBS)-related programmes and policies, with particular emphasis on small-scale producers, women, family farmers and indigenous peoples (contribution to SDGs 1, 2 and 5);
- Increased number of beneficiaries having access to NBS-supported sustainable water supplies (quantity and quality) by 2030 (contribution to SDGs 5 and 6);
- Increased sequestration, attributable to NBS, of global carbon dioxide emissions (GtCO2e per year) by 2030 (contribution to SDGs 11 and 13);
- Documented reduction, attributable to NBS-supported climate adaptation programmes and policies, in the number of casualties and the magnitude of economic losses due to natural disasters (contribution to SDGs 11 and 13); and
- Decrease in area subject to desertification and other forms of land and soil degradation by 2030 (contribution to SDG 15).

This Programme Area will also continue to enable IUCN’s contribution, on-going from the 2013–2016 Programme period, to the achievement of the Aichi Biodiversity Targets listed in Table 3.

Global Result 3: Societies recognise and enhance the ability of healthy and restored ecosystems to make effective contributions to meeting societal challenges of climate change, food security and economic and social development.

Mainstreaming nature-based solutions to meet societal challenges. This Global Result focuses on scaling up NBS, so that key players, particularly from outside the conservation community, proactively embrace and implement specific gender-responsive nature-based solutions as part of national and sub-national responses to major societal challenges. This Global Result also reflects a clear interface with the implementation of a number of SDGs beyond Goals 14 (life below water) and 15 (life on land) and it contributes to several specific goals, targets and commitments embodied within the three Rio Conventions. Gender-responsive NBS can, for example, make great strides toward meeting targets of SDG 5 on gender equality, recognising and realising the rights of women and girls, including the right to a safe and sustainable environment.

In operational terms, IUCN’s third Global Result will be achieved through the direct and attributable achievement of the following Sub-Results and Targets to which the Secretariat and Commissions will be held accountable:

**Sub-Result 3.1: Credible and trusted knowledge on how NBS can directly contribute to addressing major societal challenges is available and used by decision makers at all levels.**

IUCN will provide technical and analytical underpinnings for adoption of NBS. Central to upscaling NBS is that decision makers, particularly those outside the conservation
community, adopt reliable strategies that incorporate and invest in well-managed and restored ecosystems as a component for addressing some of the major challenges that confront their constituents. IUCN will seek to provide government agencies, communities and the private sector with credible and robust analysis and relevant decision-support frameworks necessary for NBS implementation. Specifically, it will aim to:

- **Target 21**: Equip IUCN, its Members and partners with the means to systematically collect, compile and interpret data concerning the material benefits and cultural values that currently flow from ecosystems. This is a fundamental step to deploying NBS as the use and management of natural resources can quickly become contested and progress stalled if the *de facto* use and rights of current users and rights-holders is not fully understood and accommodated. The People in Nature (PIN) framework, in addition to other tools, will support delivery of this area of work.

- **Target 22**: Ensure that IUCN, its Members and partners have a robust and scientifically credible framework (and tools) to guide the effective targeting of NBS and assessment of its effectiveness, particularly with respect to contributing to relevant SDGs at national or sub-national level. While the concept of NBS has now gained increasing recognition it can still be misunderstood, misapplied or even abused. There is an urgent need to develop a robust operational framework as a precursor to ultimately establishing practical standards for the deployment and evaluation of NBS.

- **Target 23**: Provide the means for key NBS interventions by IUCN to be underpinned by a systematic assessment of the requisite in-country enabling frameworks for implementation, including legal, customary, institutional and resourcing mechanisms. NBS rely on the effectiveness of the legal, policy and institutional arrangements that shape land, water and ecosystem management. Too often, different sectoral laws and policies are contradictory, or good laws exist that could facilitate NBS deployment but there is little effective implementation and/or enforcement. As standardised practice in its NBS interventions, IUCN will establish a framework that will help countries to identify and analyse the strengths and weakness for the promotion of NBS in their legal, regulatory and institutional arrangements. Such knowledge will inform work towards Sub-Result 3.2 below.

Sub-Result 3.2: Inclusive governance and resourcing mechanisms to facilitate the effective deployment of NBS are tested and adopted by decision makers and diverse stakeholders at all levels.

IUCN will provide support to test and implement effective governance and resourcing mechanisms for NBS. Better knowledge, insights and standards as described above lay the foundations for upscaling NBS, by helping to shape evolving governance and resourcing arrangements. IUCN will use experience gained in several fields of ecosystem governance, such as transboundary water governance, to support member and partner government agencies, as well as other stakeholders, to test and put in place effective and inclusive implementation mechanisms for specific NBS interventions. Specifically IUCN will:

- **Target 24**: Work with government Members and partners to pilot legal, policy and institutional mechanisms that recognise, support and reward the stewardship of local communities and other resource managers for the delivery of NBS interventions. As NBS require the proactive conservation, management and restoration of ecosystems it is imperative that legal, policy and institutional mechanisms create fair and equitable arrangements to incentivise and recognise the key role of local rights-holders and resource managers in delivering the associated societal benefits in protected areas and in production landscapes and seascapes.
Target 25: Establish and promote mechanisms that facilitate the active participation of women, youth and indigenous peoples as key stakeholders, rights-holders and agents of change in the design and implementation of specific NBS interventions. The SDGs and several other international commitments now recognise the ethical and practical imperative for inclusive approaches to implementing sustainable development. Upscaling will be more effective and equitable if key actors can seize the opportunity to shape – and find themselves in – implementation strategies. This is particularly important given the history of exclusion of women, indigenous peoples and youth in natural resource decision-making processes.

Target 26: Work with key international partners and national governments to help facilitate the establishment or strengthening of dedicated financial mechanisms that enable the deployment of NBS. Upscaling requires dedicated resourcing. IUCN will work with its Members and partners to help ensure that financial support is available and appropriately targeted, drawing on past and recent experience such as the creation of the Komadugu Yobe Trust Fund in Nigeria, collaboration with Rwanda’s national environment and climate change fund (FONERWA), work with the Global Environment Facility to establish the ten-country Restoration Initiative, as well as regular engagement with other thematic and global climate finance mechanisms.

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

IUCN will work towards achieving tangible results on the ground. Ultimately upscaling must lead to the creation of place-based activities and the delivery of results on the ground. IUCN will work with Members and partners across a wide range of ecosystem types and states, building on established mechanisms such as the Bonn Challenge and Mangroves for the Future and capitalising on pilot lessons from eco-Disaster Risk Reduction and Ecosystem-based Adaptation to help accelerate the delivery of implementation on the ground at a scale that has the potential to make a difference over the forthcoming decade. As it is important to demonstrate that NBS can be delivered irrespective of the state of individual ecosystems IUCN will:

Target 27: Work with government Members and other partners (including spatial planners and the private sector) to support the effective implementation of national, sub-national or corporate planning and investment frameworks within productive ecosystems so that they contribute to NBS. IUCN will build on its established activities in ‘working landscapes’ particularly those facing rapid developmental changes such as economic growth corridors, to put in place tangible ecosystem protection, management and restoration plans that help contribute to SDG objectives such as ‘land degradation neutrality’ while maintaining and enhancing the productivity of these landscapes, watersheds and seascapes.

Target 28: Capitalise on the Union’s global leadership in terms of ecosystem restoration, notably – but not restricted to – the Bonn Challenge and Mangroves for the Future, by working with Members and partners to make demonstrable contributions to the restitution of key ecosystem services across 200 million hectares of degraded landscapes, watersheds and seascapes. Since 2011 IUCN has been a global leader in promoting and facilitating arrangements to secure 150 million hectares undergoing landscape restoration. Tools and methods have been developed and applied and the development of a global tracking system is underway. While this work has, to date, primarily focused on restoring the functions of forests and
trees across degraded and modified landscapes, IUCN will now extend these lessons to other degraded ecosystems including wetlands, drylands, riparian systems and coral reefs and other coastal ecosystems.

- **Target 29: Work with government and NGO Members and other partners to enable the effective protection and management of intact, natural and semi-natural ecosystems through a range of mechanisms so that they continue to deliver key nature-based solutions to society.** Some of the most effective approaches to upscaling NBS is to work with and safeguard the natural infrastructure that is already in place – protected areas, primary forests, intact wetlands and coastal systems. There are several well-established examples of intact ecosystems safeguarding the water supply for large urban areas or mitigating the impacts of downstream flooding. IUCN and its Members will highlight where this is the case and work to ensure that appropriate decision making and resourcing arrangements exist for continued delivery of these societal benefits.

### VII. One Programme Approach for the 2017–2020 Programme

**Working together.** The One Programme Charter states that the different parts of IUCN – government and NGO Members, Council, National and Regional Committees, Commissions, and the Secretariat – work together to develop, implement and advance IUCN’s Programme.

**The One Programme Principles.** The following principles guide the way all components are committed to working together in the implementation of the IUCN Programme:

- To deliver the Programme at the most appropriate level, using the best-placed part(s) of the Union to deliver national, regional or global results;
- To cooperate and not compete for roles and resources;
- To allocate resources to the part(s) of the Union responsible for delivery;
- To communicate openly and transparently to keep each other informed of plans and activities.

**Our strength: One Union – One Programme.** The strengths of IUCN – as a Union – derive from the reach and influence of the Membership combined with the recognised knowledge of the Commissions and the technical and political capabilities of the Secretariat, including its UN Permanent Observer status. This combination results in a respected, credible and capable Union of experts, scientists, practitioners, decision makers and managers.

**The Union has a culture of delivery.** IUCN shares expertise, develops and strengthens capacities, engages in partnerships and provides strategic leadership in the conservation of nature, from local to global settings, contributing to the realisation of human aspirations and sustainability. To this end, it provides appropriate mechanisms for the inclusion of perspectives and contributions from women, youth and indigenous peoples.

**One Programme – built by all parts of the Union and resonating a strong Member voice.** In keeping with the One Programme Charter, the 2017–2020 Programme has been developed with the input of Members, in particular through the Regional Conservation Fora and other consultation mechanisms. Members will further contribute by indicating where they “intend to commit knowledge, expertise or resources and participate in Programme implementation”. A series of Resolutions and Recommendations to be approved at the 2016 World Conservation Congress will further strengthen the 2017–2020 Programme.
A new Membership Strategy. Finally, delivering the IUCN Programme 2017–2020 might require more than an improvement in how the current constituents of the Union work together. New expertise, new partners and new approaches may be required. Similarly, new ways and means may be needed to inspire a new generation that has a deeply personal stake in the future of our shared planet. Accordingly, the IUCN Secretariat will work to develop an updated Membership Strategy to help address such new requirements.

VIII. Programme Monitoring and Reporting Framework

Measuring impact – being accountable for results. The draft IUCN Programme 2017–2020 Results Framework will be structured around the intended Results/Sub-Results, Targets, indicators and baselines of the three Programme Areas. It is ‘work in progress’ as a basis to refine the metrics that will adequately and optimally capture the work across all components of IUCN willing to contribute to the implementation and delivery of this Programme, and allow the Union to report to the world on its influence. High-level, long-term impact indicators have also been identified per Programme Area, reflecting the need to measure progress against the longer timeframe usually required for impact to be achieved and demonstrated. This would help to assess IUCN’s contribution towards impact in a progressive way. Inputs from the Secretariat, Commissions and potentially from Members will be collected on an annual basis to assess progress towards IUCN’s four-year Sub-Results and Targets.

Results and impact indicators. The monitoring and reporting of the IUCN Programme 2017–2020 will be conducted through a small number of result and impact indicators related to biodiversity elements, ecosystem integrity and services, rights and equity and livelihoods.

Alignment with the SDGs. IUCN’s global indicators are fully aligned with the indicators used to measure progress against the SDGs and the Aichi Biodiversity Targets. This will allow IUCN to draw data from publicly available datasets. Some of the proposed SDG indicators and data are generated by IUCN and partners, such as the Red List Index and protected area measures reported in Protected Planet.

Baselines and targets being developed. Early in the intersessional period, baselines will be established for each indicator, drawing on the SDGs and Aichi Targets datasets and also data drawn from IUCN’s project portfolio. Exact targets are dependent on the baseline measure, the commitments made by Members at the Hawai‘i Congress (the ‘Hawai‘i Commitments’) and the resourcing situation that IUCN faces.

Reporting against global indicators. Each project run by the Secretariat and Commissions will report against the global indicators that are most relevant to its work through the IUCN Project Portal. Some indicators – youth engagement, for example – will be treated as cross-cutting indicators and will be a shared responsibility for reporting.

Voluntary reporting will be enabled for Members and Member Committees during the intersessional period in order to capture Members’ contributions to the IUCN Programme and the achievement of the SDGs and the Aichi Targets.
iii Reference to Cancun declaration on REDD+
x Aguilar, L. et al. 2002. In search of the lost gender: equity in protected areas. San Jose: IUCN.
IUCN Financial Plan 2017–2020

Action Requested: In accordance with Article 20 (e) of the Statutes, the IUCN World Conservation Congress is invited to CONSIDER and APPROVE the IUCN Financial Plan 2017–2020 on the proposal of the Director General with the approval of the IUCN Council. (Annex 1 hereafter)

DRAFT MOTION

The 2016 IUCN World Conservation Congress,

On the proposal of the IUCN Director General and with the approval of the Council in accordance with Article 88 (e) of the Statutes and Article 91 of the Regulations,

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1. Summary

The IUCN Financial Plan 2017–2020 supports the implementation of the IUCN Programme 2017–2020 and the One Programme Charter. The Programme will be implemented through the combined capacity of its Members and the components of the Union. In making proposals to donors the Secretariat will include Commissions and Members that are best placed to deliver Programme results, taking into account their skills and capacity.

Scope

The Financial Plan covers funds raised and spent by the Secretariat, including any expenditure incurred by Members and Commissions that passes through the accounts of the Secretariat.

Contributions from Members towards the implementation of the Programme are expected to be significant but are not included in the Financial Plan. Similarly, IUCN benefits from significant voluntary contributions from approximately 13,000 members of the six IUCN Commissions. These contributions are not included in the Financial Plan as IUCN does not have systems in place for tracking and assigning value to the time given voluntarily by Commission members.

Financial overview

Based on an assessment of Programme needs, the capacity of the Union and fundraising opportunities, IUCN expects to raise and expend CHF 575 million over the four-year period 2017–2020.

The breakdown by IUCN Programme Area and corporate functions is as follows:

- Valuing and conserving nature: CHF 212 million
- Effective and equitable governance of nature’s use: CHF 86 million
- Deploying nature-based solutions to global challenges: CHF 165 million
- Corporate services: CHF 73 million
- Union development: CHF 39 million
- Total: CHF 575 million

IUCN has three main funding sources: (a) Membership dues; (b) Framework funding; and (c) Restricted funding (globally and regionally) for programmes and projects. Figure 1 shows the level of these income sources over the 2013–2016 intersessional period and projections for the period 2017–2020.

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1 The IUCN Statutes (Article 15) describe the components of IUCN as: (a) the World Conservation Congress; (b) the Council; (c) the National and Regional Committees and Regional Fora of Members; (d) the Commissions; and (e) the Secretariat.
Total annual income increased from CHF 112 million in 2012 to a forecast level of CHF 130m in 2016. Over the next four years income is projected to increase steadily to reach a level of CHF 158m by 2020, reflecting an anticipated increase in restricted funding.

Income from Membership dues showed a slight but steady increase over the period 2013-16, rising from CHF 11.6m in 2012 to CHF 12.8m in 2016, an average annual increase of 2.5%. A small increase to CHF 13.0m is expected over the period 2017–2020. Although the number of NGO Members is expected to grow, the value of their total contributions is low and may be offset by a decline in the dues paid by Members that decide to withdraw from IUCN.

Framework income\(^2\) declined from a level of CHF 17m in 2012 to a forecast level of CHF 14m in 2016, and is expected to decline further to CHF 10m by 2020. The prospects of predictable framework funding from official development assistance (ODA) are declining; donors are demanding greater levels of accountability and are restricting funding to specific programme areas and deliverables. This presents a critical challenge for IUCN whose core functions depend significantly on framework income.

Restricted income rose from CHF 78m in 2012 to a projected level of CHF 98m in 2016 and is forecast to increase to CHF 129m by 2020. This steady growth reflects the attractiveness of Programme initiatives to donors, IUCN’s fundraising success and IUCN’s capacity to deliver the Programme. Continued growth in restricted income will be driven by focussing on large-scale programmatic initiatives and by reducing the number of small-scale projects.

Growth will also be driven by access to Global Environment Facility (GEF) and Green Climate Fund (GCF) funds. IUCN was recognised as an Implementing Agency of the GEF in 2014 and as an Accredited Entity with the GCF in March 2016. Access to these multilateral funding sources will provide IUCN with an important opportunity to grow the overall size of its project portfolio and to increase income levels.

The total expected income for the four-year period 2017–2020 by funding source, together with comparative figures for the period 2013–2016, are shown in Table 1 below.

\(^2\) Framework funding for IUCN is multi-year commitment from governments and private donors/partners that is not tied to particular programmes or projects.
The Plan for 2017–2020 foresees the level of unrestricted funding falling to 20% of total income, compared with 28% for the current four-year period. This change in the mix of income presents a major challenge. IUCN needs unrestricted income to allow it to invest in priority Programme Areas and to fund the institutional infrastructure necessary for it to meet its statutory objectives and implement the Programme. IUCN will adapt to the lower level of unrestricted income by ensuring higher levels of cost recovery from projects funded by restricted funds, by implementing changes to its operational structure, and by reducing costs through leveraging systems and streamlining processes.

### Funding of the Plan

Historically, IUCN’s main source of funding has been ODA, through the provision of project and programme support from bilateral donors and multilateral agencies. Income from bilateral donors (governments) has formed the largest share, representing, on average, 50% of total annual income over the past four years, taking both restricted and unrestricted income into account. The level of bilateral ODA funding is expected to remain stable over the four-year period 2017–2020. Growth in this area will be challenging in view of the migration crisis in Europe and the significant reallocation of ODA by many governments to assist migrants entering Europe.

In contrast, resources from multilateral institutions are expected to grow significantly from the current level of 17% (restricted and unrestricted income combined). As mentioned above, IUCN obtained accreditation as an implementing agency of the GEF in 2014 and has recently been accredited as an implementing agency of the GCF. These two funds are expected to be the main contributors to the overall growth in IUCN’s project portfolio.

IUCN’s resource mobilisation strategy (see section 5) is focused on growing and diversifying the Union’s income base in order to reduce over-reliance on ODA from OECD governments. A strategy has been adopted to re-focus and enhance IUCN’s engagement with US-based foundations and to reach out to US philanthropists with a passion for conservation. IUCN will also redouble efforts to strengthen its engagement with European-based foundations, using mechanisms such as the IUCN UK Charity. Any such resources are likely to be restricted and programme- or project-specific.

### Financial risks

The main financial risk for IUCN during 2017–2020 is the anticipated reduction in framework income and the reduction in flexibility that this will impose. Such reduction, however, also offers an opportunity to review the scope and breadth of IUCN’s Programme and presence.
to review and reassess areas where IUCN no longer holds the lead, or where members can more usefully provide a specific service or knowledge product and to restructure accordingly, such that IUCN can remain Member-relevant and Mission-focused on areas of high impact and relevance.

2. Programme overview

The Financial Plan details the funds that can be realistically mobilised and expended by the Secretariat towards the achievement of the Results laid out in the IUCN Programme 2017–2020. Table 2 below details the amounts expected to be raised and expended annually by the Secretariat over the period 2017–2020 under each of the three Programme Areas and Global Results. A breakdown by Sub-Results is included in Annex 1.

<table>
<thead>
<tr>
<th>Programme Area</th>
<th>Global Result</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valuing and Conserving</td>
<td>GR1 The risk facing species and ecosystems is reduced</td>
<td>50</td>
<td>52</td>
<td>54</td>
<td>56</td>
<td>212</td>
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<tr>
<td>Nature</td>
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<tr>
<td>Effective and Equitable</td>
<td>GR2 Natural resources governance at all levels enables delivery of effective</td>
<td>20</td>
<td>21</td>
<td>22</td>
<td>23</td>
<td>86</td>
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<tr>
<td>Governance of Nature's</td>
<td>conservation and equitable social outcomes by integrating good governance</td>
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<tr>
<td>Use</td>
<td>principles and rights-based approaches</td>
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<tr>
<td>Deploying nature based</td>
<td>GR3 Societies recognise and enhance the ability of healthy and restored</td>
<td>35</td>
<td>37</td>
<td>44</td>
<td>49</td>
<td>165</td>
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<tr>
<td>solutions to address</td>
<td>ecosystems to make effective contributions to meeting societal challenges of</td>
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<tr>
<td>societal challenges</td>
<td>climate change, food security and economic and social development</td>
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<td>including climate</td>
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<td>change, food security</td>
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<td>and economic and social</td>
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<td>development</td>
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<td>Total</td>
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<td>110</td>
<td>120</td>
<td>128</td>
<td>463</td>
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</table>

a. Delivery models

IUCN implements its Programme through a mix of different delivery mechanisms or models. Optimal delivery cannot be achieved through a ‘one size fits all’ approach and hence a hybrid approach is used.

The main delivery models used by IUCN are summarised in Table 3 below. All models respect the One Programme approach. Members participate in project implementation through either the direct receipt of grants or as implementing partners. Commissions are involved in the generation of knowledge or the provision of expert advice.
<table>
<thead>
<tr>
<th>Programme delivery model</th>
<th>Overview</th>
<th>One Programme – main participants</th>
<th>Estimated contribution 2017–2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Regional thematic initiative with re-granting</strong>&lt;br&gt;e.g. Mangroves for the Future (MFF)</td>
<td>Large-scale multi-year programmatic initiatives that build upon and reflect regional buy-in and support via their governance structure. While there is a strong central technical component this model is also characterised by re-granting specific executive functions to IUCN Members and components through, for example, a small grants scheme.</td>
<td>Members</td>
<td>15%</td>
</tr>
<tr>
<td><strong>2. Programmatically aligned global portfolio approach</strong>&lt;br&gt;e.g. Forest Landscape Restoration (FLR)</td>
<td>Large-scale multi-year programmatic initiatives implemented by a combination of both global thematic and regional programmes around a single set of well-defined objectives. Strategic implementation rests with the Secretariat. Global and regional knowledge and policy components are managed by the Secretariat (and as appropriate Commissions), and in-situ executive roles are undertaken by IUCN regional secretariat and with IUCN Members and partners.</td>
<td>Members, Commissions</td>
<td>20%</td>
</tr>
<tr>
<td><strong>3. Implementing agency model</strong>&lt;br&gt;e.g. Global Environment Facility (GEF), Green Climate Fund (GCF)</td>
<td>Funding mechanisms set up to provide resources to eligible countries (e.g. developing countries and countries with economies in transition) for projects/programmes aimed at fulfilling obligations taken by parties to the Rio Conventions for protecting the global environment in agreed thematic areas (e.g. biodiversity, climate change adaptation and mitigation, combating land degradation, international waters). Country ownership is a pre-requisite but the funded initiatives can be single-country as well as multi-country (regional and/or global).</td>
<td>Members</td>
<td>20%</td>
</tr>
<tr>
<td><strong>4. Global grant making model</strong>&lt;br&gt;e.g. Save our Species (SOS)</td>
<td>Multi-year grant-making initiatives supporting conservation action and building capacity of civil society organisations (mostly aligned with Valuing and Conserving Nature). Implemented by a designated secretariat comprising IUCN employees working with IUCN Commissions and supporting IUCN Members. IUCN is recognised for the value added through the mobilisation of the knowledge and expertise of its Commissions.</td>
<td>Members, Commissions</td>
<td>10%</td>
</tr>
<tr>
<td><strong>5. Knowledge products</strong>&lt;br&gt;e.g. Red List</td>
<td>Projects whose principal aim is the generation of flagship IUCN knowledge and/or the maintenance of the systems behind these products. This model</td>
<td>Commissions</td>
<td>15%</td>
</tr>
</tbody>
</table>
complements but is separate from licensing arrangements for the use of IUCN data by third parties.

<table>
<thead>
<tr>
<th>6. Programmatic ally aligned single projects</th>
<th>Projects designed to comply with the implementation of the IUCN Programme at regional or country level. They depend on the priorities of donors and the support of governments and strategic partners.</th>
<th>Members</th>
<th>20%</th>
<th>CHF 93m</th>
</tr>
</thead>
</table>

The mix of delivery models is expected to evolve over the four-year period with growth in large-scale programmatic approaches (models 1 and 2), and an increase in GEF- and GCF-funded projects (model 3).

b. IUCN project portfolio

At the start of 2016 the total value of IUCN’s project portfolio (total value of projects under implementation) stood at CHF 323m, compared to a value of CHF 260m at the start of 2014. The value of the portfolio is expected to increase steadily, reaching a level of CHF 480m by 2020, as shown in Figure 2.

Figure 2: Total value of IUCN project portfolio

The increase in the project portfolio will be driven primarily by growth in the number of projects funded by the GEF and GCF.

Accreditation as a GEF Implementing Agency allows IUCN to submit proposals to the GEF and to receive funding for projects that will be executed by State Agencies and other partners. IUCN’s recently achieved status as an Accredited Entity with the GCF allows for similar submissions in the field of climate change adaptation and mitigation. Project and programme development for both funds is well underway.

Figure 3 below shows the expected growth in both the GEF and GCF portfolios, and Figure 4 shows estimated annual expenditures.
IUCN is also in the process of seeking accreditation with the EU for implementation of the EU budget under what is referred to as “indirect budget management”. Once achieved, this will provide further opportunities for onward granting to IUCN Members and other partners.

3. Operational overview

The Programme will be implemented by Regional and Global Thematic Programmes of the global Secretariat which comprises a Headquarters in Switzerland and a network of regional and country offices.

As IUCN moves towards larger-scale initiatives that involve multiple offices and units, it is important that the organisational structure supports collaboration and efficient working methods. Consequently, linkages between Headquarters and the Regions are being strengthened through the development of a formal matrix structure. This is expected to result in improved collaboration across the global Secretariat and a standardisation of programmatic and operational approaches which, in turn, are expected to lead to better quality delivery and enhanced donor confidence. The matrix structure will also result in efficiency gains across the organisation and a reduction in corporate costs as services are managed on a global basis instead of a local basis.

An example of the benefits of a matrix structure can be seen with the evolution of the delivery of information system services. Over the last five years, considerable investment has been made in IUCN information systems. Roll-out of the financial modules of the ERP (Enterprise Resource Planning) system was completed in 2015 and work is now in progress on the development and roll-out of a programme and project management system. This will facilitate project implementation and provide a basis for consolidated programme monitoring and reporting across the Secretariat. In parallel with this, a Global Wide Area Network (GWAN) and standardised IT infrastructure is being rolled out across all IUCN offices. This will improve service delivery to users and allow technical staff to support IT systems and users on a global basis regardless of their location.

Similar initiatives are planned for Finance, Human Resources, Legal & Oversight, Planning, Monitoring & Evaluation, and Communications. Harmonising processes and using resources on a global basis is expected to result in significant cost savings.
The matrix structure will be extended to programmatic areas over the course of 2017-20.

Significant investment has also been made in overhauling IUCN’s policy and procedural framework. Key examples are the development of the Project Guidelines and Standards (PGS), which include detailed guidance on project appraisal; the Environmental and Social Management System (ESMS) designed to minimise negative environmental and social impacts; the Procurement Policy and Procedure and guidelines on working with implementing partners. These standards and procedures will ensure that projects are developed in a rigorous manner, that they are in line with IUCN Programme and Results framework and that they are implemented in accordance with practices that promote quality delivery.

During the course of the 2017–2020 IUCN will revisit the possibility of out-posting global thematic programmes to regional offices or hubs. With the standardisation of systems, tools and processes and the strengthening of regional offices this will becomes a viable option that could potentially reduce costs.


a. Global budget

The estimated global needs for IUCN’s Programme activities can be said to be in the billions. However, the Financial Plan must take into account IUCN’s capacity to deliver with quality results and must reflect reasonable and achievable fundraising targets.

An assessment of the potential to raise funds for the 2017–2020 Programme has been done by considering the three Global Results and the corresponding Sub-Results.

These numbers assume that IUCN will be able to maintain and/or increase its share of ODA funding.

Table 4 shows the expenditure by Programme Area over the period 2013–2016 and that planned for the period 2017–2020.

Total projected annual expenditure for 2017 is CHF 133m, which represents a slight increase compared to 2016 forecast expenditure of CHF 131m. Steady growth in project expenditure is expected from 2018 onwards, taking total annual expenditure to CHF 157m by 2020. This is a prudent estimate. Growth may be higher as new products are developed, while an
approach focused on priority areas and large-scale initiatives may result in a higher level of income.

<table>
<thead>
<tr>
<th>Table 4: Target expenditures (CHF million) by Programme Area, Corporate services and Union development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valuing and Conserving Nature</td>
</tr>
<tr>
<td>Effective and Equitable Governance of Nature’s Use</td>
</tr>
<tr>
<td>Deploying nature based solutions to address societal challenges</td>
</tr>
<tr>
<td><strong>Sub-total</strong></td>
</tr>
<tr>
<td>Corporate services</td>
</tr>
<tr>
<td>Union development</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
<tr>
<td>Annual Growth %</td>
</tr>
</tbody>
</table>

Valuing and conserving nature is the largest Programme Area. A large part of activities consists of the development and dissemination of IUCN’s flagship knowledge products, such as The IUCN Red List of Threatened Species™, the World Database on Protected Areas, the Red List of Ecosystems and Key Biodiversity Areas. The majority of the value of the work is, however, attributed to targeted conservation actions delivered through grant-making programmes and other delivery mechanisms.

Promoting and supporting effective and equitable governance of natural resources includes the development of governance frameworks such as the IUCN Natural Resource Governance Framework, legal and institutional frameworks and the strengthening of governance systems. The value of this Programme area is lower than the other two as it is primarily knowledge based.

Deploying nature-based solutions to address societal challenges involves more field operations and is more directly aligned with the priorities of ODA donors. This area has the greatest potential for growth, particularly as a result of IUCN’s accreditation with GEF and GCF.

Table 4 also includes an estimate of the costs of corporate services and Union development. The former comprises the costs of services such as finance, human resources, information systems, office facilities, legal services and oversight, whereas the latter comprises the cost of Union governance and development including Membership services, convening the World Conservation Congress and Council meetings, representational costs at both the headquarters and regional offices, and corporate communications.

The Financial Plan is broken down into two sections: unrestricted income and expenditure; and restricted income and expenditure, as shown in Table 5.
The deficit in 2016 reflects anticipated restructuring costs and will be funded by general reserves.

b. Unrestricted income and expenditure

Surpluses were achieved in 2013 and 2014 followed by breakeven in 2015. A deficit of CHF 2m is forecast in 2016 due to declines in framework income (see below) and associated restructuring costs. Breakeven situations are foreseen in 2017 and 2018 as IUCN adapts to a further decline in framework income, followed by surpluses of CHF 1m in each of 2019 and 2020 as measures are taken to rebuild reserves.

i. Membership dues

Table 6 shows the expected evolution in the number of Members and Table 7 the corresponding value of dues.

During the period 2013–2016, a 10% increase in the number of Members was achieved, driven primarily by an increase in the category National Non-Government Organizations. A decline in the number of Members is expected in 2017 following withdrawal of Members rescinded at the 2016 Congress (as a result of non-payment of Membership dues), after which a modest annual increase in the number of Members is expected.
ii. Framework income

Framework income is provided by IUCN’s Framework Partners and is essential for IUCN’s performance as a Union and for the delivery of the Programme. The majority of the existing framework income comes from ODA sources and its use has to comply with the general regulations associated with ODA funding.

The value of framework contributions declined by 17% over the period 2013 to 2016. This was due to one partner leaving and a decline in the value of Framework Partner currencies against the Swiss franc. The decline was most marked in 2015 as a result of the unpegging of the Swiss franc to the Euro; a decision made by the Swiss National Bank in January 2015.

IUCN expects a further decline in framework contributions in 2017 and 2018 as a result of cuts in ODA by several partners and a tendency of donors to move away from unrestricted institutional support to restricted programme funding. In order to reverse this trend IUCN will provide existing partners and new partners with the opportunity to programmatically restrict their contributions if they so wish. This will provide IUCN with a degree of flexibility in the allocation of funding and at the same time provide partners with the possibility of restricting funding so that it is aligned with their individual priorities. Funding of this nature is reflected in the projections for restricted income.
Despite this trend, new partners will be sought and the possibility of securing programmatically restricted contributions will be explored.

iii. Other unrestricted income

Other unrestricted income includes a variety of items such as rental income and the in-kind value of tax concessions received from the Swiss Government. It also includes unrestricted donations from individuals.

iv. Unrestricted expenditure

Unrestricted expenditure is aligned with the level of unrestricted income (also referred to as core income). Unrestricted expenditure provides the capacity to meet statutory objectives, deliver core knowledge products and support the delivery of the Programme.

<table>
<thead>
<tr>
<th>Table 9: Unrestricted expenditure (CHF million)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>Actual</td>
</tr>
<tr>
<td>------------------</td>
</tr>
<tr>
<td>Unrestricted expenditure</td>
</tr>
<tr>
<td>Annual growth</td>
</tr>
<tr>
<td>Growth over intersessional period</td>
</tr>
</tbody>
</table>

Unrestricted expenditure is forecast to decline by 17% over the period 2017–2020 in line with the expected decline in unrestricted income (see Table 5). The decline is most marked in 2017, reflecting the expected decline in framework income in that year.

Unrestricted income is allocated during the annual budgeting process in accordance with the Principles and Rules for the Allocation of Core Income. The following are the key areas funded by unrestricted income.

- **Statutory obligations** such as the World Conservation Congress and governance meetings.
- **Union governance and development functions** that are necessary for coordinating the delivery of the IUCN Programme and for providing associated constituency support.
- **Strategic priorities that focus on delivery of priority programme results**, including:
  - Allocations to Commissions to fund operational costs and capacity building;
  - IUCN’s global policy-influencing function;
  - Flagship knowledge products; and
  - Investments in thematic areas as a basis for leveraging restricted funding.
- **Programme delivery and support functions** that are necessary for the delivery of the Programme, including operational frameworks and standards.
- **Corporate functions** necessary to provide a basic level of global operational infrastructure, oversight and fiduciary control, including corporate communications.
- **Organisation-wide investments** such as investments in information technology that benefit components of the Union and support Programme delivery.
- **Allocations to cover institutional risks** both financial and programmatic.
Planned strategic investments during 2017–2020 include:

- Investment in project and programme management systems to facilitate project management, reporting and monitoring of outputs, and achievement of results.
- Investment in knowledge platforms and data aggregation.

c. Restricted income and expenditure

i. Restricted income

Restricted funding is forecast to increase by 31% during 2017–2020. It accounts for 95% of the funding for the three Programme Areas. Restricted funding varies in the level of restrictions. The majority of restricted funding is project specific, i.e. for specific activities and outcomes and for specific geographies. However, funding may be more loosely restricted, e.g. to specific Programme Areas or for specific initiatives. This provides a degree of flexibility in how the funds can be used and an opportunity to fund costs from restricted income that might otherwise need to be funded from unrestricted income. Table 10 shows the projected level of restricted funding. The line ‘Programme/project income’ includes both project-restricted and programatically-restricted income. IUCN will endeavour to grow programme-restricted funding to enable it to deliver large-scale multi-year programmatic initiatives in accordance with the preferred delivery models (see section 2.a). The Resource Mobilisation Plan (section 5) lays out the approach for raising restricted funds.

<table>
<thead>
<tr>
<th>Table 10: Restricted funding (CHF million)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual</td>
</tr>
<tr>
<td>CHF m</td>
</tr>
<tr>
<td>Programme/project income</td>
</tr>
<tr>
<td>Other restricted income</td>
</tr>
<tr>
<td>Total</td>
</tr>
<tr>
<td>Annual growth</td>
</tr>
<tr>
<td>Growth over intersessional period</td>
</tr>
</tbody>
</table>

ii. Restricted expenditure

The planned level of programme/project expenditure (Table 11) follows the planned levels of restricted income (Table 10). Programme and project activity is the principal means for IUCN to deliver the Programme Results for the three Programme Areas.

<table>
<thead>
<tr>
<th>Table 11: Restricted expenditure (CHF million)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual</td>
</tr>
<tr>
<td>CHF m</td>
</tr>
<tr>
<td>Project and other restricted expenditure</td>
</tr>
<tr>
<td>Annual growth</td>
</tr>
<tr>
<td>Growth over intersessional period</td>
</tr>
</tbody>
</table>

Expenditure is expected to increase by 31% during 2017–2020. The increase is expected to be the greatest in the regions that are the biggest recipients of ODA, as ODA represents up to 75% of IUCN’s funding. Programme growth is expected to be strong in Africa and Asia, but less strong in Meso-America, South America, Oceania and West Asia.

Project expenditure includes allocations to Members, Commissions and other IUCN components and partners involved in the delivery of the Programme where this is provided for in donor grants received by the Secretariat.
d. Total expenditure

Table 12 shows total expenditure by expenditure category. Personnel and consultancy costs represented 63% of total costs in the period 2013–2016. No significant changes in staff mix or staff salary levels are foreseen. Staff whose main role is to implement projects are normally employed on short-term contracts in order to have flexibility in the cost structure and to manage the cost of downsizing in the event of a declining project portfolio. Travel and communication costs are expected to decrease from 15% of total cost to 11% over the 2017–2020 period through the use of information technology and virtual meetings.

The level of grants to partners is expected to increase progressively as a result of initiatives for conservation action where a high proportion of execution will be done through Members and other partners and as a result of a significant increase in funding from GEF and GCF projects, the majority of which will be disbursed as grants.

<table>
<thead>
<tr>
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<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Actual</td>
<td>Actual</td>
<td>Actual</td>
<td>Actual</td>
<td>Forecast</td>
<td>Total</td>
<td>Plan</td>
<td>Plan</td>
<td>Plan</td>
<td>Total</td>
</tr>
<tr>
<td>Personnel and consultancy costs</td>
<td>67</td>
<td>73</td>
<td>78</td>
<td>83</td>
<td>301</td>
<td>63%</td>
<td>80</td>
<td>82</td>
<td>82</td>
<td>326</td>
</tr>
<tr>
<td>Travel and communications</td>
<td>16</td>
<td>19</td>
<td>18</td>
<td>18</td>
<td>71</td>
<td>15%</td>
<td>16</td>
<td>16</td>
<td>16</td>
<td>65</td>
</tr>
<tr>
<td>Office and general administration</td>
<td>77</td>
<td>8</td>
<td>8</td>
<td>8</td>
<td>31</td>
<td>7%</td>
<td>8</td>
<td>8</td>
<td>8</td>
<td>32</td>
</tr>
<tr>
<td>Other operating costs</td>
<td>10</td>
<td>10</td>
<td>12</td>
<td>12</td>
<td>44</td>
<td>9%</td>
<td>12</td>
<td>11</td>
<td>11</td>
<td>45</td>
</tr>
<tr>
<td>Grants to partners</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>11</td>
<td>29</td>
<td>6%</td>
<td>17</td>
<td>20</td>
<td>31</td>
<td>107</td>
</tr>
<tr>
<td>Total</td>
<td>106</td>
<td>116</td>
<td>122</td>
<td>132</td>
<td>476</td>
<td>100%</td>
<td>133</td>
<td>137</td>
<td>148</td>
<td>575</td>
</tr>
</tbody>
</table>

The majority of Commission inputs go into supporting IUCN knowledge products, such as The IUCN Red List of Threatened Species™ and the World Database on Protected Areas, and providing expertise in programme implementation.

f. Balance sheet

Table 13 shows the actual balance sheet at the end of 2015 and projected balance sheets at the start and end of the 2017–2020 period. The main variables are an increase in the level of cash and short-term deposits of CHF 10m, reflecting an increase in the project portfolio of
approximately 33% over the four-year period. This is matched by an increase in the level of restricted reserves, which represent funds held on behalf of donors for future project implementation. The level of deferred income and the building loan are forecast to decrease by approximately CHF 4m as the building loan is repaid and deferred income on donated assets is released. This will be matched by a corresponding reduction in the value of fixed assets.

### g. Reserves

Table 14 shows actual movements of reserves to 31 December 2015 and projected movements to 31 December 2020. Reserves increased from a level of CHF 13.2m at the start of 2013 to CHF 20.8m at the end of 2015. In 2016 a reduction of reserves is foreseen as a result of restructuring costs. During 2017–2020 reserves are projected to increase by CHF 2.4m as a result of budgeted surpluses in 2019 and 2020 (see Table 5). IUCN has set a reserves target of CHF 25m based on an assessment of financial and operational risks.

### Table 13: Projected Balance Sheet (CHF million)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Current assets</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and short term deposits</td>
<td>34</td>
<td>32</td>
<td>42</td>
<td>10</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Investments</td>
<td>14</td>
<td>14</td>
<td>16</td>
<td>4</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Other receivables</td>
<td>17</td>
<td>17</td>
<td>18</td>
<td>14</td>
<td>14</td>
<td>14</td>
</tr>
<tr>
<td>Total current assets</td>
<td>65</td>
<td>63</td>
<td>76</td>
<td>14</td>
<td>14</td>
<td>14</td>
</tr>
<tr>
<td>Non-current assets</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deferred income</td>
<td>18</td>
<td>17</td>
<td>15</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Building loan</td>
<td>11</td>
<td>11</td>
<td>10</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fixed assets</td>
<td>33</td>
<td>33</td>
<td>30</td>
<td>29</td>
<td>28</td>
<td>25</td>
</tr>
<tr>
<td>Intangible assets</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total non-current assets</td>
<td>35</td>
<td>34</td>
<td>31</td>
<td>36</td>
<td>36</td>
<td>47</td>
</tr>
<tr>
<td>Restricted reserves</td>
<td>36</td>
<td>36</td>
<td>47</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted reserves</td>
<td>21</td>
<td>19</td>
<td>22</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total assets</td>
<td>100</td>
<td>97</td>
<td>107</td>
<td>100</td>
<td>97</td>
<td>108</td>
</tr>
</tbody>
</table>

### Table 14: Reserves (CHF million)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance 1 January</td>
<td>13.2</td>
<td>16.9</td>
<td>20.4</td>
<td>20.8</td>
<td>19.1</td>
<td>19.2</td>
<td>19.5</td>
<td>20.5</td>
</tr>
<tr>
<td>Surplus / deficit</td>
<td>3.6</td>
<td>4.3</td>
<td>0.0</td>
<td>-1.7</td>
<td>0.1</td>
<td>0.3</td>
<td>1.0</td>
<td>1.1</td>
</tr>
<tr>
<td>Other reserve movements</td>
<td>0.1</td>
<td>-0.9</td>
<td>0.4</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Balance 31 December</td>
<td>16.9</td>
<td>20.4</td>
<td>20.8</td>
<td>19.1</td>
<td>19.2</td>
<td>19.5</td>
<td>20.5</td>
<td>21.6</td>
</tr>
</tbody>
</table>

**Note:** Other reserve movements represent currency translation adjustments.
5. Resource Mobilisation Plan

Table 15 details projected income by funding source for the Financial Plan 2017–2020.

<table>
<thead>
<tr>
<th>Funding Source</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2013-16 Total</th>
<th>2016-20 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Actual</td>
<td>Actual</td>
<td>Actual</td>
<td>Actual</td>
<td>Forecast</td>
<td>Total %</td>
<td>Plan %</td>
</tr>
<tr>
<td>Membership dues</td>
<td>12</td>
<td>13</td>
<td>12</td>
<td>13</td>
<td>13</td>
<td>51 11%</td>
<td>13</td>
</tr>
<tr>
<td>Governments</td>
<td>51</td>
<td>54</td>
<td>56</td>
<td>68</td>
<td>243</td>
<td>50%</td>
<td>62</td>
</tr>
<tr>
<td>Multilateral institutions</td>
<td>18</td>
<td>16</td>
<td>21</td>
<td>21</td>
<td>24</td>
<td>82 17%</td>
<td>31</td>
</tr>
<tr>
<td>Non-government organizations</td>
<td>8</td>
<td>8</td>
<td>5</td>
<td>8</td>
<td>7</td>
<td>28 6%</td>
<td>7</td>
</tr>
<tr>
<td>Foundations</td>
<td>9</td>
<td>9</td>
<td>10</td>
<td>10</td>
<td>38</td>
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The period 2012–2016 saw an increase in total income from CHF111m in 2012 to a projected level of CHF130m in 2016. Historically, IUCN’s main source of funding has been ODA through the provision of project and programme support from bilateral donors and multilateral agencies. Income from bilateral donors (governments) has formed the largest share, representing an average of 50% of total annual income over the past four years. This includes strong and consistent growth in project funding. Resources from multilateral institutions represented an average of 17% over the same period. Funding from foundations has remained stable, representing 8% of IUCN’s annual income in recent years. Sponsorship, licensing and programmatic support from private corporations has formed a small but consistent share of total income of around 3-4% of annual income. The migration crisis in Europe in 2015 resulted in significant shifts in development cooperation priorities and radical reallocation of ODA by many governments to assist migrants entering Europe. These funding shifts have already impacted IUCN framework income in 2016, and this trend will likely continue over the period of the 2017–2020 Workplan – both in terms of levels of funding from some existing Framework Partners, and the flexibility of this funding. It will be important for Council members to assist IUCN to work with its State Members to raise IUCN’s visibility and thus ensure a continued and stable funding base from these important partner countries.

IUCN’s resource mobilisation strategy is focused on growing and diversifying the Union’s income base to reduce over-reliance on ODA from OECD governments. A strategy has been adopted to re-focus and enhance IUCN’s engagement with US-based foundations, a particularly important funding constituency in the run-up to the World Conservation Congress, and to reach out to US philanthropists with a passion for conservation. IUCN will also redouble efforts to strengthen its engagement with European-based foundations, using mechanisms such as the IUCN UK Charity.

The IUCN Secretariat is making a concerted effort to ensure the strategic relevance of its projects to support the delivery of the 2017–2020 Programme. This includes forging explicit linkages between IUCN’s Programme Results and the delivery of the Sustainability Development Goals, to communicate the relevance of biodiversity conservation, equitable and effective governance of natural resources, and nature-based solutions to broader development challenges. Over this period, IUCN will also increase the average size of projects, or bundle small projects together in the form of coherent ‘programmes of work’, to reduce the transaction costs associated with small projects. This should enable IUCN to realise its ambition to move to a ‘wholesale model’ of Programme delivery with the support of Members and Commissions in accordance with the One Programme Charter.

Accreditation by GEF in 2014, and recent accreditation by GCF, has accelerated the adoption of systems to better track and account for resources mobilised and granted by the Secretariat to IUCN Members. IUCN’s accreditation to both of these Funds will provide
significant benefits including resource mobilisation for the entire IUCN Membership and its network in over 160 countries around the world. Efforts will be made to secure International Organization status with the European Union by 2017, which could provide a similar boost to IUCN’s project- and programme-based income over the next four-year period.

The 2017–2020 Financial Plan forecasts a small growth in annual income from CHF130m in 2016 to CHF158m in 2020. This growth is predicted to come primarily from multilateral agencies, including strategic partners such as the GEF, GCF, Regional Development Banks and the European Commission (EC). IUCN also projects a small increase in major gifts and funding from foundations. Resources from bilateral governments are expected to plateau due to competing demands for ODA. The following summarises the funding sources that IUCN will actively pursue to ensure the financial viability of its core Programme Areas.

Programme Area 1: Valuing and conserving nature

This Programme Area aims to document the rate of habitat loss and species extinction, assess the key drivers of biodiversity decline and catalyse powerful conservation action to protect nature.

IUCN will continue to curate the data generated by a range of conservation partners to document where and how rapidly we are losing biodiversity. The synthesis of this powerful information into critical datasets – the most well-known of which are The IUCN Red List of Threatened Species™, Protected Planet, Key Biodiversity Areas, and the Integrated Biodiversity Assessment Tool – will enable global policy making and IUCN’s Members and partners to better value and conserve nature.

One of the top priorities for this Programme period is to move the IUCN-entrusted datasets onto stable, integrated and smarter platforms with customised interfaces that are as applicable and useful to non-specialists and policy makers as they are to the conservation community itself.

The funding of this Programme Area has benefitted from a diversified funding stream. For example, funding for The IUCN Red List of Threatened Species™ has been secured from foundations, international non-governmental organisations (including IUCN Members), governments and multilateral institutions such as the EU, with an additional small income stream from the private sector. Protected Planet has been supported mostly by governments, whilst IUCN’s Save Our Species (SOS) initiative, a partnership established jointly by the World Bank, the GEF and IUCN in 2011, has been funded both by multilateral organisations and private corporations. All of IUCN’s conservation work has received significant in-kind contribution from the IUCN Commissions.

The financial target for 2017–2020 for ‘Valuing and conserving nature’ is CHF 212 million. To reach this goal, IUCN will proactively partner with foundations, multilateral institutions, private corporations and members to mobilise funds. IUCN will also activate its Patrons of Nature to solicit major gifts from philanthropists, aimed at making this critical conservation data more easily accessible to non-specialists and policy makers. It is expected that the majority of the investments required to generate and synthesise datasets on biodiversity will be sourced from foundations, non-government organisations (including Members), the private sector and philanthropists.

Efforts to catalyse and support conservation action on the ground will be funded primarily from multilateral institutions – including the GEF and the EU – as well as the private sector. This underscores the importance of securing International Organization status with the EU.
It is anticipated that IUCN’s work to help identify, support and engage partners to protect World Heritage sites of outstanding universal value will be funded by foundations (40%), bilateral governmental contributions (40%), and framework income and grants from philanthropists (20%).

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

This Programme Area emphasises the application of IUCN’s expertise in science, social science and law to solving problems of environmental governance. IUCN exercises its power to convene global experts to provide policy advice to law makers, politicians and conservationists worldwide. Programme Area 2 outlines three elements of environmental policy and governance with potential funding opportunities: (a) policy development; (b) capacity building, especially of IUCN Members; and (c) services and functions for environmental governance.

The financial target for this Programme Area for 2017–2020 is CHF 86 million. Most policy and governance activities are embedded in programmes managed by the IUCN Nature-based Solutions Group and Biodiversity Conservation Group. However, IUCN also influences policy and action on nature conservation, climate change and sustainable development at global level. IUCN will therefore take a new targeted approach to enhance the funding base for this Programme Area. Funding is expected to come from a mix of bilateral and multilateral institutions (50%), framework funding (20%), non-governmental organisations (10%), private sector (5%), and (5%) from non-ODA governments.

**Programme Area 3: Deploying nature-based solutions to address societal challenges**

Although IUCN’s work to promote nature-based solutions to address societal challenges is funded by a wide range of investors, the main source of funding remains ODA from both bilateral donors and multilateral institutions. During 2017–2020, IUCN will further enhance and demonstrate the impact and cost-effectiveness of nature-based solutions as critical elements in support of the delivery of the Sustainable Development Goals (SDGs). The Paris Climate Change Agreement and the UN World Conference on Disaster Risks Reduction both recognised the role of nature and healthy ecosystems. Set against this background, the IUCN Programme 2017–2020 seeks to position IUCN as a key player to advance these important global frameworks that will shape the fate of the world for the next 15 years.

Enhanced investment opportunities in climate mitigation and adaption, as well as environmentally sustainable economic growth, should enable IUCN to develop strategic partnerships with a range of bilateral and multilateral partners, including IUCN’s Framework Partners, and thereby increase the investment streams in large, targeted initiatives on the ground.

IUCN will focus on developing global initiatives on forest landscape restoration, water and food security, climate change mitigation, ecosystem-based adaptation and disaster risk reduction, marine and coastal protection, and drylands, as well as working to transform business impacts on biodiversity. The financial target for this Programme Area for 2017–2020 is CHF 165 million. IUCN expects that more than two-thirds of the income for nature-based solutions will come from ODA – through bilateral and increasingly through multilateral channels such as the GEF and GCF.
Corporate services and Union development

Corporate services will be funded through a mix of unrestricted income – from membership dues and framework contributions – plus standard management overhead levies on projects. Income will also be generated from IUCN’s accreditation with the GEF and GCF.

IUCN will continue to mobilise funds to convene and strengthen its extensive network of State and NGO Members, and to harness world-class advice from Commission members, to influence policy and action on nature conservation and sustainable development. The financial target for corporate services for 2017–2020 is CHF 112 million.

6. Monitoring

Performance against the Financial Plan will be measured annually using the Strategic Planning and Reporting Framework approved by Council at its meeting in April 2016. The framework will track amongst others:

- Programme outputs and impacts;
- Performance against annual workplans and the annual budget;
- Project portfolio growth and achievement of fund-raising targets;
- Implementation of the One Programme Charter: assessment of percentage and value of work delivered with and through Members and each component of the Union; and
- Strategic and operational risks.

7. Financial Risks

The main financial risks inherent in the Financial Plan are:

1. Non-payment of Membership dues

It is unlikely that a significant number of Members will leave IUCN during the 2017–2020 period, though there is a risk of non-payment of Membership dues by existing Members and the possible withdrawal of States who may not see being a Member of IUCN as a priority.

Contingency measures: An annual provision is currently included as part of the annual budget. This will be maintained.

2. Framework income targets are not met

Although this Financial Plan projects a decrease in the level of framework funding, there is a risk that the decline could be higher than currently predicted. Framework contributions are for fixed periods, ranging from one to four years. The risk is greatest when agreements are due to expire and are in the process of being renegotiated. There is also a risk that some Framework Partners may decide to allocate funds along thematic and geographic lines, leading to a reduction in unrestricted funding.

Contingency measures: Current framework agreements will be renegotiated well in advance of their expiry. Cost allocation and charging mechanisms will be improved so that programmes and projects bear the full cost of implementation. Opportunities will be explored with potential new partners, including the possibility of securing programmatically restricted framework funding.
3. Restricted income targets are not met
The Financial Plan is based on the Programme 2017–2020 and the funding of the achievement of the results laid out in the results framework. Success in raising restricted funds will depend on demonstrating to donors the ‘value added’ of the Programme and convincing them of IUCN’s ability to deliver the Programme Results.

Contingency measures: A fundraising strategy with clear priorities will be developed. In the event that income declines, activities will be prioritised and expenditure reduced. Employment contracts will be matched with project durations and available funding where possible so that staffing levels can be reduced in line with reductions in Programme funding.

4. Project/Programme implementation targets are not met
It is essential that projects and programmes are delivered on time, within budget and to a high standard. Failure to do so will result in a decline in donor confidence and a reduction in restricted funding.

Contingency measures: A project appraisal system has been put in place to ensure project quality from the planning stage. Monitoring of project implementation will be improved through the roll-out of the programme and project management system currently under development.

5. Expenditure budgets are exceeded
In order to adhere to the Financial Plan, tight control of expenditure is required. IUCN is a global organisation with an extensive infrastructure that carries out a wide range of activities, all of which carry risk.

Contingency measures: Budgetary control will be exercised through timely financial reporting and proactive decision making.

6. Significant foreign exchange losses are incurred
IUCN receives and spends money in multiple currencies. Foreign exchange risk is therefore an inherent operational risk.

Contingency measures: A cash management and investment policy was implemented in 2011. This seeks to optimise the level of currencies held and reduce risk through the use of hedging instruments. Work has commenced to rationalise IUCN’s banking structure and provide a global reporting platform for bank balances and currencies. This will facilitate cash management, including currency management.

8. Additional assumptions

Currency rates: The following exchange rates have been used for the translation of foreign currency amounts into CHF for the years 2016-2020:

1 EUR = 1.09 CHF
1 NOK = 0.12 CHF
1 SEK = 0.12 CHF

Inflation: No adjustment has been made for potential inflation. The average rate of inflation in Switzerland in 2015 was -1.1% and the rate in February 2016 was -0.8% (Swiss Consumer Price Index).
Annex 1: Planned expenditure by Global Result and Sub-Result

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<th>Global Result</th>
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Amendments to the Programme received in writing

List of Amendments to the Programme

1. Amendment 1 – submitted by the Center for Environmental Legal Studies, co-sponsored by the Government of Fiji, the Government of Tonga, the International Council of Environmental Law, the Sierra Club, the Natural Resources Defense Council, The Richardson Law School of the University of Hawaii, and The Ecological Society of the Philippines

2. Amendment 2 – submitted by the Earth Law Centre

3. Amendment 3 – submitted by the European Association for the Conservation of the Geological Heritage and the Geological Society of Spain

4. Amendment 4 – submitted by the Tropical Resources Institute

5. Amendment 5 – submitted by Funcación Futuro Latinoamericano (FFLA), Corporación de Gestión y Derecho Ambiental (ECOLEX) co-sponsored by Ministerio del Ambiente (MAE), Ecuador, Ministerio de Relaciones Exteriores y Movilidad Humana (MREM), Ecuador, Fundación Ecuatoriana de Estudios Ecológicos (EcoCiencia), Ecuador, Instituto de Ecología Aplicada de la Universidad San Francisco de Quito (ECOLAP), Ecuador, Fundación para la Conservación del Bosque Seco Chiquitano (FCBC), Bolivia, Fundación para el Desarrollo del Sistema Nacional de Áreas Protegidas (FUNDESNA), Bolivia, Protection del Medio Ambiente Tarija (PROMETA), Bolivia, Fundación Ambiente y Recursos Naturales (FARN), Argentina, Academia Colombiana de Ciencias Exactas, Físicas y Naturales, Colombia, Fundación Charles Darwin (FCD) Galápagos, Ecuador, Corporación Grupo Randi Randi (CGR), Ecuador, Centro de Educación y Promoción Social y Profesional (CEPP), Ecuador, ECOPAR, Ecuador, Prefectura del Carchi, Ecuador, Fundación Altropico, Ecuador, Organization para Conservación de Cetáceos, Uruguay, Tenkile Conservation Alliance, Papua New Guinea, The Christensen Fund, USA, Center for Environmental Legal Studies, Elisabeth Haub School of Law (Pace), USA, Center for Humans and Nature, USA, Fundacion Natura Colombia, Guyra Paraguay, Provincia, Venezuela, CODEFF, Chile, Comite Nacional de Brasil, PROFONANPE, Peru, Instituto Sinchi.
In the coming years, and building on its strengths, IUCN will take concerted action to further amplify its global efforts in developing and advancing practical and effective nature-based solutions to climate change, including promotion of nature-based solar, wind, ocean and geothermal energy to alleviate fossil fuel-based greenhouse gas emissions. These will not only make a direct contribution to global mitigation efforts, but will work to enable vulnerable societies around the world to achieve the UN Sustainable Development goals and better adapt to the adverse effects of climate change, and help to reduce the impact of climate-related disasters. At the same time, IUCN will continue to assess and address the impacts of climate change on vulnerable species and ecosystems around the world, thereby helping to create a low-carbon, climate-resilient world that benefits people and nature alike.

Programme Area 3: Deploying nature-based solutions to address societal challenges including climate change, food security and economic and social development. 1st Paragraph, p. 7:

The achievement of the Programme Area 3 Targets (listed in Table 3 below) by 2020 would represent a significant contribution towards the delivery of SDGs 1, 2, 5, 6, 7, 11, 12c, and 13 through the following SDG-related impacts, inter alia:

1, 2, 7, 11, 12c, 13, 14, 15, 18, 19, 20 [already there in WCC-2016-2.1-1-Annex 1 IUCN Programme 2017-2020]

To achieve these objectives, it is vital that IUCN become a major player in addressing greenhouse gas emissions from the burning of fossil fuels, the principle cause of climate change hazards to the global environment.

These include drivers such as climate change, agricultural practices, urbanisation, ...
P. 16, Paragraph beginning Communication of conservation action, 4th sentence:

Effective communication can demonstrate the important relationships between IUCN’s work and wider societal challenges, including climate change, poverty reduction, food security and conflict, to name but four. [...three four]

P. 29, 3rd full paragraph [second after bullet]:

Fragmented governance and implementation gap. Despite the many policies and mechanisms put in place to respond to the above-mentioned challenges, there is an implementation gap of environmental law and related policy frameworks. At national level, legal frameworks for natural resource governance and climate change mitigation in many countries are not clear or are fragmented into different sectors. In other situations, even when relevant and good legislative frameworks are in place, governments lack the capacity to implement and enforce the relevant laws. Increasing illegal wildlife trafficking and other wildlife-related crime is one such example, often exacerbated by rampant corruption.

p. 36, 1st full paragraph, IUCN will spearhead application and scaling-up of NBS...; insert new third sentence:

IUCN will spearhead application and scaling-up of NBS in the post-2015 agenda. IUCN will use the 2017–2020 Programme to put NBS at the centre of strategies for implementing the Aichi Targets and the SDGs, and for taking action under the Paris Agreement on Climate Change. This includes the promotion of solar, wind, ocean and geothermal energy resources while phasing out the burning of fossil fuels for energy, the principal cause of climate change threats. ...

P. 37, preceding the last paragraph, The link between poverty and natural resource use needs to be better understood, insert new paragraph:

The technology exists today for the transition to sustainable energy fuels, and they are price competitive over their life cycle, not even including the huge externality costs of early deaths, health care, and the costs to the environment from fossil fuel pollution.

P. 40, box titled, How IUCN’s work on ‘nature-based solutions’ will contribute o achieving the SDGs, insert between SDG 6 and SDG 11:

SDG 7 Ensure access to affordable, reliable, sustainable and modern energy for all. (Targets 7.2, 7.3, 7.4, 7.5, 12c)

P. 43, Insert new Target between 24 & 25:

- Target 24bis: Work with IUCN government and NGO Members and with other partners to educate the people about clean, sustainable, economic nature based resources; help educate and train community leaders about the availability, cost, and environmental advantages of sustainable energy; and educate their legislatures about the laws needed to relieve their countries of the costs and threats of relying on highly polluting fossil fuels and the laws need to avail their people of sustainable nature based resources.
A new Membership Strategy. Finally, delivering the IUCN Programme 2017–2020 might require more than an improvement in how the current constituents of the Union work together. New expertise, new partners and new approaches may be required, including addressing the energy causes of climate change. Similarly, new ways and means may be needed to inspire a new generation that has a deeply personal stake in the future of our shared planet. Accordingly, the IUCN Secretariat will work to develop an updated Membership Strategy to help address such new requirements.

EXPLANATION OF AMENDMENT TO PROGRAMME 2017-2020
BY THE CENTER FOR ENVIRONMENTAL LEGAL STUDIES ET. AL.

This amendment adds to the IUCN Programme 2017-2020 provision for action on the energy causes of climate change.

Now is the time, if ever there was one, to have IUCN weigh in to address the principle cause of climate change, the burning of fossil fuels for energy. Three monumental events mandate IUCN’s involvement now: 1) the IPCC and IEA dire climate findings; 2) the Paris climate agreement; and 3) the UNGA adoption of the Sustainable Development Goals, including particularly those of SDG #7 & 13.

Re 1): the IPCC Fifth Assessment finds that the threats of climate change are far more imminent and serious than ever before; and the IEA finds that the INDCs under the Paris agreement fall far short of the agreement’s findings of the greenhouse reductions that are needed to avert a climate catastrophe;

Re 2): The Paris Agreement calls on all countries and organizations to devote maximum efforts to meet the Agreement goals. The INDC pledges from virtually every country rely heavily on transition from fossil fuels to clean energy resources; and

Re 3): Sustainable Development Goal 7, entitled “Renewable Energy,” sets a goal to “Ensure access of affordable, reliable, sustainable and modern energy for all” as an essential for economic development as well as environmental security. It is incongruous that the IUCN 2017-2020 program specifies actions to fulfill every other of the Sustainable Development Goals, except SDG#7 not mentioned at all. SDG#13 calls on the world to “Take Urgent Action to Combat Climate Change and its Impacts.”

IUCN’s army of 1,300 Members, including states and government agencies, NGOs large and small, scientific and academic institutions and business associations, 6,000 experts, and some 950 staff in 50 countries should be recruited now in the effort to address the prime energy causes of climate change. This vast resource can make a significant difference in achieving the essential greenhouse reduction goals. Indeed, many are now individually engaged, and all the IUCN constituents should be enabled to maximize their efforts.

The IUCN Programme for 2017-2020 should include energy action and make the transition to sustainable energy a priority. This is not a new issue for the organization. The organization unanimously passed resolutions referenced in the Amendment at several of the previous Congresses calling on the Director General to become involved in energy mitigation efforts and in the UNFCCC COP energy negotiations; but these resolutions were largely ignored. One of the stated reasons was that energy action was not a part of the IUCN Programme adopted at prior Congresses. So it is
important to have these considerations included in the current Programme to be considered by this Congress.

The organization has a wealth of energy expertise that should be recruited to fulfill the Amendment’s prescribed energy role. The Law Commission’s Energy Law & Climate Change Specialty Group (SG) has 60 members from a wide range of countries, co-chaired by energy experts Professor and former Member of Congress Richard Ottinger and Professor Wang Xi of Shanghai Jiao Tong University, have volunteered to help. Many of the IUCN Members, from both State and private sectors, have active sustainable energy programs that can be enlisted. The IUCN Oceania Regional Office in Fiji conducts a substantial clean energy program with the Pacific small island nations that can be called upon. And the IUCN Academy of Environmental Law now has 200+ university members many of which have energy experts on their faculties that can be called upon to assist. And these are all volunteers that can assist without incurring additional costs to the organization. In addition, the SG is in discussions with IRENA about the possibility of enlisting its experienced renewable experts to collaborate. Indeed, the addition of this energy initiative to the Programme should be fruitful for raising additional funds.

The sponsors urge passage of the Amendment by the Assembly.
REQUEST TO THE IUCN MEMBERS ASSEMBLY TO REFLECT ITS COMMITMENT TO RIGHTS OF NATURE IN THE 2017-2020 IUCN WORK PROGRAMME

In 2012 at Jeju, the IUCN adopted WCC-2012-Res-100, “Incorporation of the Rights of Nature as the organizational focal point in IUCN’s decision making.” Among other commitments, the Resolution recommends the Director General “initiate a process that considers the Rights of Nature as a fundamental and absolute key element for planning, action and assessment at all levels and in all areas of intervention including in all decisions taken with regard to IUCN’s plans, programmes and projects as well as in IUCN policy on rights.” The Resolution also “urges” the Director-General to design and implement a strategy for dissemination, communication and advocacy concerning the Rights of Nature.”

Despite this clear directive, the current draft Work Programme contains no specific reference to acting on Rights of Nature. There can be no human right to nature if nature has no right to exist. The IUCN recognized this in 2012, and we ask that it actively implement WCC-2012-Res-100 in its next Programme of work. We request the following two, brief Programme additions to address this gap (additions in bold and underlined):

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

Global Result 2. Natural resource governance at all levels enables delivery of effective conservation and equitable social outcomes by integrating good governance principles and rights-based approaches.

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

Target 14: Community-led, cultural, grassroots or protected area governance systems that achieve the effective and equitable governance of natural resources are recognised (as best practices/pilot testing), supported and promoted, including efforts related to advancing the rights of nature.

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

Target 15: Intervention points in which rights regimes related to natural resources are clear, stable, implementable, enforceable and equitable – particularly for women, indigenous people, youth and the poor – have increased. This includes rights regimes related to the rights of nature, as recognized in WCC-2012-Res-100 (Jeju 2012).

We welcome other recommendations. For questions, please contact Linda Sheehan, IUCN World Commission on Environmental Law and Earth Law Center, lsheehan@earthlaw.org. Thank you.

Amendments to the general text (additions are in bold):

Page 18:
(To include this item as background for action 1)

Geodiversity elements – minerals, fossils, rocks, soils, landforms and their landscapes, and active geological/geomorphological processes – underpin biodiversity and are natural resources determinant to guarantee human well-being. Exceptional geodiversity elements – geoheritage – are under risk due to natural and anthropic threats and need to be properly conserved and managed in order to avoid the loss of crucial information of the Earth past that will help us to be prepared to face present and future challenges.

Page 19:

Indirect and direct drivers contribute to biodiversity and geodiversity loss. Indirect drivers include those of an economic, socio-political, demographic, scientific or technological nature, as well as cultural and religious factors. The interaction of several of these drivers in turn affects the overall level of consumption. Direct drivers include habitat destruction, intensive agriculture (some agricultural practices are a major cause of biodiversity loss), forestry and aquaculture, climate change, air and water pollution, invasive alien species and unsustainable exploitation of species (including the highly concerning rise in illegal wildlife trade8) on land, in freshwater systems and in the ocean. Drivers are also changing; the human population and the global economy are growing, leading to increased urbanisation, disconnection from nature, demand for food, fibre, energy and water, and there is an urgency to address sustainable management issues.

Understanding drivers helps determine possible solutions. Understanding the factors that cause loss of biodiversity, ecosystem services and geodiversity is essential to designing interventions that enhance positive impacts and minimise negative impacts.

Nature is valuable and nature is priceless. IUCN recognises that biodiversity and geodiversity has many values, some of which can be quantified and valued in monetary terms, while others are more intangible, such as mental and spiritual health, quality of life and social well-being. The value of nature to people is rarely recognised in economic policy. Integrating the value of nature into investment decision making, increasing deterrents to destruction, removing perverse incentives to destroy nature, and making nature a viable target for investment are all needed.

Page 21

The IUCN Programme will implement the ‘Promise of Sydney’. The World Parks Congress in 2014 culminated in the ‘Promise of Sydney’15, a commitment to transform perspective, policy and practice to enhance protected areas as one of the best investments in the future of our planet and ourselves. A wealth of new and compelling innovative approaches16 was generated to address biodiversity and geoheritage conservation while achieving sustainability.

Amendments for specific targets related with action 1 (additions in bold)
Sub result 1.2

Effective implementation and enforcement of laws and policies for valuing and conserving nature is accelerated.

New target 6a)

Geodiversity and geoheritage-related conventions and international agreements are established.

Target 7

New legislation and policies are developed (and implemented), and existing laws and policies are enforced, to address illegal wildlife and geological specimens trafficking.

Target 10

Protected area networks are expanded to conserve areas of particular importance for biodiversity and geodiversity through effectively and equitably managed, ecologically representative and well-connected systems of protected areas and other effective area-based conservation measures.

:::::::

Finally, considering the "Monitoring the IUCN Programme 2017–2020"

The monitoring and reporting of the IUCN Programme 2017–2020 will be conducted through a small number of results and impact indicators related to biodiversity and geodiversity elements, ecosystem integrity and services, rights and equity and livelihoods.

Rational:

After the motions approved by IUCN in the last 2 congresses, certainly that IUCN is already well aware about the fact that geodiversity elements – minerals, fossils, rocks, soils, landforms and their landscapes, and active geological/geomorphological processes – underpin biodiversity and are natural resources determinant to guarantee human well-being. Exceptional geodiversity elements – named geoheritage – are under risk due to natural and anthropic threats, such as climate change, and need to be properly conserved and managed in order to avoid the loss of crucial information of the Earth past that will help us to be prepared to face present and future challenges.

Concerning the next programme 2017-2020, we acknowledge that 2012 recommendation No 48 is being followed. However, we must take a step forward. The programme establishes a correct link with the UN Sustainable Development Goals. These goals bring huge challenges that imply a multidisciplinary approach in order to be overcome. A significant number of targets that are defined for the 17 SDG can only be achieved if we take into consideration the dynamics of nature as a whole, supported by the 4 main Earth systems: geosphere, biosphere, hydrosphere, and atmosphere. This means that keeping geological materials and related active processes out of the equation is a mistake. Therefore, we are sending to the Programme Congress Committee a set of proposals in order to include geodiversity topics in the 2017-2020 Programme that presently presents not a single reference to this component of nature.
Page 20, before “C) justification” at end of list in “Situation Analysis”

Nature-based tourism and recreation is on the rise in parks, protected areas, and other biodiversity hotspots across the planet. Included in the Sustainable Development Goals and playing a role in at least 12 of the 20 Aichi Biodiversity Targets, responsible tourism promotes environmental education, sustainable development, conservation finance, and community and visitor engagement in conservation. Unfortunately, many examples of nature-based tourism demonstrate these operations and destinations are exceeding carrying capacity and/or do not have the right infrastructure, programs, and controls in place to prevent severe negative impacts to nature and local communities. IUCN has realized more efforts to reduce anthropogenic impacts on wildlife and ecosystems from tourism are essential.

Page 26, under “Target 8” as new bullet three

Ecotourism and conservation. By supporting the oversight and improvement of ecotourism standards, guidelines, and best-practices, through collaboration with members and other key organizations IUCN can create new incentives and resources for public and private protected areas, private operations, and other ecotourism destinations to work towards achieving a net-positive impact for people and nature.

Page 44, as “Target 30”

Target 30: Work with members, governments, businesses, researchers, scientists, protected area managers, and society to promote ecotourism as a Nature Based Solution. Many public and private protected areas around the world depend greatly on entry-fees and visitor contributions to finance nature-protection efforts. Promoting ecotourism as a Nature Based Solution can increase industry adherence to its use for conservation and will engage global citizenry with convenient and enjoyable mechanisms to contribute towards conservation. It will also support the productive application of scientific data collected in parks and protected areas for conservation. Likely ancillary benefits will be the dissemination of NBS theories and net-positive impact guidelines.
PROPOSED AMENDMENT TO THE IUCN PROGRAMME 2017-2020

BY
FUNDACIÓN FUTURO LATINOAMERICANO (FFLA)
CORPORACIÓN DE GESTIÓN Y DERECHO AMBIENTAL (ECOLEX)

CO-SPONSORED BY
Ministerio del Ambiente (MAE), Ecuador
Ministerio de Relaciones Exteriores y Movilidad Humana (MREMH), Ecuador
Fundación Ecuatoriana de Estudios Ecológicos (EcoCiencia), Ecuador
Instituto de Ecología Aplicada de la Universidad San Francisco de Quito (ECOLAP), Ecuador
Fundación para la Conservación del Bosque Seco Chiquitano (FCBC), Bolivia
Fundación para el Desarrollo del Sistema Nacional de Areas Protegidas (FUNDESNAP), Bolivia
Protección del Medio Ambiente Tarija (PROMETA), Bolivia
Fundación Ambiente y Recursos Naturales (FARN), Argentina
Academia Colombiana de Ciencias Exactas, Físicas y Naturales, Colombia
Fundación Charles Darwin (FCD) Galápagos, Ecuador
Corporación Grupo Randi Randi (CGRR), Ecuador
Centro de Educación y Promoción Social y Profesional (CEPP), Ecuador
ECOPAR, Ecuador
Prefectura del Carchi, Ecuador
Fundación Altropico, Ecuador
Organization para Conservación de Cetáceos, Uruguay
Tenkile Conservation Alliance, Papua New Guinea
The Christensen Fund, USA
Center for Environmental Legal Studies, Elisabeth Haub School of Law (Pace), USA
Center for Humans and Nature, USA
IUCN Patron of Nature
Fundacion Natura Colombia
Guyr Paraguay
Provita, Venezuela
CODEFF, Chile
Comite Nacional de Brasil
PROFONANPE, Peru
Instituto Sinchi

In 2012 at Jeju, the IUCN adopted WCC-2012-Res-100, “Incorporation of the Rights of Nature as the organizational focal point in IUCN’s decision making.” However, the current draft Work Programme contains no specific reference to acting on Rights of Nature, as called for by this Resolution.

The following Programme additions are requested to address this gap (additions in bold and underlined):

Page 34, Programme Area 2, Global Result 2, Sub-Result 2.1, Target 14, insert at the end of the Target:

- **Target 14**: Community-led, cultural, grassroots or protected area governance systems that achieve the effective and equitable governance of natural resources are recognised (as best practices/pilot testing), supported and promoted, including governance efforts related to advancing the inherent rights of nature.
Target 15: Intervention points in which rights regimes related to natural resources are clear, stable, implementable, enforceable and equitable – particularly for women, indigenous people, youth and the poor – have increased. This includes rights regimes related to the inherent rights of nature, as recognized in WCC-2012-Res-100 (Jeju 2012).
**IUCN Medals, Honorary Membership and other Awards**

**Action Requested:** The World Conservation Congress is requested to:

(a) CONFER Honorary Membership on the two nominees recommended by Council (see below);

(b) TAKE NOTE that the Laureates for the John C. Phillips and Harold Jefferson Coolidge Medals have been chosen by, respectively, the IUCN Council and the Awards Jury, and will be announced at the Awards Ceremony on 6 September 2016.

**Background**

1. In accordance with Articles 41 and 43 of the IUCN Regulations, IUCN presents three major conservation awards on the occasion of the World Conservation Congress (use the links to the IUCN website for more information):

   - **Honorary Membership:** recognising outstanding services to the conservation of nature and natural resources. This award dates from the founding of IUCN in 1948.
   - **John C. Phillips Memorial Medal:** recognising outstanding service in international conservation and commemorating the life and work of Dr John C. Phillips, a pioneer of the conservation movement.
   - **Harold Jefferson Coolidge Memorial Medal:** is awarded to a conservation professional who has made outstanding contributions to the conservation of nature and natural resources. The medal commemorates the life and work of Harold Jefferson Coolidge, one of the Founders of IUCN, a former President of the Union and its principal fundraiser from 1948 through to the 1980s.

2. The Constituency Committee of the IUCN Council, as provided for in its mandate, constitutes the Jury for these three awards. At the 84th Meeting of Council in November 2014, the Governance and Constituency Committee appointed five of its members to form the core Jury for the Awards, and for the Harold Jefferson Coolidge Medal three eminent conservationists were added to the Jury, as required by the terms of reference for the Medal.

   One of the Jury members subsequently resigned his position as Councillor (and therefore also as Jury member) but his replacement did not substitute him on the Jury.

3. IUCN Members and Commission members were invited by electronic mail in July 2015 to submit nominations for these awards and a dedicated Awards section was added to the IUCN website. While only IUCN Members and Commission members may submit nominations for the John C. Phillips Medal and Honorary Membership, nominations for the Harold Jefferson Coolidge Medal are open to the general public.
4. Council at its 88th Meeting in April 2016, on the recommendation of the Awards Jury, decided to recommend the following names to the World Conservation Congress for the conferral of Honorary Membership:

Mr Ashok Khosla, India  
Mr Valli Moosa, South Africa

5. The citations for the nominees and their pictures will be posted on the IUCN website when they are available.

6. Council further endorsed the Laureate recommended by the Jury for the John C. Phillips Medal and noted the decision of the Awards Jury regarding the Harold Jefferson Coolidge Medal. Following past practice, these names will be announced at the Awards ceremony during the World Conservation Congress in Hawai‘i.

7. All Awards will be presented at a ceremony to be held during the 3rd Sitting of the Members’ Assembly in Hawai‘i, USA, on 6 September 2016 at 19:00 during which also the Awards made by the IUCN Commissions will be presented.
Reports of the Chairs of the IUCN Commissions for the period 2012–2016

**Action Requested:** The World Conservation Congress is invited to CONSIDER the reports of the Chairs of the IUCN Commissions for the period 2012–2016.

Attached herewith are the intersessional reports from the Chairs of:

- Annex 1 - Commission on Ecosystem Management (CEM)
- Annex 2 - Commission on Education and Communication (CEC)
- Annex 3 - Commission on Environmental, Economic and Social Policy (CEESP)
- Annex 4 - Species Survival Commission (SSC)
- Annex 5 - World Commission on Environmental Law (WCEL)
- Annex 6 - World Commission on Protected Areas (WCPA)
PREAMBLE:

These days I receive compliments about my chairmanship of CEM. Of course that pleases me. It is also embarrassing because it is not just me. I am capitalising on the investments and initiatives of my predecessors Ed Maltby and Hillary Masundire; without the loyalty and the commitment of the staff of the Global Ecosystem Management Programme (GEMP), in particular of Pat Hawes and Ed Barrow, CEM could never have been as productive as we are at present; but above all thanks to the quality of the work of our members we reached a forward position in Ecosystem Management worldwide. Special acknowledgements have to go to my comrades in arms of the steering committee, the thematic group leaders and the regional chairs. They all dedicated substantial time towards the achievement of our goals. CEM’s goals, IUCN’s goals. I am greatly indebted to you all.

Nevertheless, more benefit for IUCN and conservation in general could be realised from the presence of CEM; we could capitalise more on the network of highly professional volunteers that constitute our Commission. Collaboration between thematic groups and regional networks could be intensified. IUCN Members could be more aware of the potential of the Commissions and make better use of them. I would like to see that more IUCN Members are associated with a Commission, for instance through the membership in a Commission of one of their staff. Similarly, each member of the board of Regional and National Committees ought to be member of an IUCN Commission, as should IUCN’s Councillors. With every new activity, IUCN staff (usually referred to as “Secretariat”) should check if there is a role for Commissions to play. This will ease their task, improve the quality of their work, and thereby please our partners (donors, policy makers and others).

One warning: Commissions need to be transparent and accountable, but please do not kill the innovation and creative power of Commissions with unnecessary bureaucratic requirements. Commissions not only need sufficient funding, we also need flexibility and “souplesse”.

It has been a privilege to work with you over the last eight years, and I wish CEM and its new leaders an inspiring and productive next intersessional period.

Piet Wit

1. Mission

To provide expert guidance on integrated approaches to the management of natural and modified ecosystems, in order to promote effective biodiversity conservation and sustainable development.

Consequent to the adoption of the “One IUCN Programme” concept, CEM will work closely with the Regional and Global Thematic Programmes at project, country, regional and global levels. Synergies with other Commissions will be a strong component of the CEM strategy.
CEM will also work with other partners of IUCN in order to achieve its Mission in line with the overall mission of the Union.

2. Vision

Healthy, resilient ecosystems that conserve nature and sustain life.

3. Goal

Ecosystem approaches to natural resource management mainstreamed worldwide.

4. Objective(s)

To promote the adoption of, and provide guidance for, ecosystem approaches to the management of landscapes and seascapes and build resilience of socio-ecological systems to address global changes.

5. Priorities and achievement

Relevance of CEM’s work for the IUCN Programme

CEM’s programme of activities has provided essential input to the full range of IUCN’s global programme. The scientists united in the group that develops the Red List of Ecosystems address especially the first axis of the global IUCN Programme: “Valuing and conserving nature”. CEM’s expert groups dealing with more cross-cutting themes like ecosystem services, ecosystem restoration or resilience develop activities that strengthen the functioning of ecosystems, and address in particular the second priority area for IUCN’s programme “Deploying nature-based solutions to climate, food and development”. In order to manage and conserve ecosystems sustainably one cannot do without paying specific attention to the governance of ecosystems, the focus of IUCN’s global sub-programme “Effective and equitable governance of nature’s use”. All expert groups integrate governance issues in their activities, in particular the groups addressing the conservation and management of specific ecosystems.

Nota Bene:
In the following section a number of successful activities for the different expert groups is cited. It is important to realise that many more activities have been initiated and many more results have been realised than can be reported here within the limitation of the format for this report. Interested readers are invited to go to CEM’s pages on IUCN’s website and portal for more information and the names and email addresses of the persons to be contacted for each specific topic.

a. Red List of Ecosystems (RLE)

This knowledge product is a joint effort between CEM and GEMP. The methodology for the Red List of Ecosystems has been published in scientific journals. A manual for its application is available. The methodology has been applied in the Americas, in Australia and in a number of countries in Africa, Asia and Europe. As such “The Red List of Ecosystems is finished, and now needs to be applied” as Jon Paul Rodriguez, the initiator for the expert group, states. IUCN’s Council endorsed the methodology and CEM and GEMP are now working towards assessing the status of ecosystems worldwide. Presently the Red List of Ecosystems’ methodology is applied to China’s ecosystems. David Keith, Jon Paul’s brother in arms, received a prestigious Australian award for his work on the methodology of the RLE.
b. **Cluster: Resilience of ecosystems and of the communities that depend on their services**

- **Ecosystem Service Thematic Group.** Under the inspirational leadership of Emmanuelle Cohen-Shacham, this group has been very influential. It is impossible to do justice to the work of this group in the few short lines of this report. It includes a/o collaboration with the Ecosystem Services Partnership (ESP) on the organisation of all six workshops at three ESP conferences in Indonesia (2013), Costa Rica (2014) and South Africa (2015); building up a database of case studies where the concept of ES has been successfully applied in ecosystem management; exemplary internal communications through regular updates, newsletters, calls for proposals, calls for experts for IPBES, etc. The group has been very important in moving forward the Nature-based Solutions (NbS) programme in which it works closely together with Stewart McGinnis and his team. The forthcoming IUCN/CEM report on NbS will be a major report on the topic and a scientific paper is presently under revision.

- **Disaster Risk Reduction (DRR).** Another very active and influential group. It is thanks to this group under the leadership of Karen Sudmeier that IUCN plays an important role in the international Partnership for Environment and Disaster Risk Reduction (PEDRR). The group works closely together with the DRR-programme of GEMP, led by Radhika Murti. Results include the inclusion of ecosystem-based disaster risk reduction (Eco-DRR) in the Sendai Framework for Disaster Risk Reduction 2015–2030, the main policy framework for DRR. The group is involved in a Massive Open Online Course on Disasters and Ecosystems: Resilience in a Changing Climate. Over 12,000 people signed up, currently +12,700 on Facebook. Karen Sudmeier: “We are constantly receiving requests for the next round of the course which we are currently revising for a relaunch early fall 2016”. The group has also led the field in a number of scientific publications, e.g. “Ecosystem-Based Disaster Risk Reduction and Adaptation in Practice” (in press), and *The Role of Ecosystems in Disaster Risk Reduction* (2013).

- **Ecosystem-based Adaptation to Climate Change.** During the previous intersessional programme, there was a dip in IUCN Secretariat presence at the international scene on climate change. CEM’s Deputy Chair Angela Andrade filled in the gap and kept IUCN in the loop. She has remained active ever since at the highest international levels. Angela and the present lead of the Thematic Group, Liette Vasseur, usually in collaboration with their counterpart from GEMP, Ali Raza Rizvi, continue to make key contributions on the role that ecosystem management can play in coping with the consequences of climate change, e.g. (i) at the World Parks Congress in Sydney where CEM was co-leader of Stream 2: Responding to Climate Change and coordinated the Nature-based solutions Pavilion; (ii) promoting EbA in climate change negotiations in Paris and Lima. In both Conference of the Parties we participated in several side events and together with the GEMP, promoted the Friends of EbA group; and (iii) facilitating and organising the Climate Change stream at the 1st World Forum on Ecosystem Governance in Beijing (2015).

- **Ecosystem Restoration.** The members of this group have provided valuable input into the work of other thematic groups under the Resilience Cluster. The group has good working relations with the Society for Ecological Restoration of which the group’s lead, Keith Bowers, is a former president. Keith is leading a successful company specialised in ecosystem restoration and as such brings in valuable viewpoints from a private sector perspective.

- **Aquaculture.** François Simard of IUCN’s Marine Programme, requested IUCN to house a group of experts to study the impacts of aquaculture on the functioning of the ecosystems. The group is working on environmental guidelines for the sector.
- **Fisheries Expert Group.** This group is initiated and led by Serge Garcia and facilitated by the tireless Despina Simons. The group looks into fisheries from an ecosystem approach point of view. After an influential publication in *Science* during the previous intersessional period, it has produced a number of policy papers and practice-oriented documents on sustainable fisheries. The group continually expands and strengthens its influence in particular through presentations, workshops and side events at international conferences and congresses.

- **Landscape Management.** This group is the continuation of the Ecosystem Approach Group, the oldest thematic group within CEM. The thematic group on ecosystem connectivity has been merged with this group. The Landscape Management Group is led by former IUCN vice president Kalev Sepp, who has been very helpful in the development of the 1st World Forum on Ecosystem Management that was originally planned to be organised in Kasan (Russia). Due to international political complications the 1st WFEM had to be shelved but it was the stepping stone for the successful and innovative 1st World Forum on Ecosystem Governance in Beijing in 2015. Other activities in this group include the publication of an instruction book for the Military deployed in Peace-keeping Operations (in press) and CEM’s involvement in Verified Conservation Areas (VCA). CEM and Earthmind in partnership with the Global Footprint Network promote the VCA Approach as an inclusive measure for area-based conservation. Through the VCA Approach, they strive to scale up conservation action outside traditional protected areas, engage new stakeholders, channel new financing, and strengthen the assurance that money invested in conservation effectively reduces the loss of biodiversity.

- **Private Sector and Ecosystems.** As the private sector is a major player in the use of ecosystems, CEM established an expert group to guide enterprises towards more responsible ways of doing business where impacts on ecosystems are concerned. After some changes in leadership (the present leader is Jacob Park), the group has not yet acquired a strong profile. Individual members of the group have been active in task forces developing guidelines for the mining industries. There still is the valid idea of one of its former leaders (Dan Levy) to develop a front office-back office formula where companies can go for guidance in ecosystem management issues.

- **Resilience of Ecosystems.** After a successful workshop in Idaho (2012), CEM launched a thematic group on resilience of ecosystems and of the communities that depend on them. Mike Jones, the group’s lead, proudly mentions the collaborative contribution of Resilience Thematic Group members with experience in adaptive governance to the World Parks Congress and to the 1st World Forum on Ecosystem Governance. He also points out that resilience thinking is beginning to influence IUCN policy, programmes and knowledge basket products such as Nature-based Solutions and the Natural Resources Governance Framework. The group organises high-level internal debates and exchanges that will be reflected in future publications, providing guidance on this complex issue.

- **Systemic Pesticides.** The CEM-SSC Task Force on Systemic Pesticides has been making headlines. The group published a *Worldwide Integrated Assessment* (WIA) of over 1100 scientific publications on the fate of neonicotinoid insecticides in the environment. The results of this WIA were not warmly welcomed by a number of important players in the agro-industrial world. Some group members even suffered from aggressive comments in blogs and in the tabloid press. No arguments were published in scientific journals against the findings of the group. The task force still closely follows the scientific literature on these pesticides and organises conferences and workshops where their findings are presented.
c. **Cluster: Specific ecosystem- and biome-oriented activities**

Activities of the specific ecosystem groups usually are oriented to strengthening the functioning of these ecosystems and contribute to their conservation.

- **Peatlands.** The IUCN-UK peatland programme has initiated an active group on peatland conservation and restoration, led by Clifton Baine. Over the years it has published several key documents on the topic such the publication of *Global Peatland Demonstrating Success* (2015). It has also organised a number of successful conferences, the last one in October 2014 in Inverness (Scotland) bringing together peatland restoration examples from Europe and looking at innovative funding opportunities for peatland restoration through ecosystem markets.

- **Holarctic steppes.** This group led by Tatyana Bragina from Kazakhstan, has been responsible for much of IUCN’s presence and visibility in Central Asia. Members of the group have contributed to the success of a number conferences such as in Almaty (March 2013) on “Conservation of steppe and semi desert ecosystems in Eurasia”. Examples of important publications that were published with input from the group include *Eurasian Steppes, Ecological Problems and Livelihoods in a Changing World* (2012) and different issues of “Steppe Bulletin”, a Russian-language journal. Of particular interest is the assessment of Eurasian Steppes that the group is involved with that led to the establishment of a protected area “Altyn Dala” in Kazakhstan, and a “Virtual Encyclopedia of Steppes of the Don Basin”.

- **Mediterranean-type Ecosystems (MTE).** The Mediterranean-type Ecosystem Group (MTEG) is led by Chen Yin Noah from the University of California (UC). The group has been associated with an initiative by the UC Natural Reserve System (NRS) to develop a series of short videos to increase understanding and awareness of MTEs and their management for policy makers, land managers, and the general public. MTEG Co-Lead Peggy Fiedler is a core member of a new international group from the five Mediterranean climate areas of the world to create an international platform that will ultimately develop a list of 100 questions relevant to conservation of biodiversity in these regions.

- **Oasis.** This group was established as a follow-up to a successful national conference in Ouadane, co-organised by CEM with IUCN’s country office and the Government of Mauritania. The group has contributed to three important policy documents: (i) the “International Manifest of Zarzis” (Tunisia) to safeguard oases and oases’ life style; (ii) a “Charter for Oases” (City of Gafsa, Tunisia), a national pact in recognition of the ecological, social, economic and cultural values of oases systems and (iii) an international initiative (2015) to support oases’ cities. This initiative not only recognises oases as important centres of biodiversity, but as also providing an important range of ecosystem services for oases’ communities.

- **Drylands.** After a slow start, this group went into full speed with the arrival of Peter Laban as Group lead, collaborating closely with Jonathan Davies of GEMP’s dryland programme. This led to a number of important publications: *Sustainably Investing in Rangelands: Jordan* (2015), *Homing In on the Range: Enabling Investments for Sustainable Land Management* (2015), *Nature Based Solutions to Desertification, Land Degradation and Drought* (2015). The group is actively involved with the new concept of ‘Land Degradation Neutrality’ that arose in 2015 which led to another publication: *Land Degradation Neutrality: implications and opportunities for conservation* (2015). The group and the IUCN dryland programme were actively present in Turkey at the UNCCD COP (2015) and they plan to organise several events at the World Conservation Congress in Hawai’i.
- **Coastal ecosystems.** This group has been active in Francophone West and Central Africa mainly. More recently Jean-Jacques Goussard, the lead of the group, has introduced the group to the Pacific.

- **Islands.** This group has gone through some leadership changes and is now led by Rebecca Richardson and Jacqueline Evans. The group’s membership is mainly based in Oceania, but recently the group has started to recruit more members in the Caribbean.

- **Mountain Ecosystems.** This group produces one of our best newsletters, very informative and aesthetically beautiful, a pleasure to look at and to read. The group is led by Martin Price who has been the main driving force behind the international conference “Mountains of Our Future Earth” in Perth, Scotland (2015). Another highlight for this group has been the organisation of a number of regional workshops to safeguard the Atacora mountain range on the border of Togo and Ghana.

- **Urban Ecosystems.** With more than 50% of the world’s population living in urban environments, the issue of urban ecosystems becomes more and more important. Since there is a lot of experience in China with “green cities” and expertise on creation and management of urban ecosystems, CEM is very pleased with Weiqi Zhou as the lead for this group.

- **Wetlands.** As the first Chair of CEM and its first focal point within the Secretariat are experts on wetlands management, this is one of CEM’s oldest thematic groups. The group went through a long inactive period despite the need for a counterpart network for the Water and Nature Initiative of the Secretariat. Fortunately with the arrival of Claudio Baigun as the new Thematic Lead a new momentum is building up and the members are enthusiastically exchanging lessons learned about wetland management.

d. **Emerging Issues**

Over the years IUCN Commissions have played an important role to address emerging issues with potentially important impact on conservation. We also include in this section those topics that did not receive much coverage in the IUCN Secretariat programme, for different reasons (usually because of limited staff and funding for the Secretariat).

- **Deep-sea mining.** A new thematic group on Ecosystem Management and Deep-Sea Mining was established in 2013, led by Malcolm Clark, in response to growing interest in, and awareness of, environmental issues associated with potential mining of the deep seafloor for mineral resources. The group produced an information brochure in 2015, summarising the main mineral resources, their biological communities, likely mining operations, potential mining impacts, key environmental research issues, and management challenges. A poster on the brochure is being presented at the 2016 World Conservation Congress. The thematic group is working alongside a Deep Ocean Stewardship Initiative (DOSI) Working Group on Deep-Sea Mining, to improve communication and sharing of knowledge between global research programmes on seabed mining. A second poster is being presented at the 2016 Congress that illustrates a variety of scientific studies being carried out in different parts of the world.

- **Nano-technology.** In response to a request by Tom Brooks, CEM established a Task Force on Nanomaterials and Ecosystems. The group produced the Terms of Reference for a Task Force on this topic, led by Khara Grieger, who represented IUCN/CEM at a number of seminars.
• **Cultural Practices and Ecosystem Management.** Following a successful congress about Islamic Perspectives and Ecosystem Management, co-organised with the Qur’anic Botanic Garden of Qatar, CEM established a thematic group focussing on interactions between culture and ecosystems, led by Martin von Hildebrand. The Proceedings of the Qatar congress will be available in Hawai'i.

• **Arctic Ecosystems.** The Arctic programme of IUCN passed away quietly some time ago because of lack of funding. As climate change is affecting the globally important Arctic ecosystems, CEM decided to establish an Arctic Ecosystems Group, as requested by, among others, Charlotte Moser. The group is led by Jean Thie and has put together an ambitious work programme. It has contributed to a number of meetings of the Arctic Council, but like in the past, funding remains an issue.

• **Invasive Species and Ecosystems.** At the beginning of this intersessional programme, CEM was approached by Judy Fisher to establish an expert group to address the problems of changes in ecosystem functioning as a consequence of invasive species. Judy and her group have been actively approaching other networks and experts within and outside IUCN. The group has been particularly innovative in communicating its message, e.g. at the World Parks Congress. More to follow at the World Conservation Congress in Hawai'i.

• **Sustainable Use of Ecosystems.** At the request of Robert Kenward, the leader of SULi, a CEESP-SSC expert group on sustainable use of species, CEM established a group to address the issue of how sustainable use of renewable natural resources can contribute to management and restoration of ecosystems. The group has members in 34 countries and a first meeting was held in Vienna (Austria). An Internet System for Community Liaison was translated for use in most European countries including Russia, for the Americas excluding Brazil, and for Japan. A first multilingual online restoration project (will be) hosted (by the 2016 Congress – now mostly built in English).

• **Rewilding.** Recently CEM has been approached by staff of new IUCN Member Rewilding Europe to start an expert group on this exciting initiative whereby abandoned agricultural land may be brought back to a wild state, for economically feasible conservation activities.

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**1st World Forum on Ecosystem Governance (2015)**

The WEFG 2015 was co-hosted by IUCN, IUCN’s Commission on Ecosystem Management (CEM), the State Forestry Administration of China (SFA), Beijing Municipal Government (BMG), and the Asia Pacific Forest Network (APFNet).

It comprised three parts:
- High Level Consultation held in Guiyang City, Guizhou Province, China (June 2015)
- Future Leaders’ Academy held at Yahan Lake outside Beijing, China (October 2015)
- Technical Roundtable Discussions also held at Yahan Lake, China (October 2015)

The discussions were organised around two broad themes:
- Governing Ecosystems to Achieve Sustainable Development Goals (Liette Vasseur and WANG Xiaoping, Co-Leads)
- Governing Ecosystems to Address Climate Change (Angela Andrade and WANG Chunfeng, Co-Leads)

140 specialists in diverse disciplines contributed to the discussions, including the Future Leaders. Scheduled Arm Chair Conversations provided participants the opportunity to host discussions on issues they were pursuing and relevant to the two broad themes of the Forum.
The outcomes of WFEG 2015 were:

- A “Beijing Declaration” that provided:
  - vision for more effective governance of ecosystems to achieve the UN Sustainable Development Goals and address the effects of climate change, and
  - an Agenda for Action
- A global community of interdisciplinary specialists in governance of ecosystems
- A Beijing platform to foster international multi-sectorial collaboration in ecosystem management

6. Structure/governance

Like other Commissions, CEM has a matrix structure with Thematic Groups on one axis and Regional Networks led by a Regional Chair on the other. CEM has opted for a small Steering Committee (SC) of six members including the Chair and the Deputy Chair. Each Steering Committee member looks after the regions on the continent where he or she is living and after a cluster of thematic groups attributed to him/her depending on his/her background. This has worked very well. A smaller SC means more funds to spend on content instead of on travel; teambuilding went smoothly so that decisions could usually be reached on the basis of consensus.

In accordance with the philosophy behind the Framework of Action to Strengthen the Union (FASU), CEM held two SC meetings per year, each time in a different region. At each SC meeting the head of the GEMP was present as well as the Officer dealing with CEM membership issues, the IUCN Regional Office was involved and Councillors of the region were invited. With every SC meeting there was an associated event, often co-organised with IUCN’s Regional Office, where IUCN Members and Commission members were invited to participate.

During this intersessional period, the following SC meetings have been organised:

- **Gland, Switzerland (April 2013):** Side-event: introduction to the IUCN Programme and staff, strengthening ties with partners within IUCN. Five Thematic Group leaders were present.
- **Nairobi, Kenya (September 2014):** Side event: Field visits to interact with local partners/communities that IUCN is working with and to experience ecosystem management first hand. A SWOT analysis was made and shared with the partners.
- **Doha, Qatar (April 2014):** CEM co-organised the 2nd International Forum of the Qur’anic Botanic Garden entitled: “Islamic Perspectives on Ecosystem Management”. The Forum was dedicated to the memory of Kamal Batanouny, former Steering Committee member and Regional Chair who also was a great personal friend of the Chair. Proceedings will be available at the World Conservation Congress in Hawai’i.
- **Rarotonga, Cook Islands (October 2014):** Side event: study into the water-forest plantations interaction on Mangaia Island. A SWOT analysis was made and Hydrologist/CEM member Rob van der Weert visited the island, resulting in the report “Impact of Forest Plantations on Water Resources and Erosion on the Island of Mangaia (Cook Islands)”. The report served as important input for the policy discussions on the water situation in Mangaia.
- **Turrialba, Costa Rica (April 2015):** Side event co-organised with IUCN Member CATIE: introduction and training on the methodology of the Red List of Ecosystems, by CEM member Tina Oliveira-Miranda from Venezuela.
- **Beijing, China (October 2015):** Side-event: 1st World Forum on Ecosystem Governance. This forum has been a major CEM event and a great success as demonstrated by the
fact that the Government of China wants to organise a 2nd WFEG, preferably already in 2017. See box.

- **Santo Domingo, Dominican Republic (March 2016):** Side-event: Sierra de Bahoruco National Park field visit and consultation workshop, hosted by Grupo Jaragua. The report of the workshop served as important input to attract the attention of the Government to the conservation of this important area for biodiversity and ecosystem services.

In the different CEM regions more activities were organised. Regional Chairs usually are the first to be contacted by the IUCN offices of that region and funds and time permitting, they attend the meetings of IUCN Regional and National Committees. Within the FASU approach they are essential elements to integrate our Commission with the work of other members of the IUCN family.

A few examples out of many:

- The Regional Chair of the **West Asia** Region, Zaheer Khan, set up a series of training courses on Ecosystem Management in the Gulf States.
- The internal communications system for the CEM region of **North America** and the non-Spanish-speaking Caribbean has been an example for other regions. Charlotte Moser actively promotes cross-fertilisation among thematic groups of special interest for “her” region, such as the islands group for the Caribbean.
- In **South America**, Andrea Michelson makes excellent use of modern communication tools to organise webinar-type exchanges between CEM members on topics relevant for the region.
- In the African regions it is more difficult to mobilise the membership. Internet facilities often don’t function very well or are even lacking. Motivation of experts to become a Commission member is a problem too. Birgy Lamizana analysed the situation and wrote a short note about it: “Volunteerism in Africa”. However, this does not mean that nothing is happening. For instance, Regional Chairs (Hillary Masundire for East and Southern Africa, Jean-Marie Ouadba for West Africa, Jean Ngog Nje for Central Africa and Brahim Haddane for North Africa) attend regional events where they provide input on behalf of CEM.
- The Regional Chairs for **Western Europe and Eastern Europe and Central Asia** (Jabier Ruiz-Mirazo and Kalev Sepp) are regularly consulted by the directors and staff of the IUCN offices in Brussels, Beograd and Malaga.
- **Yu Xiubo**, the Regional Chair for **North-East Asia** invited the Chair of CEM to give a lecture at the Chinese Academy of Science.
- **Peter Smith**, Regional Chair for **Oceania**, is always apologising for not being more active. But, he is very actively strengthening CEM in the region and stimulating his members to take part in the implementation of regional CEM activities such as recently in the Solomon Islands.
- **Madhav Karki** for **South Asia** is not only a great scientist, he is also a tireless promoter of the Commission in the region, for instance within the framework of IPBES.
- Given the background of **Sansanee Choowaew**, Chair of **South-East Asia**, it is no surprise that the activities in this region have been focussing on wetlands and wetland management.
- In **Meso-America and the Spanish-speaking Caribbean** Bernal Herrera is the Regional Chair, and he is – like the other Regional Chairs from the Western Hemisphere – a very active one. In this region, collaboration between regional networks and CEM thematic groups has been very productive, e.g. with the Ecosystem Services Partnership, on the Ecosystem-based Approach to Climate Change, on Connectivity, and on the Red List of Ecosystems.
7. **Finances**

At this point I would like to thank Julia Marton-Lefèvre, IUCN’s former Director General, and IUCN’s Council, notably its Finance and Audit Committee (FAC) for their support. Julia was not only a champion of the One Union, One Programme initiative, but she also promoted the role of Commissions within the Union. Thanks to Julia and Council, we saw our budget regularly increased.

I would also like to thank my colleagues, the Chairs of other Commissions. The discussion about the distribution of the Commission Operating Fund (COF) across the six Commissions always took place in good harmony, providing a basis for fruitful cooperation on the content of conservation matters.

Commissions have shown to be effective fund raisers, and CEM is no exception. When larger amounts of funding are raised for activities initiated by CEM, the contract and its implementation are handled by the Secretariat. This has been and still is the case for the Red List of Ecosystems, Disaster Risk Reduction, Ecosystem-based Adaptation to Climate Change, and a few more.

In other situations, Commission networks (thematic or regional), have received donations to organise typical Commission activities like co-organising training sessions, workshops, producing documents with lessons learned, etc. The funds involved with these activities are usually handled by the partners with which we co-organise the activity and therefore it is not easy to give an exact figure of how much CEM/IUCN benefits in financial terms. It is undoubtedly substantial, and probably more than doubles the COF. Of course the most important contribution comes from the CEM members themselves. A conservative estimate of the value of their expert time made available voluntarily easily surpasses US$ 1 million per annum.
1. Vision

A global community that loves and values nature

2. Mission

We enable the global community to effectively communicate and use knowledge to create positive conservation change.

3. Objective(s)

The Commission on Education and Communication (CEC) contributes extensively to the IUCN Quadrennial Programme 2013–2016 by focusing on three key areas:

- Valuing and conserving nature;
- Effective and equitable governance of nature’s use; and
- Deploying nature-based solutions to global challenges.

Specific objectives include:

- *Strategic Plan for Biodiversity Aichi Target 1*—Lead IUCN’s work on Aichi Target 1 of the Strategic Plan for Biodiversity of the Convention on Biological Diversity (CBD)
- *IUCN Capacity Development*—Operationalize IUCN’s capacity development to deliver the IUCN Programme
- *Nature-based Solutions to Global Challenges*: Promote nature-based solutions within and beyond the conservation community
- *CEC Network Development*: Develop a globally active CEC network to support programme implementation

4. Priorities and Achievements

From working more closely with the World Commission on Protected Areas (WCPA) to contributing to the successful World Parks Congress, to engaging with new partners such as NASA, to implementing a strategy to reconnect people with nature through the global #NatureforAll campaign, CEC has enjoyed an active four years supporting the One Programme:
Strategic Plan for Biodiversity Aichi Target 1

CEC Result: Lead IUCN’s work on Aichi Target 1 of the Strategic Plan for Biodiversity of the Convention on Biological Diversity (CBD)

As the lead on IUCN’s work on Aichi Target 1 of the Strategic Plan of the Convention on Biological Diversity, CEC sought to 1) influence policy makers and practitioners, and 2) create a foundation for large-scale global campaigns. Specific contributions include:

- **#NatureForAll** is a global movement to Inspire a New Generation (ING) of thinkers and doers across all sectors of society to connect with nature and to take action to support its conservation. A joint taskforce between CEC and WCPA on #NatureForAll was created in 2015 to plan and deliver on the Promise of Sydney through the objectives of Stream 8 of the IUCN World Parks Congress 2014, on ING. As a result, the joint CEC-WCPA Task Force recommended that ING evolves to #NatureForAll from 2016. This name has had unanimous support from a selection of partners and test focus groups. #NatureForAll will be officially launched at the World Conservation Congress. Leading up to the launch, #NatureForAll produced a detailed overview of the vision and framework, an Evidence Fact sheets, animation video, and a social media campaign to inform and to get a wide range of partners involved.

- **Inspiring a New Generation**—CEC partnered with WCPA, the IUCN Task Force on Intergenerational Partnership for Sustainability (IUCN IPS), and Parks Canada at the Sydney 2014 World Parks Congress on Stream 8 – Inspiring a new generation (ING). The overall ING stream is divided into the following three sub-streams: Rediscovering Nature (led by Parks Canada); connecting children to nature (led by CEC); and Empowering Inspired Young Professionals (led by a network of young professionals). In 2015, a North American Summit was held to refine, at a regional level, a series of action steps for ING that were specific to North America, which was led by the Brandwein Institute, in partnership with CEC and WCPA. During this summit, the IUCN-CEC and WCPA Task Force on ING announced a global initiative #NatureForAll.

- **Further promoting Love, Not Loss**—In China, CEC teamed up with WildAid China to bring positive proactive messages of biodiversity conservation by delivering the video message of Love, Not Loss to over 30 airports throughout China. In addition, the Love, Not Loss video was also translated into Hebrew, Turkish and Chinese by CEC volunteers.

- **CEC E-Learning Courses**—CEC launched a free online learning platform called Frogleaps, which offers easy-to-follow courses that aim to improve practitioners’ ability to communicate biodiversity. Courses include “Strategic Communication,” “Storytelling,” “Conservation Psychology” and “Design for Behaviour Change.” The courses have been translated into Spanish in 2014, and the French translation will be completed by December 2016. The request for translation emerged after CEC participated in the Great Green Wall stakeholders meeting in March 2014 and delivered strategic communication training for over 30 participants.

- **Education for Sustainable Development**—IUCN, represented through its CEC, is a formal partner of the UNESCO Global Action Programme (GAP) on Education for Sustainable Development (ESD). CEC attended and organised various workshops,
meetings and conferences that explored how ESD can play a catalytic role in achieving the Strategic Plan for Biodiversity 2011–2020.

- **CEC-Alcoa Foundation “Powered by Nature Awards”—** CEC partnered with ALCOA Foundation, with the support of the IUCN European Union Representative Office and with the leadership of CEC member, Wiebke Herding, in creating an award scheme for European students to co-create a social media campaign on energy and nature. The creators of the best campaign concepts were invited to a 5-day retreat on 26–30 August 2013 in Starnmeer, the Netherlands, during which they jointly created and launched the social media campaign “Better in the Dark”.

- **CEC Thought Leaders Deep Dive—** CEC convened 25 experts from IUCN, its Commissions and from the social science field to discuss how IUCN can practically and substantively engage in furthering the human and social dimensions of biodiversity conservation currently advanced under the UNCBD. The point of departure of the meeting was The Role of Social Sciences in Achieving the Strategic Plan for Biodiversity 2011–2020 and its Aichi Targets, a background paper created for the Trondheim Conference on Biodiversity.

- **Conference Representations—** Throughout the last four years, CEC members activity participated in various international gatherings including, the Trondheim Conference on Ecology and Economy for Sustainable Development, the United Nations Conventions on Desertification, Climate Change and Biodiversity, and many others.

- **Sanctuary: Exploring the World’s Protected Areas from Space—** CEC and WCPA experts contributed to a book supported by NASA (National Aeronautics and Space Administration) that provides a new view of conservation. The book was launched at the 2014 World Parks Congress.

**IUCN Capacity Development**

**CEC Result:** Operationalise IUCN’s capacity development to deliver the IUCN Programme

Regarding the area of capacity development, it is important to note that management changes to refocus Secretariat efforts on knowledge products and CEC re-alignment with the Global Communications Unit as a focal point impeded further progress in this area.

**Specific activities:**

- **Professional Updating Sessions for Councillors—** CEC, in conjunction with the IUCN Secretariat, held two professional updating sessions for Councillors under the themes ‘Communicating IUCN’ and ‘Conveying the IUCN message as a Councillor’ in January and November 2013 respectively. Both sessions aimed to provide Councillors with the skills and resources necessary to effectively communicate IUCN’s mission and progress. Practical and interactive sessions included such topics as interview skills and developing ‘elevator pitches.’

- **“Voices for Nature”—** CEC coordinated the design, development and printing of the Commission brochure “Voices for Nature, IUCN Commissions working together for people and nature” to better source funding opportunities.
• **IUCN Regional Office support**—CEC signed Memorandum of Understandings with ESARO (Eastern and Southern Africa Regional Office) and PACO (West and Central Africa Programme) to formalise collaboration and communication support. For ESARO, CEC designed and facilitated interactive stakeholder workshops and focus groups to document lessons learnt on two climate resilience projects in Kenya and Uganda. Final products included books and video documentaries. For PACO and Meso and South America, communications training was conducted based on the Frogleaps course.

*Nature-based Solutions to Global Challenges*

**CEC Result:**

**Specific activities:**

• **Communicating the value for Nature**—CEC continues to give support to the IUCN communications campaign on Nature-based Solutions to Global Challenges, including on economic and social benefits, positioning IUCN as a global leader on promoting nature-based solutions, and driving new funding opportunities for IUCN. Together with support to the Eastern and Southern Africa Regional Office (ESARO) as well as the Asia Regional Office, CEC assisted ESARO with documenting lessons learned on two projects in Kenya and Uganda. Both projects were based on the IUCN resilience framework. Final products included two books “Stewards Rising” and “Think Nature,” promotional videos and an educational video on using nature-based solutions to mitigate environmental problems.

• **Infographic**—CEC continues to collaborate with the Commission on Ecosystem Management and ESARO on Nature-Based Solutions Infographics. The infographics are aimed at ‘pocket’ information guides for local officers charged with implementing the resilience framework.

**CEC Network Development**

**CEC Result:** Develop a globally active CEC network to support programme implementation

**Specific activities:**

• **Regional Engagement**—Demand-led support and advice was given to various Commissions, including SSC (working groups), WCPA (various streams and collaborations), WCEL and regional offices. Other regional engagement meetings were conducted in various parts of the world, including South America, Meso America, China, Zambia, Kenya, Seychelles, and Namibia. CEC members also represented CEC at the IUCN Regional Conservation Fora.

• **Membership Engagement Platform & Social Media**—In 2014, CEC created a new platform – [www.CECTalksNature.org](http://www.CECTalksNature.org) – for members to share and exchange views and to better engage people in the conversation. In addition, CEC also ramped up its social media channels. These platforms allowed for two-way conversations. As a result, and as the analytics indicate, engagement increased with an average of 150 visits per day to the news blog. CEC’s Facebook page has increased by over 5000% while Twitter followers increased by 450%.
• **CEC Logo Contest**—CEC called for submissions from members for the design of a new logo to be used internationally to communicate the organisation’s brand identity. More than 40 submissions were received from members around the world. The final CEC logo was chosen by a small committee of members.

• **Communications Training**—CEC held strategic communication, storytelling and conservation psychology training courses in various countries, including for twelve communication officers of the Great Green Wall for the Sahara and the Sahel Initiative in Burkina Faso, and in Spain for Park Managers. CEPA training has also been completed in China, Japan, Spain, Indonesia and Sri Lanka. In China, this training was completed in collaboration with the China Environmental Center of the Ministry of Environment. In Japan, it was completed in collaboration with CEPA Japan.

• **Communications Roundtable**—A select group of CEC members along with leading communication experts based in the Washington, DC area came together to share their knowledge, ideas, and experiences in driving behavioural change. Hosted at the Pew Charitable Trusts in 2014, the World Wildlife Fund, Conservation International, RARE, IUCN-US, and ResilienceNow representatives were all part of a unique group of conservation communicators that participated at the meeting.

• **CEC Members’ Survey**—In January 2016, CEC conducted an online members’ survey to understand their expectations, interests and expertise, and to help direct the CEC Mandate and Strategic Plan for 2017–2020. The survey was sent to all 1,300+ members via email and had a response rate of 16%. In addition, CEC also conducted face-to-face Skype interviews with IUCN leadership, Commission Chairs, Regional Directors, programme staff at Headquarters and in the regions, the CEC Steering Committee, two focus groups with IUCN staff, and a representative sample of CEC members provided by the CEC leadership. These interviews were the underpinnings for four CEC Strategic Meetings to formulate the new mandate and to outline a strategic plan.

5. **Structure/Governance**

CEC is a global network of practitioners and experts active in strategic communication and marketing, education and learning for sustainable development, change management, capacity development, and behavioural and conservation psychology.

The Commission Steering Committee 2013–2016 was initially comprised of nine members:

- Juliane Zeidler (Chair – Germany),
- Nancy Colleton (Deputy Chair – United States of America),
- David Ainsworth (Canada),
- Wendy Goldstein (Australia),
- Frits Hesselink (CEC Chair Emeritus, 1994–2000 – The Netherlands),
- Hanying Li (China),
- Grace Mwaura (Intergeneration Partnership representative – Kenya),
- Louisa Nakanuku-Diggs (Namibia), and

In February 2015, Wendy Goldstein, Frits Hesselink, Grace Mwaura and Keith Wheeler stepped down and were replaced with:
Jennifer Barrett (United States of America),
Viviana Mourra (Colombia),
Eric Phu (Australia), and
Peter Paul van Kempen (The Netherlands).

In addition, Ana Julia Gómez (Argentina) was appointed as the CEC representative for South America.

In May 2016, Juliane Zeidler stepped down due to medical reasons. Deputy Chair, Nancy Colleton, took over the formal functions as Acting Chair until the World Conservation Congress in accordance with Article 46 of the IUCN Regulations.

Mr Ricardo Tejada, Director, IUCN Global Communications, serves as the CEC focal point. CEC has voiced concern over reasonable administrative and technical support from the Secretariat. Although this situation has improved in the last several months, current administrative support is temporary and more support (at the P2 level) is needed.

Dr Juliane Zeidler has served as an active member of the Council, participating on the Programme and Policy Committee, Congress Preparatory Committee, and Gender Task Force. Deputy Chair, Nancy Colleton, also attends Council meetings, serves as the co-chair of the Intergenerational Task Force along with Council member, Michael Hošek. CEC has also actively engaged with other Commissions and Chairs, including the CEC / WCPA #NatureForAll Task Force.

**Membership numbers**

In the past four years, CEC membership has increased by 30 percent. The majority of members are from Western Europe, South and East Asia, North America and Africa respectively. Members remained largely interested in CEPA (Communication, Education, Participation and Awareness) activities, followed by Education for Sustainable Development.
6. Structure/Governance

As CEC Chair through April 2016, Dr Juliane Zeidler directed the financial management of the Commission, including planning and implementation of all contracts, invoices and other expenditures.

Over the last four years, CEC has received an average of CHF 215,750 annually. The amount of the Commission Operation Fund is determined by the Council annually. Funds do not carry over from year-to-year.

At the time of this report, Acting Chair, Nancy Colleton, prepared a budget for the remaining five months of the term including specific requirements related to the World Conservation Congress. This information has been reviewed with the Steering Committee. Ms Colleton also works with the current Secretariat Focal Point and Membership Liaison to ensure the quick and efficient processing of invoices and reports.
1. **Mission**

To contribute to the IUCN Mission by providing insights and expertise and promoting policies and action to harmonise the conservation of nature with the crucial socioeconomic and cultural concerns of human communities—such as livelihoods, human rights and responsibilities, human development, security, equity, and the fair and effective governance and equitable sharing of natural resources.

2. **Vision**

A world where equity is at the root of a dynamic harmony between peoples and nature, as well as among peoples. Where diversity, productivity and integrity of natural systems is respected and where production and consumption patterns are sustainable. A world where cultural diversity is intertwined with biological diversity and together generate abundant and sustainable livelihoods opportunities.

3. **Objectives and strategic approaches**

CEESP undertakes its Mission through engaging its Members’ policy and field-based expertise to:

3.1. Identify, analyse and learn from policies and practices at the interface between conservation of nature and the crucial socioeconomic and cultural concerns of human communities, with particular attention to indigenous peoples and local communities.

3.2 Advance innovative applied research and provide timely responses to environmental and social crises identified by CEESP members, IUCN Members, Secretariat, Commissions and partners in the field—such as weak or ineffective governance of natural resources, food insecurity, loss of bio-cultural diversity and climate change.

3.3 Foster a holistic approach to nature conservation across IUCN, embracing complexities and promoting dialogue and collaborative learning based on cultural and social values and on knowledge and experience from diverse regions, communities, genders and ages.

3.4. Influence the values, policies and practices of public, private and civil society institutions and organisations regarding the conservation of nature, the promotion of bio-cultural diversity and the sustainable and equitable use of natural resources and to promote, demonstrate, articulate and link effective and equitable field-based and policy solutions in these areas.

3.5. Enhance the capacity of IUCN and contribute to implementing the IUCN Programme by collaborating with the IUCN Secretariat, Commissions and IUCN Members bridging the experience and skills of experts and scientists from diverse cultures.
4. Achievements

CEESP contributes to the IUCN Mission and global programme and also works on additional issues within the technical sphere of CEESP’s mandate. For the purpose of this report to the World Conservation Congress Members’ Assembly, CEESP’s achievements for the period 2013–2016 are grouped under the four programme priorities listed in the CEESP Mandate (Sections 4A-4D) as well as under specific work areas (Sections 4D-4K). Acronyms of CEESP Themes and Specialist Groups are explained in Appendix A of this Report.

4.A Development and promotion of a conservation ethic that supports diverse knowledge systems and values, delivers rights-based and equitable conservation with improved governance of natural resources and tangible livelihoods benefits, and links biological diversity with the cultural dimensions of nature conservation with a focus on the rights of indigenous peoples and local communities

4.A.1 Framework for Nature Conservation and Protected Areas in the Pacific Islands 2014–2020: In 2013, CEESP Theme on Culture and Conservation (TCC) commissioned a cultural audit/review of the Action Strategy for Nature Conservation and Protected Areas in the Pacific Islands region 2008–2012 to better integrate indigenous and local community interests and cultural dimensions into conservation work in the Pacific Islands. The review considered projects in three countries on the ground and discussed approaches and weaknesses in conservation policy and programming in the region under the Plan. The review was funded by the Secretariat of the Pacific Regional Environment Programme (SPREP) and was essential in providing a basis for much stronger language in the Framework’s goals, objectives and planned activities around 1) community participation in and management of conservation; 2) acknowledgement of the indivisibility of cultural and natural heritage; 3) the need for adapted community livelihood opportunities in conservation policy and programming, and 4) the fundamental role of traditional knowledge and skills in conservation. The Framework was launched by SPREP at the Small Islands Developing States (SIDS) Conference organised by the UN in Samoa in September 2014 and is the guiding document for the Pacific Islands Round Table on Nature Conservation (PIRT) which brings together the conservation community in the Pacific Islands as well as other organisations such as the Pacific Community (SPC) and the University of the South Pacific. The Framework content has directly and indirectly increased collaboration between conservation and cultural policy and programming in the region, and is fundamental to contributing towards a new conservation ethic in this region.

4.A.2 Conflict-sensitive Adaptation: Use Human Rights to Build Social and Environmental Resilience: In 2013–2014 the Theme on Environment, Conflict and Security (TECS), in collaboration with IUCN Member Indigenous Peoples of Africa Action Committee (IPACC), developed and published a set of ten policy briefs that focus on Conflict-sensitive Adaptation: Use Human Rights to Build Social and Environmental Resilience. The briefs start from the premise that making adaptation conflict sensitive must be a priority for developing regions as climate change could increase conflict by multiplying existing conflict stressors. Such stressors include economic, social and political inequity, economic contraction, and disrupted food and water supplies that amplify competition for scarce resources and dissatisfaction. Ironically, adaptation strategies can, if poorly planned, aggravate these negative trends, making it increasingly difficult to achieve development goals and human security. Pre-existing factors such as weak tenure, gender inequality and the marginalisation of indigenous people can contribute to adaptation choices that favour one group over another. The absence of inclusive governance incorporating legitimate processes for making decisions and resolving differences can compound this situation. By putting human rights at the centre of adaptation planning and actions, governments and other actors can help avoid conflict and be effective in reducing human vulnerability, building resilience and enhancing human security. This set of briefs discusses these links and provides guidance on how to make this
goal achievable; this includes a focus on better conflict assessment, legal and policy improvements including in tenure, better social inclusion through learning, respect for women’s rights, and indigenous knowledge.

4.A.3 Integrating Traditional Knowledge into IUCN Knowledge Products: The Sustainable Use and Livelihoods Specialist Group (SULi) has been leading an effort to develop understanding and guidance on integrating traditional knowledge into Red List assessments. A Discussion Paper was produced and guidance will be reviewed and debated at the World Conservation Congress.

4.A.4 Gender Mainstreaming: CEESP’s Asia Regional Vice Chair is Co-Chair of the Gender Advisory Panel of the Mangroves for the Future Programme (MFF). She has provided guidance on the mainstreaming of gender in the Strategic Framework for Action of the MFF through a range of initiatives including conducting a training session on gender integration at the project cycle level, for the Small Grants Project grantees in Pakistan.

4.A.5 Promoting Al Hima: „Al Hima” is an Arabic term for protected area or a preserved place. It signifies a natural area such as grasslands and wetlands set aside permanently or seasonally for local communities to protect from over exploitation in the interest of protecting biodiversity and economic well-being. CEESP has been supporting the revival of this traditional conservation and resource management through the participation of the Regional Vice Chair in some key events. These include: the IUCN Hima Forum held in May 2014 where the forum developed a road map for strengthening investment and building capacity for scale-up of Hima throughout the West Asia region; participation in the Hima workshop at the World Parks Congress (WPC) and supporting the drafting of a concept for knowledge repository/Hima toolkit. The toolkit is currently under development and when completed will be mainly designed for practitioners working in dryland restoration.

4.A.6 Respecting Indigenous and Traditional Knowledge and Culture at the World Parks Congress (WPC): In 2014, CEESP together with United Nations University’s Traditional Knowledge Program, and IUCN indigenous Member organizations Sotzil, NAILSMA and IPACC organised WPC Stream 7, “Respecting Indigenous and Traditional Peoples Knowledge and Culture.” This was the first time a stream for WPC was organised by indigenous peoples. The stream focused on the role of traditional and indigenous knowledge and practices, as well as recognised cultural and spiritual values, in sustaining and enhancing the socio-environmental resilience of indigenous peoples and local communities and the lands and seas they care for. This stream engaged members of indigenous peoples and local communities, governments, non-governmental and international organisations, and the private sector to collaborate in recognising and enhancing the role of indigenous and local communities in protected area management. Additionally, CEESP organised and hosted an orientation session before WPC for indigenous peoples to support them in their engagement there.

4.A.7 World Heritage and Small Islands Developing States (SIDS): CEESP Theme TCC had a comprehensive programme of work relating to World Heritage in SIDS, particularly in the Pacific region. In 2014 at the 3rd UN Conference for SIDS, policy makers and Cultural and Natural Heritage Site Managers from various regions were brought together to support SIDS’ efforts to develop and strengthen national and regional cultural activities as part of their sustainable development. This is an objective of the Regional Culture Strategy: Investing in Pacific Cultures 2010–2020 endorsed by Pacific Ministers of Culture for which both TCC Co-Chairs have been heavily involved since its inception. The Interventions from SIDS conference are important for future public-private partnerships to support activities in SIDS for exchanges between regions in the Caribbean and the Pacific, for example, and as a lead up to 2015 and the UN General Assembly which adopted 17 Sustainable Development Goals (SDGs). On 14 December 2015 resolution A/C.2/70/L.59 affirmed culture’s
contribution to the three dimensions of sustainable development; acknowledged the natural and cultural diversity of the world; and recognised that cultures and civilizations are crucial enablers of sustainable development.

4.B  Increased use of rights-based approaches to natural resource management and governance that promotes social and cultural equity, indigenous peoples' self-determination, community governance, sustainable livelihoods and human security

4.B.1  IUCN's Implementation of the UN Declaration on the Rights of Indigenous Peoples (DRIP): CEESP has worked closely with IUCN's Senior Social Policy Advisor to provide a range of reports to the IUCN Council and UN Permanent Forum on Indigenous Peoples on IUCN's implementation of the UN-DRIP, including indigenous participation in IUCN programmes and Commissions, and on the implications of the principle of free, prior informed consent (FPIC) in IUCN's work. CEESP also contributed to IUCN's response to the UN Special Rapporteur on Indigenous Issues questionnaire on Conservation about the Rights of Indigenous Peoples for a Report she intends to publish and met with the Special Rapporteur during the 15th Session of the UNPFII.


4.B.3  Empowering and supporting indigenous peoples and local communities in responses to global illegal wildlife trade: Addressing the current surge of increasingly organised illegal wildlife trade (IWT) that is threatening species worldwide is a high global priority. However, much of the response to this threat has been dominated by consideration of law enforcement and demand reduction, with policy commitments concerned with communities and sustainable livelihoods remaining rather vague and implementation often weak. SULi has been working with TRAFFIC and the International Institute for Environment and Development with a range of other partners including IUCN Regional Programmes and Members to build understanding of when and how approaches that empower indigenous peoples and local communities and/or increase their benefits from conservation can effectively reduce IWT. These efforts have included a global symposium *Beyond Enforcement: Governance, communities, incentives and sustainable use in combating wildlife crime* in Muldersdrift in February 2015 (report at http://pubs.iied.org/G03903.html; briefing paper at http://pubs.iied.org/17293IIED.html), a regional workshop for West and Central Africa in Cameroon in February 2016, a regional workshop for Asia currently in development, and engagement with policy makers through events held at CITES meetings and in the European Parliament, with support particularly from GIZ, USAID and the Austrian Ministry of Environment. Several publications from this work have been submitted to leading academic publications and are currently in review.

4.B.4  Conservation and Indigenous Peoples in Meso-America: CEESP Theme on Governance, Equity and Rights (TGER) supported the development of a guide on *Conservation and Indigenous Peoples in Mesoamerica*, led by the Indian Law Resource Center and published in 2015. This guide is intended to educate conservation actors, including government agencies and non-governmental organisations, about the legal rights
of indigenous peoples and how to work with them as collective rights-holders and equal partners to protect the environment.

4.B.5 Connecting Practice: Defining New Methods and Strategies to Support Nature and Culture Through Engagement in the World Heritage Convention: CEESP Theme on Indigenous Peoples, Local Communities, Equity and Protected Areas (TILCEPA) provided input for special programmes related to bridging the gap between nature and culture in World Heritage, rights-based approaches and the Natural Resources Governance Framework (NRGB). TILCEPA attended the Expert Workshop at the International Academy for Nature Conservation, Isle of Vilm, Germany, in March 2015. The aim of the expert group meeting was to develop strategies and methods for creating better understanding among IUCN, ICOMOS and ICCROM members on the intricate relationship between nature and culture in the context of World Heritage.

4.B.6 Whakatane Mechanism: The Whatakane Mechanism (WM) is an outcome of the 2011 CEESP ‘Sharing Power’ conference that was held in Whakatane, New Zealand and is a mechanism for promoting rights-based conservation through redressing historical injustices, including by securing communities’ rights to their lands and territories. The WM uses IUCN’s convening role to bring together stakeholders involved in conflicts relating to the designation or implementation of protected areas by providing independent guidance, proposing solutions and where possible implementing them. It is led by IUCN Member organisation, the Forest Peoples Programme, with support from Conservation International, the Secretariat and CEESP. Three pilot assessments are in progress in Kenya, Thailand, and the Democratic Republic of Congo, with another in preparation stages in Indonesia. The WM has already yielded positive results and dialogue between communities, government and broader stakeholders, as well as lessons learned such as the importance of acknowledging it cannot be a one-off meeting, but rather is part of a much longer-term process.

4.B.7 Land rights and conservation: CEESP Theme TGER is leading an alliance of members working on community land rights and conservation, including preparation of four country briefs highlighting recommendations for strengthening land rights as they relate to conservation, and a CEESP-sponsored workshop at the World Conservation Congress to generate awareness and support for these national efforts.

4.C Nature-based solutions to global challenges—such as climate change, conversion of forests and farmland to mono-crops, including biofuels projects, food insecurity, poverty, inequitable economic and social development—that are underpinned by economic policies that reinforce sustainability, social equity and environmental integrity

4.C.1 Use and trade of wild resources: Use of wild species and habitats continues to provide a considerable proportion of the livelihood needs of poor rural communities in particular, and is important economically, socially and culturally to many populations. Use and trade is a two-edged sword — raising risks of overexploitation and population declines but also providing benefits to people that can provide powerful incentives for conservation of species and habitats. SULi has been working to highlight and articulate the role of sustainable management of wildlife in meeting human needs while conserving biodiversity, as the lead for the IUCN in the Collaborative Partnership on Wildlife (CPW) (http://www.fao.org/forestry/wildlife-partnership/en/). The CPW has produced five factsheets in an ongoing series on sustainable wildlife management, including on its relationship to food security, to livestock health, and in addressing human-wildlife conflict. SULi has also been working extensively on wildlife trade, particularly in seeking to improve understanding of how to achieve conservation and livelihood benefits from legal and sustainable trade. With the International Trade Centre, SULi developed an analytical framework to help practitioners, researchers, policy makers and others determine how conservation and livelihoods can be
safeguarded and promoted in international supply chains for wild plant and animal products. This framework addresses factors at four level – the resource, the governance context, the supply chain and the end demand, and was disseminated among relevant audiences, including a presentation at CITES meetings. This is now being built on to analyse particular problems and opportunities in specific wild product trade chains in an event at the World Conservation Congress.

4.C.2 Economic drivers of environmental degradation: Building on the successful 18th Issue of Policy Matters, “Macroeconomic Policies, Livelihoods and Sustainability”, CEESP Theme on Environment, Macro-Economics, Trade and Investment (TEMTI) developed some initiatives during the 2013–2016 term looking specifically at the issue of economic drivers. These have included applied research, peer reviewed papers and publications, training sessions, presentations to Regional Conservation Fora and to the IUCN Council. Acknowledgment by IUCN of the importance of the analysis of economic drivers has been a major objective of CEESP.

4.C.3 Economic Perspectives on Global Sustainability: TEMTI produced a series of eight working papers covering key issues such as: the Rio+20 conference; South-South foreign direct investment in environmentally-sensitive sectors; global policy reforms and the food crisis; macroeconomic and sector level economic policies and their impact on poverty and inequality in sub-Saharan African countries; the political economy of natural resources in the context of the financial crisis; market-based mechanisms for climate change mitigation, including financial mechanisms, carbon trading, and technological change in coal energy and biofuels; carbon accounting and forest management in the Amazon.

4.D Enhanced capacity of civil society, governments and the private sector to ensure corporate social and environmental accountability and reduce the negative impact of industries on climate, bio-cultural diversity and food security

4.D.1 A Global Assessment of the Environmental and Social Impacts Caused by the Production of Biofuels: In November 2013 CEESP established a new Cross-Theme Biofuels Task Force. IUCN Resolution 5.088 (Jeju, 2012) had called for a report assessing the environmental and social impacts caused by the production and use of biofuels on a global scale. The Task Force worked with IUCN’s Business and Biodiversity Programme to develop the report, “A Global Assessment of the Environmental and Social Impacts Caused by the Production of Biofuels”, a literature review of articles about biofuels which identified both global trends and existing information gaps. The report found that producing biofuels can cause harmful, often unanticipated impacts on people and the environment and that there is little information available about the impacts of biofuel production on biodiversity which is attributed to the lack of criteria for monitoring impacts in voluntary certification systems. Other findings included concerns about social impacts such as food security, land grabs and human rights abuses.

4.D.2 IUCN and ICMM Dialogue: There has been continuous TSEAPRISE membership in the 12-year “dialogue” between IUCN, its Business and Biodiversity Unit and the International Council on Mining and Mineral Exploration (ICMM) including a joint project to assess if there has been any improvement in the ICMM members’ performance as a result of the dialogue and the Good Practice Guidance for Mining and Biodiversity. In 2013, the IUCN Secretariat and ICMM undertook a project to review the progress made in managing biodiversity among ICMM members from 2003–2013. TSEAPRISE participated in the Project Steering Group. The results were presented at the 2014 World Parks Congress in Sydney and published in the report, Review of ICMM members’ biodiversity performance management since 2003 (2014). The review showed that ICMM members have demonstrated a significant increase in the extent and sophistication of biodiversity management systems over the last 10 years, but there are several areas where more action
is needed. We are hoping that a follow-up study of the biodiversity performance of the on-the-ground mining sites will be undertaken soon.

4.E Knowledge Baskets

4.E.1 The term ‘knowledge baskets’ is inspired by the Maori tradition of the God Tane’s ascent through the twelve heavens to bring back to Earth, three baskets of Knowledge. CEESP proposed the concept of knowledge baskets to IUCN as a way of thinking beyond the language of knowledge ‘products’. For IUCN the term knowledge basket is used as a metaphor for working in a holistic way, valuing ethical, respectful and reciprocal relationships as well as investing in the human social and cultural dimensions of environmental knowledge. The IUCN Council in decision C/82/13 recognised the data underlying IUCN’s flagship knowledge products as global goods and also recognised that these same knowledge products are supported by standards, processes, relationships, capacity building and tools in baskets of knowledge mobilised through IUCN. For further information on the origins of ‘knowledge baskets’ refer: http://www.iucn.org/commissions/commission-environmental-economic-and-social-policy/our-work/knowledge-baskets

4.E.2 Natural Resource Governance Framework

The Natural Resource Governance Framework (NRGF) is an IUCN initiative created for the purpose of providing a robust, inclusive, and credible approach to assessing and strengthening natural resource governance, at multiple levels and in diverse contexts. The overarching goal of NRGF is to: set standards and guidance for decision makers at all levels to make better and more just decisions on the use of natural resources and the distribution of nature’s benefits, following good governance principles, such that improved governance will enhance the contributions of ecosystems and biodiversity to equity and sustainability. The NRGF is hosted by CEESP, working in close collaboration with the IUCN Secretariat and partners across the Union.

4.E.3 The NRGF was launched in 2013 for an initial phase of work. Activities have focused on developing core concepts, frameworks and tools; generating knowledge on natural resource governance issues and approaches—particularly through regional scoping and case studies; building relationships among key actors working on natural resource governance; and engaging with IUCN projects and programmes on rights-based approaches to natural resource governance.

4.E.4 Regional scoping activities have been undertaken in three IUCN regions. Two workshops hosted by the Regional Office for Mesoamerica and the Caribbean, and CEESP-led focus groups at the 2014 Mesoamerican Parks Congress, have contributed to governance needs identification in the region and building of a regional NRGF network. Four case studies have also been completed with indigenous organisation partners. In Sabah, Malaysia, participatory research by partners LEAP, Natural Justice, and the Universiti Teknologi Malaysia has focused on better understanding multi-governance dimensions in RAMSAR sites and supporting more effective, just conservation approaches. A collaborative workshop between the Open Society Initiative for Southern Africa (OSISA) and NRGF held in October 2015 explored synergies and common interests between OSISA’S Environmental Accountability in Extractives work and NRGF development in Southern Africa. These regional scoping activities have been designed and undertaken to deepen understanding of existing governance practice and relationships of power; contribute to further development of NRGF concepts, values and principles; identify and build consensus around priority actions and governance needs; and strengthen the network of actors included in NRGF.

4.E.5 At the global level, the NRGF has developed an initial set of NRG Values and Principles and a series of issue briefs on natural resource governance issues. Ongoing work to develop an overarching Natural Resource Governance Framework, and associated
implementation guidance and conceptual papers, will be completed in the current phase. NRGF is also preparing a report to map out current work on natural resource governance within IUCN thematic programmes, regional programmes and Commissions, based on a survey that was developed and disseminated to programmes and Commissions in April 2016. Together with a meeting held in Gland in January 2016, this work is advancing the development of the NRGF through further engagement with the range of governance-related work in IUCN programmes and identification of opportunities for collaboration. These activities have also reinforced awareness of the centrality of governance for delivery of good conservation, and for IUCN’s work in the next four-year programme.

4.E.6 CEESP collaborated with the World Commission on Environmental Law and IUCN Environmental Law Centre to develop an NRGF legal component. The Law for Sustainability initiative was designed and tested to produce a methodology for evaluating the effectiveness of legal principles for natural resource governance, working with academic partners in six countries.

4.E.7 People in Nature

People in Nature (PIN), formerly known as Human Dependence on Nature (HDN), was established after the Jeju World Congress when IUCN committed to developing a knowledge product to consider the dependence of people on nature as a priority within its 2013–2016 programme of work. CEESP has lead responsibility for the development of PIN through a one programme approach and as a knowledge basket to build understanding of the mutually constituting interrelationships of people in nature. Development and application of PIN has been in line with IUCN’s Policy on Human Rights for Sustainable Development: Mainstreaming Respect for Rights across the Union (IUCN Resolution 5.099, Jeju, 2012).

4.E.8 Since Jeju, a comprehensive programme of work has been carried out. This has included: a scoping project to identify existing IUCN regional and policy programmes and projects that could enable early engagement of PIN with regional offices and IUCN programmes (2013); PIN workshops with relevant programmes and experts to develop a preliminary concept (2014); a series of discussion papers to address conceptual and methodological issues; fieldwork; technical workshops with IUCN’s other knowledge products including the NRGF, conference presentations, a workshop with IUCN indigenous peoples Member organisations as well as the commissioning of a series of technical papers.

4.E.9 People in Nature reported to the IUCN Council in 2015. With decision C/87/21 Council recognised the need for IUCN and the broader conservation community to be equipped to effectively address the knowledge gap on the role that species and ecosystems play in natural resource dependent people’s livelihoods and well-being and decided that “the development of People in Nature remains a high institutional priority as a Knowledge Flagship basket in the lead up to the 2016 IUCN World Conservation Congress and over the 2017–2020 Programme period”.

4.E.10 Going forward, PIN will be focusing on formalising the PIN approach and methods, including written guidance, for PIN assessments and undertaking case studies, for developing a PIN module for indigenous territories, for integrating PIN into IUCN projects and into IUCN’s Environmental and Social Management System (ESMS), and continued integration of PIN with other knowledge products. Integration with knowledge products will include continuing work with the Species Information Service Use and Trade Module to build a digital platform to support aggregation and analysis of information on species and agricultural varieties known to contribute to local and traditional food systems and livelihoods.
4.F Other areas of work in the CEESP Mandate

4.F.1 Religion, Spirituality and Climate Change: In 2012 in Jeju, IUCN Members passed Resolution 5.009 (Jeju, 2012) calling for closer cooperation with faith-based organisations and networks engaged in environmental conservation and climate advocacy. CEESP took on the reporting on this resolution and set up a Specialist Group on Religion, Spirituality, Environmental Conservation and Climate Justice (ReSpECC) which became operational in 2015. In 2015, ReSpECC put together a distinguished panel of religious leaders for the IUCN Pavilion at the UNFCCC climate negotiations in Paris. The event received substantial attention in the media, bringing together representatives of the Vatican, the World Council of Churches, Islamic, Vedic and Buddhist organisations. Throughout 2016, ReSpECC in cooperation with the IUCN Secretariat has been concentrating on setting up a multi-faith High Level Panel for the World Conservation Congress. There will also be a round-table dialogue on spirituality, ethics and mining.

4.G Contribution to international processes

Commission members have been active participants in a wide range of international processes relevant to IUCN and CEESP’s mandate. In some cases, Commission members have participated as part of the IUCN delegation and in other cases they participated as experts, invited speakers, or as part of government or NGO delegations.

4.G.1 Convention on Biological Diversity: SULi leads IUCN’s engagement in the relatively recently launched Collaborative Partnership on Wildlife under the CBD, a body of 13 international organisations (including the CBD, CITES, CMS, FAO, etc.) with a substantive mandate on sustainable wildlife management. The CPW has developed and launched a range of technical publications to advise and influence policy debates in this area, including on bushmeat, food security, human-wildlife conflict, and human-livestock health.

4.G.2 Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES): SULi is active in CITES, particularly focused on two areas: enhancing the conservation and local livelihood benefits of wildlife trade, and increasing attention to community-based responses to illegal wildlife trade. It has developed relevant publications and reports and organised side-events at CITES meetings to present relevant research and insights to CITES Parties and stakeholders.

4.G.3 UN Expert Mechanism on the Rights of Indigenous Peoples (EMRIP): The CEESP Chair contributed as an invited expert to the EMRIP ‘Study on the Promotion and Protection of the Rights of Indigenous Peoples with respect to their Cultural Heritage’ and as an IUCN representative at the Expert’s Workshop on the Review of EMRIP’s mandate.

4.G.4 UN Permanent Forum on Indigenous Issues (UNPFII): CEESP participates in the annual sessions of the UN Permanent Forum on Indigenous Issues. This provides an opportunity to expand CEESP’s outreach to indigenous partners, support IUCN activities and track critical issues important to indigenous peoples. CEESP engaged in dialogues during the 13th session which focused on Principles of good governance consistent with the United Nations Declaration on the Rights of Indigenous Peoples: articles 3 to 6 and 46, where we engaged in a discussion on the Whakatane Mechanism. For the most recent UNPFII session in May 2016, the theme focused on “Indigenous peoples: conflict, peace and resolution.” CEESP also contributed to IUCN’s response to the UN Special Rapporteur on Indigenous Issues questionnaire on Conservation about the Rights of Indigenous Peoples for a Report she intends to publish and met with the Special Rapporteur during the 15th Session of the UNPFII.
4.G.5 Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES): Approximately 15 Commission members including the CEESP Chair were appointed as experts to IPBES Expert Working Groups as well as lead authors for regional assessments and the Report on Pollinators. Members contributed specifically to IPBES’ consideration of traditional knowledge, conceptualising diverse values and valuation of nature’s services, bio-cultural diversity, indigenous participation and stakeholder engagement.

4.G.6 UN Framework Climate Change Convention (UNFCCC): CEESP participated in the IUCN delegation to the UNFCCC. In 2016, this included participation in the Bonn intersessional (APA 1 / SBI 44) in May and preparations for COP22 in Marrakech. The CEESP focus is on social movements being able to access the UNFCCC and engage with IUCN policy developments. The focus is on human rights norms and the role of indigenous peoples in climate adaptation and mitigation. IUCN has a working group on adaptation that links several Commissions with Secretariat staff. This cooperation is most evident in the Nairobi Work Programme on climate vulnerability, impacts and adaptation.

4.G.7 World Intellectual Property Organisation Intergovernmental Committee on Genetic Resources, Traditional Knowledge and Folklore (WIPO-IGC): The CEESP Chair contributed as an invited expert to the WIPO IGC’s 30th session on genetic resources and traditional knowledge. IGC deliberations have hit a stalemate at present and require a rejuvenation of new expertise to move negotiations forward. CEESP can make a valuable contribution to future IGC sessions.

4.G.8 Building Capacity to Support Rights-Based Approaches in the World Heritage Convention is a pilot project led by ICOMOS Norway to develop best practices in RBAs in the context of World Heritage. The TILCEPA Co-Chair presented a case study entitled, Building Capacity to Support Rights-Based Approaches In The World Heritage Convention: Learning From Practice Case Study: Kg. Bundu Tuhan, Kinabalu Park, Sabah, Malaysia. The case study is in the process of being written up as a book chapter which will be published by ICOMOS Norway for distribution during the World Conservation Congress.

4.H Working with IUCN Members, National & Regional Committees

CEESP Steering Committee members work with IUCN Member organisations as much as possible in all aspects of their work. 39% of the CEESP Steering Committee is from IUCN Member organisations. Mobilising efforts at the national level is an area that could be improved both regarding National Committees inviting CEESP participation as well as regarding CEESP being able to provide a representative to each of the National Committees. Highlighted below are some areas of CEESP’s work that have had a particularly strong interaction and collaboration with IUCN Members.

4.H.1 Including Indigenous Peoples’ Organisations in the structure of the Union: CEESP members actively contributed to the implementation of Resolution 4.007 Establishing an Indigenous Peoples’ Organisations (IPO) Membership and Voting Category in IUCN (Jeju, 2012), through providing technical advice, assisting in a report to Council on the status of indigenous peoples’ participation in international organisations and processes, participation in the Council IPO Category Working Group, drafting the definition of IPOs and recommending the creation of a new category C for IPOs as per the Governance Motion WCC-2016-8.2/2 that IUCN Members will be considering at the 2016 Hawaii WCC Congress.

4.H.2 Engaging IUCN Indigenous Member Organisations: CEESP worked closely with the IUCN Secretariat to organise a workshop with IUCN indigenous member organisations (IPO members) in April in Guatemala. The purpose of the meeting was to engage IUCN indigenous member organisations actively in IUCN’s ‘One Programme’ approach and
knowledge baskets, via the People in Nature Knowledge Basket. The workshop focused on
the following items: an introduction to IUCN Knowledge Baskets; People in Nature (PIN) and
the Natural Resource Governance Framework; exploration of the potential usage and
engagement in PIN work and tools, and engagement of IPO members more broadly in IUCN
discussions and programmes. Seven of the current twelve IUCN IPO members were present
at the meeting and have proposed an additional meeting at World Conservation Congress in
Hawaii.

4.H.3 Asia Region (ARO): The Regional Vice Chair for Asia represented CEESP at the Asia
Regional Conservation Forum held in Bangkok in August 2015 where a profile of
Commission membership in Asia was presented. There are 185 members at present, an
increase of 33 members from 2014, in a total of 19 countries in Asia. A roster of expertise
had been developed and sent to the members, which focussed on membership and
engagement and revealed that CEESP members would like to engage with the Commission
in projects and programmes, workshops and training, and research. The diverse expertise
of the members is in the areas of: agriculture, forests, biodiversity, public policy, climate
change, gender, human rights, finance and economics, and poverty. The Regional Vice
Chair is a member of the Executive Committee of the Pakistan National Committee. A
gradual increase in news and information from Asia is visible in the CEESP newsletters.

4.H.4 West Asia Region (ROWA): The Regional Vice Chair for West Asia represented
CEESP at the IUCN ROWA 8th Regional Conservation Forum November 2015, and made a
presentation on the work of the Commission as well as contributing to regional Members'
activities at the Forum. The Regional Vice Chair was also Chair of the Jordanian National
Committee as well as Chair of the West Asia Regional Committee.

4.H.5 East & South Africa Region (ESARO): The Regional Vice Chair for ESARO
contributed to the formulation of the African Union Agenda 2063 (50-year strategic plan for
Africa’s socioeconomic development and technological transformation) as a member of the
African Union core team of experts. Building on that experience, the Regional Vice Chair
initiated and drafted Motion 086 – “Supporting implementation of the African Convention on
the Conservation of Nature and Natural Resources and the African Agenda 2063” for
consideration and adoption by the World Conservation Congress In Hawai'i. Three members
of the CEESP Steering Committee (SC) attended the Regional Conservation Forum and
subsequent programme development.

4.H.6 Europe Region: The Regional Vice Chair for Europe engaged CEESP European
members in the work of the Union by ensuring that their contributions were reflected in the
development of the Implementation Plan of the IUCN Programme 2013–2016 in Europe, the
IUCN Strategy for South-Eastern Europe and the CEESP Mandate 2017–2020. She co-
chaired the IUCN EU Policy Advisory Group and participated in the Working Group on the
Development of European National Committees, ensuring that Commissions were integrated
in this important and influential part of the Union. A specific achievement in this regard, was
the inclusion of Commissions in National Committees, as reflected in the handbook for the
establishment of new National Committees. This has the potential to multiply opportunities
for CEESP members to contribute to our collective purpose at national level. The Regional
Vice Chair also participated in the Regional Conservation Forum in Helsinki. She worked
closely with the Brussels Office in achieving the above and with the Headquarters team
supporting the Commission.

4.H.7 South America Region: The Regional Vice Chair for South America actively
contributed to the conceptual construction within the working group to build the NRGF
including an essay, “Rights of the Mother Earth - What is concept of the rights of Mother
Earth (Pachamama) and why is it Relevant to the NRGF?” The Regional Vice Chair
organised a side event for CEESP members, attending the South America Regional
Conservation Forum to discuss a CEESP Regional Work Plan for South America and to encourage joint work of regional members, in partnership with other constituents in the region. One of the activities of this Work Plan is the development of a regional course on governance of natural resources. The IUCN Regional Office for South America has agreed to work with CEESP to organise this course in partnership with interested universities. This activity is ongoing in its curriculum design phase.

4.I Working with IUCN Commissions – CEESP shares three specialist groups with other Commissions; Sustainable Use and Livelihoods (SULi) with SSC, SG on Indigenous Peoples, Customary & Environmental Laws & Human Rights (SPICEH) with WCEL and the Theme on Indigenous Peoples & Local Communities, Equity and Protected Areas (TILCEPA) with WCPA to varying degrees of success. SULi has proven to be the most effective and active joint Commission initiative. WCPA is restructuring and has indicated they no longer wish to retain TILCEPA – this will likely become a CEESP-only Theme following the Hawai’i Congress. CEESP contributed to the World Species Congress (SSC), the World Ecosystem Governance Forum (CEM), the World Parks Congress (WCPA) and the World Congress on Environmental Law (WCEL).

4.J Emerging Leaders Network
The goals of the CEESP Emerging Leaders Network (ELN) for the quadrennial were to: (1) recognise and support emerging leaders in the structures, policies and activities of CEESP; (2) promote the involvement of youth in the development of CEESP policy and policy making; and (3) foster cross-commission collaboration and participation in CEESP’s four priority areas. These goals were achieved in the following ways: CEESP Emerging Leaders actively participated in supporting the development and delivery of the New Social Compact Cross-Cutting Stream at the World Parks Congress in 2014. ELN members developed the new social compact programme, provided youth speakers in the panel sessions and are now working as co-editors of the next issue of the CEESP Policy Matters journal “From Solutions to Resolutions: A New Social Compact for Just and Effective Conservation of Biocultural Diversity” (goals 1, 2 and 3). The CEESP Emerging Leaders Network has developed and co-supported some events at the Hawaii World Conservation Congress (goals 2 and 3). CEESP Emerging Leaders have participated in the Working Group of the Natural Resources Governance Framework, the development of the CEESP response to Natural Capital and are active members of the IUCN Task Force on Intergenerational Partnership for Sustainability (Goals 1 and 2).

4.K Communications/Publications/Social Media

4.K.1 CEESP newsletter – The CEESP newsletter is a member-focused newsletter with a minimum of 80% of the content generated by Commission members. The newsletters enabled members to share their research, publications, awards, analysis of international conferences and processes. Six editions were published, with over 180 articles published contributed by over 130 Commission members. The CEESP newsletter has provided a valuable platform for active interactions amongst CEESP members. Over the past four years the CEESP newsletter was produced by a range of CEESP members including: Aroha Mead, Nasataran Moossavi, Shalini Dhyani, Ruifei Tang and each edition was published by Nikolasa Biassny-Thule from New Zealand.

4.K.2 Social media – CEESP has also used a range of social media for interacting with members and the wider public to varying degrees of success. The CEESP Facebook page has been the most successful social presence with 1016 members. The CEESP/World Commission on Environmental Law Facebook page on Indigenous Peoples and Customary Law has 351 members and the CEESP Youth page has 316 members. The most successful social media campaign was the CEESP World Parks Congress New Social Compact page which reached over 7000 people at its peak. Many CEESP Steering Committee members
are active on Facebook attracting followers and responses. The members of the CEESP Facebook groups are not necessarily Commission members thus indicating that using social media can bring broader public involvement.

4.K.3  
Publications – The 19th edition of CEESP’s peer-reviewed journal *Policy Matters* was launched at the Asia Regional Office in Bangkok on April 21st 2014. The subject of this edition was ‘Remembering Elinor Ostrom: Her Work and its Contribution to the Theory and Practice of Conservation and Sustainable Natural Resource Management.’ It features contributions from eleven authors covering community and national case studies where Elinor’s design principles had been tested, as well as papers commenting on Elinor’s legacy and contribution to various academic disciplines. The editorial team for this edition was: James Robson, Iain Davidson-Hunt, Alyne Deloney, Gabriela Lichtenstein, Lapologanga Magole and Aroha Te Pareake Mead.

5.K.4  
*Policy Matters* Issues 20 and 21 will be launched at the Hawaii Congress. Issue 20 ‘From Solutions to Resolutions: A New Social Compact for Just and Effective Conservation of Biocultural Diversity’ will encourage thinking on how IUCN and other conservation organisations can more firmly adopt diverse knowledge systems, values and governance to promote a ‘new conservation ethic’, and will provide case studies demonstrating the universal need for dialogue, critical action and reflection on actual implementation processes. During the 2014 World Parks Congress six New Social Compact dialogues were carried out with diverse stakeholders to discuss challenges related to governance, rights, resources and extraction. This issue will provide case studies from the Philippines, China, India, Tanzania, Kenya, South Africa, Democratic Republic of Congo, Costa Rica and Canada, demonstrating the universal need for dialogue, critical action and reflection on actual implementation processes. The editorial team is Trisha Kehaulani Watson, Catie Burlando, Caroline Seagle, Leilani Doktor, Meher Norshiwani, Amran Hamza and Aroha Mead.

4.K.5  
*Policy Matters* Issue 21 ‘Certification and Biodiversity – How Voluntary Certification Standards impact biodiversity and human livelihoods’ presents case studies that demonstrate a positive (or negative) impact on biodiversity and associated human livelihoods of various certification standards, providing recommendations and lessons learned from certification. The issue provides insights for policy makers, NGOs, certification organisations, the private sector, and the general public. The editorial team is Diana Shand, Pavel Castka, Danna Leaman, Doris Cellarius, Tim Healy, Marina Rosales Benites de Franco, Anastasia Timoshyna, Aroha Te Pareake Mead and John Robinson.

5.  Structure and Governance

5.1  
**Structure:** The work of the Commission is organised into Regions, Themes and some Specialist Groups (SG) or Task Forces linked to the Themes. All members of the Commission can join up to three Themes/SGs. The Regions, Themes and Specialist Groups of the Commission and their respective Chairs/Co-Chairs for the 2013–2016 term are listed and acknowledged with thanks in Attachment A. CEESP is supported by focal points in the IUCN Secretariat. The Secretariat team in Gland is composed of: Stewart Maginnis (Global Director - Nature-based Solutions Group), Gonzalo Oviedo (Senior Advisor, Social Policy) and Kaia Boe (Social Science & Ecosystems Programme Officer). CEESP is also supported by regional focal points in five of the regional offices (Asia, West Asia, Oceania, ORMA and Europe).

5.2  
**Governance:** The Steering Committee (SC) of CEESP comprises the 23 Chairs and Co-Chairs of all of the Specialist Groups/Themes as well as the Regional Vice Chairs, the CEESP Chair and Deputy Chair/Financial Officer, Emerging Leaders Network Chair and the Executive and Membership Officers. (Refer to Attachment for a list of names and their roles). Of the SC membership, 39% are from IUCN Member organisations, 65% are women, and
21% are indigenous. While a SC of 23 members makes for a large Committee and costly meetings, due to the multi- and inter-disciplinary nature of CEESP’s mandate, SC meetings are important spaces to gain better understanding of the breadth of issues we are asked to work on and how they inter-relate and intersect. There is a smaller Executive team that works with the Chair on the day-to-day running of the Commission but all policy and strategic issues are made by the full Steering Committee. The SC is guided by the Commission By-Laws in all its dealing.

5.3 Four meetings of CEESP Steering Committee were held during 2013-2016. The first in January, 2013 (San Francisco in the offices of Sierra Club) to develop a work programme and strategy for developing the two knowledge baskets; April 2014 in Bangkok (organised with the IUCN ARO office) to prepare for the WPC, November 2015 in Hawaii to review the work of CEESP and draft the new 2017-2020 mandate and the fourth will be held August 31st 2016 just before the WCC. As well an Executive Meeting was held in January 2015 in Gland. Minutes of all of these meetings are on the Members Portal. All other work of the SC is conducted through email.

6. Membership

6.1 As at June 2016 there are 2200 active CEESP members distributed across the seven thematic groups, three inter-commission groups and one specialist group that make up the Commission. Communication for each of these groups is supported by a specific email list-serve and access to the IUCN Members’ portal. Since 2015, CEESP improved analysis of our membership by recording indigenous affiliation and gender, thus identifying at least 15% of indigenous members and 40% female to 60% male gender distribution.

6.2 Membership by Theme – (Please refer to Attachment A for an explanation of acronyms). The largest single thematic membership group is the CEESP/WCPA Theme on Indigenous Peoples, Local Communities, Equity and Protected Areas (TILCEPA) with 26% of the overall membership. WCPA has indicated they do not intend to continue TILCEPA as a joint Commission effort. Post-Hawaii there will need to be discussions with TILCEPA members about their interest in continuing as a CEESP-only initiative. 50% of Commission membership is distributed almost evenly between two thematic groups TGER and TSL and the two inter-commission groups SULi and SPICEH. The remaining five thematic groups occupy between 2–8% each of the remaining membership.

6.3 Growth across regions has been relatively consistent, with West Europe, South & East Asia, North America & the Caribbean, Oceania and Africa, occupying 75% of the CEESP membership. There is a need for further expansion in the West Asia and the East Europe, North and Central Asia regions which occupy only 4% of the CEESP membership.
7. Finances

7.1 CEESP’s finances were managed by the Executive/Administrative Officer, the Chair and the Steering Committee’s Financial Officer. Financial transactions (receipts and disbursements) and accounting were capably carried out by the finance department of the IUCN Oceania Regional Office in Fiji. The Commission operates with an annual Commission Operation Fund (COF). CEESP received a total of CHF 863,000 over the period 2013–2016, the average over the four years is CHF 215,750. The amount of the COF is determined by the Council annually with no carry-over from year to year, which makes long-term planning difficult. Nevertheless, we prepared annual budgets that were approved each year by the Steering Committee. As a result, and with careful management of funds, CEESP has never overspent the budget.

7.2 The Commission’s greatest expenses were for travel, including (1) for the Chair and Deputy Chair to participate in IUCN Council Meetings as well as to represent CEESP in other IUCN meetings and those of other organizations, and (2) for Commission Steering Committee and Executive Committee meetings. Other major areas of expense were: Communication—Commission newsletter, the peer reviewed journal Policy Matters, and other small publications; Theme and Specialist Group projects including Knowledge Products; administration; Commission participation in the World Parks Congress and World Conservation Congress, and participation in IUCN Global Programme development and Regional Conservation Fora.1

7.3 Programme project funds were allocated upon request by a Theme, Specialty Group, or Regional Vice Chair using the Commission’s grant application form, reviewed by the Chair and Deputy Chair. Most projects included additional funding from other sources. COF usage guidelines do not include using it for project funds, although being able to provide seed money for project development has been vital to enable fundraising from other institutions. CEESP relies heavily on in-kind support, particularly from the employers of the Steering Committee and Commission voluntary members. Without this support CEESP would simply not be able to function.

1 A more detailed breakdown of expenditure of the items listed above in 7.3 is as follows: Chair and Deputy travel to Council and representing the Commission at other IUCN meetings and those of other organisations: 18%; Administration: 11%, Executive Committee and annual Steering Committee meeting: 26%, Newsletter and publications: 7%, Theme and Specialist Group projects including Knowledge Products: 25%, Commission participation in the World Parks Congress and World Conservation Congress: 10%, and participation in IUCN Global Programme development and Regional Conservation Fora: 3%.
## Attachment A

**Full List of CEESP Chair, Deputy Chair, Steering Committee and Officers who served the Commission during the period 2012–2016**

<table>
<thead>
<tr>
<th>Executive</th>
<th>CHAIR</th>
<th>Personnel</th>
<th>CEESP &amp; IUCN Council</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive</td>
<td>Deputy Chair and Financial Officer</td>
<td>Richard Cellarius (USA)</td>
<td>CEESP</td>
</tr>
<tr>
<td>TCC</td>
<td>Theme on Culture and Conservation</td>
<td>Elise Hufer (France &amp; USA) and Adi Meretui Ratunabuabua (Fiji)</td>
<td>CEESP</td>
</tr>
<tr>
<td>TECS</td>
<td>Theme on Environment, Conflict and Security</td>
<td>Jennifer Mohamed-Katarere (South Africa &amp; Mozambique)</td>
<td>CEESP</td>
</tr>
<tr>
<td>TEMTI</td>
<td>Theme on Environment, Macroeconomics, Trade &amp; Investment</td>
<td>Alejandro Nadal (Mexico)</td>
<td>CEESP</td>
</tr>
<tr>
<td>TGER</td>
<td>Theme on Governance, Equity &amp; Rights</td>
<td>Jenny Springer (USA)</td>
<td>CEESP</td>
</tr>
<tr>
<td>TSL</td>
<td>Theme on Sustainable Livelihoods</td>
<td>Iain Davidson-Hunt (Canada) and Masego Madzwamuse (Botswana)</td>
<td>CEESP</td>
</tr>
<tr>
<td>TSEAPRISE</td>
<td>Theme on Social and Environmental Accountability of the Private Sector</td>
<td>Diana Shand (Aotearoa NZ)</td>
<td>CEESP</td>
</tr>
<tr>
<td>ReSpECC</td>
<td>Specialist Group on Religion, Spirituality, Environmental Conservation and Climate Justice</td>
<td>Nigel Crawhall (South Africa)</td>
<td>CEESP</td>
</tr>
<tr>
<td>SPICEH</td>
<td>Specialist Group on Indigenous Peoples, Customary &amp; Environmental Law, Human Rights</td>
<td>Kristen Walker Painemilla (USA)</td>
<td>CEESP with World Commission on Environmental Law-WCEL</td>
</tr>
<tr>
<td>SULI</td>
<td>Specialist Group on Sustainable Use and Livelihoods</td>
<td>Rosie Cooney (Australia)</td>
<td>CEESP with Species Survival Commission-SSC</td>
</tr>
<tr>
<td>TILCEPA</td>
<td>Theme on Indigenous Peoples and Local Communities, Equity and Protected Areas</td>
<td>Trisha Kehaulani Watson (Hawaii-USA) and Amran Hamzah (Malaysia)</td>
<td>CEESP with World Commission in Protected Areas-WCPA</td>
</tr>
<tr>
<td>Asia</td>
<td>Regional Vice Chair</td>
<td>Meher Noshirwani (Pakistan)</td>
<td>CEESP</td>
</tr>
<tr>
<td>Eastern &amp; Southern Africa</td>
<td>Regional Vice Chair</td>
<td>Mersie Ejigu (Ethiopia)</td>
<td>CEESP</td>
</tr>
<tr>
<td>Europe</td>
<td>Regional Vice Chair</td>
<td>Martha Rojas-Urrego (Colombia &amp; France)</td>
<td>CEESP</td>
</tr>
<tr>
<td>South America</td>
<td>Regional Vice Chair</td>
<td>Gonzalo Zambrano (Bolivia)</td>
<td>CEESP</td>
</tr>
<tr>
<td>West Asia</td>
<td>Regional Vice Chair</td>
<td>Mohammad Shabaz (Jordan)</td>
<td>CEESP &amp; IUCN Council</td>
</tr>
<tr>
<td>ELN</td>
<td>Chair, Emerging Leaders Network</td>
<td>Catie Burlando (Italy)</td>
<td>CEESP</td>
</tr>
<tr>
<td>Executive</td>
<td>Executive Officer 2012-2015 Membership Officer 2015-2016</td>
<td>Elizabeth Erasito (Fiji)</td>
<td>CEESP Secretariat</td>
</tr>
<tr>
<td>Executive</td>
<td>Executive Officer 2015-2016</td>
<td>Ruifei Tang (China &amp; NZ)</td>
<td>CEESP Secretariat</td>
</tr>
</tbody>
</table>

**Executive team**
- Inter-Commission Theme/SG
- From an IUCN Member Organisation
1. Mission

In the intersessional period of 2013–2016, the Species Survival Commission (SSC) will continue to play a leading role in enabling IUCN to be the world’s most authoritative voice on behalf of global biodiversity conservation and the sustainability of natural resource use. In particular, SSC and its worldwide network are uniquely placed to enable IUCN to influence, encourage and assist societies throughout the world to conserve the integrity of biodiversity, and to ensure that the use of species is both equitable and sustainable, through the provision of knowledge on biodiversity status and trends, undertaking analyses of threats and facilitating action on the ground.

2. Vision

A just world that values and conserves nature through positive action to reduce the loss of diversity of life on earth

3. Goal

The species extinction crisis and massive loss of biodiversity are universally adopted as a shared responsibility and addressed by all sectors of society taking positive conservation action and avoiding negative impacts worldwide

4. Objective(s)

A. Assessing and monitoring biodiversity
To assess and monitor biodiversity and inform the world about the status and trends of biodiversity, especially at the species level, thus providing measures for the health of our one and only biosphere.

B. Analysing the threats to biodiversity
To analyse and communicate the threats to biodiversity and disseminate information on appropriate global conservation actions.

C. Facilitating and undertaking conservation action
To facilitate and undertake action to deliver biodiversity-based solutions for halting biodiversity decline and catalyse measures to manage biodiversity sustainably and prevent species’ extinctions both in terms of policy change and action on the ground.

D. Convening expertise for biodiversity conservation
To provide a forum for gathering and integrating the knowledge and experience of the world’s leading experts on species science and management, and promoting the active involvement of subsequent generations of species conservationists.

5. Priorities and achievements

SSC worked on a 2013–2016 species strategic plan (SSP) with the following 36 Key Species Results (KSRs). This strategic plan applies to SSC, the Global Species Programme (GSP) in the IUCN Secretariat (who have worked closely with SSC in delivering all the achievements
reported here), and the work carried out on the IUCN Red List of Threatened Species by the Red List Partner organisations. The KSRs are:

1. IUCN Red List taxonomic and geographic coverage is expanded. Taxonomic coverage of the Red List expanded so that it better informs biodiversity conservation.

2. More IUCN Red List Assessments are prepared at national and, where appropriate, at regional scales. The ongoing development of national and regional Red Lists catalysed.

3. IUCN Red List Index is widely used as an effective biodiversity indicator. Wide use of the Red List Index (RLI) as an indicator for monitoring trends in the status of species groups developed and promoted.

4. The IUCN Red List is a scientifically rigorous tool for conservation. The Red List contains the necessary information to make it a reliable tool for informing biodiversity conservation.

5. IUCN Red Listing capacity is built through expanded training programmes. Capacity developed to ensure that the IUCN Red List Criteria are applied rigorously and consistently to increase the credibility of the Red List.

6. The IUCN Red List is underpinned by cutting-edge information management technologies. The information technology infrastructure to support Species Strategic Plan objectives enhanced.

7. The IUCN Red List is used effectively to inform policy and action. The IUCN Red List data and information increasingly used to inform policy and action in private and public sector.

8. The IUCN Red List is recognised as a global brand. The Red List developed as a global brand.

9. The IUCN Red List is sufficiently and sustainably financed. Funds secured to ensure the sustainability of the Red List.

10. Strategic oversight is provided to the IUCN Red List. Strategic oversight for delivering the Red List provided by Red List Committee.


13. Invasive Species. Measures to manage invasive species greatly enhanced through focused efforts involving knowledge, policy and action.

14. Integrating IUCN Knowledge Products. IUCN’s key biodiversity knowledge products (e.g. Red List and World Database on Protected Areas) fully integrated to allow interoperability and to maximise efficient use.


17. Applying IUCN standard for identification of sites of global biodiversity conservation significance. Biodiversity conservation action improved through the application of consolidated standards.


19. Re-introductions. Information and advice service in place to support species reintroductions.
20. **Conservation Breeding, and links to ex situ community.** Advice and facilitation in place to support ex situ species recovery programmes.

21. **Global and regional policy for biodiversity conservation.** Global and regional policy mechanisms influenced to enhance the effectiveness of biodiversity conservation.

22. **Policy and action at national and cross-boundary levels.** Actions and policies for species and sites implemented at the national level.

23. **Communicating species conservation.** The effectiveness of IUCN’s species conservation work enhanced through strategic and targeted communications.

24. **Fostering conservation on land and in water.** Conservation supported through existing and novel funding mechanisms.

25. **Special initiatives to tackle major conservation crises.** Focused attention brought to resolving major crises in biodiversity conservation.

26. **Analyses and investigations into pressing conservation issues.** High profile scientific analyses and investigations completed and published.

27. **World Species Congress.** World Species Congress held in 2015 to draw together the species conservation community and to chart progress in the achievement of the Aichi Biodiversity Targets.

28. **Understanding and communicating sustainable use.** Greater common understanding achieved of the theory and practice of sustainable use of biodiversity, and key linkages to human livelihoods; the importance of species to supporting livelihoods, particularly of the poor, is demonstrated; and innovative, experience-based and adaptive approaches to sustainable use are explored.

29. **Enabling and implementing strategies for sustainable use.** The use of living natural resources is sustainable and recognised as a positive tool for achieving long-term conservation; and the importance of species to supporting the livelihoods of the poor is recognised by key stakeholders, leading to improved governance for people and nature.

30. **Human wildlife interaction (including marine).** Livelihoods of people and species conservation enhanced through improved human-wildlife interactions.

31. **Biodiversity and climate change understanding.** Impacts of climate change on species and the response of species to climate change documented, analysed and better understood.

32. **Biodiversity and climate change policy.** Biodiversity considerations taken into account in public and private sector adaptation and mitigation policies and practices at global and regional levels.

33. **Biodiversity and food production.** Biodiversity considerations introduced into emerging policies in the food production sector (agriculture, fisheries, and aquaculture).

34. **Maintaining genetic diversity of wild relatives of crops and domesticated animals.** The long-term supply of food resources secured through the conservation of wild relatives of crops (CWR) and domesticated animals.

35. **Species information for private sector.** Species information contributed to reduce the negative impacts and strengthen the benefits of corporate sector activities on biodiversity.

36. **Biodiversity considerations informing the limits to growth.** Biodiversity incorporated into nature-based solutions to macroeconomic thinking.

The SSC KSRs are lodged within the 2013–2016 IUCN Global Results (GR). KSRs 1–27 come under IUCN GR 1: Valuing and conserving nature; KSRs 28–30 come under IUCN GR 2: Equitable and effective governance of nature’s use; and KSRs 31–36 come under IUCN GR 3: Nature-based solutions.
At total of 416 time-bound targets were developed for these Key Species Results (KSRs). In May 2015 SSC reviewed progress in achieving the targets under these KSRs. The results are summarised in Figure 1 below. The methodology used for measuring this progress is summarised on 6–7 of this report. A final progress report on the achievement of the KSRs will be prepared later in 2016. There is not sufficient space in this report to provide anything other than the briefest summaries of progress under each KSR. Fuller details can be found here for 2013 and 2014 in the SSC Annual Reports, with the 2015 and 2016 reports still to follow.

Figure 1. The implementation performance for SSC’s 36 Key Species Results for 2013–2020 (methodology is summarised on 6–7 of this report)

A very brief summary is provided below for each KSR:

1. **IUCN Red List taxonomic and geographic coverage is expanded.**

The number of species in the IUCN Red List has increased from 63,387 to 79,837 (as of 14 June 2016), an increase of 16,450 species. The SSC and GSP are driving towards a target of 160,000 species assessed or reassessed by 2020. The increases have come especially from reptiles, freshwater and marine fishes, dragonflies, molluscs, decapod crustaceans, grasshoppers, scarab beetles, bees, cacti, magnolias, Asian pitcher plants, slipper orchids, palms, freshwater plants, and plants from the Caucasus, Cameroon, East Africa, Europe, Madagascar, and the Mediterranean. These additions are part of the overall effort to make
the IUCN Red List more taxonomically balanced. There is a major drive to increase the coverage of economically valuable species in the Red List through the Plants for People initiative. SSC and GSP have also started a Global Fungal Red List Initiative to start filling a major gap in the coverage of species, with 34 species so far assessed and many more in the pipeline. Important progress is also being made on a Charismatic Mega-Invertebrate project.

2. More IUCN Red List Assessments are prepared at national and, where appropriate, at regional scales.
The National Red List website, providing information on all National Red Lists, has been maintained under the leadership of the Zoological Society of London (ZSL). A National Red List Alliance has been launched, convened by the SSC National Red List working group. There have been major regional and national Red Listing efforts concerning marine fish in the Caribbean, Europe and West Africa, invertebrates in the Mediterranean (such as butterflies and saproxylic beetles), and Brazilian and South African plants. A new piece of software, SIS Connect, has been developed to assist in the transfer of data from national red lists to the global IUCN Red List.

3. IUCN Red List Index is widely used as an effective biodiversity indicator.
The IUCN Red List Index (RLI) for birds was updated in late 2012. Reassessments are currently underway for amphibians, birds and mammals to allow updating these RLIs with a third data point, though the reassessments for mammals and amphibians are running behind schedule due to insufficient funding. The first cycad Red List Index was completed in 2015 and the first conifer Red List Index will be completed in 2016. RLIs for freshwater crustaceans and for cartilaginous fishes are aimed for completion in the forthcoming IUCN quadrennium.

4. The IUCN Red List is a scientifically rigorous tool for conservation.
The Guidelines for Using the IUCN Red List Categories and Criteria are updated annually, most recently in February 2016. Issues addressed have included: applying the criteria to insular populations; defining wild populations; providing guidance on measuring Extent of Occurrence correctly and consistently; the calculation of generation length and population reduction; and updating guidance on factoring climate change into Red List assessments. The Documentation Standards and Consistency Checks for IUCN Red List Assessments and Species Accounts are in the process of being updated, and will include guidance on mapping standards. Work is continuing on developing guidance on incorporating indigenous and traditional knowledge into Red List assessments.

5. IUCN Red Listing capacity is built through expanded training programmes.
The state-of-the-art IUCN Red List Training Course was released in 2013. Over 2,000 people from all over the world are enrolled, with the number enrolling accelerating rapidly. By the end of 2015, 146 people have passed the online exam, and 25 have passed the advanced exam for trainers. There were 38 certified Red List trainers in place by the end of 2015. French and Spanish translations of the course and exam were completed in 2016. A number of Red List training workshops have been conducted around the world.

6. The IUCN Red List is underpinned by cutting-edge information management technologies.
Several advances have been made to the Species Information Service (SIS), the software underlying the IUCN Red List, and the Red List website. These include: greatly improved ability to download maps and species accounts; a batch importer (SIS Connect) to import data into SIS from other databases; development of a transparent and orderly submission queue for species assessments; and implementation of a new data integrity checker to prevent incomplete or inconsistent assessments from being submitted. Major new advances are urgently needed, especially to stabilise the website, and to better integrate tabular and spatial data, and funds recently secured from the Toyota Motor Company will now make some of the necessary work possible.
7. The IUCN Red List is used effectively to inform policy and action. 
Data from the IUCN Red List continues to be routinely used to inform decisions in the Convention in International Trade in Endangered Species of Wild Fauna and Flora (CITES) and the Convention on the Conservation of Migratory Species of Wild Animals (CMS). SSC is developing guidance on how and how not to use the Red List to guide decisions on collection and harvest of threatened species. The RLI was used in 2015 to monitor progress on the achievement of the Convention on Biological Diversity’s (CBD) Aichi Biodiversity Targets, and regional subsets of Red List data were published here to assist with the regional assessments being conducted under the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES). The RLI was also drawn on for the IPBES pollinator assessment. The RLI has provisionally been accepted as an indicator for Sustainable Development Goal (SDG) 15.5 on halting biodiversity loss. The Red List spatial data are included in the Integrated Biodiversity Assessment Tool (IBAT), and the private sector can use IBAT for Business to draw on Red List data to inform their decisions.

8. The IUCN Red List is recognised as a global brand.
The Red List website is receiving a steady increase in usage, and a Red List Discover site has been developed that now needs to be fully integrated into a new and improved overall website presence. IUCN issues regular news stories based on the findings of the Red List, often with excellent media uptake. Popular Amazing Species accounts are posted each week. The use of the Red List brand in zoo and aquarium signage continues to expand. The exposure of the Red List on social media, including on Facebook (145,445 likes) and Twitter (47.2 K followers), is growing rapidly. Perhaps the biggest achievement was the progress achieved in turning the Red List into a full-fledged online journal, complete with an ISSN and species accounts downloadable as PDFs with permanent Digital Object Identifier (DOI) numbers.

9. The IUCN Red List is sufficiently and sustainably financed.
Building a sustainable funding base for the Red List continues to be a challenge. Critical and generous support in provided, mostly in-kind, by the Red List Partners organisations: BirdLife International, Botanical Gardens Conservation International (BGCI), Conservation International (CI), Microsoft, NatureServe, Royal Botanic Gardens Kew, Texas A&M University, the Institute of Zoology at the Zoological Society of London, Sapienza University of Rome, and WildScreen. In 2014 the 50th anniversary of the Red List was celebrated, and a fundraising microsite has been developed, which has enjoyed some success, including with campaigns for assessing bumblebees and carnivorous plants. Synchronicity Earth generously held the Biophilia Ball in 2015 in honour of the 50th anniversary of the Red List, and the Prince Albert II of Monaco Biodiversity Award was given to the Red List. Generous grants have been received for the Red List, especially from the MAVA Foundation, Environment Agency Abu Dhabi and the Toyota Motor Company. The Red List is now earning modest licensed income through IBAT for Business.

10. Strategic oversight is provided to the IUCN Red List.
The oversight of the Red List is provided by the Red List Committee, which comprises SSC, GSP and Red List Partnership representation; it meets annually. The programme of work is guided by the Red List Strategic Plan 2013–2020, progress on which is regularly monitored. The Red List Partnership Agreement expires in 2016 and is currently being renegotiated, and the next agreement is expected to be signed at the IUCN World Conservation Congress in September 2016. A revised version of the Red List Strategic Plan will be finalised in time for Congress.

11. Measuring Conservation Success
For some time SSC has been very concerned that the various techniques to measure the success of conservation have under-estimated the impact of conservation measures. As a result, a new methodology was developed based on a counterfactual scenario and tested in
a publication entitled The Difference Conservation Makes to Extinction Risk of the World’s Ungulates. The headline finding was that without the conservation measures that actually took place between 1996 and 2008, the deterioration in the status of ungulates would have been almost eight times worse. Some of the thinking that went into the paper is now being used to developed a system for the Green List of species, looking at how current and needed conservation efforts both extinction risk and the functioning of species in their ecosystems. At the World Parks Congress in 2014, SSC and WCPA released a major analysis on the effectiveness of protected areas in conserving species’ populations. SSC is also playing a major role in supporting work led by IUCN’s Head of Science and Knowledge in the development of a white paper for the Global Environment Facility that reviews the impact of conservation actions.

12. Population-level Monitoring and Analysis
SSC Specialist Groups conduct a number of population monitoring programmes, including the African Elephant Database (AED), State of the World’s Sea Turtles, the Dragonfly Biotic Index, and monitoring of wetlands birds, especially in Europe. Plans are being developed to expand the AED to cover antelopes and cats. 2016 saw the establishment of a Species Monitoring Specialist Group to help facilitate monitoring activities across Specialist Groups.

13. Invasive Species
The SSC Invasive Species Specialist Group (ISSG) is leading on many initiatives, including: managing the Global Invasive Species Database which has been upgraded and better linked to the IUCN Red List; leading on the Global Register of Introduced and Invasive Species (GRIS) for the CBD; developing a new Island Biodiversity and Invasive Species Database (IBIS); publishing Aliens Bulletin and the Aliens-L list and referral service to assist those seeking to address the problems of invasive species; representing IUCN in the Global Invasive Alien Species Information Partnership (GIASIP); developing an Invasive Species Pathway Schema for the CBD; starting the development of a new Environmental Impact Classification for Alien Taxa (EICAT) as a new IUCN Standard; and promoting and advising on the adoption and implementation of the 2014 European Union Regulation on Invasive Species.

14. Integrating IUCN Knowledge Products
A three-way data link between the IUCN Red List of Threatened Species, Protected Planet, and Important Bird Areas is now available through IBAT. Discussions are underway to ensure good integration between the IUCN Red List of Threatened Species, Protected Planet, and the IUCN Red List of Ecosystems.

15. Species Conservation Strategies, Action Plans and Tools
The SSC Species Conservation Planning Sub-Committee (SCPSC) and SSC Conservation Breeding Specialist Group (CBSG) have made significant progress in advancing conservation planning as a priority activity among SSC Specialist Groups (SGs). SGs that have been active in conservation planning include: Spiders and Scorpions, Palms, Grasshoppers, Freshwater Fish, Cat, Antelope, Heron, Reintroduction, Dragonfly, Crop Wild Relative, Shark, Primate, Freshwater Crustacean, Mangrove, Antelope, Tortoise and Freshwater Turtle, Amphibian, Climate Change, Small Carnivore, Deer, Bison, Asian Wild Cattle, Wild Pig, Canid, Tapir, Crane, Galliformes, Pinniped, Polar Bear, Conservation Genetics, and Asian Rhinoceros among others. Many plans employ the CBSG’s One Plan Approach. The CBSG is maintaining the Species Conservation Planning Tools Library on behalf of the whole of the SSC. The SCPSC is revising and improving Strategic Planning for Species Conservation, which forms the SSC guidelines for conservation planning, on the basis of the experience learnt over six years. Meanwhile, a new vision for SSC’s conservation planning has been agreed for implementation in the next quadrennium.
16. Setting global standards for the identification of sites of biodiversity conservation significance

After five years of very intense and complex work, A Global Standard for the Identification of Key Biodiversity Areas (KBAs) was finally adopted by IUCN Council in April 2016. The KBA Standard will be published shortly. This was a major achievement and testament to the excellent work of the Joint Task Force on Biodiversity and Protected Areas of SSC and WCPA, working with the GSP. A very large number of consultations were held, including two global internet consultations, numerous specialist and regional workshops, and a number of important products such as end-user needs from KBAs. The completion of the KBA Standard is a massive achievement for IUCN, SSC and WCPA.

17. Applying IUCN standard for identification of sites of global biodiversity conservation significance

Because the development of the KBA Standard took longer than was hoped, progress has been less on this KSR. However, starting in 2015, negotiations have been underway to develop an inter-institutional KBA Partnership, and the KBA Partnership Agreement is now in an advanced form and is expected to be signed at the World Conservation Congress in September 2016. IUCN and SSC are now preparing to start major work on applying the KBA Standard in the next IUCN quadrennium. Meanwhile, KBAs are being used to identify critical habitat for the International Finance Corporation’s Performance Standard 6, which is followed by many private sector investors.

18. Wildlife Health

The SSC Wildlife Health SG (WHSG) is leading for IUCN on engagement with the CBD-WHO Joint Work Programme on One Health. The WHSG led on the completion of the 2014 Guidelines on Wildlife Disease Risk Analysis, agreed jointly by SSC and the World Organization of Animal Health (OIE); and a larger Manual of Procedures for Wildlife Disease Risk Analysis was published at the same time. The WHSG continues to provide advice and support to many SSC SGs, including on vultures, amphibians, canids, cats, antelopes, cetaceans and others.

19. Reintroductions

The SSC Reintroduction SG (RSG) completed the new IUCN Guidelines on Reintroductions and Other Conservation Translocations in 2013, and these are already being widely used around the world. They have been translated into Arabic, Portuguese, French, Korean, Spanish and Russian. The RSG published issues of its case studies in Global Reintroduction Perspectives in 2013 and 2016. A total of 290 case studies has now been published. The RSG has provided advisory services to over 30 translocation projects around the world and supports a number of SSC SGs in their work.

20. Conservation Breeding, and links to ex situ community

The CBSG led the consultation process to complete the revision to the Guidelines on the Use of Ex Situ Management for Species Conservation which were published in 2014, and which are being widely promoted. For many declining species, it is growing increasingly important for populations in the wild and in human care to be managed in an interconnected way under a One Plan Approach. Additionally, the ex situ community has an increasingly wide range of skills to offer species conservation, including: veterinary; husbandry; small population management; education and community engagement; research or methodological trialling; and fundraising. In light of this, a new programme was started from the SSC Chair’s office in 2014 to build mutually beneficial partnerships between SSC SGs and zoos, aquaria and botanic gardens (and using existing examples of successful relationships already in place as guidance). This work has been very successful with a number of exciting partnerships either established or under discussion. Among the SSC SGs involved to date are: Antelope; Cactus and Succulent; Cycad; Climate Change; Amphibian; Freshwater Fish; Primate; Shark; Sea grass; Sturgeon; Anteater, Sloth and Armadillo; Small Mammal;
Galliformes; Bat; and Penguin; and also with the SSC Invertebrate Conservation Sub-Committee and Marine Fish Red List Authority. Many more SGs have expressed enthusiasm in getting involved. These partnerships focus on building capacity and sustainability of SSC SGs as well as providing a foundation for more collaborative and effective efforts across key areas of work, including: Red List assessments, conservation planning and facilitating priority species conservation actions. There is enormous scope for these partnerships to develop much further in the next quadrennium to the benefit of both the ex situ community and SSC SGs.

21. Global and regional policy for biodiversity conservation
Policy work mentioned elsewhere in this report is not repeated here. The IUCN TRAFFIC Analyses of Proposals to Amend the CITES Appendices were prepared for CITES COP16 in 2013, and are currently under preparation for CITES COP17 in 2016 in order to provide objective evidence to assist CITES Parties in their decision making. Many SSC SGs have assisted CITES as follows: assisting the non-detriment finding process; advising the CITES Animals, Plants and Standing Committees; supporting CITES Monitoring Illegal Killing of Elephants (MIKE) and the CITES and Livelihoods Working Group. SSC SGs have also been active in supporting CMS, including its Scientific Council, agreements and MOUs. Activities have included a focus on threatened waterfowl, Saker Falcon, Saiga Antelope, bats and wind turbines, central Asian mammals, CMS listing of freshwater fish, and many others. SSC also contributes to CBD, partly as mentioned above, but also through supporting the CBD Global Strategy for Plant Conservation. SSC also leads for IUCN on engaging the following: Scientific Committee of the International Whaling Commission; the International Agreement on Polar Bears; the Bern Convention (including its charters); and the Vícuña Convention. SSC has also contributed to IUCN engagement with SDGs, IPBES, the FAO Committee on Fisheries, and the REFIT process for the European Union Birds and Habitat Directives. In addition to the guidelines mentioned elsewhere in this document, SSC has completed, or is working on, the following: guidelines on intentional genetic manipulation of wild species (so far completed only for antelopes); Guiding Principles on Creating Proxies of Extinct Species for Conservation Benefit (completed, to be published soon); exploring biodiversity conservation in the context of synthetic biology; updating the 2000 Guidelines for the Placement of Confiscated Animals (to be completed in 2016); Guiding Principles on Recreational Fishing and Conservation (work ongoing); Guidelines for Minimizing the Negative Impacts to Bats and Other Cave Organisms of Guano Harvesting (published in 2014); The Threat Posed by Unregulated Use of Poison to Africa’s Biodiversity, Ecosystems and Human Health (published in 2014); updating the 1993 WHO/IUCN/WWF/TRAFFIC Guidelines on Conservation of Medicinal Plants; and a position paper on the role of hybrids and the relevance of hybrid rescue in IUCN Red List assessments (work ongoing).

22. Policy and action at national and cross-boundary levels
SSC has made many interventions with both government and corporations on conservation issues requiring urgent attention, including on: the importation of Southeast Asian horseshoe crabs into the United States for use in the bait industry; conservation of the Goat Islands and Portland Bight Protected Area in Jamaica which is under risk from port construction by the China Harbour Engineering Company; the proposed construction of the coal-fired power plant in Palawan and the threat to the Philippine Cockatoo; the European Commission’s need to give priority to the conservation of European Mink; ending the destruction of Loma Charco Azul Biological Reserve in the Dominican Republic; the conservation of the Great White Shark on its breeding grounds in Tunisian waters; the export of Pygmy Three-toed Sloths to the United States; concern over the mining of Kanthan Hill Quarry in Malaysia by Lafarge-Holcim, with specific focus on the threat to the endemic Kanthan Hill trap-door spider; similar concerns over the mining of Gunung Tengek and Gunung Sagu in Malaysia and the impacts on three endemic species of snail; the proposed development of hydroelectric power plants in Sutjeska National Park, Bosnia and Herzegovina; concerns over indiscriminate wolf bounty programmes in Alberta; the clearance of forests around Mare
Longue Road, Grand Bassin Peak, Mauritius; the possible licensing of diclofenac for veterinary use in Europe; the rhino poaching crisis in Malawi; major concerns over a proposed water control structure for the outlet to Poyang Lake in China; concern over a proposal for a hydropower dam project in Yô Grande, Sao Tome and Principe; the urgent need for action by Sherritt International to eradicate the dangerously invasive Asian toad accidentally released at the site of Sherritt’s nickel processing plant in Toamasina district of eastern Madagascar; the urgent need to conserve the Vaquita and Totoaba in the Gulf of California, Mexico, including combatting illegal shipments and trade of Totoaba swim bladders to China; culling of the globally threatened Mauritius Fruit Bat; the conservation of three Critically Endangered plant species in China; illegal trade in crocodilian skins from Colombia; spring hunting of European Turtle Doves in Malta; and management of Indian waterways to safeguard species such as the Ganges River Dolphin. While some of these interventions have been successful, SSC is particularly disappointed by the failure of three companies, Sherritt International, YTL Cement and the China Harbour Engineering Company, to act on the issues that SSC brought to their attention. SSC also continued the activities of its national groupings in Bolivia and Indonesia.

23. **Communicating species conservation**

The [IUCN Species website](https://www.iucn.org/content/spp) is regularly updated with a very large amount of information available and regularly accessed. News stories are frequently promoted to highlight the work of SSC and critical species conservation issues. Species magazine has now been redeveloped as the SSC annual report. As mentioned earlier, SSC is also experiencing significant growth in social media. Ten SSC Occasional Papers were published on: Great apes and the Forestry Stewardship Council; climate change vulnerability and human use of wildlife in the Albertine Rift; assessment of python breeding farms; freshwater KBAs in the Mediterranean; amphibian Alliance for Zero Extinction Sites in Chiapas and Oaxaca; guidelines for the rehabilitation and translocation of gibbons; situation analysis of terrestrial and freshwater fauna in West and Central Africa; guidelines for health monitoring and disease control of great ape populations; seal range state policy and management review; and wildlife law enforcement in Sub-Saharan African protected areas (about to be published).

Every month the SSC e-bulletin is produced and is sent to all SSC members and to external audiences.

24. **Fostering conservation on land and in water**

The [Save Our Species](https://www.sos.org/) fund has now disbursed almost US$10 million in grants supporting 100 projects implemented by 60 NGOs and hundreds of people in 50 countries protecting 250 threatened species from extinction. SOS has recorded many conservation successes including new populations of species discovered, population increases, dozens of wildlife crime interventions, various head-starting successes among birds and reptiles, the creation of protected areas, the creation of many new sources of livelihoods for communities and individuals alike. World firsts in species conservation supported by SOS funding include: “head-starting” of Critically Endangered Spoon-billed Sandpipers and Critically Endangered Mangrove Finches to boost wild breeding populations by releasing juvenile birds hatched in captivity. SOS has been supported financially in particular by the Global Environment Facility, World Bank, Nokia, Fonds Français pour l’Environnement Mondial (FFEM), Fondation Crédit Agricole, Fondation Segré, Fondation Iris, and the late Dr Susan Mainka. New funding is currently being secured to support the second phase of SOS. SSC provides the SOS Technical Advisory Group which sets the overall SOS strategy. Beyond SOS, though closely linked to it, IUCN launched the [Integrated Tiger Habitat Conservation Programme (ITHCP)](https://www.iucn.org/content/ithcp) in 2014, generously funded by the German Government and the German Development Bank (KfW). The SSC Chair’s office has provided the chairing for the ITHCP Programme Advisory Committee. ITHCP has so far committed €10.2 million to a current portfolio of 12 tiger projects. SSC also works closely with the [Mohamed bin Zayed Species Conservation Fund](https://www.speciesfund.org/), which has provided numerous grants to support the conservation priorities of SSC SGs.
25. Special initiatives to tackle major conservation crises

SSC catalysed the formation of the Amphibian Survival Alliance (ASA), which continues to grow; the SSC Chair serves as the Deputy Chair of the ASA Global Council. As of May 2016, the ASA had supported conservation projects for 47 threatened species, protected 37,266 hectares, invested US$1,634,116, awarded 43 grants, and comprised 113 partner organisations. SSC also catalysed the formation of the Asian Species Action Partnership (ASAP), focused on saving the Critically Endangered terrestrial and freshwater vertebrates of Southeast Asia. ASAP has focused especially on its top priority species, including Asian pangolins, Swinhoe’s Giant Softshell Turtle, the Asian songbird crisis, Helmeted Hornbill, White-bellied Heron, and freshwater fish Red Listing. SSC has also focused on issues of wildlife crime, particularly through an initiative to engage local communities in combatting wildlife crime, led by the CEESP SSC Sustainable Use and Livelihoods SG (SULi). This started at a workshop in South Africa in 2015 at which a theory of change for community engagement in combatting wildlife crime was developed. In 2016 these ideas are being spread to West and Central Africa and Asia. SSC continues to engage in many of critical issues, too many to record here, but including: following-up Asia on intertidal wetland conservation, especially in China and Korea; co-hosting the African Elephant Summit with the Government of Botswana in 2013 (at which the Urgent Measures were agreed) and the follow-up meeting in 2015; convening the Asian Rhino Range States Meeting with the Government of Indonesia in 2013 (at which the Bandar Lampung Declaration was agreed); establishing the Python Conservation Partnership; and promoting critical projects and initiatives on Vaquita, river dolphins, Ethiopian Wolf, Sakhalin Taimen, groupers and wrasses, Chapman’s Chameleon, and on various cycad, carnivorous plant and freshwater plant species.

26. Analyses and investigations into pressing conservation issues

A number of important activities have taken place: SSC (led by the SSC Bear SG) is collaborating with the Chinese State Forestry Administration (SFA) on a situation analysis to determine whether or not there are any impacts of commercial bear farming on wild bear populations; the CEM SSC Task Force on Systemic Pesticides completed an important Worldwide Integrated Assessment on the Impacts of Systemic Pesticides on Biodiversity and Ecosystems in 2014; a Situation Analysis of Terrestrial and Freshwater Fauna in West and Central Africa was completed in 2015 revealing dramatic, sometimes catastrophic declines in some key species; a situation analysis on the impacts of oil palm plantations on biodiversity has made good headway; plans are advanced for a situation analysis to examine bycatch globally, and how fisheries globally reach a tipping point to become biomass fisheries; and an analytical framework has been developed for a forthcoming study on the impact of recreational hunting.

27. World Species Congress

SSC decided not to pursue the idea of a World Species Congress during this quadrennium. However, the SSC Leaders Meeting which took place in Abu Dhabi in September 2015 with 350 people present, and funded through the extraordinary generosity of Environment Agency Abu Dhabi, in many ways had the feeling of a World Species Congress. The meeting report shows how much ground was covered. In particular, the meeting laid groundwork for constructing the SSC programme of work and strategic plan for the 2017–2020 IUCN quadrennium.

28. Understanding and communicating sustainable use

In order to capture information on trade and use more consistently in The IUCN Red List of Threatened Species, the SIS Use and Trade Module was launched in 2014, and is being used for a number of species groups. SULi is leading on developing guidelines on the incorporation of Indigenous and Traditional Knowledge in Red List assessments. SULi worked in partnership with the UN International Trade Centre (ITC) to produce The Trade in Wildlife: A Framework to Improve Biodiversity and Livelihood Outcomes in 2015. This report
provides a framework for better understanding and assessing the impact of trade in wildlife products on conservation and local livelihoods. SULi supported and provided technical input into a FAO-led study (with other partners) on wild meat in southern Africa. SULi is also a partner in a major initiative in North America to assess and quantify the contribution that hunting makes to meeting food needs, particularly of rural people. The SSC Freshwater Fish SG has established a Home Aquarium Fish Subgroup to promote sustainability of both the fishing and trading of aquarium fishes, as well as livelihood enhancements of the people living in the areas where they are collected. SULi provided technical input into the finalisation of the FAO new Guidelines on Small Scale Fisheries, which will be a key document for our future work in this area. The focus has now turned to implementation of these guidelines and SULi is now working with the CEM Fisheries Expert Group to develop plans to work with FAO on three priorities: how to achieve sustainable use; the integration of traditional/local knowledge into management; and fisheries governance.

29. Enabling and implementing strategies for sustainable use

The SSC Guiding Principles on Trophy Hunting as a Tool for Creating Conservation Incentives, which were completed in 2012, have been widely used by governments in making decisions on trophy imports, and have been translated into Chinese, Dutch, Farsi, French, German, Portuguese, Russian and Spanish. The issue of trophy hunting has become much more controversial since mid-2015, and SSC has tried to play an evidence-based, non-emotive role in it, for example through a policy brief prepared for European Union decision makers in 2016. In the longer term, as mentioned earlier, SSC is planning a much more thorough study on recreational hunting to provide a stronger evidence base for decision makers. SULi also led on a Seal Range State Policy and Management Review which was published in 2015. The review considers: a) extra-territorial impacts of national or regional policies and management activities; b) the nature and extent of perceived conflicts between seals and fisheries; and c) the economic and livelihood value of programmes for sustainable use of seals. SULi leads for IUCN in participating in the Collaborative Partnership on Sustainable Wildlife Management (CPW). SULi is contributing extensively to development of a CPW factsheet series on topical and important global wildlife management issues. SULi co-led the development of a factsheet on sustainable wildlife management and human-wildlife conflict, and is a major contributor to a forthcoming one on sustainable wildlife management and hunting. In 2014, the SSC South American Camelid SG produced Poaching of Vicuña and the Illegal Commercialization of its Fiber: a Persisting Problem, which was widely circulated by the CITES Secretariat in an effort to combat a rise in Vicuña poaching. SSC leads for IUCN in participating in United for Wildlife, a collaboration between ten conservation organisations convened by HRH The Duke of Cambridge, with a major focus on combatting illegal wildlife trade in elephants, rhinos, pangolins and tigers. SSC also participated in the major intergovernmental conferences on illegal wildlife trade, in London in 2014 and Kasane, Botswana in 2015.

30. Human wildlife interaction (including marine)

Progress on this KSR has been limited, but early in 2016 SSC established a new Human Wildlife Conflict Task Force, so work is now expected to gather pace on this important topic.

31. Biodiversity and climate change understanding

SSC has continued to collect trait-based data to allow climate change impacts to be incorporated into Red List assessments. Such data had previously been collected globally for amphibians, birds, warm-water reef-building corals, and additional work has been done on terrestrial and freshwater vertebrates in the Albertine Rift and West Africa, and on reptiles in East Africa. Work is in progress on other groups of fishes, dragonflies, freshwater molluscs, freshwater plants (tropical Andes, Lake Victoria Basin), and trees in Borneo. Work in the Lower Mekong Basin is examining climate change impacts on human-utilised species, building on earlier work in the Albertine Rift. There have been important updates to the climate change sections of the Red List User Guidelines.
32. **Biodiversity and climate change policy**
SSC has provided inputs into IUCN’s broader policy development for the UN Framework Convention on Climate Change, and the CCSG has also provided advice to the CBD and CMS on climate change policy. The draft IUCN SSC Guidelines for Assessing Species’ Vulnerability to Climate Change are currently under review and are expected to be completed in time for the IUCN World Conservation Congress in September 2016. A joint Climate Change Task Force has been formed by the **SSC Climate Change SG (CCSG)** and the **SSC Species Conservation Planning Sub-Committee**, to integrate climate change considerations into the **SSC guidelines for species conservation planning**. Substantive input was also provided into the IUCN WCPA Guidelines on **Responding to Climate Change: Guidance for Protected Area Managers and Planners**.

33. **Biodiversity and food production**
As mentioned above, SULi has been involved in studies of wild meat in relation to food security in southern Africa. However, most other work under this KSR has not been undertaken due to resource constraints and conflicting priorities.

34. **Maintaining genetic diversity of wild relatives of crops and domesticated animals**
The SSC **Crop Wild Relative SG (CWRSG)** contributed to a **Resource Book for the Preparation of National Plans for Conservation of Crop Wild Relatives and Landraces**, published in 2013. The CWRSG also contributed to writing a **prioritised crop wild relative inventory to help underpin global food security**, also published in 2013. Plans are also underway to develop a Red List Index for wild relatives of domesticated species to help report against Aichi Target 13.

35. **Species information for private sector**
Data from the IUCN Red List of Threatened Species and on KBAs are included in **IBAT for Business** in a form to inform private sector decision making. IBAT has become a key tool to assist with the effective categorisation of projects and early screening for potential environmental impacts and risks. IBAT is generating data through licensed income which is being funnelled back into supporting the underlying knowledge products: IUCN Red List of Threatened Species; KBAs (especially IBAs); and Protected Planet. In 2014, IUCN and the World Business Council on Sustainable Development (WBCSD) jointly published **Biodiversity for Business: A guide to using knowledge products delivered through IUCN**. SSC formed the Biodiversity Offsets Working Group in 2013; it has provided inputs to the IUCN technical and policy documents with a view to helping to complete the IUCN policy on offsets by the time of the IUCN World Conservation Congress in September 2016. Work is underway to develop guidelines on the appropriate use of IUCN Red List data by business for informing environmental risks and opportunities in business, with a specific focus on biodiversity offsets and environmental impact assessments.

36. **Biodiversity considerations informing the limits to growth**
It was decided not to prioritise this KSR.

As mentioned above, an analysis of progress on delivering the 36 KSRs and the 416 Targets underneath them was carried out in May 2015 and will be updated after the end of the quadrennium. The overall progress is shown in the Figure 2. The headline finding is that we are on course to achieve 65% of the Targets and 72% of the Priority Targets by the end of 2016 (271 Targets in total). Although there are 416 Targets, 40 of these are no longer considered to be priorities, and so performance is more usefully measured against 376 Priority Targets. A total of 147 Priority Targets are behind schedule, though work has started on 105 of these.
Figure 2. The state of implementation of SSC’s 416 Targets 2013–2020

Of the 416 Targets, implementation is as follows:

- Not longer a priority (40
- Not started, unlikely to be completed by 2016 (33)
- Started but delayed, likely to be completed by 2016 (38)
- Started but delayed, unlikely to be completed by 2016 (72)
- Not started, likely to be completed by 2016 (4)
- Started, on schedule, likely to be completed by 2016 (229)

65% of targets likely to be implemented by 2016;
72% of priority targets should be implemented by 2016
147 targets still a priority but behind schedule

Looking at the KSR scores from Figure 1, the following is clear:

- For most KSRs, the score is greater than 3.0.
- Leaving aside the two KSRs that are no longer priorities (27 and 36), two KSRs have notably low scores: KSR30 Human-wildlife Conflict and KSR34 Biodiversity and Food Production. For both of these it has been very difficult to identify leadership for this work.
- Several Targets are very expensive to implement (notably KSR1 Expanding IUCN Red List Coverage, KSR3 IUCN Red List Index, and KSR6 Red List Information Management), and given this challenge, progress has been relatively good.
- The relatively poor performance on KSR17 Implementing the Key Biodiversity Area (KBA) Standard is inevitable given that it was dependent upon the completion of KSR16 Developing the KBA Standard.
- The level of ambition of the KSRs is almost certainly variable. Some of the Red List KSRs are particularly ambitious and detailed (especially KSR1, KSR2 and KSR3), whereas some others such as KSR12 Population-level Monitoring, KSR18 Wildlife Health, KSR23 Communicating Species Conservation, KSR31 Understanding Climate Change Impacts on Biodiversity, KSR32 Biodiversity and Climate Change Policy, and KSR34 Crop Wild Relatives are somewhat more general and less ambitious (while not denying good progress on all of these).
- There has been some impressive progress on a number of KSRs, notably KSR4 Red List Scientific Rigour, KSR5 Red List Capacity-building, KSR13 Invasive Species, KSR15 Species Conservation Planning, KSR16 Developing the KBA Standard, KSR19 Reintroductions, KSR20 Conservation Breeding, KSR21 Global and Regional Policy Development, KSR24 Funding Species Conservation, KSR25 Tackling Major Conservation Crises, KSR26 Analysing Pressing Conservation Issues, and KSR28 Understanding Sustainable Use.

As mentioned above, the Species Strategic Plan includes KSRs and Targets that fall under all three of the IUCN Global Results (GRs). However, the SSC strategic plan is overwhelmingly focused on GR1 Valuing and conserving nature (27 KSRs, 357 Targets), rather than GR2 Effective and equitable governance (3 KSRs, 26 Targets) or GR3 Nature-based solutions (6 KSRs, 31 Targets). As a consequence, comparing the performance of SSC across these three GRs is not hugely meaningful, but is nevertheless shown below in...
Figure 3. Performance on GR2 is perhaps slightly less good than for GR1 and GR3. Certainly, a higher proportion of Targets under GR2 are no longer considered to be a priority.

**Figure 3. Comparative performance of SSC by IUCN 2013–2016 Global Results**

In Figure 4, the results shown are for four of the major areas of work:
- Generating Knowledge
- Planning for Species Conservation
- Developing and Influencing Policy
- Promoting Conservation Action

**Figure 4. Comparative performance of SSC by major areas of work**

The following points emerge from Figure 4:
- Although Generating Knowledge is widely considered to be the bedrock of SSC’s work, surprisingly this is the area of work that has the least good performance in terms of
achieving Targets. Indeed, it is the only major area of work for which Target-related work that has started, is on schedule, and is expected to be completed by 2016 scores less than 50%. This is probably partly a reflection of the fact that the Targets under these KSRs tend to be more ambitious than the others, and also that success with them depends on significant levels of funding to a greater extent than other KSRs. Put another way, KSRs 1–11 in particular depend on significant staff inputs from the GSP, which is directly dependent on the level of funding available to the GSP.

- The work on Planning for Species Conservation and on Developing and Influencing Policy is generally much less expensive than Generating Knowledge, and it is possible to run a higher percentage of this work through SSC outside of IUCN budgets, hence the high rate of performance (though GSP inputs are still important).
- Conversely, the work on Promoting Conservation Action is overwhelmingly, though by no means entirely, dependent on GSP staff. The performance level is reasonably good, though not as high as Planning for Species Conservation and on Developing and Influencing Policy.

The reasons for delayed implementation were recorded for all of the 147 Targets which are not on schedule. The results are given in Figure 5 below:

**Figure 5. Reasons for delayed implementation of 147 of SSC’s 2013–2016 Targets**

The results in Figure 5 do not include the Targets that are no longer considered to be a priority. Resource limitations are overwhelmingly the most common reason for delayed implementation, either because of shortage of funds and lack of appropriate people to lead the work. In most organisations these equate to the same thing, but this is not the case with SSC where so much leadership time is given voluntarily outside regular budgets. For a relatively small number of Targets, delays have been caused by technological constraints (such as some of the information technology required for the Red List – KSR6), scientific complexities related to completing the work (such as some of the work on measuring conservation success – KSR11), or external factors (especially for some of the species conservation planning work). Rather surprisingly, apparent delays caused by the original target being unrealistically ambitious are rather uncommon.

Figure 6 shows the reasons for delayed implementation against four major areas of work. For the most part these follow the same patterns as for all Targets as a whole. Financial constraints are particularly important for Generating Knowledge and Promoting Conservation Action, as expected. Personnel constraints are more serious than financial constraints for Developing and Influencing Policy, again not surprising as this work is often more dependent on finding the right people to lead it than it is on funding. Work on Planning for Species
Conservation seems to be more affected by external factors than others; an example is KSR17 Implementing that KBA Standard, which depended on completion of KSR16 Developing the KBA Standard.

The results of the May 2015 assessment of SSC’s progress with implementing its strategic plan showed that SSC is able to measure its performance in relation to the targets it had set itself. While this is helpful and allows the Commission to implement measures to improve its performance, this does not enable SSC to demonstrate and measure its impact in securing the survival of species. This matter was raised and discussed at the SSC Leaders Meeting in Abu Dhabi in September 2015. Accordingly, SSC is now collaborating with researchers in Imperial College London, the University of Oxford, and Imperial College London to develop a new mechanism to measure and monitor SSC’s conservation impact.

Figure 6. Comparative reasons for delayed implementation across major areas of work

6. Structure/Governance

SSC is led by its Chair, Simon Stuart, and Deputy Chair, Jon Paul Rodríguez. The governing body is the Steering Committee consisting of 26 members from 18 countries (15 men, 11 women). The Steering Committee has eight Sub-Committees to oversee major areas of work covering Freshwater, Invertebrates, Marine, Plants, Policy, Red List, Species Conservation Planning, and Standards and Petitions. SSC works extremely closely with the IUCN Secretariat’s Global Species Programme (GSP); SSC and GSP share the same strategic plan and programme of work.

The bulk of the work of SSC is conducted through its Specialist Groups (SGs): 11 on amphibians and reptiles; 16 on birds; 9 on fishes; 5 on fungi; 12 on invertebrates; 35 on mammals; 25 on plants; and 10 disciplinary SGs covering Access and Benefit-Sharing (shared with WCEL); Climate Change, Conservation Breeding; Conservation Genetics; Invasive Species; Large Carnivore Initiative in Europe; Reintroductions; Species Monitoring; Sustainable Use and Livelihoods (shared with CEESP); and Wildlife Health. This makes 123 SGs in total, 97 of which have independent Red List Authorities (RLAs) within them (RLAs are responsible for overseeing and conducting assessments for the IUCN Red List of Threatened Species). SSC SGs are responsible, in addition to Red Listing, for undertaking
analyses of conservation issues, planning for priority conservation activities, developing policies and guidelines, promoting conservation action; advising on critical conservation issues, exploring links between conservation and human livelihoods, and communicating key messages. In addition to the 97 within-SG RLAs, SSC has 11 stand-alone RLAs: 1 on reptiles, 1 on birds (hosted by BirdLife International); 2 on fishes; 1 on invertebrates; and 6 on plants. These stand-alone RLAs focus entirely on Red Listing and do not undertake the other activities of SGs. SSC also has 4 Task Forces as follows: Biodiversity and Protected Areas (shared with WCPA); Human-Wildlife Conflict; Marine Mammal Protected Areas (shared with WCPA); and Systemic Pesticides (shared with CEM).

As of 9 June 2016, SSC had 10,378 members, most of them SG, RLA and TF members in almost every country in the world. There are more than 100 members in each of Argentina, Australia, Brazil, Canada, China, Colombia, France, Germany, India, Indonesia, Italy, Japan, Kenya, Madagascar, Malaysia, Mexico, Netherlands, New Zealand, Russia, South Africa, Switzerland, the United Kingdom, and the United States.

7. Finances

The Chair has an office which consists of: the Chair himself, Deputy Chair, Senior Scientific Officer; Network Coordinator, Director of Specialist Group Partnerships, Red List and Steering Committee Support Officer, and Administrative Assistant. UNEP-WCMC kindly provides for the employment of the staff through funds raised by the SSC Chair. The SSC Chair is very pleased to thank all the generous donors to the SSC Chair’s Office during the 2013–2016 IUCN quadrennium. These are: Conservation International, MAVA Foundation; Environment Agency - Abu Dhabi; Al Ain Zoo; Zoological Society of London; Wildlife Conservation Society; UNEP World Conservation Monitoring Centre; World Association of Zoos and Aquariums; Bristol Zoo; European Association of Zoos and Aquaria; Zoo Copenhagen; Association of Zoos and Aquariums; Chicago Zoological Society, Chester Zoo; Royal Zoological Society of Scotland; Zoo Leipzig; UK Department of Environment, Food and Rural Affairs; WWF; Detroit Zoological Society; New Zealand Department of Conservation; British and Irish Association of Zoos and Aquariums; Indianapolis Zoo; Wildlife Reserves Singapore; Honolulu Zoo; and Environment and Climate Change Canada. The budget for the Chair’s Office in 2016 is approximately GB£ 425,000 (salaries and consultancies).

SSC was granted by IUCN a Commission Operations Fund of CHF 241,000 in 2013, and of CHF 261,000 in each of 2014, 2015 and 2016. This is allocated for: travel of SSC Chair, Deputy Chair and Chair’s Office staff; SSC Network Coordinator salary; Chair’s Office running costs (rent, communications, equipment, etc.); Steering Committee meetings; Red List Committee and Red List working group meetings; SSC Sub-Committee meetings; and for the Species Annual Report.

SSC is extremely fortunate to have been awarded a framework agreement by Environment Agency - Abu Dhabi (EAD). The amount awarded is CHF 450,000 per year (for 2013, 2014, 2015 and 2016). This grant has enabled SSC to do many strategic things that would not otherwise have been possible, including supporting: the CEESP-SSC Sustainable Use and Livelihoods SG (SULi); the GSP Red List Unit (especially for Red List training); the SSC Snake and Lizard RLA for reptile assessments; the Invasive Species SG (ISSG); the Species Conservation Planning Sub-Committee (SCPSC); many plant Red List assessments; developing the KBA Standard; the Asian Species Action Partnership (ASAP); and many other things. The reports of the activities funded by the EAD framework agreement can be found here: 2012; 2013; 2014; and 2015.

Numerous other donors support the work of the SSC. Most of this is direct support to SSC SGs, many of which have host institutions that provide in-kind support and manage funds. In
addition, many projects managed by the GSP in the IUCN Secretariat are jointly implemented by the GSP and SSC.

SSC is extremely grateful to all those who have generously supported its work over the 2013–2016 IUCN quadrennium, with particular thanks to the thousands of SSC members who selflessly donate huge amounts of time to SSC in the cause of conservation.
A word from the Chair: Fulfilling “WCEL’s Jeju Promise”

At the 2012 Jeju World Conservation Congress (WCC), I was privileged to share with the IUCN Membership my program as a candidate to chair the World Commission on Environmental Law - WCEL. There I proposed three main objectives to be achieved over the quadrennium: Firstly, to double the number of Commission members in Africa and Asia; Secondly, to organize the 1st IUCN World Environmental Law Congress; thirdly, to begin the process of organizing and launching the Global Judicial Institute for the Environment. These goals were based on a vision to extend considerably the visibility and effective work of the WCEL, as set out in a comprehensive Strategic Plan for the 2012-2016 Quadrennium. Four years later, I am delighted to report that WCEL has fully delivered on each of these promises, as well as a considerable amount more, as this short Report demonstrates.

This progress has been rewarding, but a great deal remains to be addressed as the WCEL continues to extend its work in promoting the conservation of nature through the rule of law around the world. Our tasks are daunting. The sustainable management of natural resources and the Environmental Rule of Law remain distant objectives in many countries. WCEL members contributed to the drafting of the United Nations Sustainable Development Goals, which were successfully adopted in September 2015. The WCEL has hailed steps to implement these Goals through the Declaration on the Environmental Rule of Law, the outcome document of the 1st IUCN World Environmental Law Congress held in Rio de Janeiro in April 2016. Rather than being discouraged at the Earth’s biodiversity crises, we are motivated to work even harder. The efforts of IUCN and WCEL and the commitment of all the Union’s Commissions, Members and Secretariat are more urgently required than ever before. Therefore, we must strengthen and improve the work of WCEL in view of the IUCN One Programme.

WCEL is determined to see that laws and good governance mechanisms are appropriately drafted in response to the increasingly urgent environmental problems that the Planet faces. These laws must be diligently enforced, and environmental rights must be extended and observed, so that the Union’s vision of a “just world that values and conserves nature” is embraced around the globe.

Antonio Herman Benjamin
Chair
IUCN World Commission on Environmental Law (WCEL)
1. Mission

The mission of the World Commission on Environmental Law (WCEL) is to assure the integrity and conserve the diversity of nature through the promotion of ethical, legal and institutional concepts and instruments that advance ecological, social, cultural and economic sustainability (hereafter “sustainability”) and to strengthen the capacity of governments, judges, prosecutors, and other stakeholders as they develop and implement environmental law.

2. Vision

WCEL’s vision is that environmental law should contribute universally to enabling a just society that values and conserves nature, affirming the rule of law, and providing vital environmental stewardship systems for all levels of governance, including communities, as they work toward ecological sustainability.

3. Goal

WCEL’s goal is to influence, stimulate and assist societies and governments throughout the world to employ environmental law for conserving and restoring nature, and assuring that uses of natural resources are equitable and ecologically sustainable, through:

a. advancing national, regional and international legal and administrative instruments that are grounded in environmental ethics and further ecological sustainability;

b. encouraging research to strengthen environmental law and undertaking capacity building to enable governments and stakeholders to actively participate in the international governance debate;

c. cooperating with partners for the implementation of coordinated laws through institutions that respect the rule of law, and to ensure effective compliance and enforcement; and

d. providing a central world forum for integration of environmental law into all aspects of governance, and for extending professional and expert networks dedicated to the legal foundations of ecological sustainability.

4. Objectives

WCEL will pursue its objectives in concert with the integrated programme of activities adopted by the World Conservation Congress in the IUCN Programme 2013–2016, and in cooperation with the Members and components of the Union, through the Commission members, Specialist Groups, partnerships with other expert environmental law organisations, relevant international entities, law schools, associations of judges and environmental prosecutors, and judicial institutes, in order to:

a. promote ethical and innovative legal concepts, legislation, and other legal instruments that conserve nature and natural resources to achieve sustainability;

b. build knowledge and apply scientific, technical and other capacity in all regions to enable governments to draft, enact and enforce environmental law in an effective manner;

c. work closely with the Secretariats of key conventions that protect and conserve the environment;

d. educate governmental officials, including judges, public prosecutors, and stakeholders at all levels on applying law and policy, improving access to information and justice, and facilitating public participation in environmental decision making to ensure that natural resources are managed equitably and sustainably;

e. engage members and partners to create robust knowledge networks; and
f. collaborate with other components of the Union, especially the Environmental Law Centre (ELC), the IUCN Academy of Environmental Law, Commissions and Members, and partner institutions, including the United Nations Environment Programme (UNEP), the International Network for Environmental Compliance and Enforcement (INECE), the Organization of American States (OAS), the Global Legislators Organization (GLOBE International), the Asian Development Bank (ADB) and the International Association of Judges (IAJ), to provide education, information and knowledge on law and governance necessary to achieve ecological sustainability.

5. Priorities and achievements

The WCEL Mandate 2013–2016 included a range of priorities, listed below, with a corresponding brief summary of relevant achievements:

a) Enhance the effectiveness of WCEL Specialist Groups: WCEL has placed particular emphasis on priority legal thematic areas. The work of the Specialist Groups has been reported on in successive WCEL Annual Reports to the IUCN Council. The Specialist Groups are dealt with further below.

b) Promote the IUCN Academy of Environmental Law: WCEL continued to promote the Academy as the world’s leading network of academic institutions, universities and professors engaged in the research and teaching of environmental law. The Academy has grown now to nearly 200 institutional members from all parts of the world. After a productive term of more than ten years, the Academy’s Secretariat is moving from the University of Ottawa (Canada) to Maryland (USA) to be hosted by a joint team at the University of Maryland and Pace University. The Academy’s 14th annual colloquium took place in Oslo in June 2016, and in 2017 it will be held in Cebu, The Philippines. Over the past four years, in partnership with Edward Elgar Publishers, the Academy has published a wide range books on environmental law subjects, including the first Encyclopaedia of Environmental Law.

c) Collaborate with Centres of Environmental Law: WCEL continued to recognise, promote and collaborate with Centres and Institutes of Environmental Law and other partners in building coordinated information, research, learning and capacity-building programmes. Many such Centres are Members of IUCN and help implement WCEL’s programmes. A meeting of these Centres and Institutes was organised during the 1st IUCN World Environmental Law Congress held in Rio de Janeiro.

d) Develop knowledge and technical assistance: as in previous inter-sessional periods, WCEL collaborated with different components of the Union, especially its Members, Regional Offices, the IUCN Environmental Law Centre, the Academy of Environmental Law, and other partners, including UNEP, Convention Secretariats GLOBE, OAS, ADB and INECE, to design international agreements and national legislation, compliance and enforcement programmes, particularly in less-developed countries and regions affected by armed conflicts.

e) Enhance ‘good governance’ and the environmental rule of law: in recent years, WCEL has enhanced its working relationship with UN institutions, governments, and other stakeholders in order to encourage ‘good environmental governance’. This has also included making effective use of IUCN’s UN observer status. Together with UNEP and OAS, WCEL has led a global initiative to develop and promote the concept of the ‘Environmental Rule of Law’.

f) Support the Judiciary: during the past quadrennium, WCEL has collaborated very closely with national and international judicial institutions to strengthen their capacity to adequately adjudicate conflicts over natural resources, and to effectively enforce
environmental laws. It has also worked on enhancing cooperation with judicial academies and associations of judges, particularly in the field of capacity-building. The various initiatives include, significantly, the organisation of the IUCN 1st World Environmental Law Congress, the launch of the Global Judicial Institute for the Environment and the drafting of the *World Declaration on the Environmental Rule of Law*. These initiatives are reported on separately below.

g) **Promote programmatic synergies among MEAs:** WCEL has worked with the Secretariats of key multilateral environmental agreements (CBD, CITES, CMS, Ramsar, UNFCCC, and others) in support of more coherent implementation, especially at the national level with governments and stakeholders, and also with other conventions, agreements and processes, to identify and promote synergies among them and to further the Union’s Mission and Programme;

h) **Strengthen the legal foundations of Conventions:** Through the work of its Steering Committee and Specialist Groups, WCEL has contributed in various ways to the enhancement of the implementation of multilateral environmental agreements (MEAs), especially the UN Convention to Combat Desertification, the UN Convention on Biological Diversity, the UN Convention on the Law of the Sea, the UN Climate Change framework, and the African Convention on the Conservation of Nature and Natural Resources (Maputo Convention).

i) **Study and advance the conceptual development of Environmental Law:** WCEL Specialist Groups and WCEL members continued to engage in research in the application of new and emerging international and national legal and governance instruments and principles, including the *Draft Covenant on Environment and Development* and the *Earth Charter*. WCEL members collaborated with WCPA members and the Environmental Law Centre in the area of connectivity conservation, resulting in an important publication entitled *The Legal Aspects of Connectivity Conservation: A Concept Paper*. Members of WCEL working with the IUCN Environmental Law Centre also helped with the preparation and publication of the legal underpinnings of the IUCN Natural Resource Governance Framework.

In connection with the IUCN 1st World Environmental Law Congress, a significant development was the preparation of the draft *World Declaration on the Environmental Rule of Law*, reported on separately below.

6. **Results in light of the Union’s 2013–2016 Programme**

As anticipated, WCEL’s work has measurably contributed to achieving the Union’s 2013–2016 Programme, especially in respect to the “three global results”, and other outcomes, as noted below.

a) **The integration of environmental law knowledge** with the scientific and policy expertise of the other Commissions, by involving their members and leadership in its work, notably in the field of protected areas, climate change and the legal aspects of the natural resource governance framework;

b) **Enhanced collaboration with the Secretariats** of multilateral environmental agreements in support of strengthened implementation from 2012 through to 2016. This has involved participation by WCEL members, including the Chair and Deputy Chair, in side events at Conferences of the Parties for the three Rio Conventions (the Convention on Biological Diversity, the UN Framework Convention on Climate Change and the UN Convention to Combat Desertification). In addition, the Commission, for the first time, organised WCEL side events during several major COPs.
c) The development and dissemination of environmental law expertise and networks worldwide: Through the activities and work of the WCEL leadership and members, environmental law expertise has been enhanced through participation in a wide range of international, regional and national conferences and meetings, as well as through contributions to projects and reports. The involvement of WCEL members in the preparation and implementation of the IUCN Academy of Environmental Law ‘Training the Trainers’ programmes from 2012 to 2016 (in the past two years in collaboration with the Asian Development Bank) has been very significant.

d) The development of knowledge and expertise of environmental courts and tribunals: This field, a WCEL absolute priority, has attracted a great deal of attention and support through the work of the Chairs Emeriti and leading Commission members in a number of regions in the world, in particular Africa, Asia and Latin America, in collaboration with partners such as UNEP, OAS and ADB. The effort has involved participation in a range of judicial capacity-building events in various countries. The high point was the close involvement of the judiciary in the IUCN 1st World Environmental Law Congress in April 2016, which resulted, among other things, in the establishment of the Global Judicial Institute for the Environment, described below.

e) The annual colloquia of the IUCN Academy of Environmental Law. As noted elsewhere in this report, there continues to be close collaboration between WCEL and the IUCN Academy of Environmental Law. Many WCEL members are also professors and members of faculties of universities and research institutes that are institutional members of the Academy.

f) Mainstreaming the Union’s effective use of environmental law in its Programme. Through the efforts made by the WCEL leadership, environmental law has become much more integrated into the work of the IUCN. As a result, the 2016–2020 IUCN Programme includes legal inputs throughout the document.

7. WCEL Structure and Governance

a) Overview of the Commission structure and human resources

WCEL is directed by a Steering Committee with seven members and two ex officio members (the Director of the Environmental Law Centre and the Chair of the IUCN Academy of Environmental Law). The Chairs Emeriti (Wolfgang Burhenne, Parvez Hassan, Nicholas Robinson and Sheila Abed) are also ex officio members, regularly attend meetings and are consulted on relevant topics, actively participating in Steering Committee meetings and in making important decisions on behalf of WCEL. In addition, the Commission is organised into Specialist Groups, as set later in this report.

During the past quadrennium, WCEL has had only one full-time staff member, the Executive Officer, dedicated wholly to the Commission’s administrative and outreach work. This minimal, and insufficient, level of support has made the operation of WCEL very difficult, since the legal officers of the Environmental Law Centre are mostly occupied with the fulfilment of specific deliverables for projects funded by external donors. This means that WCEL depends largely on its members to provide voluntary, in-kind services, pro bono publico. Most cover their own expenses while doing so. It is essential that we see robustly enhanced integration of the members of WCEL and its leadership with the development and implementation of law and governance-related projects by the IUCN Environmental Law Centre and other components of IUCN, a goal that has been fully embraced by the present Director General, Inger Andersen. In the spirit of the “One Programme”, WCEL has been stressing this point during the past quadrennium and will continue to pursue greater
involvement in all relevant ELC projects, thus enabling IUCN to optimise the great wealth of legal experience available to promote our collective mission.

b) Membership

WCEL’s membership at the beginning of the quadrennium in 2012 was around 800 environment law experts and lawyers, with several regions critically under-represented, notably Africa and Asia. Special strategic efforts were made to enhance the membership, particularly in those areas. As a consequence, we have seen significant membership growth, expanding to more than 1,400 worldwide. The Commission has also grown its regional representation and involvement of new and old members in important environmental law work through the Specialist Groups, events, capacity development initiatives and other exertions in collaboration with the wider IUCN network and long-time partners such as UNEP, the Organization of American States (OAS) and the Asian Development Bank (ADB). While WCEL now reflects a more equally distributed global membership, attention must continue to be given to Asian and African countries; other areas that require greater representation are Eastern Europe and Central Asia. With increased membership, together with events and other initiatives, WCEL’s visibility and effectiveness will continue to be enhanced around the world.

WCEL Approximate Membership Distribution by IUCN Statutory Region

![Pie chart showing membership distribution by IUCN Statutory Region](chart)

WCEL Approximate Membership Distribution by IUCN Statutory Region

<table>
<thead>
<tr>
<th>Region</th>
<th>Membership Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td>10%</td>
</tr>
<tr>
<td>East Europe, North and Central</td>
<td>18%</td>
</tr>
<tr>
<td>Asia</td>
<td>4%</td>
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<tr>
<td>Meso and South America</td>
<td>19%</td>
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<tr>
<td>North America and the Caribbean</td>
<td>12%</td>
</tr>
<tr>
<td>Oceania</td>
<td>15%</td>
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<tr>
<td>South and East Asia</td>
<td>19%</td>
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<tr>
<td>West Asia</td>
<td>19%</td>
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<tr>
<td>West Europe</td>
<td>10%</td>
</tr>
</tbody>
</table>

WCEL partnerships include those that encompass the IUCN One Programme goals. The Commission increased its cross-Commission collaborations, establishing a closer working relationship with the other five IUCN Commissions, including the participation of Chairs of sister Commissions in WCEL Steering Committee meetings. In addition, WCEL has continued to work closely with the IUCN Academy of Environmental Law, with reciprocal membership on each other’s governing bodies.

The increase in IUCN One Programme interaction was particularly notable in the collaboration with WCPA in ensuring that over 20 legal events were included in the IUCN World Parks Congress in November 2014. The collaborative efforts in the submission of some 40 environmental law-related side events to the 2016 World Conservation Congress programme are further evidence of this interaction.
In addition, in 2015 and 2016 the Chair participated personally (Suva, Quito, Panama and Helsinki) or by video (Bangkok) in several of the Regional Conservation Fora, a unique opportunity to hear from IUCN Members and Regional Offices. In Suva and Helsinki, WCEL organised an environmental law side event, in cooperation with local institutions (the IUCN Regional Office and the Finnish Government, respectively; our gratitude to Taholo Kami and Marina Von Weissenberg).

d) Partnerships

The Commission’s partnerships are essential for making its work possible. WCEL has continued to develop its strategic partnerships with other important organisations such as UNEP, the Organization of American States and Secretariats of MEAs, as well as judicial organisations around the world, particularly through meetings and events. WCEL events are systematically organised in collaboration with partner organisations.

The most important result of the close cooperation between WCEL, UNEP and OAS has been the development of the concept of the “Environmental Rule of Law” and the organisation of the Rio 2016 1st IUCN World Environmental Law Congress.

WCEL has also strengthened its relationship with GLOBE International, a worldwide organisation of legislators that specialise in or are interested in sustainable development. The WCEL Chair holds regular video conferences with GLOBE’s Executive Secretariat, headquartered in London. This close relationship has enabled the realisation of a joint WCEL/GLOBE colloquium, with the participation of Justices from various countries’ Supreme Courts, at the National Assembly of France, during the UNFCCC COP in Paris. The theme was ‘Climate Change: Lawmaking & Adjudication for the Future.’ This was the first joint WCEL-GLOBE gathering of its kind in the Commission’s history.

WCEL has also continued to build its relationships with the International Association of Judges (IAJ), which adopted a proposal by WCEL to establish a position within the IAJ of Vice-President for the Environment – a major achievement for an organisation with a long history, but that until two years ago had never included environmental law in discussions at its annual meetings.

Finally, WCEL has begun making connections with the World Trade Organization (WTO). The WTO Director General, Ambassador Roberto Azevedo, has agreed to organise with WCEL a joint event in 2017 on Trade and Environment.

e) Meetings and events

Through the efforts of WCEL members and the Steering Committee, the Commission organised and participated in many events during the past four years. These gatherings have been highly important because, first, they have raised the visibility of the Commission (branding); second, they have provided a platform for increasing the membership; and, third, they have often been the best mechanism for putting into practice many of the objectives of the IUCN One Programme and the 2013–2016 WCEL Mandate. These include: promoting the IUCN Academy of Environmental Law; collaborating with centres of environmental law; providing knowledge-sharing and technical assistance; promoting good governance and the environmental rule of law; supporting the judiciary; enhancing synergies among, and strengthening of, Multi-Lateral Environmental Agreements.

Many of these events have provided a venue for WCEL members and others to discuss advancements in important concepts and principles of environmental law. In particular, WCEL has emphasised the development of the principles of ‘non-regression’, ecological function of property rights, and ‘in dubio pro natura’ – resolving legal uncertainties in favour
of greater environmental protection. These three principles are critical in countries where environmental laws are either unclear (due to inadequate drafting or to the passage of time, during which scientific knowledge and legal attitudes have changed) or threatened by conflict with policies that promote the degradation of nature.

The meetings in which WCEL has been involved in the past four years have been reported in the Commission’s Annual Reports to Council.

f) Capacity-Building

The involvement of WCEL and its members in capacity building is a crucial part of its mandate. Over the past four years, these efforts have focussed on judicial meetings and workshops of environmental public prosecutors, the training of environmental law professors in collaboration with the IUCN Academy of Environmental Law and the Asian Development Bank (noted elsewhere in this report), as well as events such as a Protected Areas Law Workshop in China in 2015 as part of the IUCN Environmental Law Programme’s Protected Areas Law Capacity Building Initiative.

g) Outreach in Africa and Asia

As noted above, Africa and Asia have been traditionally under-represented in WCEL’s membership and activities. Reaching out to key stakeholders and environmental law experts in the countries that hold a large percentage of global biodiversity and tropical forests has been a priority set by IUCN and adopted by the WCEL Steering Committee. This often requires site visits, especially when WCEL has few or no members in the area. The WCEL Chair has personally contacted IUCN Members and key governmental, legislative, academic and judicial institutions in several under-represented countries. For some of these missions, it was the first time a WCEL Chair, in such a capacity, visited the country (for example, Burkina Faso, Senegal, Ivory Coast, Democratic Republic of Congo, Sudan, Myanmar, Mongolia, Fiji and Pakistan, among others). The Chair’s visits to countries in these under-represented regions have involved, as a rule, meetings with the Supreme Court Chief Justice, Minister of the Environment, key members of parliament, universities, IUCN Members, and other important stakeholders.

In Africa and Asia, the Commission has continued to build on its efforts to support judicial training and reinforce environmental law, particularly through outreach initiatives and participation in workshops and events. The WCEL Chair and members of the WCEL Steering Committee have made it a priority to engage the judiciary and environmental law specialists in countries in those two regions, and this has also been carried out through the Commission’s collaboration with UNEP and the Asian Development Bank.

h) Fundraising and in-kind contributions

In the period 2012–2016, WCEL increased its external fundraising activity exponentially in order to support the Commission’s activities. One of the ways in which this was done was to attract sponsorship for the meetings of the WCEL Steering Committee, particularly through judicial and academic institutions.

The most prominent event of the period, namely the 1st IUCN World Environmental Law Congress was made financially and logistically possible only through help from key partners. It is important and appropriate to record those contributions here. In addition to the assistance of the IUCN Secretariat and the office of the IUCN Director General, financial and in-kind contributions came, among others, from the United Nations Environment Programme (UNEP), the Brazilian Association of Judges (AMB), the Supreme Court of the State of Rio de Janeiro, the Association of Judges of the State of Rio de Janeiro (AMAERJ), the
Organization of American States (OAS), the Ministry of the Environment, the Asian Development Bank (ADB), the International Association of Judges (IAJ), the Global Legislators Organisation for a Balanced Environment (GLOBE International), the International Network for Environmental Compliance and Enforcement (INECE), and the European Union Forum of Judges for the Environment. The Brazil-based “FGV Projetos – Getúlio Vargas Foundation” deserves special mention for the administration of the Congress as a ‘knowledge partner’.

i) Communications, engagement and identity

The Commission’s efforts in communications, engagement and identity have seen significant developments in the last four years. Recognising the membership growth and important events and commitments in 2015 and 2016, the Commission created a new identity that better integrates and represents its work and values. The design of the new WCEL logo was graciously donated by the Brazilian “Getúlio Vargas Foundation”. It incorporates the natural (water, earth, air, fauna, flora, and climate) and human (indigenous and traditional peoples as historical guardians of nature) elements of sustainability. It also symbolises Justice through the scale that encompasses and balances these values.

Further to the Commission’s communication efforts, the last year also marked a growth, still unsatisfactory, in the Commission’s social media networking and engagement with members and the wider environmental law, IUCN, and NGO communities online. Over the past several years, the Commission has gained over 700 people in its Facebook community and around 400 in its Twitter following. These outlets are critical for sharing information and connecting with people, both members and non-members, to promote and strengthen the work of the Environmental Law Programme, IUCN and environmental law, governance and conservation.

In conclusion, despite these advances, it is important to re-emphasise that the human resource challenges for WCEL represent a significant impediment to WCEL’s communication efforts. With only one Executive Officer, as mentioned above, it is difficult for WCEL to broaden or further its utilisation of social media to reach members and others interested in the Commission’s activities. There is a critical need for extra and dedicated funding to support the Commission in this crucial area, which requires hiring a professional communications specialist.

j) Specialist Groups

WCEL’s Specialist Groups (SGs) are essential to the operation of the Commission at large. Many of WCEL’s members participate in one or several SGs that promote, develop and implement their areas of environmental law for conservation and sustainable development on national, regional and international levels. The SGs are: Armed Conflict and the Environment; Energy and Climate Change; Compliance and Enforcement; Ethics; Indigenous Peoples, Customary & Environmental Laws and Human Rights (SPICEH); Oceans, Coasts and Coral Reefs; Protected Areas Law and Policy (WCEL/WCPA Joint Specialist Group); Sustainable Soils and Agricultural Systems; Water and Wetlands. A special task force has worked with Judges worldwide on the Global Judicial Institute for the Environment.

Specialist Groups contributed to the 2015 Paris Agreement on Climate Change, the dissemination of legal tools for developing nations to adopt clean energy systems, the inclusion of the marine and terrestrial goals for the first time in the Sustainable Development Goals adopted in 2015, advocating before international tribunals, and the launch in 2016 of the UN General Assembly’s negotiations to prepare a new international agreement to conserve the biological diversity of the high seas (areas beyond national jurisdiction). WCEL members are engaged in these and many other undertakings for the Commission.
Further information on the work of WCEL’s Specialist Groups can be found here.

8. Early Career Group (ECG)

In response to the One Programme and directions given by Council, bearing in mind IUCN’s long-term goals, WCEL has put more emphasis in the past two years on its early career members. The ECG plays an important part in delivering the Commission’s mission and vision of ensuring that ‘environmental law contributes universally to enabling a just society that values and conserves nature, affirming the rule of law, and to providing vital environmental stewardship systems for all levels of governance, including communities, as they work toward ecological sustainability’ (WCEL Mandate 2013–2016).

The ECG places a strong focus on intergenerational equity and collaborations, providing ‘next generation’ perspectives on environmental law and the work of the Commission as a whole. This year, with the leadership of ECG Co-Chairs Dr Michelle Lim and Nicholas Bryner, several new projects were initiated, including:

- A Webinar series facilitating dialogue between WCEL Early Career members and SGs about different ‘emerging’ issues in environmental law around the world
- Development of a new blog website that includes the Webinar series and different articles by WCEL members

9. 1st IUCN World Environmental Law Congress

The most significant event during the 2012–2016 period was the preparation and conduct of the 1st IUCN World Environmental Law Congress (WELC), which took place in April 2016. Planning for the Congress began immediately after the Jeju World Conservation Congress. It was the largest and most important conference organised by WCEL to date, taking place in the Supreme Court of Rio de Janeiro from 27–29 April 2016. It attracted over 300 delegates from over 60 different countries, with expertise in law, science and policy, including many judges, legislators, professors, legal practitioners, representatives of indigenous peoples, and government officials, as well as, very importantly, a significant number of younger or “early career” lawyers.

The 2016 WELC was the first gathering of its kind, providing a global forum for advancing the role of law in developing and implementing solutions that intend to ensure ecological, social and economic sustainability. The goal of the Congress was to provide new thinking and
expanded efforts to fill gaps in legal systems, strengthen implementation, compliance and enforcement, and build support for the environmental rule of law. It also marked the establishment of the Global Judicial Institute for the Environment (see below).

Further, the first-ever global meeting of environmental law centres and journals was conducted at the end of the WELC. The gathering was organised by WCEL in collaboration with the IUCN Environmental Law Centre and the Washington-based Environmental Law Institute. The recommendations from the event included: introducing focal points for the environmental law information system ECOLEX (IUCN, UNEP and FAO) to enhance provision of legal information; establishing a global peer review system between environmental law journals to maintain high quality of articles for journals and internet publication; and setting up a network to ensure a constant flow of articles and knowledge.

Another major outcome of the Congress was the preparation of the World Declaration on the Environmental Rule of Law, including the proclamation of new and emerging principles of environmental law. The draft Declaration was presented to the final plenary session of the Congress, and was discussed at the IUCN Academy of Environmental Law Colloquium in June 2016 in Oslo. The final Congress programme and further information can be found here.

10. Global Judicial Institute for the Environment (GJIE)

One of the priorities of the WCEL Mandate 2013–2016 was to support the Judiciary through capacity building in the area of environmental law and adjudication. This has become a critical element of WCEL’s work. Without judges who understand the importance of conservation and are well versed in environmental law, it will be impossible to fully implement constitutions, statutes and policies that protect nature.

Based on nearly two decades of WCEL experience working with judges, at the World Conservation Congress in Jeju the present WCEL Chair proposed, for the first time, the establishment of a Global Judicial Institute for the Environment. Following Jeju, WCEL’s Steering Committee approved the plan. Since then, the Institute has been a WCEL signature project, in cooperation with partners including UNEP, the Organization of American States, and others that have been engaged in supporting the environmental rule of law and in training and working with judges worldwide.

The first phase of this process – including the structural design, building legitimacy for the idea, and formal launching of the Institute – has now concluded. At the May 2015 IUCN Council Meeting in Gland, WCEL presented an Action Plan and received IUCN’s endorsement for the creation of the Global Judicial Institute for the Environment (see Proposal for the establishment of a Global Judicial Institute for the Environment, Agenda Item 5.2.2.9. C/85/31). The official establishment and first meeting of the Institute took place at the 1st IUCN World Environmental Law Congress in April 2016; see further. The constitutive document of the Institute, named the Charter of the Global Judicial Institute for the Environment, was also negotiated and agreed during the Congress. The Charter can be accessed here.

11. Thanks!

The work of WCEL has been materially advanced and coordinated by the extraordinary dedication and hard work of the members of its small Steering Committee, Deputy Chair Ben Boer and the chairs of the Specialist Groups. I wish to thank them, individually and collectively, for their diligence and commitment, as well as our WCEL executive officers, Nicholas Bryner and subsequently, Maria M. Arrellaga. My gratitude also goes to the IUCN President, Zhang Xinsheng, the first Chinese national to hold that position, and the members
of Council, who diligently governed the Union. In the last four years, WCEL has benefited from the support of many departments of the Union’s Secretariat in Gland and Bonn. I would like to highlight the enthusiasm and close attention of the Director General, Inger Andersen, and the continuing assistance of Michael Davis (CFO) and his highly competent team. The Regional Directors were excellent partners and WCEL successes are shared with them. In this period, the Chairs of sister Commissions became friends and trusted advisors: Aroha Mead (CEESP), Ernesto Enkerlin and Kathy MacKinnon (WCPA), Simon Stuart (SSC), Piet Wit (CEM) and Juliane Zeidler (CEC). Lastly, WCEL exists because of its members and the IUCN membership, who volunteer their valuable time, expertise and passion. To them I express my deepest appreciation for their commitment to our conservation mission.

It is also appropriate to record here the passing of Dr Françoise Burhenne-Guilmin in 2013; Françoise devoted the whole of her professional life to environmental law and to the IUCN Environmental Law Centre. She was a friend and mentor to countless environmental lawyers from every corner of the world, and she is sorely missed.¹ Françoise was honoured (posthumously) during the 1st IUCN World Environmental Law Congress in April 2016 with the WCEL Lifetime Achievement Award, together with Dr Wolfgang Burhenne, WCEL Chair Emeritus and founder of IUCN’s environmental law programme.

It has been an honour for me to serve the Union during this quadrennium. WCEL has taken the promises made at the World Conservation Congress in Jeju very seriously indeed. I would be pleased to provide any further information that any of the IUCN Members may wish to receive about our Commission’s work (ahbenja@gmail.com).

¹ See: A tribute to Françoise Burhenne-Guilmin (http://www.iucn.org/content/tribute-francoise-burhenne-guilmin)
1. **Mission**

To promote an ecologically representative, effectively managed and equitably governed global system of marine and terrestrial protected areas as an integral part of the IUCN Mission.

2. **Vision**

Protected Areas are an essential mechanism to ensure the ecological functioning of our planet.

3. **Goal**

Increased awareness of the role of well-managed systems of protected areas in underpinning human welfare and livelihoods to make the case for increased level of investments in protected areas, expansion and strengthened management effectiveness.

4. **Objective(s)**

The objectives of the IUCN World Commission on Protected Areas for 2013–2016 are:

1. Enhance the capacity to effectively manage protected area systems to achieve the Aichi Targets for halting biodiversity loss, in particular through meeting Target 11.
2. Mainstream protected areas as natural solutions to global challenges, such as climate change, land degradation, food security, health and well-being.
3. Foster equitable governance of protected area systems.
4. Make the case for sustainable financing of protected area systems.
5. Communicate and advocate the value of protected area systems.

5. **Priorities and achievements**

The last four years have been very active and productive for the Commission. WCPA worked with the IUCN Global Protected Area Programme (GPAP) as part of the ‘One Programme’ approach to develop seven programme results initially; these were expanded after the World Parks Congress (WPC) in 2014, with reorientation to strengthen delivery of WPC recommendations and the Promise of Sydney. This report details progress against the original joint WCPA/GPAP work programme, plus reporting on additional major WCPA activities and products.

6th IUCN World Parks Congress 2014, Sydney

The main highlight for WCPA during the quadrennial was the 6th IUCN World Parks Congress, Sydney in November 2014. The WPC occurs only once every ten years and helps to set the agenda for the coming decade. WPC was organised by GPAP and WCPA with national partners Parks Australia and New South Wales (NSW) Department of Environment and Heritage. WCPA dedicated considerable time between 2012 and 2014 on WPC
preparations and programme development with the leadership represented on International
and Management Committees, Deputy Chair chairing the Programme Working Group and
many WCPA members organising streams, workshops and other events. The WPC
programme was designed to highlight the relevance of protected areas to human welfare and
well-being as well as effective biodiversity conservation. More than 6500 participants from
170 countries engaged in eight streams and four cross-cutting themes, which resulted in 150
recommendations and many national and organisational commitments to follow up as part of
the Promise of Sydney. These commitments will be recorded in the World Database on
Protected Areas (WDPA) and latest Protected Planet reports. Progress will be further
assessed at the World Conservation Congress in Hawai'i as the first milestone from WPC.

Many WCPA members, including members of the Steering Committee and Specialist Group
leaders, played key leadership roles in organising and fundraising for the streams at the
Congress. This required a considerable investment of time and effort, leading up to, during
and following WPC. Without this volunteer support – from WCPA and all five other
Commissions – Congress would have been much less successful. The voluntary
contributions and collaboration of WCPA, other Commissions and IUCN Members was
critical to WPC success and an excellent example of IUCN’s convening power and the ‘One
Programme’ charter in action. Funding support for WPC was provided in part through a
Global Environment Fund (GEF) grant through UNDP – Inspiring Protected Area Solutions
(IPAS); WCPA leadership worked with GPAP to develop and implement the proposal, and
WCPA members are providing case studies for the web-based Panorama.

As follow up to WPC and the Promise of Sydney, WCPA realigned its work programme to roll
out and implement recommendations and commitments. This included organisation of
specific regional and national meetings to better define regional priorities as well as
commitments to develop new programmes and emphasise priority themes from WPC. Many
of the existing activities in the WCPA work programme were also further developed at WPC.
This led to increased emphasis on nature-based solutions, especially the role of protected
areas as natural solutions to global challenges, including a new focus on health, as well as a
new initiative to promote better communication and outreach on the value of conservation,
#NatureforAll (with the Commission on Education and Communication) – see below. WCPA
has continued to build on many of these new and emerging themes working with new
partnerships and additional efforts reflected in the World Conservation Congress programme.

IUCN Programme Area 1 – Valuing and conserving biodiversity

WCPA activities under this heading fit well with Sustainable Development Goal (SDG)
targets 14 (marine conservation and sustainable use) and 15 (protection, restoration and
sustainable use of terrestrial ecosystems) and are core to achievement of Aichi Target 11 of
the CBD’s Strategic Plan on Biodiversity.

Target 1: Capacity to effectively manage protected area systems to conserve
biodiversity enhanced

WCPA has worked with the Global Protected Areas Programme (GPAP) and other partners
to build institutional capacity and practitioners’ skills to enhance protected area system
design, management and governance, including development of good practice guidelines.
This has been delivered through WCPA input and contributions to capacity building activities
in four regions through the GPAP-led and EC-funded Programme on Biodiversity and
Protected Areas Management (BIOPAMA), production of a comprehensive keynote
publication on Protected Area Governance and Management and development of new
professional standards, competences, curricula and training materials. Capacity development
was a key cross-cutting theme at WPC where workshops identified key regional, thematic
and stakeholder needs. This has led to development and ongoing roll out of a new Capacity Development Initiative in partnership with GPAP. The WCPA Capacity Development Working Group has developed Global Protected Area Management Competency Standards (to be published in time for the World Conservation Congress) and is working on curricula and global certification standards for site and system level protected area professionals. This includes specific plans to address capacity needs of indigenous peoples engaged in managing protected areas as well as new and innovative ways of presenting tools and training materials, e.g. webinars, online courses and standards. A model curriculum for training in anti-poaching methods is also under development.

Global Partnership for Protected Areas Capacity Development is built and implemented in at least four regions.

Capacity development was the key theme of the first BIOPAMA project led by GPAP and IUCN regional offices (and implemented across two regions in Africa, as well as the Pacific and the Caribbean). The WCPA capacity development leadership has also worked with GPAP to provide input for appropriate capacity development under the new BIOPAMA2 project expected to start in early 2017. In the West and Central Africa region, the WCPA Vice Chair has also worked with the Programme on African Protected Areas and Conservation (PAPACO) to deliver the MOOC online course in protected area management in French.

Target 2: Branded IUCN/CBD Best Practice Guidelines (BPGs) and key publication products developed

Best Practice Guidelines are key knowledge products, widely used around the globe by protected area professionals. WCPA has appointed a volunteer Publications Committee and a Series Editor to oversee development of all WCPA publications, including guidelines and technical reports. During the quadrennial Specialist Groups (SGs) and Task Forces (TFs) have developed and published BPGs on Transboundary Protected Areas, Urban Protected Areas, as well as a Protected Areas Governance Toolkit and Primer, and technical reports on Privately Protected Areas Competences for Protected Area Professionals. All of these publications are available on the IUCN/WCPA website. Several of these publications are already available in several languages and there are plans for further translations as resources allow. BPGs on Large Marine Protected Areas, Conservation Planning, Protected Areas and Climate Change and Sustainable Tourism are also expected to be launched in Hawai'i. All BPGs are now published in collaboration with the CBD Secretariat since the CBD specifically requested IUCN/WCPA assistance with developing guidance on protected area management. Other BPGs in the pipeline include Geoheritage, Wilderness Management and guidelines on Healthy Parks Healthy People.

E-book on Protected Area Governance and Management

In 2014 WCPA produced a flagship e-book on Protected Areas Governance and Management as a legacy product from WPC. The book includes all the latest information on protected area planning, management and governance and was written by a large cast of WCPA contributors on an unpaid basis. This book is published by Australia National University Press and is available free as downloadable pdfs as a whole or as individual chapters at https://press.anu.edu.au/publications/protected-area-governance-and-management. To date there have been more than 18,000 downloads (more than 11,000 for the whole book) from 155 countries. Individual chapters provide background reading and guidance for training and curricula for protected area professionals.

Scientific articles

WCPA publishes the Commission’s online journal PARKS twice a year, providing informative articles on good practice and other protected area news. Individual WCPA members and SGs have also contributed a broad range of articles on key protected area and conservation
topics to a number of scientific books, and scientific and online journals and special issues, including *Nature*, *Oryx*, *PLOS* and *Aquatic Conservation*.

**World Heritage Publications**

WCPA members have also contributed to production of the World Heritage Conservation Outlook initiative which assesses the status and threats of natural World Heritage sites. In 2016 World Heritage produced a new book with Cemex funding entitled *Earth’s Legacy: Natural World Heritage*. The WCPA VC for World Heritage was the lead author and other WCPA members contributed.

**Target 3: Quality Standards: IUCN Green List of Well-Managed Protected Areas Initiative**

WCPA has worked with national partners in the design and completion of systems of ecologically representative and well-connected protected areas and their effective management, to promote quality standards in line with country commitments to Aichi Target 11. WCPA originally developed and implemented assessments of management effectiveness globally and during this quadrennial worked with GPAP and national partners to further develop and promote the quality of management through developing a Green List standard.

**Green List of Protected and Conserved Areas**

The Green List was developed within WCPA, piloted through joint projects with GPAP and formally launched during the IUCN World Parks Congress 2014. Based on those pilot experiences, the standards have been revised as well as the process and governance structure prior to expanded rollout through projects involving GPAP, WCPA and IUCN Regional Offices. WCPA members are involved in the management, governance and implementation of the Green List Initiative.

**Other Quality Standards**

**Key Biodiversity Areas Standards**

The joint WCPA/SSC TF on Biodiversity Outcomes produced standards for Key Biodiversity Areas (KBAs) which were approved by the IUCN Council in April 2016. KBAs are a key knowledge product for IUCN. WCPA will remain engaged in the governance structure for KBAs.

The same task force was contracted by the GEF Evaluation unit to assess how GEF support has contributed to biodiversity outcomes.

**World Heritage**

WCPA works closely with the World Heritage programme, with a dedicated VC for World Heritage (WH) and a WH SG. Various WCPA members contributed to assessments of World Heritage sites, including new nominations and sites where remedial action is required. During the quadrennial, WCPA members have participated in World Heritage meetings, nomination reviews and missions to help to assess sites in mountain, forest, and cave and karst habitats.

**Connectivity Conservation**

WCPA is working with the CBD Secretariat and other partners to provide guidance for national Parties to meet their commitments under Aichi Target 11 and especially to help develop criteria relating to ecologically representative and well-connected systems of protected areas, integrated into the wider landscape and seascape. Thematic VCs and the Connectivity Specialist Group are working with UNEP-WCMC to develop guidance and a database on Areas of Connectivity Conservation; a first draft of the guidelines has been circulated for consultation.
Target 4: Protected Planet Communication Platform updated and expanded in cooperation with UNEP-WCMC

Protected Planet, underpinned by the World Database on Protected Areas (WDPA), provides the world’s decision makers and the community of practice with the best possible global information, knowledge and tools for the planning and management of conservation areas. A Global Database on Protected Areas Management Effectiveness (GDPAME) is also maintained and developed in parallel with the WDPA. Since 2012 a Protected Planet Report has been produced every two years summarising the status of protected area coverage and ecological representation globally and issues such as governance and financing; the third Protected Planet Report will be released at the World Conservation Congress. Key WCPA members have committed time to improve data quality in the WDPA and GDPAME and contributed to content and review of the Protected Planet Reports.

IUCN Programme Area 2 – Effective and equitable governance of nature’s use

Target 5: Equitable governance of protected area systems fostered

WCPA is committed to promoting the full range of governance types for protected areas and to increased participation of indigenous peoples and local communities in governance and management of protected and other conserved areas. These ambitions will contribute to implementation of Programme Element 2 of the Programme of Work on Protected Areas (PoWPA) of the CBD and of Target 11 of the Strategic Plan for Biodiversity. Two of the key streams at the World Parks Congress 2014 reflect this commitment: Stream 6 on Governance and Stream 7 on Indigenous and Traditional Knowledge. WCPA has long cooperated with CEESP on these issues (through TILCEPA) and over the last few years also with the Indigenous and Community Conservation Areas (ICCA) Consortium. In 2015 the WCPA Steering Committee (SC) took the decision to establish a dedicated Governance Specialist Group within WCPA. The Commission is also looking at opportunities for greater engagement with indigenous peoples on protected area management, governance and monitoring, including the use of traditional knowledge.

Flagship initiative on Protected Areas Governance, Access and Benefit Sharing is developed and implemented in at least four regions.

WCPA has developed and subsequently tested an IUCN matrix of protected area categories and governance types (Guidelines for Applying Protected Area Management Categories, edited by Dudley, 2008). Building on this work, WCPA has collaborated with GPAP to develop and disseminate Best Practice Guidelines and Toolkit on Protected Area Governance, including a primer and several translations. A Social Assessment methodology is also under development. These BPG governance and management methodologies are being tested and rolled out through the BIOPAMA initiative in four IUCN regions (Africa, Caribbean and Pacific). WCPA members are also expected to help pilot and test these methodologies in six countries, working with the Indigenous and Community Conservation Areas (ICCA) Consortium and other potential partners as part of a project funded through the UNDP-GEF Small Grants Programme.

Best Practice Guidelines on Privately Protected Areas, Urban and Transboundary Areas

WCPA has several SGs dedicated to different governance and management models for protected areas, including Privately Protected Areas, Transboundary Areas, Protected Landscapes, Cultural and Spiritual Values and Urban Specialist Groups. In the last three years new guidance has been published on Privately Protected Areas, Transboundary and Urban Protected Areas. WCPA is also developing Social Assessment methodologies for assessing the costs and benefits of protected areas and of protected area access and benefit-sharing arrangements.
Other Effective area-based Conservation Measures (OECMs)

During the last quadrennial WCPA has also focussed on conservation in the broader landscape/seascape, including consideration of “other effective area-based conservation measures” as described in Aichi Target 11. OECMs may include areas that meet the IUCN protected area definition but also require consideration of voluntary and ancillary conservation efforts that can contribute to greater resilience and better connectivity between conservation areas. To meet this challenge and respond to an IUCN resolution from Jeju, WCPA established an OECM Task Force to help develop guidance on OECMs for CBD Parties. At CBD SBSTTA 20 (April 2016) Parties endorsed the need for better guidance and case studies on OECMs, and welcomed the work being done by IUCN on this aspect of governance.

Policy guidance on access and benefit-sharing for protected areas developed

Benefits

WCPA members developed and piloted the Protected Area Benefit Assessment Tool (PABAT) which assesses benefits accruing to different stakeholders. During this quadrennial the tool has been used to assess a number of protected areas in the Dinaric Arc, SE Europe, working with WWF. There are plans to replicate this work in other regions.

Sustainable financing

A lack of adequate sustainable financing is a constant threat to the effectiveness of protected area management. This is a key issue for WCPA. Rather than establish a separate specialist group WCPA has established a partnership with the expert network within the Conservation Finance Alliance (CFA) for expertise and guidance on innovative models of sustainable financing for protected areas. In 2015 UNDP supported work with CFA to publish a Guidebook on Strengthening Budget and Funding for Protected Areas.

IUCN Programme Area 3 – Deploying nature-based solutions to global challenges

WCPA was a leader in promoting natural solutions to global challenges, with publication in 2010 of the book Natural Solutions: Protected areas helping people to cope with Climate Change. Nature-based solutions have been a key theme for WCPA over the quadrennial. WCPA has appointed a thematic VC for Natural Solutions. WCPA has continued to work with GPAP, other IUCN global programmes and the three Rio Conventions to advocate mainstreaming protected areas into national policies, plans and strategies to address global challenges. Several streams at WPC focussed on lessons and case studies demonstrating the links between protected areas and human welfare and well-being, including contributing to mitigate the challenges of climate change, food and water security and disaster risk reduction. A series of short fact sheets (the Natural Solutions series) have been developed to illustrate the role of protected areas in helping to address these challenges; these are available in several languages and can be downloaded from the WCPA website.

Target 6: Well-designed and effectively-managed protected area systems contributing to meeting the global challenge of climate change

WCPA was one of the first groups within IUCN to promote nature-based solutions and ecosystem-based approaches to climate change, including organising many events to illustrate how protected areas can help to mitigate and adapt to climate change. Climate Change and Protected Areas was also the focus of a stream at WPC which came up with key recommendations. The Commission has also created a new Climate Change Specialist Group and prepared new Best Practice Guidelines. These guidelines address the challenges and solutions for effective protected area management as part of mitigation and adaptation. They also provide guidance on mainstreaming protected areas in climate change response
and national strategies. All of this work will contribute towards national efforts to meet SDG 13 and strengthen resilience and adaptive capacity to climate-related hazards and natural disasters.

**Target 7: Initiative on Climate Change and Protected Areas influencing the CBD and UNFCCC processes**

During the quadrennial we have built on these foundations, organising events and panels at key CBD, UNFCCC and UNCCD meetings to advocate for better integration of ecosystem-based approaches, and especially protected areas, into national Climate Change Response Strategies and Plans. Most recently at UNFCCC COP21 in Paris, WCPA organised numerous marine events, an Amazon Initiative and a panel at the IUCN Nature-based Solutions Pavilion, all promoting this message. It is exciting that all the major conventions have now integrated this approach into their policy dialogues.

Regional efforts to support voluntary commitments to piloting and testing methodologies and developing best practice guidance

One key outcome from WPC and further efforts by WCPA leadership in South America has been the adoption through REDPARQUES of a declaration by 18 Latin American countries in August 2015 to encompass protected areas in climate change strategies, to be facilitated through establishment of a regional working group in Amazon countries. This commitment was put forward at UNFCCC COP21 where several countries committed to the expansion and strengthening of protected areas, including a commitment by Colombia to add 2.5 million hectares of new terrestrial and marine protected areas as part of Colombia’s Intended National Contribution. WCPA is committed to working with Members and partner organisations to expand and replicate such initiatives and declarations to other regions; this effort has already been initiated by an article in *PARKS* journal.

**Target 8: By 2016 a significant advocacy initiative on the role of protected areas in addressing significant global challenges is developed and implemented**

WCPA has continued with its work since WPC to demonstrate the relevance of protected areas to social and economic issues such as food and water security, disaster risk reduction, health and human welfare and well-being. This work can contribute to realisation of SDG 6 (availability and sustainable management of water) and SDG 11 (cities and human settlements inclusive, safe, resilient and sustainable) as well as to SDG 2 to mitigate the risks of water-related disasters (drought and floods).

**Disaster Risk Reduction**

The theme of Disaster Risk Reduction (DRR) was covered as part of the 2014 WPC Stream on Human Well-being. As follow-up, WCPA has collaborated with CEM and the IUCN Ecosystem Management Programme to produce guidelines and papers focussing on the role that ecosystem-based approaches and protected areas can contribute. The DRR guidelines were launched at the Third World Conference on Disaster Risk Reduction (UNISDR) meeting in Sendai, Japan in 2015, where the Sendai Framework for Disaster Risk Reduction 2015–2030 was agreed. DRR is an area of priority interest for WCPA in Asia.

**Health and Protected Areas**

WPC in Sydney hosted a successful stream on Healthy Parks, Healthy People (a topic relevant to SDG 3). Building on this initiative, WCPA and GPAP are working with Parks Victoria, the US National Park Service, other parks agencies and HPHP Global to engage more with international health agencies such as the World Health Organisation (WHO) and Pan-American Health Organisation (PAHO) and urban planners and decision makers to promote the health benefits and values of protected areas. As part of this effort, WCPA and
GPAP worked with the Salzburg Global Symposium (SGS) to develop a forum on *Nature, Health and a New Urban Generation* which engaged with stakeholders from a range of sectors including WHO, urban leaders and medical researchers. The meeting in Austria, November 2015, was the first in a planned 10-year series entitled “Parks for the Planet” which will be hosted jointly by SGS and IUCN to bring together thought leaders on key protected area issues. The *Salzburg Challenge* aims to catalyse activities across all sectors to promote stronger linkages between communities, cities and protected areas to promote health and well-being benefits.

**Regional and international events**

**Policy work at Rio Conventions**
As part of Commission advocacy and policy work, the WCPA leadership and members have engaged in a number of regional and international meetings as part of IUCN delegations. This work includes preparation of information papers for scientific and COP meetings for the Rio Conventions, CBD SBSTTA and COPs, UNFCCC, UNCCD, and the UNISDR Sendai meeting on Disaster Risk Reduction to review and revise the Hyogo Framework in 2015. WCPA members have also organised and delivered a series of key side events at these meetings promoting protected areas as part of ecosystem-based solutions, e.g. events at UNCCD COP12 in Ankara, Turkey and the Amazon Regional Declaration at UNFCCC COP21 in Paris, November 2015.

Regional VCs have also organised many regional and national symposia on key protected area issues, often working with IUCN National Committees. Examples include management of marine areas (Colombia), valuation of ecosystem services from protected areas (Australia). The Geoheritage SG was involved in design and delivery of the 1st International Conference on Geoheritage in Huangjiang, Guanxi, China in June 2015.

**Asia Parks Congress 2013**
In collaboration with the IUCN Asia Regional Office, WCPA helped to organise the first Asia Parks Congress in 2013 in Sendai, Japan, in collaboration with the Ministry of the Environment, Japan (MOE-J). The meeting was attended by approximately 800 participants, including central and local governments, international organisations, NGOs, academia and students as well as protected area authority officials from 22 Asian countries. The meeting focussed on six regional priorities: Natural Disasters and Protected Areas; Tourism and Environmental Education in Protected Areas; Culture/Tradition and Protected Areas; Collaborative Management of Protected Areas; International Cooperation for Protected Areas; and Biodiversity and Protected Areas. One of the main outcomes was agreement to hold regular regional meetings and congresses to further work on these issues and to establish a regional Asia Protected Areas Partnership (APAP). APAP is supported by MOE-J and co-chaired by the WCPA East Asia VC.

**Follow up to IUCN World Parks Congress 2014 and Promise of Sydney**

After the successful WPC, WCPA regional, national and thematic efforts have focussed on promoting implementation of the Promise of Sydney:

- To promote more and better managed Protected Areas (IUCN Programme Area 1)
- Scale up & apply innovative approaches for management and governance (Programme Area 2)
- Work across sectors to promote protected areas as nature-based solutions (Programme Area 3)

These efforts have been aided by a number of regional and national meetings, e.g. a workshop in South Africa to discuss national priorities to deliver the Promise of Sydney. Delivering the Promise of Sydney was also raised as a priority at a number of the IUCN
Regional Conservation Forums and is incorporated in the draft IUCN Programme 2017–2020.

**Little Sydney: Protecting Europe’s Nature. Hainburg, Austria, May 2015**

As follow-up to WPC, WCPA Europe with IUCN and the Donau-Auen National Park organised a regional meeting in Europe in May 2015, with more than 300 participants. With more than 120,000 sites designated in 52 countries, Europe accounts for more protected areas than any other region. The meeting identified regional priorities for follow-up on the Promise of Sydney, including more systematic conservation planning, strengthened management and governance, and improved connectivity through transboundary cooperation. The meeting also highlighted the need for better valuation of the ecosystem services that protected areas provide, with an emphasis on nature-based solutions to address climate change. The meeting was funded through the EU Regional Development Fund (Euro100K) facilitated through the Austrian Ministry of Agriculture, Forestry, Environment and Water Management. Recommendations from the meeting also fed directly into the consultation and review of the EU Nature Directives.

**South America REDPARQUES meeting, Peru, August 2015**

The WCPA network in Latin America is especially effective, with organised regional protected area meetings in both South and Central America as well as many national and regional (Amazon) initiatives. WCPA leaders and members were strongly involved in adoption through REDPARQUES of a declaration by 18 Latin American countries in August 2015 to encompass expansion and strengthened management of protected areas in national climate change strategies as part of National Intended Contributions committed at UNFCCC21. WCPA is also helping to organise the regional working group in Amazon countries and is committed to expanding and replicating such regional initiatives in other regions.

**Partnerships**

All of WCPA work is carried out through partnerships. Within IUCN our primary partners are GPAP, World Heritage and the Global Marine and Polar programmes, but WCPA activities also engage extensively with other thematic (e.g. Dryland) and regional programmes (e.g. the Asia Regional Office (ARO) to organise the Asia Parks Congress). WCPA has engaged with a wide range of other organisations including national park and other government agencies, national and international NGOs, UNEP-WCMC (Protected Planet and the WDPA), and multilateral organisations such as the World Bank, UNDP and FAO. These partnerships and collaborations were mobilised effectively to support the preparation and delivery of WPC and in follow-up to the Promise of Sydney. The Commission has developed a strong relationship with the CBD Secretariat, providing support for implementation of the CBD Programme of Work on Protected Areas, with the CBD endorsing Best Practice Guidelines publications, and recognition by the CBD of WCPA’s work on guidance for protected area management and issues such as OECMs.

**New and Emerging Directions**

Throughout the quadrennial WCPA work has been underpinned by a strengthened focus on Capacity Development to professionalise protected area management. Since WPC there has been recognition that much greater effort must be concentrated on outreach and communication to reconnect people with nature and encourage greater enjoyment and appreciation of protected areas more widely, including youth, urban populations, new migrants, political leaders and disadvantaged sectors of society. Accordingly, in 2015 WCPA established a joint task force with the Commission on Education and Communication (CEC) to develop the #NatureforAll initiative which will be launched at the 2016 World Conservation Congress and to host a series of events at the #NatureforAll Pavilion.
Riding the Wave: Marine Conservation

Aichi Target 11 calls for 10% of marine ecosystems to be represented in global protected area networks but there is still much to do to realise this target. The next decade is expected to see a much greater focus on protection of marine and freshwater ecosystems under a range of governance and management models. WCPA and GPAP and other Secretariat groups are working with countries and organisations to build on marine commitments and monitor the promises made at WPC. Several substantial national commitments have already been realised, e.g. Palau’s determination to declare 100% of its EEZ as a marine protected area (MPA); Cook Island has declared 50% of its EEZ as an MPA. Similarly, Chile has declared a new marine park in the Nazca Desventuradas Islands, encompassing 115,000 square miles (297,000 km²) making it the largest marine reserve in the Americas; it harbours many marine mammals not found elsewhere.

The Marine group in WCPA has been especially active in the quadrennial, organising numerous events and presentations at WPC but also helping to organise other major meetings such as the International Marine Protected Areas Congress - IMPAC3 in Marseilles (2013), IMPAC4 (scheduled for Chile in 2017), and a regional partnership meeting in Jeddah, Saudi Arabia in 2016. WCPA Marine has a dynamic VC and several very active specialist groups and task forces that are developing best practice guidelines for management of large marine protected areas, and working on standards for Important Marine Mammal Areas (links to KBA work) and Marine Green List. The Marine Young Professionals group is helping with outreach and communication, especially through social media, under the strategic direction of the VC.

6. Structure/Governance

WCPA has continued to develop a globally active WCPA network of expert volunteers to support programme implementation. WCPA is led by the Commission Chair, supported by a Deputy Chair and Steering Committee and an operational structure including Task Forces and Specialist Groups. WCPA now has more than 2500 members of whom 250 are Young Professionals under 35 years of age. Leadership changed in October 2015 when Dr Ernesto Enkerlin-Hoeflich stood down because of other work commitments and Dr Kathy MacKinnon (formerly Deputy Chair) was appointed Chair by the IUCN Council, with Julia Miranda Londono assuming the position of Deputy Chair.

WCPA has an active Steering Committee (SC) comprising 13 regional VCs and 10 thematic VCs, including a VC for Young Professionals. Sadly, Moses Mapesa, VC for East and South Africa, died from complications associated with leukaemia in March 2016 and that position is currently vacant.
Many regions and some themes, e.g. Marine, have dedicated national focal points. Regional VCs are responsible for disseminating information and organising events within their region; several produce regular newsletters (e.g. Europe, Oceania). WCPA has 24 dedicated Specialist Groups (SG) and six Task Forces (TF): Biodiversity Outcomes, joint with SSC; Capacity Development; Large Marine Protected Areas; Marine Mammals; OECMs; NatureforAll, with CEC. TFs are constituted to deliver a specific task such as best practice guidelines; on completion of that task many TFs continue as SGs. Many themes and SGs run dedicated websites and communicate through social media.

The SC meets annually; it has become regular practice to invite several SG leaders to the meeting as well as the Core SC to explore regional and thematic priorities and strengthen collaboration across the network. A small subgroup drawn from the SC, the Executive Committee (ExCo), consults more regularly through monthly teleconferences to provide advice to the Chair and Deputy Chair.

All VCs, Task Forces and Specialist Groups, as well as the leadership, submit technical reports annually, providing details of their activities and any funds received or raised. These reports illustrate the breadth and commitment of Commission activities; information about all WCPA activities and publications is available on the IUCN/WCPA website.

The Commission works with the IUCN Secretariat and Regional Offices and IUCN Members to realise IUCN’s “One Programme” Charter, with key support provided by the Global Protected Areas Programme (GPAP). WCPA also works very closely with the World Heritage programme and the Global Marine and Polar Programme (GMPP) and on specific issues with other core IUCN programmes, e.g. Drylands. WCPA collaborates with other Commissions on areas of common interest and concern, including joint specialist groups and task forces as appropriate: with CEC (#NatureforAll initiative); CEM (disaster risk reduction guidance and papers); CEESP (governance and indigenous peoples’ issues through TILCEPA); SSC (Biodiversity Outcomes task force and KBAs); WCEL (legal issues pertaining to protected areas).

7. Finances

WCPA receives an annual Commission Operation Fund (COF) allocation from IUCN core funds. Over the last four years this has been around CHF 240,000 per year. The COF is distributed to support key activities led by the Steering Committee and Specialist Groups and these small sums are often useful seed funding, leveraging considerable additional support from other sources. Commission activities and products are financed through a broad range of initiatives, projects (IUCN and other), and direct support from IUCN Members and other organisations through both in-kind and cash support. It is impossible to give an accurate figure for all of the in-kind and cash contributions leveraged through the voluntary networks but a conservative estimate suggests that every CHF1 leverages at least CHF10 in other support, suggesting that Commission activities are a highly efficient and effective way to extend the work of the Union.

Any WCPA office bearer, member or SG receiving a COF allocation is required to submit an annual financial report with receipts. In addition, all office bearers, including SG leaders, submit an annual technical report which lists additional funds and projects that the group has raised. Funding comes from a broad range of sources. To illustrate this diversity of funding sources some examples are given below.

- (In-kind staff) New South Wales (NSW) Department of Environment and Natural Heritage, Parks Canada, Colombia Parks – assigned staff working on specific WCPA initiatives, e.g. support to the Commission, #NatureforAll, NSW support for follow up on the Promise of Sydney.
• Cash and in-kind support for WCPA activities, e.g. Benn support for task-oriented workshops in Vilm, Germany, Mexican government cash support for WCPA SC in Cuernavaca, 2013; Mexican government support through CONANP for Climate Change SG workshop 2015.

• Cash through IUCN projects, EU-BIOPAMA, UNDP/GEF-Inspiring Protected Area Solutions (IPAS) project.

• WCPA-generated funds from donors managed through the Secretariat, e.g. Swiss Development funds for specific TF activities, funds generated to support WCPA marine activities.

Traditionally Specialist Groups and other initiatives of WCPA have been expected to generate most of their own funds. Support for WCPA global, regional and national activities comes from a broad range of institutions and organisations including national and international NGOs; universities; national park agencies, e.g. Korea, Japan; BfN International Academy for Nature Conservation; bilateral donors such as EU Development Fund, French Ministry of Foreign Affairs, GIZ, Intergovernment Humanitarian Foundation for Commonwealth of Independent States, SwedBio; philanthropic organisations and private donors, e.g. Christensen Fund, Linden Trust, MAVA Foundation, Pew Charitable Trusts, Prince Albert II of Monaco Foundation; UN and other international agencies, e.g. UNDP, UNESCO, ICCROM; IUCN National Committees, e.g. Australia, Canada and UK; private sector, e.g. Google and key partners such as UNEP-WCMC engaged in collaborative projects.

Although WCPA provides these financial details annually, the current IUCN financial system only records expenditures against categories such as travel, administration costs, etc. which makes it very difficult to match funds utilised to activities and products delivered. Reform of the IUCN system to record funds used against deliverables would make it easier to monitor the effectiveness and efficiency of Commission operations.
Appendix A

Full List of WCPA Leadership, Steering Committee and Officers who served the Commission during the period 2012–2016

<table>
<thead>
<tr>
<th>Leadership</th>
<th>CHAIR</th>
<th>Name</th>
<th>Title</th>
<th>Committee</th>
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<tbody>
<tr>
<td>Leadership</td>
<td>CHAIR</td>
<td>Ernesto Enkerlin Hoeflich (Mexico)</td>
<td>WCPA &amp; IUCN Council 2012–2015</td>
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<td>Leadership</td>
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<td>Julia Miranda Londono (Colombia)</td>
<td>Deputy Chair 2015–2016 Vice Chair South America 2012–2015 Executive Committee (ExCo)</td>
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<td>Europe</td>
<td>Regional Vice Chair</td>
<td>Andrej Sovinc (Slovenia)</td>
<td>WCPA Steering Committee (SC), ExCo</td>
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<td>Eurasia</td>
<td>Regional Vice Chair</td>
<td>Elena Nikolaeva</td>
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<td>West and Central Africa</td>
<td>Regional Vice Chair</td>
<td>Charlotte Karibuhoye (Senegal)</td>
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<td>Eastern &amp; Southern Africa</td>
<td>Regional Vice Chair</td>
<td>Moses Mapesa (Uganda)</td>
<td>WCPA SC (deceased 2016)</td>
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<td>Vinod Mathur (India)</td>
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<td>Southeast Asia</td>
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<td>Cristi Nozawa (Philippines)</td>
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<td>East Asia</td>
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<td>Yoshi Kumagai (Japan)</td>
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<td>Oceania</td>
<td>Regional Vice Chair</td>
<td>Penny Figgis (Australia)</td>
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<td>Central America</td>
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<td>Bernal Herrera (Costa Rica)</td>
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<td>Caribbean</td>
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<td>Lloyd Gardner (Jamaica)</td>
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<td>Latief El-Moghribi (Jordan), Imen Meliane (Tunisia)</td>
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<td>Capacity Development</td>
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<td>Graeme Worboys (Australia), Olivier Chassot (Costa Rica)</td>
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<td>Marine</td>
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<td>Natural Solutions</td>
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<td>Nigel Dudley (U.K.)</td>
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<td>Marc Hockings</td>
<td>WCPA SC, ExCo</td>
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<td>Management</td>
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<td>TILCEPA</td>
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<td>Nigel Crawhall (South Africa)</td>
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<td>World Heritage</td>
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<td>Cyril Kormos (U.S.A.)</td>
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<td>Young Professionals</td>
<td>Thematic Vice Chair</td>
<td>Elaine Hsaio (U.S.A.), Sudeep Jana (Nepal)</td>
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<td>World Parks Congress</td>
<td>Special Advisor</td>
<td>Peter Cochrane (Australia)</td>
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<td>Craig Groves (U.S.A.)</td>
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<td>Publications</td>
<td>PARKS Journal Editor</td>
<td>Sue Stolton (U.K.)</td>
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For Task Force Leaders and Specialist Group Leaders see [www.iucn/wcpa](http://www.iucn/wcpa).
Proposed Mandates for IUCN Commissions
for the period 2017–2020

Action Requested: The World Conservation Congress is invited to APPROVE the Mandates for the IUCN Commissions for the period 2017–2020 proposed by the IUCN Council. (Annexes 1 to 6)

Background

1. According to Article 74 of the IUCN Statutes, the “World Congress shall establish Commissions and determine their mandates, which shall be within the IUCN Programme. The Council may propose to the World Congress the creation, abolition, or subdivision of a Commission, or amendment of a Commission’s mandate. [...]”. IUCN Regulation 69 provides that “the mandate of each Commission, including name, mission and terms of reference, shall be established by the World Congress”.

2. In addition, IUCN Regulation 70 states that “[...] Any proposals by an IUCN Member concerning the mission and terms of reference for any Commission shall be communicated to the Members of IUCN at least six months prior to the ordinary session of the World Congress concerned”. To comply with Regulation 70, IUCN Members were invited to post such proposals online in the consultation and discussion space of the Union Portal visible to all Portal users, by 12 February 2016. The comments and proposals made by IUCN Members, which can be viewed in the relevant section of the Portal, were taken into consideration by the Commissions when developing their proposals to Council for the Mandate of their respective Commission for the next period.

3. The draft mandates for the six IUCN Commissions – attached hereafter as Annexes 1 to 6 – have been approved by Council on the recommendation of the Commission Chairs and establish clear linkages with the Draft IUCN Programme 2017–2020.
1. **Mission**

To provide expert guidance on integrated approaches to the management of natural and modified ecosystems, in order to promote effective biodiversity conservation and sustainable development.

Consequent to the adoption of the “One IUCN Programme” concept, CEM will work closely with the Regional and Global Thematic Programmes at project, country, regional and global levels. Synergies with other Commissions will be a strong component of the CEM strategy. CEM will also work with other partners of IUCN in order to achieve its Mission in line with the overall mission of the Union.

2. **Vision**

Healthy, resilient ecosystems that conserve nature and sustain life.

3. **Goal**

Ecosystem approaches to natural resource management mainstreamed worldwide.

4. **Objective**

To promote the adoption of, and provide guidance for, ecosystem approaches to the management of landscapes and seascapes and build resilience of socio-ecological systems to address global changes.

5. **Priorities and expected results**

The Commission on Ecosystem Management has developed detailed plans for the next intersessional period. CEM will focus on working with the other components of IUCN (Members, other Commissions, Secretariat) to carry out the 2017-20 Programme, notably through the following priorities:

1. **Red List of Ecosystems (RLE).** This new development of the 2008–2012 intersessional programme has raised much enthusiasm among scientists and high expectations among policy makers. It is expected that the methodology will be submitted to Council for approval early in the next intersessional programme after which the work for a full coverage of the status of the earth ecosystems applying this methodology may start. Our vision is to create the first Red List of Ecosystems of the World prior to 2020, and so contribute to the CBD’s Aichi Biodiversity Target 5 of being able to assess whether “the rate of loss of all natural habitats, including forests, [has been] at least halved and where feasible brought close to zero, and degradation and fragmentation [has been] significantly reduced.”

2. **Resilience of Ecosystems and of the communities that depend on their services.** The Commission on Ecosystem Management/Ecosystem Management Programme (EMP) have developed a number of successful initiatives such as *Ecosystem Based Adaptation (EBA) to Climate Change,* and *Disaster Risk Reduction (DRR)* where IUCN has acquired a leading position. This work needs to be consolidated and developed further. Thematic
groups on ecosystem services and on ecosystem restoration will have to play an important role to support the work in resilience. For example, the work of the Fisheries Expert Group provides an innovative view on fisheries, promoting a more balanced harvest across the food-chain to promote more sustainable fisheries and a higher resilience of the fish-stocks.

3. **Specific Ecosystems and Biomes oriented activities.** CEM will support the activities of EMP in islands and drylands. CEM will continue to pay attention to the management of specific ecosystems such as steppes, Mediterranean ecosystems, wetlands, etc.

4. **Emerging issues.** Towards the end of the 2008–2012 programme, the need to address the conservation and sustainable management of oases have been identified, as well as the potential impact of seabed mining on island ecosystems. More attention needs to be paid to the aspects of ecosystem management and the private sector, as well as on urban ecosystems.

The table summarises the contribution of each of these products to the proposed intersessional IUCN Programme 2017–2020:

<table>
<thead>
<tr>
<th>CEM/EMP product/theme</th>
<th>Valuing and conserving nature</th>
<th>Promoting and supporting effective and equitable governance of natural resources</th>
<th>Deploying nature-based solutions to address societal challenges</th>
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<tr>
<td>Red List of Ecosystems</td>
<td>+++</td>
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<tr>
<td>Resilience of Ecosystems</td>
<td></td>
<td>+</td>
<td>+++</td>
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<tr>
<td>Specific Ecosystems oriented actions</td>
<td>+</td>
<td>++</td>
<td>++</td>
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<tr>
<td>Emerging Issues</td>
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6. **Structure and organization of the Commission**

(a) **Chair, Deputy Chair and Steering Committee**

The Commission is led by the Chair, who is elected by IUCN Members at Congress. The Chair is supported by a Deputy Chair and Steering Committee, appointed by the Council on recommendation of the Chair.

The Steering Committee provides leadership and guides the development and implementation of CEM’s work. The Steering Committee also works to facilitate the establishment of CEM’s thematic groups, identify and initiate fundraising opportunities, strengthen partnerships and promote membership. CEM holds two Steering Committee meetings every year, and where possible does so in conjunction with a related workshop.

(b) **Regional Chairs and Theme Leaders**

Regional Chairs are appointed to achieve a geographical representation that is closely related to the IUCN Programmatic Regions (*which do not necessarily match the IUCN Statutory Regions*), as well gender, ethnic and expertise diversity. Regional Chairs liaise with Commission and IUCN Members in their region, and with the Regional Secretariat focal points. Regional Chairs provide leadership and guide the development and implementation of CEM’s work within their region. They also promote establishment of regionally-based specialist groups, facilitate membership growth and foster initiatives for training and capacity building in the region.
Theme Leaders direct efforts by interested Commission members for each of the thematic groups. Thematic groups can be organized around specific ecosystems (e.g. oasis) and instruments and aspects of ecosystem management (e.g. ecosystem restoration).

(c) **Members**
CEM will continue to strengthen its membership to make it more representative in professional, geographic and gender terms. Members will be encouraged to form thematic groups and task forces to implement the CEM programme and address emerging issues. CEM will promote collaborative work with strategically chosen partners.

(d) **HQ and Regional focal points**
CEM and EMP will operate jointly as two sides of the same coin with the Chair of CEM and the Head of the Ecosystem Management Programme ensuring the integration of the EMP/CEM programme with other programmes of the Union and with IUCN’s Regional Offices.
VISION

A world that values nature for all.

MISSION

To strengthen the work of the Union through creative, innovative, and effective communication and education, ultimately influencing social and behavioural change for conservation and sustainability.

STRATEGIC APPROACHES

CEC recognises that the science and resulting conservation policies supported by the International Union for Conservation of Nature (IUCN) will only be successful if those that receive the information are aware, knowledgeable, engaged in constructive dialogue and motivated to action by its findings.

The Commission undertakes its Mission through engaging its Members’ expertise, research and actions by:

A. sharing best practices in conservation communication for various audiences and regions;
B. building capacity in the areas of education and communication;
C. applying and expanding the use of behavioural change methodologies and research to improve communication;
D. sharing strategies for how best to capitalise on delivery methods such as social media;
E. strengthening intergenerational partnerships that promote knowledge transfer;
F. encouraging engagement from youth and young professionals;
G. supporting projects that introduce children to nature;
H. implementing activities and strategies to reach new or expanded audiences (e.g. urban);
I. working closely with other Commissions and the Secretariat to advance IUCN interests;
J. convening IUCN Members and experts to identify areas of interest and opportunity; and
K. creating a strong and deep global network of volunteers dedicated to raising awareness and engaging new audiences in support of conservation.

PROGRAMME PRIORITIES

As shown in Table 1, the Commission’s work will focus on three priority areas that contribute directly to IUCN’s three Programme Areas.
<table>
<thead>
<tr>
<th>CEC Program Priority</th>
<th>Valuing and conserving nature</th>
<th>Promoting and supporting effective and equitable governance of natural resources</th>
<th>Deploying nature-based solutions to address societal challenges</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>#NatureforAll</strong>—Implement a global campaign to inspire a love of nature through raising awareness and motivating people (especially youth) to embrace nature and its value, as well as experience and connect with nature, despite the diversity of its actors and interests.</td>
<td>Create a community of practice to support a successful global campaign to inspire new love, appreciation and connection with nature</td>
<td>Leverage the #NatureforAll global campaign to reach and educate larger and more diverse audiences on the important topic of effective and equitable governance of natural resources</td>
<td>Leverage the #NatureforAll global campaign to reach and educate larger and more diverse audiences on the important topic of nature-based solutions and their role in addressing social challenges</td>
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<tr>
<td><strong>Communications Connect</strong>—Establish a virtual service centre facilitated by CEC experts to share information, guidance, tools and access to experts to respond to needs for education (e.g. sustainability), communications and behavioural change capacity.</td>
<td>Enable easy access to local, regional and/or leading communications and education experts and/or services to assist in expanding awareness and support for valuing and conserving nature</td>
<td>Enable easy access to local, regional and/or leading communications and education experts and/or services to assist in expanding awareness and support for effective and equitable governance of natural resources</td>
<td>Enable easy access to local, regional and/or leading communications and education experts and/or services to assist in expanding awareness and support for nature-based solutions</td>
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<tr>
<td><strong>Member Engagement</strong>—Implement a strategy to ensure that CEC members around the globe reflect the diversity of the Union, represent the skills and expertise in demand for capacity building, and are motivated and equipped to serve the Union.</td>
<td>Engage CEC members worldwide through social media and other avenues to support IUCN’s communication, policy and strategies for valuing and conserving nature</td>
<td>Engage CEC members worldwide through social media and other avenues to support IUCN’s communication, policy and strategies for promoting and supporting effective and equitable governance of natural resources</td>
<td>Engage CEC members worldwide through social media and other avenues to support IUCN’s communication, policy and strategies for nature-based solutions</td>
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**STRUCTURE**

The Commission is led by the Commission Chair elected by the IUCN membership and a Deputy Chair appointed by the IUCN Council on the recommendation of the Chair. The CEC Steering Committee is appointed according to the IUCN Statutes and Regulations and
assists the Chair and Deputy Chair in guiding and coordinating the activities of the Commission. How the Commission is organised to deliver results in the Programme Areas is at the discretion of the Chair, in consultation with the Deputy Chair and the Steering Committee as appropriate. The Steering Committee produces a yearly work plan showing areas of cooperation with regional, global and Commission programmes of the IUCN Programme.

The Chair also participates as a full voting member of the IUCN Council.

**MEMBERSHIP**

The Commission has a diverse membership in terms of experience, specialities, disciplines, cultures, languages, geographical regions, ages and gender, bringing a wide range of skills, insights and opportunities to IUCN.

Membership includes leading conservation and environmental communicators with exceptional reach to broad audiences. Social scientists with experience in behavioural science, communications professionals, journalists, community leaders, young professionals and environmental educators are representative of the Commission’s members.

Membership is voluntary and by invitation or through application. The broad scope of the Commission requires the extension and strengthening of capacity through increased membership, strategic partnerships, active fundraising and network mobilisation.

CEC member applicants must bring specific knowledge and experience of networks to one of the Commission’s strategic areas; the Commission works towards a regional and gender balance in its membership and leadership.
VISION
A world where sustainability, social justice and equity are valued in nature conservation\(^1\) and in development.

MISSION
To contribute to the IUCN Mission by generating and disseminating knowledge, mobilising influence, and promoting actions to harmonise the conservation of nature with the critical social, cultural, environmental, and economic justice concerns of human societies.\(^2\)

STRATEGIC APPROACHES
The Commission undertakes its Mission through engaging its Members’ policy and field-based research, expertise and actions to:

A. **Identify, analyse and learn** from policies and practices at the interface between the conservation of nature and the socioeconomic justice, environmental, cultural, and spiritual concerns of human communities.

B. **Promote** a holistic approach to nature conservation and environmentally sustainable development across IUCN, recognising complexities and promoting dialogue and collaborative learning based on respect for diverse values, knowledge and experience.

C. **Conduct** innovative and open research in all appropriate communities and thus provide timely responses to current environmental, economic and social policy issues identified by IUCN Members, Secretariat, Council and Commissions, by relevant international agreements, declarations and processes, and by human societies.

D. **Provide advice** on the policies and practices of public, private and civil society institutions and organisations regarding the conservation of nature, the promotion of biocultural diversity and the sustainable and equitable use of nature and natural resources.

E. **Contribute** to the implementation of the IUCN Programme and enhance the capacity of IUCN by promoting the participation of diverse cultures and constituencies and the inclusion of different forms of knowledge, experience and skills.

F. **Support** the participation and empowerment of indigenous peoples, local communities and intergenerational leaders in all levels of conservation and development policy and practice.

PROGRAMME PRIORITIES
The Commission will contribute to knowledge generation and the implementation of IUCN’s three Programme Areas through work focused on eight programme priorities. This work will be advanced through the strength CEESP brings to the Union, incorporating the diverse perspectives, expertise and experience of the CEESP membership.

\(^1\) Conservation is defined here as the management of human use of the biosphere so that it may yield the greatest sustainable benefit to present generations while maintaining its potential to meet the needs and aspirations of future generations. [IUCN et al., *World Conservation Strategy*, 1980]

\(^2\) “Human societies” is specifically recognised to include indigenous peoples, local non-indigenous communities and faith-based communities as well as concern for gender and intergenerational equality.
1. **Diverse values of nature**: Promote critical reflection and enable continued learning and dialogue on diverse values and valuation of nature. This will include enhancing the capacity of communities and organisations to recognise the impact of diverse values of nature and their relationship to resource policies and legislation.

2. **Effective and equitable governance**: Provide leadership and expertise to improve and promote good natural-resource governance principles at diverse levels and by different actors by convening fora for co-learning and by developing knowledge on effective and equitable governance; further develop the ‘Natural Resources Governance Framework (NRF)” through a modular and regional approach.

3. **Rights-based approaches to conservation**: Advance the understanding and implementation of a rights-based conservation ethic in order to ensure respect for and promotion of human rights as they relate to nature conservation and environmentally sustainable development.

4. **Sustainable and equitable peace, climate justice, and human security**: Promote environmentally sound human security by networking and sharing knowledge and expertise within IUCN and with governments, civil society, and scientific and indigenous knowledge holders to understand the challenges and risks posed by conflict and climate change; to develop governance systems that are geared toward building sustainable and equitable peace and climate justice.

5. **Gender equality in conservation**: Strengthen the understanding of and promote the full achievement of gender equality and women’s empowerment in all areas of conservation and sustainable development policy and practice.

6. **People in Nature**: Promote learning to improve our understanding of how nature contributes to local livelihoods and well-being. It will focus on material use while recognising that use is embedded within worldviews that include deep-seated cultural norms, values and understandings. It will also consider symbolic interrelationships with nature expressed through cultural narratives, language and traditions, including diverse understandings of sacred and divine aspects of nature and our relationship with natural resources. This work will contribute to valuing and conserving nature through understanding the value of nature to human societies.

7. **Economic drivers of environmental degradation and biodiversity loss**: Increase understanding of how economic drivers impact environmental policies in order to design and propose robust conservation strategies that dovetail with the objectives of social justice and the Sustainable Development Goals. CEESP will carry out critical analysis of the dynamics of these drivers in order to provide information and advice on the underlying forces within each category of drivers in order to advance alternative policies and solutions.
8. Culture, equity and heritage: Study and increase understanding of the relationships between culture, biocultural heritage and equitable governance in conservation, sustainable development, and environmental and cultural policy. Provide technical advice on evolving norms, policies and the implementation of the World Heritage Convention and other protection efforts as well as assessments of proposed natural heritage sites, mixed natural and cultural sites, or cultural landscapes with particular attention to the rights and livelihoods of Indigenous peoples.

STRUCTURE
The Commission is led by the Commission Chair elected by the IUCN membership and a Deputy Chair appointed by the IUCN Council on the recommendation of the Chair. The Steering Committee of CEESP is appointed according to the IUCN Statutes and Regulations and assists the Chair and Deputy Chair in guiding and coordinating the activities of the Commission. How the Commission is organised to deliver results in the programme areas is at the discretion of the Chair, in consultation with the Deputy Chair and Steering Committee as appropriate.

The Chair also participates as a full voting member of the IUCN Council.

MEMBERSHIP
The Commission has a diverse membership in terms of disciplines, cultures, languages, geographical regions, spiritual traditions, ages and gender, bringing diverse perspectives, values and experiences to bear in debating, analysing and promoting the issues of concern to its Vision and Mission. Membership includes some of the world’s foremost conservation and sustainable development practitioners, natural and social scientists, and traditional indigenous community leaders. Experts from major conservation and development organisations and young professionals with proven capacities in sustainable development at the community, national, regional and international levels also provide valuable contributions to the work of the Commission.

Membership is voluntary and by invitation or through application with the support of two existing Commission members. The broad scope of the Commission requires the extension and strengthening of capacity through increased membership, strategic partnerships, active fundraising and network mobilisation.
1. Mission

In the intersessional period of 2017–2020, the Species Survival Commission (SSC) will continue to play a leading role in enabling IUCN to be the world’s most authoritative voice on behalf of global biodiversity conservation and the sustainability of natural resource use. In particular, SSC and its worldwide network are uniquely placed to enable IUCN to influence, encourage and assist societies throughout the world to conserve the integrity of biodiversity, and to ensure that the use of species is both equitable and sustainable, through:

- providing knowledge on status and trends of species;
- undertaking analyses of threats;
- developing policies and guidelines;
- facilitating conservation planning;
- catalysing action on the ground and in the water; and
- providing advice on ways to reconcile biodiversity conservation with economic development and societal changes.

2. Vision

A just world that values and conserves nature through positive action to prevent the loss of diversity of life on earth.

3. Goal

The overriding Goal of the Commission is:

SSC will strive to ensure that the species extinction crisis and massive loss of biodiversity are universally adopted as a shared responsibility, and addressed by all sectors of society taking conservation action, and avoiding negative impacts worldwide.

4. Objectives

For the intersessional period 2017–2020 SSC, working in collaboration with Members, National and Regional Committees, other Commissions and the Secretariat, will pursue the following key objectives in helping to deliver IUCN’s “One Programme” commitment:

a. Assessing and monitoring the status of biodiversity, especially at the species level

To assess and monitor trends in the status of biodiversity, especially at the species level, and to inform the world of the measures needed to improve the health of the biosphere.

b. Analysing and communicating the threats to biodiversity, especially at the species level

To analyse and communicate the threats to biodiversity at the species level, and disseminate information on appropriate conservation actions widely and effectively at global, regional, national and local levels.

c. Developing policies and guidelines to advance nature conservation

To develop evidence-based and scientifically-supported policies to guide the conservation community on the most critical issues facing the world’s wild species, and to provide advice to influence and shape decisions made by governments, international agreements and
institutions, non-governmental organisations, and the corporate sector that may affect species.

d. Facilitating conservation planning for species
To provide leadership in scaling up multi-stakeholder species conservation planning and priority setting in order to: i) support efforts to conserve and restore populations of species under threat; and ii) to halt species extinctions by 2020.

e. Stimulating, facilitating, supporting and engaging in conservation action for species
To stimulate, promote and support conservation actions for halting biodiversity decline, preventing species’ extinctions, and restoring and conserving intact habitats and ecosystems, both on the ground and in the water.

f. Reconciling biodiversity conservation with economic development and societal changes
To explore options, and provide guidance, on ways to reconcile the needs of nature conservation with the needs of people, particularly those of poor communities that live with wild species, with a view to seeing this reflected in biologically sustainable trade, use and consumption practices.

g. Convening expertise for species conservation
To provide a forum for gathering and integrating the knowledge and experience of the world’s leading experts on species conservation science and management, and promoting the active involvement of subsequent generations of species conservationists through the transfer of knowledge and capacity building.

5. Programme Areas

The specific working priorities of SSC are derived from, and focused on, the three IUCN Programme Areas. Under each of these Programme Areas, SSC has Key Species Results (KSRs):

| Programme Area: Valuing and conserving nature | enhances IUCN’s heartland work on biodiversity conservation, emphasising both tangible and intangible values of nature. |

KSR1. **IUCN Red List taxonomic and geographic coverage is expanded.** Taxonomic coverage of the Red List is expanded so that it better informs biodiversity conservation.

KSR2. **More IUCN Red List assessments are prepared at national and, where appropriate, at regional scales.** The ongoing development of national and regional Red Lists is catalysed.

KSR3. **IUCN Red List Index is widely used as an effective biodiversity indicator.** Wide use of the Red List Index (RLI) as an indicator for monitoring trends in the status of different species groups is developed and promoted at multiple geographical scales, from national to global.

KSR4. **The IUCN Red List is a scientifically rigorous tool for conservation.** The Red List contains the necessary information to make it a reliable tool for informing biodiversity conservation.

KSR5. **IUCN Red Listing capacity built through expanded training programmes.** Capacity developed to ensure that the IUCN Red List Criteria are applied rigorously and consistently to increase further the credibility of the Red List and its implementation at the national level.

KSR6. **The IUCN Red List is underpinned by cutting-edge information management technologies.** The information technology infrastructure to support Species Strategic Plan objectives is enhanced.
KSR7. The IUCN Red List is used effectively to inform policy and action. The IUCN Red List data and information is increasingly used to inform policy and action in the private and public sectors.

KSR8. The IUCN Red List is recognised as a global brand. The Red List is further developed as a global brand, applicable at multiple geographical scales, from national to global.

KSR9. The IUCN Red List is sufficiently and sustainably financed. Funds are secured to ensure the sustainability of the Red List.

KSR10. Strategic oversight is provided to the IUCN Red List. Strategic oversight for delivering the Red List is provided by the Red List Committee.


KSR12. Population-level monitoring and analysis. Monitoring programmes are established for selected species and groups of species.

KSR13. Invasive species. Measures to manage invasive species are greatly enhanced through focused efforts involving knowledge, policy and action.

KSR14. Integrating IUCN Knowledge Products. IUCN’s key biodiversity knowledge products (e.g. Red List and World Database on Protected Areas) are fully integrated to allow interoperability, promote cost-effectiveness and maximise the delivery of information to guide conservation decisions.

KSR15. IUCN SSC species conservation planning efforts are significantly expanded, especially for priority species. A method for prioritisation of species planning is developed and more conservation action planning is undertaken to halt the loss of biodiversity, and protect and prevent the extinction of threatened species.

KSR16. IUCN SSC species conservation planning efforts are monitored for impact and effectiveness. Evaluation approaches are developed and implemented to measure, improve and report on the impact and effectiveness of IUCN SSC’s species conservation planning efforts.

KSR17. Species conservation planning capacity is built through expanded training programmes. Capacity is developed to expand effective species conservation planning efforts throughout the SSC network and beyond, and ensure that these efforts are considered valuable and accessible to all relevant parties.

KSR18. IUCN SSC provides rigorous guidance for species conservation planning through the continued development and application of cutting-edge, science-based tools and processes. IUCN SSC Species Conservation Planning features best practices using an adaptive, evidence-based approach, with application of tools and processes that contribute to, and are informed by, emerging scientific and technological advances in conservation biology and related fields.

KSR19. IUCN SSC species conservation planning is sufficiently and sustainably resourced. Funding and human resources are secured to ensure the growth and sustainability of IUCN SSC’s species conservation planning.

KSR20. The discipline of ‘Species Conservation Planning’ is formally embedded in SSC’s organisational framework in a way that reflects its increasing importance to SSC’s work. A Species Conservation Planning structure is put in place, catalysing and guiding the governance and implementation of species conservation planning in SSC.

KSR21. IUCN SSC is recognised as a leader in species conservation action planning. IUCN SSC Species Conservation Planning processes are increasingly adopted or built upon, and evidently guide conservation actions and influence policy.

KSR22. Applying IUCN standard for identification of sites of global biodiversity conservation significance. Biodiversity conservation action is improved through the application of the Key Biodiversity Area Standard.

KSR23. Wildlife Health. Wildlife health monitoring is in place where needed, and advice given on remedial actions required.
KSR24. *Re-introductions*. Information and advice service is in place to support species reintroductions.

KSR25. *Conservation breeding, and links to ex situ community*. Advice and facilitation is in place to support ex situ species recovery programmes.

KSR26. *Global and regional policy for biodiversity conservation*. Global and regional policy mechanisms are influenced to enhance the effectiveness of biodiversity conservation.

KSR27. *Policy and action at national and cross-boundary levels*. Actions and policies for species and sites are implemented at the national level.

KSR28. *Communicating species conservation*. The effectiveness of IUCN’s species conservation work is enhanced through strategic and targeted communications.

KSR29. *Building mutually-beneficial institutional partnerships for SSC Specialist Groups and the wider work of SSC*. Institutional partnerships enable species conservation efforts that are more strategic, sustainable and integrated.

KSR30. *Fostering conservation on land and in water*. Conservation is supported through existing and novel funding mechanisms.

KSR31. *Special initiatives to tackle major conservation crises*. Focused attention is brought to resolving major crises in biodiversity conservation.

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KSR34. *Enabling and implementing strategies for sustainable use*. Any use of living natural resources is sustainable; sustainable use is recognised as a positive tool for achieving long-term conservation; and the importance of species to supporting the livelihoods of the poor is recognised by key stakeholders, leading to improved governance for people and nature.

KSR35. *Human wildlife interaction (including marine)*. Livelihoods of people and species conservation are enhanced through improved human-wildlife interactions.

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Under these KSRs SSC has developed a set of measurable **Time-bound Targets** to be attained by the end of 2020. Each KSR is also linked to the component of SSC in charge of implementing it (e.g. Steering Committee, particular Specialist Group) and a focal point responsible for reporting and monitoring results, working in all cases with the IUCN Global Species Programme, and in many cases with IUCN Members and the Red List Partner organisations.

6. **Structure**

The Commission is led by the Commission Chair elected by the IUCN membership and a Deputy Chair appointed by the IUCN Council on the recommendation of the Chair. The Steering Committee of SSC is also appointed by the IUCN Council on the recommendation of the Chair in accordance with the IUCN Statutes and Regulations. The Steering Committee assists the Chair and Deputy Chair in setting the strategic direction and providing oversight of the activities of the Commission. The Steering Committee delegates certain aspects of its work to specially designated Sub-Committees, which report to the Chair and the Steering Committee on a regular basis. The bulk of the work of SSC is implemented through its Specialist Groups, Red List Authorities, Task Forces and Working Groups. The roles of these entities are defined in the Bylaws of the SSC.

7. **Membership**

Membership of SSC is conferred by becoming a member of one of the Commission’s sub-groups (e.g. Steering Committee, Sub-Committees, Specialist Groups, Red List Authorities, Task Forces, Working Groups). Membership of these groupings is voluntary and by invitation. SSC seeks to engage cutting-edge experts in all disciplines relevant to the conservation and management of biodiversity. It engages such people with due regard for diversity, be it in terms of gender, age, culture, language, nationality and expertise. By design, SSC members do not hold a common view on most conservation-related issues. Rather, SSC cherishes its diversity and fosters open, respectful, rigorous and evidence-based debate among its members.
1. Mission

In the intersessional period of 2017–2020, the Species Survival Commission (SSC) will continue to play a leading role in enabling IUCN to be the world’s most authoritative voice on behalf of global biodiversity conservation and the sustainability of natural resource use. In particular, SSC and its worldwide network are uniquely placed to enable IUCN to influence, encourage and assist societies throughout the world to conserve the integrity of biodiversity, and to ensure that the use of species is both equitable and sustainable, through:

- providing knowledge on status and trends of species;
- undertaking analyses of threats;
- developing policies and guidelines;
- facilitating conservation planning;
- catalysing action on the ground and in the water; and
- providing advice on ways to reconcile biodiversity conservation with economic development and societal changes.

2. Vision

A just world that values and conserves nature through positive action to prevent the loss of diversity of life on earth.

3. Goal

The overriding Goal of the Commission is:

SSC will strive to ensure that the species extinction crisis and massive loss of biodiversity are universally adopted as a shared responsibility, and addressed by all sectors of society taking conservation action, and avoiding negative impacts worldwide.

4. Objectives

For the intersessional period 2017–2020 SSC, working in collaboration with Members, National and Regional Committees, other Commissions and the Secretariat, will pursue the following key objectives in helping to deliver IUCN’s “One Programme” commitment:

a. Assessing and monitoring the status of biodiversity, especially at the species level
To assess and monitor trends in the status of biodiversity, especially at the species level, and to inform the world of the measures needed to improve the health of the biosphere.

b. Analysing and communicating the threats to biodiversity, especially at the species level
To analyse and communicate the threats to biodiversity at the species level, and disseminate information on appropriate conservation actions widely and effectively at global, regional, national and local levels.
c. Developing policies and guidelines to advance nature conservation
To develop evidence-based and scientifically-supported policies to guide the conservation community on the most critical issues facing the world’s wild species, and to provide advice to influence and shape decisions made by governments, international agreements and institutions, non-governmental organisations, and the corporate sector that may affect species.

d. Facilitating conservation planning for species
To provide leadership in scaling up multi-stakeholder species conservation planning and priority setting in order to: i) support efforts to conserve and restore populations of species under threat; and ii) to halt species extinctions by 2020.

e. Stimulating, facilitating, supporting and engaging in conservation action for species
To stimulate, promote and support conservation actions for halting biodiversity decline, preventing species’ extinctions, and restoring and conserving intact habitats and ecosystems, both on the ground and in the water.

f. Reconciling biodiversity conservation with economic development and societal changes
To explore options, and provide guidance, on ways to reconcile the needs of nature conservation with the needs of people, particularly those of poor communities that live with wild species, with a view to seeing this reflected in biologically sustainable trade, use and consumption practices.

g. Convening expertise for species conservation
To provide a forum for gathering and integrating the knowledge and experience of the world’s leading experts on species conservation science and management, and promoting the active involvement of subsequent generations of species conservationists through the transfer of knowledge and capacity building.

5. Programme Areas

The specific working priorities of SSC are derived from, and focused on, the three **IUCN Programme Areas**. Under each of these Programme Areas, SSC has Key Species Results (KSRs):

**Programme Area: Valuing and conserving nature** enhances IUCN’s heartland work on biodiversity conservation, emphasising both tangible and intangible values of nature.

| KSR1 | **IUCN Red List taxonomic and geographic coverage is expanded.** Taxonomic coverage of the Red List is expanded so that it better informs biodiversity conservation. |
| KSR2 | **More IUCN Red List assessments are prepared at national and, where appropriate, at regional scales.** The ongoing development of national and regional Red Lists is catalysed. |
| KSR3 | **IUCN Red List Index is widely used as an effective biodiversity indicator.** Wide use of the Red List Index (RLI) as an indicator for monitoring trends in the status of different species groups is developed and promoted at multiple geographical scales, from national to global. |
| KSR4 | **The IUCN Red List is a scientifically rigorous tool for conservation.** The Red List contains the necessary information to make it a reliable tool for informing biodiversity conservation. |
| KSR5 | **IUCN Red Listing capacity built through expanded training programmes.** Capacity developed to ensure that the IUCN Red List Criteria are applied rigorously and... |
consistently to increase further the credibility of the Red List and its implementation at the national level.

KSR6. **The IUCN Red List is underpinned by cutting-edge information management technologies.** The information technology infrastructure to support Species Strategic Plan objectives is enhanced.

KSR7. **The IUCN Red List is used effectively to inform policy and action.** The IUCN Red List data and information is increasingly used to inform policy and action in the private and public sectors.

KSR8. **The IUCN Red List is widely communicated and recognised as a global brand.** The Red List is further developed as a global brand, applicable at multiple geographical scales, from national to global.

KSR9. **The IUCN Red List is sufficiently and sustainably financed.** Funds are secured to ensure the sustainability of the Red List.

KSR10. **Strategic oversight is provided to the IUCN Red List.** Strategic oversight for delivering the Red List is provided by the Red List Committee.

KSR11. **Measuring conservation success.** State-of-the-art methods for measuring and categorising the success of conservation are in place.

KSR12. **Population-level monitoring and analysis.** Monitoring programmes are established for selected species and groups of species.

KSR13. **Invasive species.** Measures to manage invasive species are greatly enhanced through focused efforts involving knowledge, policy and action.

KSR14. **Integrating IUCN Knowledge Products.** IUCN’s key biodiversity knowledge products (e.g. Red List and World Database on Protected Areas) are fully integrated to allow interoperability, promote cost-effectiveness and maximise the delivery of information to guide conservation decisions.

KSR15. **IUCN SSC species conservation planning efforts are significantly expanded, especially for priority species.** A method for prioritisation of species planning is developed and more conservation action planning is undertaken to halt the loss of biodiversity, and protect and prevent the extinction of threatened species.

KSR16. **IUCN SSC species conservation planning efforts are monitored for impact and effectiveness.** Evaluation approaches are developed and implemented to measure, improve and report on the impact and effectiveness of IUCN SSC’s species conservation planning efforts.

KSR17. **Species conservation planning capacity is built through expanded training programmes.** Capacity is developed to expand effective species conservation planning efforts throughout the SSC network and beyond, and ensure that these efforts are considered valuable and accessible to all relevant parties.

KSR18. **IUCN SSC provides rigorous guidance for species conservation planning through the continued development and application of cutting-edge, science-based tools and processes.** IUCN SSC Species Conservation Planning features best practices using an adaptive, evidence-based approach, with application of tools and processes that contribute to, and are informed by, emerging scientific and technological advances in conservation biology and related fields.

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KSR25. Conservation breeding, and links to ex situ community. Advice and facilitation is in place to support ex situ species recovery programmes.

KSR26. Global and regional policy for biodiversity conservation. Global and regional policy mechanisms are influenced to enhance the effectiveness of biodiversity conservation.

KSR27. Policy and action at national and cross-boundary levels. Actions and policies for species and sites are implemented at the national level Scientific advice from SSC used to drive actions and policies for species and sites at the national level (linking to National Biodiversity Strategies and Action Plans and national red lists).

KSR28. Communicating species conservation. The effectiveness of IUCN’s species conservation work is enhanced through strategic and targeted communications.

KSR29. Building mutually-beneficial institutional partnerships for SSC Specialist Groups and the wider work of SSC. Institutional partnerships enable species conservation efforts that are more strategic, sustainable and integrated.

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Programme Area: Promoting and supporting effective and equitable governance of natural resources consolidates IUCN’s work on people-nature relations, rights and responsibilities, and the political economy of nature.

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KSR34. Conservation decisions and livelihood impacts. Livelihood impacts of conservation decisions are analysed and communicated.

KSR33-KSR35. Traditional knowledge and species management. Traditional knowledge is integrated with science in approaches to species assessment and management.

KSR34-KSR36. Enabling and implementing strategies for sustainable use. Any use of living natural resources is legal and sustainable; sustainable use is recognised as a positive tool for achieving long-term conservation; and the importance of species to supporting the livelihoods of the poor is recognised by key stakeholders, leading to improved governance for people and nature.

KSR35-KSR37. Human wildlife interaction (including marine). Livelihoods of people and species conservation are enhanced through improved human-wildlife interactions.

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**KSR38.** **Biodiversity and climate change understanding.** Impacts of climate change on species and the response of species to climate change are documented, analysed and their vulnerability better understood.

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Under these KSRs SSC has developed a set of measurable **Time-bound Targets** to be attained by the end of 2020. Each KSR is also linked to the component of SSC in charge of implementing it (e.g. Steering Committee, particular Specialist Group) and a focal point responsible for reporting and monitoring results, working in all cases with the IUCN Global Species Programme, and in many cases with IUCN Members and the Red List Partner organisations.

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1. Mission

The mission of the World Commission on Environmental Law (WCEL) is to assure the integrity and conserve the diversity of nature through the promotion of ethical, legal and institutional concepts and instruments that advance environmental, social, cultural and economic sustainability (hereafter “sustainability”) and to strengthen the capacity of governments, the judiciary, prosecutors, law schools and other stakeholders as they develop and implement environmental law.

2. Vision

WCEL’s vision is a just society that values and conserves nature, supported and sustained by effective laws, with vital environmental stewardship systems at all levels of governance, including indigenous and local communities, that affirm the environmental rule of law and work toward ecological sustainability.

3. Goal

WCEL’s goal is to influence, encourage and assist societies throughout the world to employ environmental law for restoring, conserving and sustaining nature, and assuring that uses of natural resources are equitable and ecologically sustainable, through:

a) advancing local, national, regional and international laws, administrative instruments and customary norms that are grounded in environmental ethics and further ecological sustainability;

b) conducting research to strengthen environmental law and undertaking capacity building to enable governments and stakeholders to actively participate in the international governance debate;

c) supporting the implementation of coordinated laws through institutions that respect the environmental rule of law and ensure effective compliance and enforcement;

d) providing a central world forum for integration of environmental law into all aspects of governance; and

e) creating and promoting partnerships to support implementation and enforcement of environmental rule of law and extending professional and expert networks dedicated to the legal foundations of ecological sustainability.

4. Objectives

WCEL will pursue its objectives in concert with the integrated programme of activities adopted by the World Conservation Congress in the IUCN Programme 2017–2020, and in cooperation with IUCN Members and components of the Union, through the Commission members and Specialist Groups, and in partnership with relevant international entities, particularly the United Nations Environment Programme (UNEP), and other expert environmental law organisations, law schools, associations of judges and environmental prosecutors, as well as judicial institutes and schools, in order to:
a) promote ethical and innovative legal concepts, legislation, and other legal instruments that conserve nature and natural resources to achieve sustainability;

b) build knowledge and apply scientific, technical and other capacity in all regions to enable governments to draft, enact and enforce environmental law in an effective manner;

c) work closely with the Secretariats of relevant Conventions and agreements that protect and conserve nature to support implementation and enforcement of those conventions and agreements;

d) build capacity and educate governmental officials, including judges and public prosecutors, and stakeholders at all levels on applying law and policy, improving access to information and justice, and facilitating public participation in environmental decision making to ensure that natural resources are managed equitably and sustainably;

e) engage with Members, National/Regional Membership Committees, and WCEL members to create robust environmental law knowledge networks;

f) collaborate with each of IUCN’s other Commissions; and

g) collaborate with other components of the Union and Secretariat, especially the IUCN Environmental Law Centre and the IUCN Academy of Environmental Law, and partner institutions, including UNEP, the International Network for Environmental Compliance and Enforcement (INECE) and UNITAR, to provide education, information and knowledge on law and governance necessary to achieve ecological sustainability.

5. Structure

The Commission is led by the Commission Chair elected by the IUCN membership and a Deputy Chair appointed by the IUCN Council on the recommendation of the Chair. The Steering Committee is also appointed by the IUCN Council on the recommendation of the Chair in accordance with the IUCN Statutes and Regulations. The small Steering Committee assists the Chair and Deputy Chair in setting the strategic direction and providing oversight of the activities of the Commission.

6. Membership

Membership of WCEL is a fundamental part of its organisation. Before the Jeju Congress it had very few members from Africa and parts of Asia. After almost four years, the membership is much more global, with a great number of new members coming from Less Developed Countries.

7. Priorities

WCEL will implement its objectives through Programme priorities that further the IUCN Programme 2017–2020. WCEL’s objectives will be implemented in an integrated way through its 2017 to 2020 Strategic Plan, expert membership, its network of collaborating centres of environmental law, the IUCN Environmental Law Centre, the IUCN Academy of Environmental Law, the Union’s Regional and National Committees and Offices, and other professional partnerships, as well as with UN institutions pursuant to the Union’s UN observer status. Other partners include the Organization of American States, GLOBE International, INECE, the International Association of Judges, the European Union Forum of Judges for the Environment. WCEL will address the following priorities, contingent on the availability of financial resources and through the voluntary contributions of expertise by its members and partners, in order to:
a) **Strengthen WCEL Specialist Groups** – WCEL will enhance the effectiveness of its Specialist Groups with particular emphasis (a) on priority legal thematic areas, including biodiversity loss; climate change, energy and biofuels; coastal and marine degradation; natural and cultural heritage conservation; desertification; natural resource management; ecosystem protection; agriculture; soils; freshwater and wetlands; mining; and (b) on cross-cutting themes such as environmental ethics, indigenous peoples, protected areas, Arctic and Antarctic polar governance, compliance and enforcement of environmental laws, the judiciary, and national and international financial institutions, and to respond to requests made by the World Conservation Congress.

These Specialist Groups and themes contribute to ALL 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).

b) **Promote the IUCN Academy of Environmental Law** – WCEL will promote and collaborate closely with the Academy as the world’s leading network of academic institutions, universities and professors engaged in the research and teaching of environmental law.

Highest contribution to: Programme Areas 1 and 2

c) **Collaborate with Centres of Environmental Law** – WCEL will continue to recognise, promote and collaborate with Centres, Institutes of Environmental Law and other partners in building coordinated information, research, learning and capacity-building programmes on the legal aspects of biodiversity.

Highest contribution to: Programme Area 2

d) **Knowledge, capacity building, and technical assistance** – WCEL will collaborate with all components of the Union, especially its Members, Regional Offices, the Environmental Law Centre, the Academy of Environmental Law, and other partners, including UNEP, Convention Secretariats and INECE, to develop international agreements and national legislation, and implementation programmes, particularly in less-developed countries and regions affected by armed conflicts.

Highest contribution to: Programme Areas 1 and 2

e) **Promote ‘good governance’ and the environmental rule of law** – WCEL will work with IUCN Members, UN institutions, governments and other stakeholders to encourage and promote ‘good governance’ and institutions to respect the environmental rule of law.

Highest contribution to: Programme Area 2

f) **Support the Judiciary** – WCEL will continue to work with the judiciary and relevant institutions, both international and national, including judicial institutes and associations of judges, to establish a global institute of environmental courts and tribunals, to build capacity in the judiciary to provide access to justice, effectively adjudicate environmental issues, and apply and enforce environmental law, and to provide legal reference services and information databanks, including ECOLEX, the Judicial Environmental Portal and INFORMEA, and promote the development and study of environmental jurisprudence.

Highest contribution to: Programme Area 2

g) **Promote programmatic synergies among MEAs** – WCEL will work with the Secretariats of multilateral environmental agreements in support of more coherent implementation, especially at the national level, governments and stakeholders, and with other conventions, agreements and processes to identify and promote synergies among them and IUCN’s mission and Programme.
h) **Strengthen the legal foundations of Conventions** – WCEL will study and undertake efforts to most effectively enhance the implementation and elaboration of multilateral environmental agreements and conventions related to natural resources, and provide expertise and capacity building for strengthening of national focal points, national implementation laws, including, for example, efforts to implement climate change-related commitments under the Paris Agreement.

i) **Study and advance the conceptual development of Environmental Law** – WCEL will research the application of new or emerging international and national legal and governance instruments and principles, including the Draft International Covenant on Environment and Development, the Earth Charter, the principle of non-regression and the principle of resilience.

j) **Sustainable Development Goals** – WCEL will study and undertake efforts with key partners to promote the implementation and strengthen the legal aspects of the Sustainable Development Goals and the 2030 Agenda for Sustainable Development.

### 8. Expected results

WCEL’s mission, objectives and priorities will contribute to achieving the IUCN Programme 2017–2020, especially in respect to its three Global Results. Some of the results will be of an intangible nature, difficult to measure in mathematical terms. However, WCEL expects that by 2020, it will have measurably contributed to:

a) the integration of environmental law knowledge with the scientific and policy expertise of the other Commissions;

b) enhanced collaboration with the Secretariats of multilateral environmental agreements in support of strengthened implementation of the different and relevant multilateral environmental agreements;

c) the development and dissemination of environmental law expertise and networks worldwide;

d) the development of knowledge and expertise of environmental courts and tribunals through new and strengthened institutions, including the *Global Judicial Institute for the Environment*;

e) strengthening of the Early Career Group;

f) the annual colloquia and other programmes of the IUCN Academy of Environmental Law;

g) mainstreaming the Union’s effective use of environmental law in its Programme;

h) growth of the membership, particularly in countries or regions with few or no members; and

i) the development of a communication strategy, especially designed for and targeted to the legal profession.
VISION

Protected Areas are recognised and valued both as cornerstones for conserving nature, and as natural solutions to global challenges, providing benefits to human health, livelihoods and well-being.

MISSION

To develop and provide scientific and technical advice and policy that promotes a representative, effectively-managed and equitably-governed global system of marine and terrestrial protected areas, including especially areas of particular importance for biodiversity and ecosystem services.

OBJECTIVES

The objectives of the IUCN World Commission on Protected Areas for 2017–2020, aligned with the Promise of Sydney adopted at the World Parks Congress 2014, are to:

1. catalyse and support global efforts to expand and effectively manage systems of protected areas and other effective area-based conservation measures to achieve the Aichi Targets for halting biodiversity loss, in particular through meeting Aichi Target 11;
2. recognise and mainstream protected areas as natural solutions to global challenges, such as climate change, land degradation, food and water security, health and well-being;
3. make the case for investment in protected area systems, supported by public policy, incentives, capacity development and sustainable funding;
4. inspire all people, across generations, geography and cultures to experience and value the wonder of nature through protected areas and to promote support for conservation of natural ecosystems;
5. use our acknowledged role as a key global knowledge-broker and standard setter for protected areas to support efforts to raise the standards and practices of protected area governance and management globally.

PROGRAMME PRIORITIES

The Commission will contribute to knowledge generation and the implementation of IUCN’s three Programme Areas, working closely with the Global Protected Area Programme and World Heritage Programme on key priorities. This work will be advanced through the expertise that WCPA brings to the Union, incorporating the diverse perspectives and experience of the WCPA membership network.

Programme Area 1: Valuing and conserving nature

(i) WCPA recognises that to achieve the full potential of protected areas, and to meet the goals of the Strategic Plan for Biodiversity, and particularly Aichi Target 11, as well as the SDGs, there is an urgent need to scale up protection of landscapes and seascapes to include all sites essential for the conservation of nature, especially in the oceans and other under-represented biomes, and to ensure their effective conservation.
(ii) WCPA will work with national partners in the design and completion of systems of ecologically representative and well-connected protected and other conserved areas.

(iii) WCPA will work with national agencies and partners to facilitate the effective management and equitable governance of protected areas, in line with country commitments to Aichi Target 11 and delivery of the Convention on Biological Diversity’s Programme of Work on Protected Areas.

(iv) WCPA will develop and deliver tools, best practice guidelines and standards to build capacity and professionalise protected area management, including recognition of good management through the Green List of Protected and Conserved Areas.

(v) Working with partners and communications experts (such as the IUCN Commission on Education and Communication), WCPA will advocate the value and benefits of well-managed systems of protected areas to build awareness of their multiple biological, social and economic, health and spiritual values to make the case for increased levels of investment in protected area establishment, expansion and effective management.

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

(i) WCPA will promote the full range of governance types for protected and conserved areas, increased participation of indigenous peoples and local communities; and promote the values of protected areas for human well-being and livelihoods.

(ii) WCPA will provide leadership and expertise to improve and promote good governance in protected area management, including piloting of governance assessments and capacity building.

(iii) Working with the CBD and other partners, WCPA will develop guidance on Other Effective Area-based Conservation Measures in support of Aichi Target 11 and IUCN Resolution 5.035 Facilitating conservation through the establishment of protected areas as a basis for achieving Target 11 of the Strategic Plan for Biodiversity 2011–2020 (Jeju, 2012).

Programme Area 3: Deploying nature-based solutions to address societal challenges

(i) WCPA will continue to work towards mainstreaming protected areas as “natural solutions” in addressing climate change, land degradation, disaster risk reduction, food and water security, and human health and well-being.

(ii) WCPA will continue to work with the Rio Conventions to position protected areas as an essential contribution to the objectives of all three conventions, and especially to replicate regional initiatives to incorporate protected areas into climate change and disaster risk strategies and national commitments to the United Nations Framework Convention on Climate Change.

(iii) WCPA will build on priorities from the World Parks Congress and its Promise of Sydney to further explore and promote the linkages between healthy ecosystems and human health, especially exploring the linkages between protected areas, health and urban communities.

(iv) WCPA will underpin its work across all three programmes with a strong programme of capacity development and communication and outreach to demonstrate the relevance of protected areas to human welfare and well-being.
STRUCTURE

WCPA is led by the Commission Chair, supported by a Steering Committee and an operational structure including Task Forces and Specialist Groups that will contribute to the realisation of this mandate. They will be supported by the Global Protected Areas Programme and World Heritage Programme in the IUCN Secretariat and will work with IUCN Regional Offices, other Commissions and IUCN Members to realise IUCN’s “One Programme” Charter.

MEMBERSHIP

WCPA will continue to develop a globally active and geographically representative network of expert volunteers to support programme implementation. Membership is voluntary and by invitation or application, with review by the regional vice-chairs. Membership includes some of the world’s foremost conservation practitioners, including natural and social scientists, protected area managers, academics, young professionals, indigenous peoples and community leaders. The broad scope of work of the Commission requires the extension and strengthening of capacity through increased membership, strategic partnerships, active fundraising, and network mobilisation. The Commission works through specialist groups and task forces, with the collaboration of other IUCN Commissions on matters of mutual concern and interest.
Election of IUCN Regional Councillors

Action Requested: The World Conservation Congress is invited to:

1. NOTE the report of the Election Officer (Annex 1);
2. CONSIDER the candidates for election as Regional Councillor nominated by IUCN Members (Annex 1);
3. ELECT 28 Regional Councillors.

MOTION

The IUCN World Conservation Congress,

Elects the following individuals as Regional Councillors:

[…]

EXPLANATORY MEMORANDUM

1. In accordance with Articles 28 and 39 of the Statutes and Regulations 36 to 40, on 6 November 2015, the Director General invited Members of IUCN in Categories A and B to nominate candidates from their Region for election as Regional Councillors.

2. The Regions defined in Articles 16 and 17 of the IUCN Statutes are:

(a) Africa
(b) Meso and South America
(c) North America and the Caribbean
(d) South and East Asia
(e) West Asia
(f) Oceania
(g) East Europe, North and Central Asia
(h) West Europe

and the list of States belonging to each of the eight Regions is annexed thereto.

3. Following the adoption by the 2012 World Conservation Congress of amendments to Article 39 of the IUCN Statutes, the 2016 Congress is invited to elect twenty-eight Regional Councillors. The number of elected Regional Councillors for each Region will be as follows: four (4) for Africa; four (4) for Meso and South America; three (3) for North America and the Caribbean; five (5) for South and East Asia; three (3) for West Asia; three (3) for Oceania; three (3) from East Europe, North and Central Asia, and three (3) from West Europe.
4. Background details on the role, function and required qualifications for Regional Councillors were approved by Council at its 85th Meeting in May 2015 and can be viewed here. At the same meeting, the Council also approved the IUCN Council’s Guidance for 2016 Election Candidates.

5. At its 85th Meeting in May 2015, the IUCN Council appointed Justice Michael D. Wilson, Hawai‘i Supreme Court, as Election Officer for the 2016 World Conservation Congress. His Terms of Reference can be viewed here.


7. Annex 2 hereafter lists, in alphabetical order, the candidates nominated for each Region and contains brief background information on each candidate provided by the respective candidate and translated into the other official IUCN languages by the IUCN Secretariat.

8. Regional Councillors elected by the World Conservation Congress will serve for the term extending from the close of the World Conservation Congress in Hawai‘i until the close of the next ordinary session of the Congress.
1. In accordance with Regulation 28(b), the IUCN Council at its 85th Meeting in May 2015 appointed me as Election Officer for the 2016 World Conservation Congress. In accordance with Regulation 37, by a letter dated 06 November 2015, the Director General invited all Members in Categories A and B to submit candidates for election as Regional Councillors. In accordance with Regulation 38, the Council determined 12 February 2016, noon GMT/UTC to be the deadline for these nominations. Two reminders were subsequently sent to IUCN Members on 18 January and 01 February 2016. Due to a shortage of candidates for two regions (less candidates confirmed than seats available at the time of the deadline), on my recommendation, the Council, by a decision dated 12 February 2016, extended the deadline for two regions (Africa and North America and the Caribbean) to 26 February, noon GMT/UTC. By 26 February 2016 at noon, valid nominations had been received for 43 candidates.

2. I have reviewed the information received for each nominated candidate and assessed the validity of the nominations which have been submitted.

3. Not all nominations could be considered as valid. A number of errors have recurred, namely the following:
   a. nomination by entities which are not Members or not Members in Categories A or B;
   b. nomination by Members which do not belong to the Region of the candidate they propose;
   c. nomination by Members which have not paid their dues for up to and including 2015;
   d. nomination received after the deadline;
   e. nomination submitted by someone other than the nominator (irregularities in transmission).

Irregularities in transmission have been remedied for the most part, by seeking authentication of the nomination from the nominator. Only a few nominations had to be rejected as no such authentication was provided.

5. As stipulated in Regulation 40, the names of candidates, their photo and biographical information were communicated via the IUCN intranet (the Congress Portal), as and when I declared them as meeting the requirements laid out in the IUCN Statutes and Regulations. This information remains accessible and is now open to the public via the following link: https://portals.iucn.org/congress/assembly/candidates/intro.

6. The names of all candidates for Regional Councillor are listed hereafter in Annex 2 in accordance with Regulation 40.

7. Candidates will appear on the ballot list as shown in Annex 2.

8. In addition to my functions related to the nomination of candidates for election as Regional Councillors, I also discharged my function to receive all proposals for persons to be nominated by Council as candidate for election as President, Treasurer and Commission Chairs in conformity with Regulation 30, and to transmit to Council’s Nominations Committee, in accordance with Regulation 35, the proposals which meet the requirements of the Statutes. Cf. Congress document WCC-2016-7.1/1.
Attachment 1
Nominations for Regional Councillors

Candidates are listed per Region in alphabetical order of surnames, starting at the letter “S” chosen by the Election Officer at random in accordance with Regulation 40. The figures in brackets after the name of each candidate indicate the number of valid nominations received for the candidate.

(a) Africa\(^1,2\) – 4 seats to be filled

Emad ADLY, Egypt (10)
Mamadou DIALLO, Senegal (9)
Jesca ERIYO OSUNA, Uganda (7)
Ali KAKA, Kenya (7)
Jennifer MOHAMED-KATERERE, South Africa (6)

(b) Meso and South America – 4 seats to be filled

Lider SUCRE, Panama (10)
Marco Vinicio Cerezo BLANDON, Guatemala (11)
Carlos César DURIGAN, Brazil (11)
Jenny GRUENBERGER, Bolivia (8)

(c) North America and the Caribbean\(^3\) – 3 seats to be filled

John G. ROBINSON, USA (6)
Rick BATES, Canada (8)
Sixto J. INCHAUSTEGUI, Dominican Republic (10)

(d) South and East Asia\(^4\) – 5 seats to be filled

Mangal Man SHAKYA, Nepal (5)
Youngbae SUH, Republic of Korea (5)
Amran HAMZAH, Malaysia (5)
Masahiko HORIE, Japan (5)
Malik Amin Aslam KHAN, Pakistan (6)

(e) West Asia\(^5,6\) – 3 seats to be filled

Ayman RABI, Palestine (5)
Shaikha Saleem AL DHAHERI, Abu Dhabi, UAE (10)
Said Ahmad DAMHOUREYEH, Jordan (8)
Ali DARWISH, Lebanon (6)

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1 On 5 September 2016, Mr Souleymane ZEBA (Burkina Faso) communicated to the Election Officer that he had decided to withdraw his candidacy.
2 On 7 September 2016, Ms. Portia Kelefilwe SEGOMELO (Botswana) communicated to the Election Officer that she had decided to withdraw her candidacy.
3 On 5 August 2016, Mr Luis E. RODRIGUEZ-RIVERA (Puerto Rico, USA) communicated to the Election Officer that he had decided to withdraw his candidacy.
4 On 4 June 2016, Ms. Meena GUPTA (India) communicated to the Election Officer that she had decided for health reasons to withdraw her candidacy.
5 Only one candidate from Lebanon can be elected.
6 On 1 September 2016, Mr Zaher REDWAN (Lebanon) communicated to the Election Officer that he had decided to withdraw his candidacy.
Asghar Mohammadi FAZEL, Iran (6)

(f) Oceania – 3 seats to be filled

Anna Elizabeth TIRAA, Cook Islands (5)
Andrew William BIGNELL, New Zealand (7)
Peter Michael COCHRANE, Australia (9)

(g) East Europe, North and Central Asia – 3 seats to be filled

Rustam SAGITOV, Russian Federation (5)
Michael HOSEK, Czech Republic (6)
Tamar PATARIDZE, Georgia (5)

(h) West Europe – 3 seats to be filled

Jan Olov WESTERBERG, Sweden (6)
Hilde EGGERMONT, Belgium (7)
Jonathan HUGHES, United Kingdom (21)
Jörg JUNHOLD, Germany (13)
Background Information on Candidates for Election as Regional Councillors

CANDIDATES FOR ELECTION AS REGIONAL COUNCILLORS – AFRICA

Portia Kelefilwe SEGOMELO, Botswana

Current employment and/or position/title:
World Bank advisor to Botswana on Wealth Accounting and Valuation of Ecosystem Services (WAVES)

Experience in fields of concern to IUCN:
- Master’s degree in Economics of Environment & Development acquired at the University of Manchester, UK.
- Experience in the Environment sector following the adoption of the Botswana National Conservation Strategy in 1990 and progressed to Director of Environmental Affairs Department, till retirement from public service in 2014.
- Training in Environmental Sciences and acquired knowledge in environmental planning through integration of natural capital objectives into sector plans for agriculture, tourism, poverty reduction, economic diversification, climate change, rural development etc.
- Coordinator of the Okavango Delta Management Plan (largest Ramsar site at the time) project supported by IUCN between 2003 and 2007
- Coordinated UNDP-Environment support to Government of Botswana (two 5-year phases)

Particular qualifications to be a Regional Councillor:
- Worked with the IUCN country office auditing NDP 8; desert margins project; desert margins between Botswana, Mali and Kenya; Botswana Wetlands policy. Administered subscriptions of IUCN for Botswana membership
- Worked with IUCN ecosystem commission in training planners on ecosystem management; hosting of the IUCN led international symposia on wetlands.
- Authority for the implementation of the Botswana EIA Act
- Since July 2014, a World Bank Advisor for the Wealth Accounting and Valuation of Ecosystems Services (WAVES) – development of natural capital accounts for water, minerals (and macro-economic indicators), energy, ecosystems (including tourism).
- Member of the Okavango River Basin Steering Committee (OBSC) from 1994 and was its chairperson 2005 to 2009 - appointed OKACOM Commissioner 2010 till now.
- Coordinated the hosting of the AMCEN in 2013 and Technical Advisor for Botswana on development of the SADC protocol on the Environment 2012/13

Souleymane ZEBA, Burkina Faso

Current employment and/or position/title:
President of Naturama Foundation

Experience in fields of concern to IUCN:
With a background of Engineer, Rural Development and Conservation Planning, PhD in Environment Law; I am 56, with 30 years of experience, including 21 at managerial and leadership levels in Africa:

- National Director of Forests and Wildlife in Burkina Faso's Ministry of Environment (1985-1991);
- Technical Coordinator of the Burkina "Programme National de Gestion des Terroirs, (1992-1995);
- Co-Founder and CEO of the Foundation Naturama (1995-1999);
- Chairman of SPONG, the Burkina National Consortium of national & international NGOs (1997-1998);
- Regional Director for West Africa of WWF International (based in Abidjan, 1999-2003), and for Central Africa (2014);
- Regional Coordinator for West Africa of the African Union's New Partnership for Africa's Development (NEPAD), and Adviser to the President of the Commission of ECOWAS (based in Abuja, 2005-2009);
- Director for Western Africa of OXFAM (based in Dakar, 2009-2014);
- Chair of the Council of African Partnership of BirdLife International (1999);
- Member of 2 IUCN Commissions: National Parks and Protected Areas / Species Survival.

**Particular qualifications to be a Regional Councillor:**
Dr Souleymane Zeba is an outstanding candidate for this position: a prominent conservationist and a very knowledgeable developmentalist who has professional experience with four types of organisations: Governmental (Burkina Faso), Inter-Governmental (ECOWAS, AU/NEPAD), International Civil Society (WWF, BirdLife, Oxfam), and National Civil Society (Naturama, SPONG).

Moreover, he is very familiar with the pan-African economic integration issues for having worked at high level for the ECOWAS, and for the African Union's NEPAD, in connection with all the African Regional Economic Communities (SADC, ECCAS, EAC, CEN-SAD, COMESA), and in relation with Africa's donor communities (OECD).

Dr Souleymane Zeba has managed programmes in a diversity of ecosystems: Moist Forests in Ghana, Cote d'Ivoire, Liberia, Sierra Leone, Guinea; Marine and coastal Programme in Mauritania, Senegal, Gambia, Guinea Bissau, Cape Verde, and Niger River Basin Programme (Guinea to Nigeria).

He is very strong in Policy dialogue at a high level, and enjoys a large network of relations that could be useful for IUCN governance and strategies in Africa.

**Emad ADLY, Egypt**

**Current employment and/or position/title:**
Chairperson, Arab Office for Youth and Environment (AOYE)

**Experience in fields of concern to IUCN:**
Founder and Chairperson of AOYE since 1978. IUCN Member and works closely with IUCN Members and councillors, especially from North African countries. Has participated in almost all IUCN congresses since he became a member. Always advocates IUCN Work Programme in the region and lobbies for its implementation.

A member of the IUCN National Committee which discusses issues related to engaging relevant partners in IUCN activities and ways to contribute to the implementation of the IUCN North Africa Programme on the national level.
National Coordinator of the GEF/ Small Grants Programme (SGP) since 1992. Also, provided assistance to other African countries to join the SGP. Most implemented SGP projects are in line with the IUCN Work Programme.

Participates as an observer representing civil society in the Council of Arab Ministers Responsible for the Environment (CAMRE), and the Arab Water Council, in which issues of conservation, climate change, biodiversity and water are fully discussed.

Mainstreams the role of civil society in the Nile Basin Initiative (NBI) activities and advocates the conservation of nature in the Nile Basin in the NBI development plans. Leads the civil society movement in the Nile Basin and north Africa region.

Actively participates in most of the activities in the Mediterranean region, especially within the UNEP/MAP and the Horizon 2020 Initiative.

**Particular qualifications to be a Regional Councillor:**
Environmental Specialist with extensive experience in dealing with international agencies, governments, civil society, grass root organizations, media & NGOs. Has extensive experience in issues related to sustainable development including Climate Change, Environmental Education, Biodiversity and conservation of natural resources.

More than 35 years of professional practice and experience in fostering regional and international partnerships and fund raising activities. Demonstrated ability to design, manage programs & projects and lead teams of professionals to solve technical and regulatory issues.

Mainstream concrete and sustainable development in national, regional and international bodies e.g. League of Arab States, Nile Basin Initiative, African Development Bank, United Nations Economic Commission for Africa (UNECA), UN organizations.

Significant ability in taking national, regional and international initiatives. Initiated Egypt Nile Discourse Forum (EgNDF), to ensure the involvement of CSOs in the Nile Basin development plans.

Recently initiated the Egyptian Sustainable Development Forum (ESDF), to facilitate dialogue among the different stakeholders on challenges facing SD implementation, propose action-oriented & practical solutions, and monitor the process of SDGs implementation. Promotes the establishment of similar bodies in all countries of the region.

**Mamadou DIALLO, Senegal**

**Current employment and/or position/title:** IUCN Regional Councillor, Secretary General of the Association Sénégalaise des Amis de la Nature (ASAN) [Senegalese Friends of Nature Association], Coordinator of the Maison des Amis de la Nature Alioune Diagne Mbor [Alioune Diagne Mbor House of the Friends of Nature] in Petit Mbao – Dakar, Senegal

**Experience in fields of concern to IUCN:**
Mamadou Diallo is a lawyer specializing in International Environmental Law. He has acquired a great deal of experience in the field of natural resources and environmental management as well as in the promotion of ecotourism in Senegal. Voted IUCN Regional Councillor for Africa at the World Conservation Congress in Jeju, Mr Diallo has served as the Secretary General of ASAN, an NGO member of IUCN, since 1996. Similarly, he was Chair of the Senegal National Committee of IUCN Members from 1996 to 2012, Chair of the Regional Committee of IUCN Members in West Africa (CMAO) from 1998 to 2006 and Chair of the Regional Committee of IUCN Members in Central and West Africa (CREMACO) from 2010 to
2012. Since January 2004, Mamadou Diallo has been the Coordinator of the Projet Maison des Amis de la Nature Alioune Diagne Mbor [Alioune Mbor Diagne House of the Friends of Nature Project] in Senegal, based in Petit Mbao, Dakar, where he develops activities linked to environmental education and raising public awareness about ecotourism, the production of local plants and species with a wide variety of uses including reforestation to improve biodiversity, to combat desertification and to mitigate the harmful effects of climate change. With these different positions and functions, he endeavours to continue to help promote IUCN as well as to accomplish its mission.

Particular qualifications to be a Regional Councillor:
Mr Mamadou Diallo has very detailed knowledge of IUCN, its structure, its operation and its missions. Currently in his first mandate as Regional Councillor for IUCN, he is extremely knowledgeable of the role and the responsibilities linked to this position. He is a very open man, always ready to listen to people and committed to environmental issues and IUCN. His leadership has been recognized by IUCN Members both in Senegal and in the rest of Central and West Africa. A former parliamentarian and mayor of a commune in Senegal, Mamadou Diallo is a skilled strategist and experienced politician. He has collaborated successfully and harmoniously with all Members of IUCN and the IUCN Secretariat in Central and West Africa, notably the heads of mission of the national offices as well as the various IUCN regional directors in Central and West Africa. In light of the above, and given his experience within the IUCN Council, there is no doubt that Mr Mamadou Diallo has all the qualities required to embark on a second mandate as IUCN Regional Councillor. He has all the skills, experience, availability and commitment needed to serve IUCN.

Jesca ERIYO OSUNA, Uganda

Current employment and/or position/title: Deputy Secretary General (Productive and Social Sectors) East African Community (EAC); a Regional Economic Community in Africa

Experience in fields of concern to IUCN:
Jesca Eriyo Osuna is a Policy maker, legislator and practitioner, having been a Minister of State for Environment in Uganda for five years; a Member of Parliament for ten years and now Deputy Secretary General in charge of Productive (Agriculture & Food Security, Environment and Natural Resources, Tourism & Wildlife Management, Energy & Petroleum, Industry and Manufacturing) and Social (Education, Science & Technology, Culture & Sports, Gender & Community Development, Labour Immigration & Refugees) Sectors at the East African Community. She has convened Ministers of these sectors from five of the EAC Countries since 2012.

She has coordinated the development of Visions, Strategic Development Plans, Action Plans, Bills, Protocols, Frameworks and Operational Plans. Has experience in Stakeholder consultations, organising & facilitating Conferences, Workshops, Meetings and functions.

She is a Member of Nature Uganda; was Chair of the IUCN National Committee in Uganda and has always worked closely with Civil Society Organisations; National, Regional & Global Institutions. She has actively participated in meetings and activities at the United Nations, African Union, and EAC-SADC-COMESA Tripartite programs. Has mobilised the Youth, Women and Communities in conservation activities among others.

Particular qualifications to be a Regional Councillor:
Honorable Jesca is a first term Councillor representing Africa, Vice Chairperson of the Policy and Programmes Committee (PPC) of Council and has participated in meetings of the Council, with Framework donors and participated with/represented IUCN at various International Conferences. She has strengthened the relationship between IUCN and the EAC through signing and implementing a MOU and engaged IUCN Members in EAC
regional programmes and activities. She has negotiated and signed an MOU between BirdLife International and EAC.

She has participated in all UNFCCC Conferences of the Parties since Nairobi, from Bali to Paris; World Parks Congress 2014, WSSD, Rio+20, CBD, SDG, Sendai Framework for Disaster Risk Reduction, and Africa Regional Strategy for Disaster Risk reduction among very many. She has attended two IUCN Congresses (Barcelona and Jeju) and is a member of the Motions Working Group for the Hawai‘i Congress.

She has negotiated many projects in the conservation area and attracted Development Partners to support them, e.g. Population Health and Environment program for EAC, Planning for Resilience in East Africa through Policy, Adaptation, Research and Economic Development (PREPARED) and in Uganda nationally and at local levels.

Ali KAKA, Kenya
Current employment and/or position/title:
Retired, part-time Consultant

Experience in fields of concern to IUCN:
Ali Kaka has a qualified background in Protected Areas Management and has worked in the Kenya Wildlife Service (KWS). He has also managed marine PAs and advised on Policy development in several Eastern and Southern African countries.

After the KWS, he worked in the conservation NGO sector, culminating in the position of IUCN Regional Director for Eastern and Southern Africa.

Ali has been the Chair of National and Regional Members’ Committees.

He is an active member of WCPA and CEESP.

Ali serves as a member of the Board on a number of conservation bodies in Africa and abroad.

Particular qualifications to be a Regional Councillor:
As a long time representative of a Member of IUCN, Ali has a wealth of experience on membership matters. Further, having served as a senior member of staff of the Secretariat, his experience and knowledge of the systems and processes of the Union is invaluable to both the Members he will represent, as well as the Council.

Ali’s 25 years’ work in Government is an important aspect to his helping IUCN in the coordination and collaboration with State Members. This experience is complimented by his equally long tenure in the NGO sector.

His qualification in Ecology and Protected Areas Management gives him the scientific background necessary to help guide the IUCN Programme in the regions.

Jennifer MOHAMED-KATERERE, South Africa
Current employment and/or position/title:
- Independent Senior Consultant and Researcher in Human Rights and Environmental & Natural Resource Governance
- CEESP Steering Committee (2011-2016)
- Commissioner – IUCN World Commission on Environmental Law (WCEL)(1997 -
- Commissioner – IUCN Commission on Environmental, Economic and Social Policy (CEESP)

**Experience in fields of concern to IUCN:**
Jennifer is a dedicated human rights lawyer and social scientist with 20-years' experience in working with regional governments and non-government organizations to improve environmental governance and strengthen the recognition of human rights at country and transboundary levels in the forest, wildlife and water sectors. This includes:
- Serving as lead researcher and team leader for the UNEP Global Environmental Outlook and the Africa Environmental Outlook (2005/6/7/8 and 2010-12).
- Supporting skills development including teaching Environmental Law at the University of Zimbabwe (1993 – 2000).

**Particular qualifications to be a Regional Councillor:**
- Academic qualifications in law and social sciences backed by extensive technical experience (as above).
- Good knowledge and understanding of Africa’s development challenges and opportunities and the implications for people and the environment.
- Working experience with diverse stakeholders to address complex environment issues.
- Commitment to inclusive approaches, as evidenced by actively engaging African IUCN members in the Natural Resource Governance Framework development.
- IUCN Commission Experience: Steering Committee member, CEESP (2011-2016), member since 2005; WCEL member since 1997.
- Experience in leading the development of an IUCN Knowledge Basket (Natural Resource Governance Framework).
- Organizational governance experience including as a Board member of the Institute of Environmental Studies (Zimbabwe).
- Experience with regional and global donors, including OSISA and SIDA.
- Strong familiarity with IUCN vision, mission, programme, structure and processes.

**CANDIDATES FOR ELECTION AS REGIONAL COUNCILLORS – MESO AND SOUTH AMERICA**

**Lider SUCRE, Panama**

**Current employment and/or position/title:**
Regional Director for Latin America – Wildlife Works Carbon

**Experience in fields of concern to IUCN:**
- In charge of exploration and the due diligence process in Latin America for WWC for the establishment of future REDD+ projects.
- Co-Executive Director of Earth Train, an innovative environmental NGO based in the USA, which promotes youth leadership, with Panama as the main focus of its regional work.
• As Executive Director of the biodiversity museum, Biomuseo, and of Panama’s National Association for the Conservation of Nature (ANCON), he played a key role in raising over US$ 30 million.

• Experience in advocacy campaigns, environmental education, the creation and planning of the management of protected areas, community work and micro-entrepreneurship.

• Implementation of structural and administrative changes in organizations. New systems for accounting and for personnel restructuring and renewal.

• Passionate field conservationist. A hiker who is a big fan of expeditions to remote areas. Advanced scuba diver.

• Moreover, the management experience he has gained in private companies could help him offer IUCN a wider perspective.

Particular qualifications to be a Regional Councillor:

• A combination of finance and economics, and an MBA from Harvard Business School, with over 15 years of experience in various types of conservation organizations.

• Qualified Nature Tour Guide after studying for 1 year.

• Extensive, in-depth experience in over 7 Latin American countries and vast international experience on 5 continents.

• Bilingual in English and Spanish; some knowledge of Portuguese and French.

• Experience in a wide range of different types of conservationist work: awareness-raising campaigns, public and legal advocacy, the protection of ecosystems and biodiversity, working with young people, indigenous groups and art associations, in addition to administrative and accounting restructuring in organizations.

Marco Vinicio Cerezo BLANDON, Guatemala
Current employment and/or position/title:
Director General of the Foundation for Eco-development and Conservation (FUNDAECO)

Experience in fields of concern to IUCN:
Marco is an economist, with a Master’s Degree in Development Economics from the Panthéon-Sorbonne University. He played a key role in the first few years of functioning of the Guatemalan Forestry Action Plan, the Directorate General of Forests and Wildlife and the Guatemalan National Council for Protected Areas, supporting the legal declaration of the Maya Biosphere Reserve and the Sierra de Las Minas Biosphere Reserve. As a pro bono advisor to the National Commission for the Environment (CONAMA), he presided over and coordinated the negotiation session for the constitutive text of the Central American Commission on Environment and Development (CCAD) between the Ministers of the Region. In 1990 he established the Foundation for Eco-development and Conservation (FUNDAECO) and began to specialize in the management of protected areas as instruments of sustainable economic development and land-use planning. Marco has supported the establishment and consolidation of national and international coordination groups including the National Association of Non-governmental Organizations linked to Natural Resources and the Environment – ASOREMA (he is currently its President), the Tri-National Alliance for the Conservation of the Gulf of Honduras –TRIGOH, and the Mesoamerican Reef Fund – MAR Fund (Member of the Board of Directors).

Particular qualifications to be a Regional Councillor:
Marco is renowned leader in Guatemala and the Mesoamerican region. Thanks to his human qualities, his capacity for analysis and his comprehensive vision, he is extremely skilled at coordinating stakeholders at different levels, including high-level authorities, the scientific community, local authorities, technical experts and communities. He is capable of generating positive discussions and achieving consensus between various stakeholders on common subjects. Due to his pragmatic approach and long-term vision, he puts forward
strategic proposals, which, combined with his adventurous nature, lead him to make daring, innovative recommendations regarding the management of protected areas and sustainable development in Guatemala and the region.

Carlos César DURIGAN, Brazil  
Current employment and/or position/title:  
Director of the Wildlife Conservation Society – WCS Brazil

Experience in fields of concern to IUCN:  
Carlos Durigan, geographer, MSc. in Ecology. Over the last 20 years, he has carried out conservation work, focusing in particular on the consolidation of Protected Areas in Brazil, especially in Amazonia. His actions include:

- The planning, creation and management of protected areas: He was part of the team that established the Jaú National Park Participatory Management Plan in the State of Amazonas; as a technical expert for the Brazilian Institute for the Environment and Renewable Energy Resources (IBAMA), he participated in the creation of protected areas; as Executive Director of the Vitória Amazônica Foundation (an IUCN NGO member) from 2003 to 2013, he coordinated the consolidation of several protected areas located in the River Negro Basin, and was also a member of the Management Committee of the Amazon Regional Protected Areas (ARPA) Programme from 2004 to 2013.
- The sustainable management of natural resources projects: in collaboration with traditional communities (native and non-native), he carried out income-generating projects based on the sustainable use of natural resources in protected areas and indigenous territories.
- During the same period, from 2003 to 2013, he participated in the IUCN Brazil National Committee on behalf of the Vitória Amazônica Foundation, and has also represented WCS Brazil on the same committee since 2014.

Particular qualifications to be a Regional Councillor:  
Carlos Durigan’s qualifications include:

- A great deal of experience in the field, particularly in the Amazon Region; he is an expert in all types of conservation, from multidisciplinary research to participatory action with traditional communities, and in the development of projects focusing on the sustainable management of natural resources.
- Over the last 21 years, he has accumulated experience in the governmental sphere in Brazil, where he worked as a technical expert involved in the creation of protected areas, and in NGOs, where he continues to coordinate biodiversity research and conservation projects. He also continues to participate in associations working in the field of conservation. He has collaborated with IUCN since 1993, helping to strengthen the IUCN Brazil National Committee, and he is an active member of the Commission on Environmental, Economic and Social Policy (CEESP) working in the area of Gender, Conservation and Participatory Management of Protected Areas.
- Fluent in English and Spanish.

Jenny GRUENBERGER, Bolivia  
Current employment and/or position/title:  
IUCN Council Member  
CEC Member

Experience in fields of concern to IUCN:  
For over 20 years, Jenny Gruenberger Pérez has acted as representative for both national and regional institutions, something that has strengthened her capacity to relate to various
public and private stakeholders in countries within the region as well as across the globe. The main stakeholders she has worked with are:

- Environmental Defence League (LIDEMA)
- Climate Action Network CAN-LA
- Sustainability Observatory: Latin American Network
- International NGO Network on Desertification and Drought (RIOD)
- UNEP Civil Society Platform, within the framework of which she has represented Latin America and the Caribbean on two occasions, before the UNEP meetings of Ministers of the Environment (2007 and 2009)
- Bolivian Civil Society Alliance for Sustainable Development.

In a personal capacity, she has also been a member of:

- IUCN Commission on Education and Communication (since 1996)

She is currently studying for a PhD in rural development.

**Particular qualifications to be a Regional Councillor:**
Currently working as a Regional Councillor for IUCN, the purpose of this nomination is to allow her to continue her work and use her experience to guide new councillors.

Over the last 20 years, she has got to know IUCN from a variety of perspectives, having held the following positions: Focal Point for CEC-Bolivia, Coordinator of the IUCN Bolivian Committee, Chair of the South American Regional Committee of IUCN Members.

These roles were performed with a comprehensive vision, promoting member participation as a key element to achieving common goals and working on a single programme.

Her years of experience in the regional environmental movement have built her capacities and increased her experience in issues related to conservation, the environment and sustainability, with these elements becoming the focal point of her professional, political and human perspective.

Her mother tongue is Spanish and her knowledge of French and English allows her to communicate fluently in all three of the Union's official languages.

**CANDIDATES FOR ELECTION AS REGIONAL COUNCILLORS – NORTH AMERICA AND THE CARIBBEAN**

**John G. ROBINSON, USA**
**Current employment and/or position/title:**
Chief Conservation Officer, and Executive Vice President, Conservation and Science
Joan L. Tweedy Chair in Conservation Strategy
Wildlife Conservation Society

**Experience in fields of concern to IUCN:**
John Robinson has been active in conservation for much of his professional career. He has overseen the programs of the Wildlife Conservation Society in North America, Latin America and the Caribbean, Asia and Africa and the Marine realm since 1990. He represents WCS in international and national forums, and directly supervises a core administrative and managerial staff of 100 people in New York, and programs in 64 countries. He is accountable for raising program funds from individual donors, government agencies,
foundations and corporations. With a Ph.D. in Zoology, he joined the Smithsonian Institution, then the University of Florida where he established a graduate program to train students from tropical countries. In over 200 books, book chapters and journal publications, he has written extensively on conservation research, practice and policy. He has extensive board experience, serving among others with the Christensen Fund (2001-2011, the last year as Chair), Foundations of Success (from 2001 as Chair), the Tropical Forest Foundation (2000-2015), World Parks Endowment (1994-2004). He has served on the Board of Governors of the Society for Conservation Biology, and as its President (2005-2007).

**Particular qualifications to be a Regional Councillor:**

John Robinson has a long history of involvement with IUCN, endorses the mission and understands the opportunities and constraints of IUCN's organizational structure and capabilities. Through his WCS position, he has worked closely with IUCN members, both governmental and non-governmental, throughout the world. He has been active in the SSC, originally joining as a member of the Primate Specialist Group in 1985, and serving on the Steering Committee (1991-2000, 2003-2010). He represented IUCN on the TRAFFIC Board (1998-2009). He chaired the Sustainable Use Advisory Group (1994-1997), a special IUCN task force, and participated in the Sustainable Use Specialist Group (1992-2009) as member of the Executive Committee and Vice Chair. As the IUCN Councillor for North America and the Caribbean (2012-2016), he serves as a Vice President for the Council, participated on the Bureau of the Council, and played a pivotal role in the Search Committee for the IUCN Director General. He serves on the Programme and Policy Committee, the Congress Preparatory Committee, and the Private Sector Task Force. He joined the IUCN-US Board in 2012, and presently serves as its President.

**Luis E. RODRIGUEZ-RIVERA, Puerto Rico, USA**

**Current employment and/or position/title:**
Professor of Law, University of Puerto Rico, School of Law, San Juan, Puerto Rico
Co-director, Puerto Rico Energy, Economics and Environment Law Institute, San Juan, Puerto Rico

**Experience in fields of concern to IUCN:**
- Secretary of the Department of Natural Resources for Puerto Rico
- Spearheaded the approval of Law 268 of September 2003 to protect high priority conservation areas
- Developed strategic conservation policy and methodology for acquiring protected-areas
- Worked in the development and implementation of a novel matrix for valuation of high priority conservation areas; led the development of the draft Comprehensive Water Resources Plan for Puerto Rico – driven by the need to provide protection of wildlife habitat and ensure long-term water security and quality
- Developed and signed Regulation 6765 for the Conservation and Management of Wildlife; established public policy in favour of and entered into co-management agreements with community organizations, municipalities and private entities
- Served on numerous boards associated with conservation and the management of nature, e.g. U.S. Coral Reef Task Force, U.S. EPA San Juan Bay Estuarine Program, among many others
- Experience in politics, governance and environmental management, as well as, in researching, writing, lecturing and speaking on topics related to the U.N. Convention on the Law of Sea, Human Right to Environment under International Law, Comparative Environmental Law, development of Nuclear Law, Sustainability, among others

**Particular qualifications to be a Regional Councillor:**
- Director of national conservation and environmental management government agencies
• Distinguished academic career, currently Professor of Law at University of Puerto Rico, areas of specialization include Puerto Rico, United States and International Environmental Law and Law of the Sea.
• Leadership role in introducing protected-area legislation
• Leadership role in working with NGOs, government agencies, civil society groups and private sector to promote environmental conservation and sustainability at local, regional and global levels
• Alliance builder – forging strong education and environmentally-oriented national and regional collaborations
• Fund-raising skills to support environmental programs and protected-areas
• Bilingual (Spanish and English), and strong communication skills that reach out the two main language groups of the Caribbean and North America
• Good listener, energetic and proactive

**Rick BATES, Canada**  
**Current employment and/or position/title:**  
Executive Director, Canadian Wildlife Federation

**Experience in fields of concern to IUCN:**
• President, Canadian Committee, IUCN, 2015-2016  
• Board Member, Canadian Committee, IUCN, 2011- 2016  
• Executive Director, Canadian Wildlife Federation (CWF) 2008- Present.  
• Senior positions in government departments, a special operating agency, non-government organizations, and private industry with responsibilities in:
  o Revenue generation - experience creating revenue through a wide range of techniques (corporate, government, direct mail, foundations, individuals)  
  o Communications/Marketing - led program recognized as one of the top in the world (won IABC Gold Quill Award)  
  o Government Relations - steward relationships to establish or shape policy, create new programs and/or secure funding  
  o Program Development - experienced aligning interests, funding, and partners locally, provincially, nationally and internationally to achieve conservation  
  o Governance - experience leading strategic plans and aligning resources and priorities to achieve goals of large organizations

**Particular qualifications to be a Regional Councillor:**
• Committed to working with Council, Secretariat and Commissions to strengthen:
  o International profile of IUCN  
  o Clarity of IUCN roles in international environmental initiatives  
  o Support for international programming on priority issues  
  o Coordination among IUCN policy research and advocacy at national/regional levels  
  o Effort to build the constituency for conservation  
• Unique perspective from experience in government, private industry, and non-government organizations  
• Familiar with IUCN-related concerns and opportunities in the region  
• Well-connected within the conservation community in Canada and involved in local, provincial, national and international programs  
• Experience in key areas of Council responsibility - stakeholder relations, fundraising, program development, government relations, and governance
**Sixto J. INCHAUSTEGUI, Dominican Republic**

**Current employment and/or position/title:**
- Retired Professor Autonomous University of Santo Domingo
- Retired Environmental Programme officer, UNDP Dominican Republic
- Board member, Grupo Jaragua

**Experience in fields of concern to IUCN:**

**Particular qualifications to be a Regional Councillor:**
- Broad successful experience in conservation and sustainability through professional career:
  - UNDP-Santo Domingo Environmental Programme Officer for over 15 years.
  - Involvement in conservation NGOs for over 35 years including excellent relationships with all Caribbean IUCN members.
  - Distinguished academic career: former director School of Biology at Autonomous University of Santo Domingo; founding member National Natural History Museum, member national Academy of Sciences since its foundation (1974).
  - Broad involvement in the establishment of National Protected Areas System in the Dominican Republic.
  - Leadership role working with NGOs, GOs, and civil society promoting environmental conservation and sustainability at local, regional and global levels.
  - Fund-raising experience.
  - Bilingual (Spanish and English) and broad global intercultural and inter language working experience.

**CANDIDATES FOR ELECTION AS REGIONAL COUNCILLORS – SOUTH AND EAST ASIA**

**Mangal Man SHAKYA, Nepal**

**Current employment and/or position/title:**
- Chairman, Wildlife Watch Group
Experience in fields of concern to IUCN:
Mr. Mangal has been a journalist and conservationist for the past 24 years. In 1993 he was awarded the best environmental journalist in Nepal and in 2002 he got the International Green pen award in Colombo, Sri Lanka.

He has authored, co-authored and edited 12 books related to biodiversity and wildlife conservation issues of global importance. One of the books he edited (with Arzu R Deuba) is Armed Conflict and Conservation: Case studies from around the World. He was project director on the South-South Exchange program for conservationists and environmental journalists from South and East Asian countries in 2002-2004. He organized world’s first International Conference on Conservation in Conflict (ICCC) in Kathmandu, Nepal in 2006.


Mr. Mangal is Chairman of The Wildlife Watch Group and Editor of Wildlife Times.

Particular qualifications to be a Regional Councillor
Over the past 20 years he has addressed several international forums on biodiversity communication, conservation awareness, wildlife conservation in Europe, Asia, Africa and the Americas (from 1996 to the present). He presented Nepal’s post Conflict conservation policies at the Peace Palace in the Hague, The Netherlands in March 2007.

He has been a member of the IUCN CEC since 1997 and national activator (for Nepal) from 2009 to the present. Since 2007 he has been a member of CEESP and since 2013, a member of CEM. Since 2015 he has been an advisor of the IUCN Nepal National Committee.

Initiated environment support fund (1999-2005) through the government of Finland and the Ministry of Environment Nepal to fund local conservation oriented NGOs and CBOs.

Is familiar with and has the capability to strengthen IUCN's four pillars: Council, Institutional Members, Commission members and the Secretariat.

Currently he is associated with two international initiatives of the Ministry of Environment-Japan International partnership for the Satoyama Initiative (IPSI) and the Asia Pacific Biodiversity Network (APBON) (Since 2012).

Youngbae SUH, Republic of Korea
Current employment and/or position/title:
Professor, Seoul National University

Experience in fields of concern to IUCN:
Professor Youngbae Suh has had a long association with IUCN. Since the Korean National Committee for IUCN was officially recognized in 1998, he has been involved in IUCN programs at various levels.

From 2009 to 2015, he served as the Chair of the Asia Regional Committee. During his leadership, he shared visions and missions of IUCN with Members in the Asia region and successful Asia Regional Conservation Forums were held in September, 2011 in Incheon, Korea and August 2015 in Bangkok, Thailand.
From 2008 to the present, he has also served as the President of the Korean National Committee for IUCN. During this term, the 2012 IUCN World Conservation Congress was successfully held in Korea, and Professor Suh has continued his efforts to implement resolutions and recommendations adopted at the 2012 Congress.

From 2004 to 2008, he served as the secretary of the Korean National Committee for IUCN. During his service to IUCN, he was instrumental in the re-establishment of strong IUCN programs in Korea. Since 2012, Korea has participated in the Framework Partnership for IUCN, contributing to and sharing IUCN’s vision for global conservation.

**Particular qualifications to be a Regional Councillor:**
Professor Youngbae Suh has proved his strong commitment and excellent efficiency to develop and promote the missions and works of the Union throughout his long career with IUCN. Holding his chairmanship of the Asia Regional Committee, he has built close relationships and shares a good understanding with both the Secretariat and Members in the region. He worked extremely hard to make the 2012 Congress in Korea a success, and his contribution to the successful implementation of the Congress outcomes continues. He has played a key role in promoting and implementing IUCN programs in Korea. His connections to the various levels of Member organisations in the region should be essential to build the successful partnership between the Asia region and the Union. As a professor of plant systematics in Seoul National University, he has demonstrated his scientific knowledge in the issues on conservation. His service as the Bureau of SBSTTA of CBD also proves his experience in international relations.

He is ready to share his knowledge, experience and commitment, which he has earned in his scientific field, in the country and in the region, to promote the work of the Union as a Regional Councillor.

**Meena GUPTA, India**
On 4 June 2016, Ms. Meena Gupta (India) communicated to the Election Officer that she had decided for health reasons to withdraw her candidacy.

**Amran HAMZAH, Malaysia**
**Current employment and/or position/title:**
Professor in Tourism  
Department of Urban and Regional Planning  
UniversitiTeknologi Malaysia  
Director  
Centre for Innovative Planning and Development  
Faculty of Built Environment  
UniversitiTeknologi Malaysia  
Co-Chair, IUCN TILCEPA

**Experience in fields of concern to IUCN:**
The nominee was the Deputy Vice Chair (South East Asia) of IUCN WCPA from 2011 to 2012, before being appointed as a Co-Chair of IUCN TILCEPA (Theme on Indigenous Peoples, Local Communities, Equity and Protected Areas) in 2013. As TILCEPA Co-Chair, the nominee was involved in the design and incorporation of the New Social Compact as a cross cutting theme during the World Parks Congress which was held in Sydney in 2014. In 2012, the nominee was commissioned by the IUCN Asia Regional Office to conduct a one
year research on the Asian Philosophy of Protected Areas which was presented in the main plenary of the Asia Parks Congress in Sendai, Japan in 2013. In addition the nominee is an advisor to the Asian Protected Areas Partnership (APAP) and has been a key player in delivering inputs during workshops organised by APAP/IUCN Asia Regional Office. The nominee has also represented TILCEPA in workshops and programmes to incorporate Rights Based Approaches (RBAs) in the World Heritage inscription process. Currently the nominee is leading the Asia Scoping work for the IUCN-CEESP programme on Natural Resource Government Framework (NRF) which will be presented at the World Conservation Congress in Hawaii.

**Particular qualifications to be a Regional Councillor:**
In terms of related experience, the nominee has been involved with IUCN since 2011 initially at the regional level (Deputy Vice Chair (South-East Asia) of IUCN WCPA) and moving to the international stage as Co-Chair of TILCEPA from 2013 until present. In relation to these positions, the nominee was actively involved in the preparations for the First Asian Parks Congress as a member of the international Steering Committee. In addition the nominee was actively involved in the preparations for the Sydney’s World Parks Congress especially in the design and delivery of the New Social Compact. His role as an advisor to the Asian Protected Areas Partnership (APAP) involves liaising with State parties in Asia as well as implementing its various programmes. As Co-Chair of TILCEPA, the nominee works at two levels. At the IUCN Secretariat level, the candidate has represented TILCEPA in workshops and meetings to strengthen the governance of conservation so as to empower and ensure the rights of indigenous communities and women. In the field the nominee has been involved in capacity building programmes and related research. The candidate believes that South East Asia is under represented in IUCN and he can fill this gap with his extensive knowledge, experience and connections in the region.

Masahiko HORIE, Japan
**Current employment and/or position/title:**
Professor, Meiji University

**Experience in fields of concern to IUCN:**
Mr. Masahiko Horie has over 40 years of distinguished career in the Japanese Foreign Service, which should be useful to the fulfilment of IUCN’s mission.

Currently he is serving as IUCN Regional Councillor since his appointment by the Council in 2013. He is familiar with the working and management of IUCN.

Concurrently, he has been Special Assistant to the Minister for Foreign Affairs of Japan and Ambassador for Global Environmental Affairs since 2012. He is serving as Advisory Board member of Sustainable Energy for All (SE4All) Initiative by UNSG as well.

Ambassador Horie chaired the 48th International Tropical Timber Council (ITTC), and has attended a series of COPs on Climate Change, Biological Diversity and other conferences.

From 1992 to 1995, he served as Minister of the Embassy of Japan in Kenya involved in UNEP-related issues, and also as Minister of the Embassy of Japan in France, where he dealt with work related to UNESCO between 1998 and 2002.

From 2004 to 2011 he served as Ambassador of Japan to Qatar and to Malaysia, where he established a number networks linking many NGOs and people working for the biodiversity conservation in rain forests in the States of Saba and Sarawak in Malaysia.
Particular qualifications to be a Regional Councillor:
Throughout his long career in the Japanese Foreign Service, especially as IUCN Regional Councillor, Mr. Horie has had close contacts and liaison with his counterparts around the world. When he was Director of Technical Cooperation Division, overseeing JICA, and Director of Aid Policy Division in the Foreign Ministry, he used to visit developing countries to discuss many projects, including those for biodiversity with peoples of these countries and those who shared the same values and expectations of nature conservation and sustainable development.

Mr Horie worked as Special Assistant to Mr. Yasushi AKASHI, USG of the United Nations and had good opportunities to extend his networks under the UN umbrella.

As IUCN Regional Councillor, he made substantive contributions to establish the Asia Protected Area Partnership (APAP) in 2013 and supported the efforts to create a basis to establishing the Tripartite Cooperation among Korea, China and Japan, which could be a platform for further cooperation in the Region as a whole.

Mr. Horie has been striving for a national and international campaign to enhance the visibility of IUCN with the cooperation of IRUKA, IUCN Goodwill Ambassador, who created a good song of IUCN to cherish the importance of nature conservation, “We Love You Planet!”

Malik Amin Aslam KHAN, Pakistan
Current employment and/or position/title:
- Global Vice President - IUCN
- Chair – Green Growth Initiative (KPK Province of Pakistan)
- Member of Advisory Board – Eco-Forum Global (China) / Climate Policy Journal
- Environmental Advisor – PTI (Political Party)
- Member of Advisory Group on Climate Change (Government of Pakistan)
- Executive Director of ENVORK (A Research and Development Organisation)
- Consultancy/Advisory work on Climate Change and Environmental policy formulation
- Chair – Pakistan National Committee (IUCN)
- Member of WCPA (IUCN)

Experience in fields of concern to IUCN:
Malik Amin Aslam, over the past 20 years, has accumulated a very rich and diverse experience in the environmental conservation field both as a researcher as well as policy practitioner. His unique exposure encompasses serving in the IUCN Council as Vice President from 2012-16, the Minister of State for Environment in Pakistan (2004-2007), as Member of Parliament/Standing Committee of Environment (2002-2007), as special Envoy on environment for the Prime Minister (2006-07) and currently as the architect and Chair of Green Growth Initiative in KPK province (Pakistan 2013-15). During this career, he has both authored himself as well as influenced the development of various national environmental/conservation policies in Pakistan as well as a host of other countries including Turkey, Uzbekistan, East Timor and Malawi (as UNDP climate policy expert). He also sits on the global advisory board of EFG (Eco Forum Global – China’s environmental think tank) and the International Climate Policy Journal.

All through this career, he has been closely associated and partnering with IUCN on a wide range of conservation activities ranging from the development and implementation of the currently on-going Green Growth Initiative in KPK province including the “Billion Trees Tsunami” afforestation project, expansion of National Parks in Pakistan, global climate negotiations as well as focussed activities such as facilitating the rescue of a snow leopard in the Himalayan region and collaborating for the revival of the mangroves of Pakistan.
Particular qualifications to be a Regional Councillor:

**Strategic knowledge of IUCN:** He has recently had a very engaged stint in the Council including serving as Vice President and concurrently as member of the important DG search committee, the Governance Committee and the Congress Preparatory Committee. This has kept him actively involved with strategic direction setting of IUCN while keeping him abreast of current challenges to IUCN’s governance. It has also enhanced his understanding of working through the organisation’s complexity while appreciating its very unique strengths.

**Understanding and commitment to conservation:** Malik Amin Aslam has strong and relevant educational qualifications (Oxford / McGill) coupled with a career committed to environmental conservation. His solid theoretical grounding is well balanced with a practical experience of managing and implementing conservation challenges within the environmental, social and economic spheres as well as the associated complexity of working them through intricate multilateral processes and negotiations.

**Policy influencing and visibility:** As outlined, he has consistently been involved in policy influencing coupled with overseeing actual results translated on the ground in areas such as forestry, wildlife protection and creation of National Parks. In addition, being an internationally acclaimed expert/negotiator on climate change, he enjoys excellent visibility and global experience including having led the Pakistan country delegation at various forums while also acting as the Chairman of the G77/China negotiating group.

**Promoting IUCN:** For Malik Amin Aslam, IUCN has always remained a “natural ally” in promoting environmental conservation whether it be at local level via green growth, at regional level through cross boundary mangroves protection and national parks, or at global level on climate change / biodiversity protection.

With this useful background and governance experience he is well suited to effectively contribute to IUCN’s governance.

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**CANDIDATES FOR ELECTION AS REGIONAL COUNCILLORS – WEST ASIA**

**Ayman RABI, Palestine**

**Current employment and/or position/title:**
Palestinian Hydrology Group / Executive Director

**Experience in fields of concern to IUCN:**
Dr. Ayman Rabi has more than 25 years of experience in water and environmental related matters at national, regional and international level. He has higher degrees in water resources management as well as in business administration and has authored and co-authored several publications, manuals, research reports, etc. related to water and environment.

He participated in several local and international research programs and served as a resources person for several local and international institutions and firms to provide expertise on water and environmental related matters. His accumulated wealth of knowledge and experience will surely bring in a valuable dimension to the Union.

Dr. Rabi has served as chairperson of the Palestinian Environmental NGO network and served as board member in several international environmental networks such as Mediterranean Information Office based in Athens and MEDFORUM and he is currently serving as the focal point for Palestine for the IAHS (International Association of Hydrological Science). He is also a member of the advisory board of the Rosenberg International Water Forum chaired by the University of California – USA.
**Particular qualifications to be a Regional Councillor:**
Dr. Rabi has good experience in integrated water resources management, environmental impact assessment, master planning of water and wastewater, renewable energy and climate change related issues.

The experience of Dr. Rabi in this field will enrich the current experience of IUCN in West Asia, especially in the area of integrated water resources management. A special focus on environmental water requirement as a prime user within the water management cycle will create a good opportunity for knowledge and experience sharing for the benefit of the region and the Union as a whole.

The international profile and good relations that Dr. Rabi has will surely contribute to widen the environmental coalition globally to protect nature and conserve biodiversity as well as the scarce natural resources in the region.

**Zaher REDWAN, Lebanon**

**Current employment and/or position/title:**
Chairman of Green Hand Organization
Chairman of IUCN - National Committee
ASHOKA fellow

**Experience in fields of concern to IUCN:**
BSc. in Analytical Chemistry, and Post Graduate Studies in Organic Chemistry/ medicinal & aromatic plants analysis - BAU - 2003
Diploma in Environmental Management - MAASTRICHT School of Management - 2010
ASHOKA Fellow: nominated and selected as a social and environmental entrepreneur
Switcher: Selected by Switch Med Connect initiative - 2015
Founder and Chairman of Green Hand Organization (GHO) -1999 to date. GHO works on conservation of biodiversity with a focus on flora while engaging the local communities, towards establishing the first Botanical Garden for native taxa.
Zaher founded and took the lead position in: the Coalition of Tobacco Control in Lebanon among 20 different foundations and NGOs to pass the Tobacco Control Law.
Executive Management of the Syndicate of Lebanese Craftsmen.
Moreover, actively participated in the re-launching of the IUCN-Lebanon Committee and reviving the IUCN/ROWA Regional Committee.
Zaher is the brain and moving force behind many successful environmental initiatives/programs, with considerable community engagement.
Achieving Patent for the Innovative project: "mobile Green Hand Botanical Garden".

**Particular qualifications to be a Regional Councillor:**
Zaher is very active on national, regional and international levels, with many environmental organizations, affiliating GHO with international organizations like IUCN, WHO, WSO, UNDP, AMIDEAST, FCA, The Union for TB & lung diseases ... on different programs and projects, and leading GHO to playing an active member role in IUCN, APGA, AFED, FCA, BGCI, ERA, NCD Global Alliance.

Succeeded in negotiating and signing the first and only agreement between the Ministry of Environment and an NGO, adopting the objectives of GHO Biodiversity Commission. Currently in the final stages of finalizing a similar agreement with the Ministry of Agriculture.

Chairman of IUCN National Committee for the year 2014/2016, during which negotiations with Ministry of Environment led to reactivating their State Membership at IUCN.
Also, processing the registration of IUCN National Committee locally as an official entity with Ministry of Internal Affairs. Has built up a solid communication channel with the IUCN/ROWA office.

Shaiqha Salem AL DHAHERI, Abu Dhabi, UAE

Current employment and/or position/title:
Executive Director, Terrestrial and Marine Biodiversity Sector, Environment Agency, Abu Dhabi, United Arab Emirates

Experience in fields of concern to IUCN:
Dr Shaikha obtained her PhD in the field of conservation biology from the University of Aberdeen, UK and Masters in Conservation of the living species from Durrell Institute of Conservation and Ecology, the University of Kent. She is the first Emirati to obtain a PhD in protecting and conserving wildlife in the UAE. She is the winner of the Abu Dhabi Award for Excellence in Government Performance for the best performing Executive Director in Abu Dhabi from a list of over 400 short-listed employees from nearly 51 government entities. Dr Shaikha has authored and co-authored many scientific papers in peer reviewed journals.

Particular qualifications to be a Regional Councillor:
Dr Shaikha has more than 15 years of experience in the field. Through her sector work she is ensuring a comprehensive understanding of the biodiversity status in the emirate, to protect and enhance ecosystems and support species conservation. Dr Shaikha currently chairs the National Committee for Biodiversity in her country, and was appointed for two terms (2 years each) by the Minister of Environment & Water. Her dedication and incisive leadership has led to better coordination between the seven emirates and has helped the Ministry in achieving the delivery of many international reports as part of the convention commitments. Dr Shaikha also serves on the Board of Directors of the Abu Dhabi Sewage Services Company and is a member of the advisory committee of Abu Dhabi University.

She is a project manager for many strategic conservation projects such as the re-introduction of the Scimitar-horned Oryx in Chad and other regional re-introduction programs such as the Arabian Oryx in Jordan. She is also a member of many IUCN commissions.

Said Ahmad DAMHOUREYEH, Jordan

Current employment and/or position/title: University of Jordan, Biology Department, Associate Professor of Plant Ecology

Experience in fields of concern to IUCN:
University representative for IUCN and National committee for IUCN in Jordan since 2001 till now.
Participated in all IUCN-WCC since 2000 and in most of the regional conservation forums since 2005 till now.
Participated in many IUCN workshops in West Asia, North Africa and Mediterranean regions. Nominated to serve on the IUCN members credential committee during IUCN-WCC in Barcelona 2008.
Served as a steering committee member for the Commission of Ecosystem Management for the period of 2008 till 2012 for Asia.
Serving as a steering committee member for the Commission of Ecosystem Management for the period of 2012 till now.
Participated in all workshops related to the work of CEM since 2008 till now (a total of 14 in different regions of the world)
Particular qualifications to be a Regional Councillor:
As a member of the steering committee for the IUCN-CEM I have been involved with members of the Asia as a whole and the West Asia in particular. I have been involved in organising a workshop in the region (Qatar) correlating the Islamic principles with the major concepts of ecosystem management and connecting the outcome to the different faiths and traditional believes in different parts of the world. As a participant of all the IUCN-WCCs since 2000, I have developed an excellent knowledge of the IUCN constitution and rules and regulations which I will use to help Members in the region to correlate their work to the One Program of IUCN and the different concepts that arise in the future.

My involvement with the different regional workshops associated with the CEM work in different regions of the world and the IUCN inter-commission cooperation have enabled me to know and get acquainted with different commission and IUCN members, and secretariat from all over the world. This will help me create some networking and collaboration with the Members of West Asia.

Ali DARWISH, Lebanon
Current employment and/or position/title:
Independent Senior Consultant in Development and Environment President, Green Line Association

Experience in fields of concern to IUCN:
Ali Darwish, holding a Ph.D. in animal nutrition and physiology by education, is one of the early conservationists and activists in Lebanon. Below is a list of some of his capacities:

- Worked extensively of the issue of Food Security and Sovereignty since 2002. Served as a focal point for the International NGO/CSO planning committee for Food Sovereignty till 2010.
- Served as a steering committee member for NGOs in the Global Forum for Agricultural Research till 2014, and still active within the CSO Network.
- Active in the civil society networks working with FAO on Food Security and Sovereignty including the CSM.
- Served as a senior advisor on Land Degradation with the German Development Cooperation and contributed to the development of the Action Plan for Lebanon and contributed to the implementation of the National Action Programmes in Lebanon, Syria and Jordan
- Teaches Livestock Ecology, Sustainable Agriculture and Environmental Governance at the Lebanese University.
- Extensive experience in the processes of the major international organisations such as GEF, UNDP, UNEP and FAO in addition to the Multilateral Environmental Agreements.

Particular qualifications to be a Regional Councillor:
- Involved in IUCN National and Regional governance and activities since 1997 and participated in most regional fora and congresses since 1998.
- Member of the World Commission for Protected Areas (2000-2008)
- Member of Commission on Environmental Economic and Social Policy (CEESP) (2000-2012) and its Vice Chair for West Asia (2004-2010)
- IUCN Regional Councillor 2004-2012) and served in three of its committees (Programme and Policy, Constituency and Governance).
- Worked intensively on the IUCN motions process since the year 2000 and member of the Resolutions Committee of Congress in 2004 (Bangkok) and the Deputy Chair of the Committee in 2012 (Jeju).
The above experience gives the ability to participate actively and efficiently in the council affairs since the beginning of the term and allows for a proper representation of members interests in the IUCN Council especially in governance issues.

**Asghar Mohammadi FAZEL, Iran**

*Current employment and/or position/title:*
Dean of the University College of Environment

**Experience in fields of concern to IUCN:**
With MSc and PhD degrees in environment, worked in natural resources conservation, pollution control, environmental planning and economic valuation topics, at different position, caused excellent experience in fields of concern to IUCN, inter alia:
- Chancellor/Dean of the University College of Environment,
- President of the Institute of Environmental Science and Technology of the Economic Cooperation Organisation, an intergovernmental organisation of 10 countries in West and Central Asia and Eastern Europe
- Chair of the Subsidiary Body on Technical and Technological Advice of the United Nations Convention on Biological Diversity,
- Senior advisor at the UNEP World Conservation Monitoring Centre (UNEP-WCMC), based in Cambridge, UK,
- Worked with the Global Environment Facility in different positions in several countries.
- Director General for the National Museum of Natural History,
- Deputy Head (Vice Minister) of the Department of the Environment for a couple of terms,
- Teaching Protected Area Management and Biodiversity issues in the graduate and postgraduate levels,
- IUCN WCPA member, participated in several IUCN Congresses and events.

**Particular qualifications to be a Regional Councillor:**
With more than 25 years experiences working in a range of national, regional and International institutes, held several scientific and academic positions, worked with public and private sectors and has been involved in many research studies and conservation projects.
This lead to a particular qualification to be a regional councillor as follow:
- Very good understanding of conservation and sustainable development topics;
- Experience working at regional and international level; ability to improve communications between members of IUCN Commissions in the Region and IUCN Offices;
- Ability to contribute to the direction of IUCN and determination of its priorities;
- Good experience to review and respond to communication, and contribute to the preparation of the proposals and reports.
- Ability to plan and organise IUCN meetings, side-events and workshops.

**CANDIDATES FOR ELECTION AS REGIONAL COUNCILLORS – OCEANIA**

**Anna Elizabeth TIRAA, Cook Islands**

*Current employment and/or position/title:*
Director of Climate Change, Cook Islands Government

**Experience in fields of concern to IUCN:**
Anna Tiraa is a committed conservationist with more than 20 years working for the benefit of the Pacific Islands environment. Anna has undertaken environmental related work for Government, National and International NGOs, communities, private sector, inter-
governmental regional organisations and the UN. Work experience includes project design, implementation, negotiation, monitoring, review and evaluation. Individual work assignments have been in the Cook Islands, Samoa, Fiji, Solomon Islands, Vanuatu, New Caledonia, Tuvalu and Tokelau. She has been a major contributor to bringing back a critically endangered endemic Rarotongan bird from the brink of extinction. As Biodiversity Officer for the Secretariat for the Pacific Regional Environment Program (SPREP), she has contributed to the biodiversity conservation efforts of more than 20 Pacific Island countries and territories. She has also served 3 years as an incumbent IUCN councillor for Oceania, where she has gained a lot of experience which can be consolidated and used effectively in the next inter-sessional period between World Conservation Congresses. This experience has given her a sound knowledge of processes within Council, which she can use to the benefit of the Oceania region, as well as globally.

**Particular qualifications to be a Regional Councillor:**
Anna's educational qualifications include a BSc Environmental Studies from the University of the South Pacific, Fiji (1994), and an MSc in Natural Resources Management from the Asian Institute of Technology, Thailand, (2011), for which she was awarded a UNEP scholarship. Her research project was on the topic of biodiversity and climate change in the Cook Islands. Anna is presently a member of the IUCN Commission on Ecosystem Management (CEM) and the World Commission on Protected Areas (WCPA). She is an Executive committee member of the IUCN Trans boundary Specialist Group (Oceania Representative). She is also an Executive founding member of Te Ipukarea Society (a Cook Islands Environmental NGO formed in 1996, also an IUCN Member) and was a Global Councillor for BirdLife International Council from 2004 – 2006. She is a current Councillor of IUCN and would like to consolidate her work on Council by serving a second term.

**Andrew William BIGNELL, New Zealand**

**Current employment and/or position/title:**
Strategic Partnerships Manager, Department of Conservation, New Zealand

**Experience in fields of concern to IUCN:**
My work life has been devoted to natural resources management, especially protected area management. I have undertaken roles in research, planning and governance of protected areas with a particular focus on New Zealand and the Pacific. I have been active in multilateral environmental agreement negotiations and been a member of several governing bodies of agreements. I am currently Chair of the Subsidiary Body on Scientific, Technical and Technological Advice of CBD.

I am a past Chair of the New Zealand Committee for IUCN and am currently the State Party representative to the Committee.

I am currently a first term Councillor for IUCN from Oceania, a member of the Governance and Constituency Committee and the Governance Task Force of Council. Work on the Committee has focussed on making the Union more accessible to Members and ensuring they have the ability to be involved in significant decisions affecting the Union. Work on the Governance Task Force has focussed on making the Council and its operations more efficient and effective.

**Particular qualifications to be a Regional Councillor:**
As a senior manager in the Department of Conservation I am closely acquainted with the roles of leadership, governance and management in a large, dispersed organisation. These skills have been applied in the international arena. Within IUCN I have been active in Oceania and New Zealand, especially in the work of the National Committee.
Experience in multilateral environmental agreements has led to a deep understanding of these agreements and the role IUCN can play in their evolution and implementation.

As a long standing member of the New Zealand Committee of IUCN and experience in the Pacific, the importance of representing the interests of, and reporting to, Members and Commission members is well understood.

Experience as a first term Councillor has given a good understanding of the requirements of Council. Participation if development of Council reforms provides a good basis for implementation of approved reforms in the 2016 -2020 period.

Peter Michael COCHRANE, Australia

Current employment and/or position/title:
Consultant (conservation and sustainability). Director of three not-for-profit companies (Tangaroa Blue Foundation, Ecotourism Australia, Blue Mountains World Heritage Institute). Chair Steering Committee and Research Users Committee, National Environmental Science Program Marine Biodiversity Hub. Adjunct Fellow, Australian National University Fenner School of Environment and Society

Experience in fields of concern to IUCN:

Particular qualifications to be a Regional Councillor:
Partnerships: Active in building partnerships, firmly believing in the power of partnerships and the value (and imperative) of collaborating with a diversity of organisations to find shared objectives, synergies and outcomes.
Policy and governance: Long political, public policy and governance experience (as an adviser to Australian Government Ministers, as an industry lobbyist, and a government agency head), and in negotiating in multilateral environment forums, working collaboratively to find positive and constructive pathways through complex issues. Accredited mediator. Board director. Practical understanding of government, private and not-for-profit sectors.
Conservation: A life-long passion for nature and conservation. Broad national, regional and international network and standing in nature conservation and tourism. First career in biological research (ecology and ecophysiology of native plants)
IUCN: An in-depth understanding of IUCN governance, policy and current issues.
Culture and economy: A deep respect and appreciation for different cultures and perspectives, and the importance of building social and economic resilience and capital while safeguarding the natural assets on which all life depends.
CANDIDATES FOR ELECTION AS REGIONAL COUNCILLORS – EAST EUROPE, NORTH AND CENTRAL ASIA

Rustam SAGITOV, Russian Federation

Current employment and/or position/title:
Faculty of Biology, St.Petersburg State University, associate professor/ Baltic Fund for Nature of St.Petersburg Naturalists Society, director

Experience in fields of concern to IUCN:

Education: M.Sc in biology, zoology, Moscow State University; PhD in zoology Leningrad (St.Petersburg) State University; trainee, Carleton University, Canada.

Research: ornithology, conservation of rare species of birds and mammals, scientific proof of protected areas establishment in Russia and states of Central Asia, over 120 publications (articles and books).

Supervision of conservation activities: initiator and supervisor of over 50 international and national projects related with: endangered species conservation, protected areas establishment, sustainable development of rural areas, environmental education, and environmental legislation.


Particular qualifications to be a Regional Councillor:

International experiences: co-supervisor of joint program “Ecological basics for nature conservation”, Hamburg/St.Petersburg universities; official Russian representative in HELCOM HABITAT working group during 20 years; member of the: Finnish-Russian working group on Nature Conservation, Environmental and Social Advisory Council of European Bank for Reconstruction and Development (2005-2010), Board of Directors of the European section of Society for Conservation Biology (since 2013); member of the Finnish-Norwegian-Russian working group on Green Belt of Fennoscandia, initiator and supervisor of over 30 international projects.

IUCN policy and global view: Since 2009, chairman of Russian IUCN national committee, participated in three IUCN World Conservation Congresses, 1 IUCN World Parks Congress, several IUCN regional events, organized the Meeting of European IUCN Councillors and Chairs of National Committees in Europe, 2010, Nizhne-Svirskiy State Nature Reserve Leningrad Oblast, Russian Federation and had extensive knowledge of the environmental situation in the Northern Palearctic.

Language skills: He has broad work experience in English, is able to communicate in some Central Asian languages.

Personal services: He is willing to serve for IUCN personally not as a representative of any other organisation, and avoiding conflict of interest.

Michael HOSEK, Czech Republic

Current employment and/or position/title:
Krkonose National Park: coordinator of international relations
EUROPARC Federation: vice president and coordinator for/of Central and Eastern European Section
Experience in fields of concern to IUCN:
At international level, Michael serves as Council member and vice president of the EUROPARC Federation, the largest European association of protected area managers. Besides this, he participates in various projects focused on transposition and implementation of the European Union legislation (with special focus on the Natura 2000 network) in its candidate countries. In the period of 2006-2013, he represented the Czech Republic as the EU member state in nature conservation and coordinated the participation of the Czech Nature Conservation Agency in the consortium of the European Topic Centre on Biodiversity. Michael has been serving as IUCN Councillor since his appointment in 2012.

At a national level, Michael has been working as a coordinator of international relations at the Krkonose National Park. In the period of 2005-2013, he worked as a deputy director at the Czech Nature Conservation Agency with responsibility for the Natura 2000 network implementation and for national biodiversity monitoring and evaluation of status. He also led the development and maintenance of the content of the Nature Conservancy Information System, and the CITES Scientific Authority Office. He cooperates on developing nature conservation strategies with the Ministry of the Environment.

Particular qualifications to be a Regional Councillor:
Michael obtained his Bachelor degree from the Czech University of Life Sciences in Prague and his Master of Science in Applied Ecology from the University of J. E. Purkyne in Usti nad Labem. He has experience in the field (as head of the regional office of the Czech Nature Conservation Agency, coordinating administration and management of state property in specially protected areas, nature conservation subsidies, and preparation of regional strategies), as well as in the coordination and leadership at national level (as a deputy director at the Czech Nature Conservation Agency, and director general for Nature Conservation at the Ministry of the Environment). Since 2005, he has been an active expert at the European level. He leads and participates in research projects focused on nature conservation at national level, and also some international project activities. In general, Michael has a good knowledge of biodiversity issues at the practical level in the field. He is also experienced in international negotiations at European Union level and wider European region, with a special focus on analysing national legislation in the light of the EU Nature Directives requirements. Michael delivers expert lectures and seminars to various target groups.

Tamar PATARIDZE, Georgia
Current employment and/or position/title:
NGO “Sustainable Development Centre - Remissia” Project Manager

Experience in fields of concern to IUCN:
Tamar Pataridze’s experience in biodiversity and natural resource management is diverse - while working at CENN she coordinated the project that brought into practice the participatory planning and management of natural resources in rural areas of Georgia through Integrated Resource Management Planning tool. In addition to experience on community level, for several years she was actively involved in biodiversity policy, governance and management process on national level while working at the Agency of Protected Areas and Forest Policy Unit of the Ministry of Environment and Natural Resources Protection.

In 2012 she was elected as the Regional Councillor for East Europe, North and Central Asia and since then she has been involved in nature protection governance issues on international level. During this period, Tamar has been in close contact with the regional members especially from Georgia, Armenia and Azerbaijan and together with the members
launched so called “Caucasus Process” aiming at elaboration and planning of sub-regional IUCN Programme for the Caucasus.

**Particular qualifications to be a Regional Councillor:**
Tamar Pataridze’s practical experience, relevant educational background and skills she gained throughout her career path make her a suitable candidate for Regional Councillor of IUCN. The fact that she had the opportunity to be directly involved in biodiversity and natural resources management issues on various scales and dimensions widens her perspectives and possibilities to play an important role in strengthening the Union worldwide and in the region.

She graduated from the Master’s Programme called “Conservation Leadership” from the University of Cambridge and she truly has all the qualities to be a leader: she is a strategic thinker, experienced in multilayer policy processes, aware of national and regional biodiversity issues, has a good reputation and trust among stakeholders, is full of initiative and always ready to discuss creative and innovative ideas and solutions.

Her experience of serving as a Regional councillor for 4 years is definitely an advantage as during this period she became well aware of a complex composition of the Union and gained enough knowledge and understanding to contribute to its further development.

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**CANDIDATES FOR ELECTION AS REGIONAL COUNCILLORS – WEST EUROPE**

**Jan Olov WESTERBERG, Sweden**

**Current employment and/or position/title:**
2008 - Director General, Swedish Museum of Natural History
2009 - Chair, Swedish National Committe of IUCN

**Experience in fields of concern to IUCN:**
- 2008 (ongoing) - Director General of the Swedish Museum of Natural History
- 1997 - 2008 Director of Environment and Chief of Staff, County Administrative Board of Norrbotten.
- 1991 - 1996 Head of department for Cultural Heritage and Spatial Planning, County administrative Board of Norrbotten
- 2006 - 2011 Head secretary of the Laponian process, aimed at creating a co-management organization for the Laponian world heritage, including national parks and nature preserves between the sami, the local municipalities, regional and national authorities.
- Extensive experience in public outreach and presentation of environmental issues in a broad sense, including research, knowledge-building and empowerment.

**Particular qualifications to be a Regional Councillor:**
- Extensive experience as a leader (since 1991 from Head of Unit to Director General) in organizations and authorities with tasks pertaining to environmental issues.
- Has been working very closely together with the indigenous people of Sweden, the Saami, in creating a new form of co-management organization for the Laponian World heritage area including the large National parks in Northern Sweden.
• Broad experience in international organizations and relations in different areas, including board positions in the Greenlandic Cultural Institute (NAPA) and MuseDoma International (MDI).
• Experience with negotiations in different areas.
• Broad Fieldwork experience in surveying both the natural and the cultural landscape.
• Chair of the Swedish NC of IUCN from 2009, participating in earlier RFC and WCC from 2008.

Hilde EGGERMONT, Belgium
Current employment and/or position/title:
PhD; Scientific Coordinator of the Belgian Biodiversity Platform (www.biodiversity.be), Royal Belgian Institute for Natural Sciences, Belgium

Experience in fields of concern to IUCN:
- Strong scientific background/ Strong awareness of the need for a solid knowledge base for decision-making, and for conservation and sustainable management of biodiversity and associated ecosystem services:
  • 2004: PhD in Zoology at Ghent University (Freshwater Biology)
  • 2004 – 2012: Postdoctorate researcher (Afrotropical biodiversity; Global Change research)
  • 40+ peer-reviewed publications and 12 book chapters/booklets; full record on http://www.ecology.ugent.be/limno/HE.php
- Extensive experience in science-policy interfaces on biodiversity and ecosystem services and biodiversity research network coordination at European and international level; participatory processes; stakeholder engagement/multi-stakeholder dialogue; communication & outreach:
  • 2012 – recent: Scientific coordinator of the Belgian Biodiversity Platform, a science-policy interface for biodiversity and ecosystem services in Belgium, linked to EU and international biodiversity initiatives, and feeding environmental policies and conventions.
  • Vice Chair of the BiodivERsA ERA-net and leader of work packages/tasks related to science-society/science-policy/science-business interactions, communication & outreach, foresight & mapping activities
  • Belgian National Focal Point of the Intergovernmental Platform for Biodiversity and Ecosystem Services (IPBES)
  • Belgian IUCN National Committee Focal Point; and IUCN EUPAG member
  • Involvement in SBSTTA/COP-CBD negotiations

Particular qualifications to be a Regional Councillor:
• For implementing her science-policy interfacing work, Dr. Eggermont relies on networks of experts/communities of practice and often organizes inter-institutional collaboration around common objectives, feeding policy processes that impact nature conservation and sustainable development. She collaborates with EU institutions, public authorities, and NGOs in organising information and training sessions, multi-stakeholder dialogues, developing surveys, and preparing policy documents.
• Member of the IUCN EUPAG (European Policy Advisory Group)
• Collaboration with IUCN for BiodivERsA policy briefs writing (examples here).
• Leading the IUCN National Committee Focal Point activities for Belgium with focus on reinforcement of the engagement of the scientist community in Union’s work; and better coordination among IUCN member agencies
Close collaboration with IUCN in the context of stakeholder engagement in the Intergovernmental Platform for Biodiversity & Ecosystem Services (IPBES)

Linkages with relevant EU & international networks in the biodiversity/conservation arena

Genuine interest in conservation research & practices, and policy processes that impact nature conservation and sustainable development

The red line through all her activities is the strong belief that scientific knowledge and stakeholder engagement are pivotal to enrich policy and decision-making processes, to conserve nature, and to successfully deploy nature-based solutions to global challenges. Being still quite junior in the field, Dr. Eggermont could provide some refreshing views on the opportunities and constraints of IUCN’s organizational structure and potential. Her application will also bring in the much needed gender balance to the IUCN council.

Jonathan HUGHES, United Kingdom

Current employment and/or position/title:
Chief Executive, Scottish Wildlife Trust

Experience in fields of concern to IUCN:
Jonathan Hughes is an experienced ecologist and conservationist with 25 years professional experience. His current role is Chief Executive of the Scottish Wildlife Trust, a nature conservation charity of 120 staff and nearly 40,000 members whose mission is to protect and conserve wildlife and ecosystems in Scotland for the benefit of current and future generations.

Jonathan is currently an IUCN Regional Councillor for the West Europe region and chair of IUCN Council’s Programme and Policy Committee, one of the three 'standing Committees' of Council.

Jonathan brings not only scientific expertise on conservation issues, but also a range of key skills which are valuable for IUCN’s governing Council. These include:

- Organisational strategy development
- Organisational performance management and evaluation
- Resource mobilisation
- Negotiation skills
- Policy development and advocacy at country and international levels
- Knowledge and expertise on the regional and global drivers of biodiversity loss

Particular qualifications to be a Regional Councillor:
See above. In addition, a particular qualification to note is Jonathan’s track record of creating effective partnerships involving IUCN members, National Committees, Commissions and the Secretariat in the spirit of IUCN’s ‘One Programme Charter’. To give two examples:

- The IUCN UK Peatland Programme is a successful partnership project involving several IUCN members in the UK and the IUCN National Committee UK. To date the programme has mobilised several million Euros for peatland restoration across the UK resulting in tangible carbon storage, water quality, flood mitigation and biodiversity enhancement benefits. The programme was co-founded by, and is currently chaired by Jonathan.

- The EU Policy Advisory Group (EUPAG) was established by Jonathan in 2013 and has been successful in forging much closer working and accountability between the IUCN Brussels Office and IUCN members and Commission members across Europe. Jonathan is the current chair of the EUPAG.
**Jörg JUNHOLD, Germany**  
**Current employment and/or position/title:**  
CEO and Director of Zoo Leipzig, Germany

**Experience in fields of concern to IUCN:**
- 18 years CEO experience in leading and developing a German world class zoo, highly committed to conservation and environmental education
- Conservationist / working in the field of conservation for more than 15 years
- Global practical experience in developing, supporting and running of international field conservation projects, e.g. Endangered Primate Rescue Centre (EPRC) in Cuc Phuong (Vietnam), Darwin’s frog breeding centre in Conception (Chile), Breeding centre for Sumatran rhinos in Borneo (Sabah, Malaysia)
- Academic education and experience in animal sciences, since 2013 as Honorary Professor for conservation an husbandry of wildlife at Leipzig University (Germany)
- Member of the IUCN SSC Conservation Breeding Specialist Group for many years
- Member of the IUCN Commission on Education and Communication since 2012
- WAZA representative in the Great Apes Survival Partnership (GRASP), a United Nations initiative

**Particular qualifications to be a Regional Councillor:**
- As CEO leadership and management experience of 250 staff, 30 million Euro annual budget, 150 million Euro investment within 15 years, up to 2 million visitors annually
- 10 years Council experience in the World Association of Zoos and Aquariums (WAZA), 2011 – 2013 as President – thus high reputation at all levels of the community
  - Always tried to integrate the zoo community much closer into the global conservation community
  - Developing, funding and implementing of global strategies and conservation campaigns, such as on amphibians and the UN Decade on Biodiversity
- Very good network and high reputation within the conservation community (organizations, NGO’s, governmental bodies), both regionally and globally
- Long standing experience in intercultural politics and communication globally, esp. North South
- Professional experience in marketing and communication, daily work as representative with high national and international media attention
- Highly developed strategic, social, communicational and ethical skills
- Full office and staff support of my organization
Election of the IUCN President, Treasurer and the Chairs of the Commissions

**Action Requested:** The World Conservation Congress is invited to:

1. CONSIDER the candidates nominated by the IUCN Council for the positions of IUCN President (Annex 1), IUCN Treasurer (Annex 2) and Chairs of six IUCN Commissions (Annex 3);
2. ELECT the IUCN President, IUCN Treasurer and Chairs of six IUCN Commissions.

**MOTION**

The IUCN World Conservation Congress,

**Elects** the following individuals as:

1. IUCN President: …
2. IUCN Treasurer: …
3. Chairs of the IUCN Commissions: …

**EXPLANATORY MEMORANDUM**

1. Article 27 of the [IUCN Statutes](http://example.com) provides that “The President, the Treasurer and the Chairs of the Commissions shall be elected by the World Conservation Congress on the nomination of the Council. Nominations for the President may also be made by forty members eligible to vote from at least three Regions, within the period prescribed in the Regulations.”

2. Regulation 32 further specifies that “Not more than two nominations for President and for Treasurer shall be made by the Council after considering the proposals made by Members in Categories A and B. Nominations for President may also be made directly by Members as provided for in the Statutes, provided that such nomination is received by the Director General not less than two months prior to the opening of the session of the World Congress.”

3. Background details on the role and function of the IUCN President, Treasurer and Commission Chairs including required qualifications were approved by Council at its 85th Meeting in May 2015 and can be viewed [here](http://example.com). At the same meeting, the Council also approved the [IUCN Council’s Guidance for 2016 Election Candidates](http://example.com).

4. During its 87th Meeting in October 2015, the Council adopted the Terms of Reference of the Council’s Nominations Committee to assist it in the selection process of the candidates for President, Treasurer and Commission Chairs. In January 2016, the Bureau of the IUCN Council appointed the members of the Nominations Committee. Ms Aroha Mead was appointed Chair of the Nominations Committee.
5. In accordance with the procedures set out in the IUCN Regulations, the Director General wrote to Members of IUCN in Categories A and B on 6 November 2015 inviting their proposals for persons to be nominated by Council for the positions of President of IUCN, Treasurer and Commission Chairs. At the same time, the Director General invited all members of the IUCN Commissions to make proposals for the Chair of their Commission.

6. In addition, also the IUCN Commissions proposed candidates in accordance with Regulation 30bis: “With the purpose of identifying qualified candidates in a transparent process, the Steering Committee of each Commission shall form from among its members an ad hoc committee, who are not candidates themselves, and excluding the Chair, and invite Commission members to submit names to be considered for Commission Chair, at least one month prior to the date indicated in Regulations, 30. With prior endorsement by the Steering Committee concerned, a list of up to two prioritized candidates determined through qualification criteria established by the Steering Committee, shall be submitted by the ad hoc committee to Council.”

7. All proposals were to be sent to the Election Officer in conformity with Regulations 30 and 35. The Election Officer transmitted the proposals meeting the requirements of the Statutes to the Council’s Nominations Committee. For this purpose, and that of Regulations 37 and 40 with regard to the nominations for Regional Councillors, the IUCN Council, at its 85th Meeting in May 2015, appointed Justice Michael D. Wilson (US) as Election Officer.

8. The Council, at its 85th Meeting in May 2015, set the deadline for receipt of all proposals and nominations at 12 February 2016.
Election of the IUCN President

1. The Council at its 88th Meeting in April 2016, decided to nominate the following candidate for election as IUCN President:

   - Mr Xinsheng ZHANG, China

   The candidate has declared his willingness to serve if elected.

2. Biographical information on the candidate is attached hereafter for consideration by the World Conservation Congress. More information can be viewed on IUCN’s website.
Biographical Information on the Candidate for President

Mr Xinsheng ZHANG, China

Current employment and/or position/title:
President, IUCN (October 2012 – September 2016)
Co-founder and Executive Chairman, Eco-Forum Global (EFG, NGO)
President, China Education Association for International Exchange
Member, China Government Council for International Cooperation on Environment and Development

Experience in fields of concern to IUCN:
As President of IUCN, Mr. Zhang has spent the last four years ensuring a comprehensive understanding of the intricacies of its governance, fostering constructive relations between all of its components so as to oversee the complex policy, strategic and governance issues of the Union, as well as to guide its constructive engagement with critical international processes including the SDGs and the Paris Climate Agreement. All this has been possible only with the committed support and cooperation of the Council, Director-General and Secretariat, the Commissions and Union members. Concurrently, he has been serving as Co-founder and Executive Chairman of EFG, a leading Chinese NGO striving to build global consensus for a green and sustainable future. EFG, which has been instrumental in transforming the poverty-stricken province of Guizhou into a model of sustainable development and conservation, is at the forefront of advancing the Eco-Civilization strategy that is akin with the mission of IUCN and its focus on ecosystem-based approaches. Besides, Mr. Zhang has previously served as Chairman of UNESCO Executive Board and World Heritage Committee, China’s Vice Minister of Education and has been elected for two consecutive terms as Mayor of Suzhou municipality (pop. 6.7 million), turning it into a model city of economic growth and environmental protection. These roles have given him high-level experience in leading large and complex organisations, consensus building, and promoting science-based approaches and innovative solutions.

Particular qualifications to be a President:
Mr. Zhang’s passion for and commitment to nature conservation and sustainable development have been nurtured through his life experiences and further strengthened by the formal education in the leading Chinese universities and Harvard University in the US. His professional and leadership experience in governments at central, provincial and municipal levels, along with inter-government and non-government positions, has given him a deep understanding of how to formulate national/global strategies and policies as well as implement programs and on-ground solutions. A key life experience for Mr. Zhang has been the importance of the processes used for decision making and policy development, particularly when dealing with complex problems and divergent stakeholders. Mr. Zhang has endeavoured to provide leadership based on strategic thinking, patiently engaging with, listening and responding to all components of the Union including the core constituency of IUCN members, while continuously striving for a democratic consensus on difficult issues, and will continue to do so if re-elected. IUCN faces challenges and opportunities in the coming years, and important decisions will need to be made in light of the changing circumstances. Such diverse experiences will allow Mr. Zhang to provide continuity of leadership at a crucial time in IUCN’s history and global developments in support of biodiversity and nature-based solutions.
Election of the IUCN Treasurer

1. The Council, at its 88\textsuperscript{th} Meeting in April 2016, decided to nominate the following candidate for election as IUCN Treasurer:

- Mr Patrick DE HENYEY, Switzerland/United Kingdom

The candidate has declared his willingness to serve if elected.

2. Biographical information on the candidate is attached hereafter for consideration by the World Conservation Congress. More information can be viewed on IUCN’s website.
Biographical Information on the Candidate for Treasurer

Mr Patrick DE HENEY, Switzerland/United Kingdom

Current employment and/or position/title:
Managing Partner, ValleyRoad Capital SA

Experience in fields of concern to IUCN:
Having been elected at the WCC in Jeju, I have served as IUCN’s Treasurer for the 2012-2016 quadrennium. During this time, I have gained a good understanding of the functioning of IUCN, from the financial and governance points of view in particular.

As a member of Council, Bureau and the Finance & Audit Committee, I have played an active role in ensuring the oversight of the financial situation of IUCN, with a particular focus on the areas of reporting, budgeting and planning, investment and management, as well as on fund raising.

I support the goals of IUCN and the role it is playing in helping address the pressing conservation issues facing our planet and its inhabitants today.

Particular qualifications to be a Treasurer:
I am Swiss-based entrepreneur and senior Finance professional, with extensive experience in Corporate Finance, Investment, Financial Management and Controlling as well as Banking regulatory matters. I have a good understanding of the specifics of Swiss law, in the context of financial management in particular.

I have an international network of personal and professional contacts, which I have been able to draw upon to promote IUCN’s mission.

I live and work close to IUCN’s Headquarters, which enables me to interact frequently if required with the key members of the Secretariat staff.

I am able to devote the considerable time required to serve as Treasurer, on a pro bono basis.
Election of the Chairs of the IUCN Commissions

1. At its 88th Meeting in April 2016, the IUCN Council approved the draft Mandates 2017–2020 of six IUCN Commissions to be submitted to Congress for adoption. Cf. Congress document WCC-2016-4.3/1.

2. At its 88th Meeting in April 2016, the IUCN Council decided to nominate the following individuals as candidates for election as Chairs of the above mentioned IUCN Commissions (candidates listed in alphabetical order):

   **Commission on Ecosystem Management (CEM)**  
   Angela ANDRADE, Colombia

   **Commission on Education and Communication (CEC)** [Cf. point 3. hereafter]  
   Katalin Czippán, Hungary  
   Sean Southey, Canada/South Africa

   **Commission on Environmental, Economic and Social Policy (CEESP)**  
   Meher NOSHIRWANI, Pakistan  
   Kristen WALKER PAINEMILLA, USA

   **Species Survival Commission (SSC)**  
   Elizabeth BENNETT, United Kingdom  
   Jon Paul RODRIGUEZ, Venezuela

   **World Commission on Environmental Law (WCEL)**  
   Antonio BENJAMIN, Brazil

   **World Commission on Protected Areas (WCPA)**  
   Christophe LEFEBVRE, France  
   Kathy MACKINNON, United Kingdom

3. On 11 April 2016, the Council had nominated Juliane Zeidler for the Chair of CEC. On 20 April 2016, Juliane Zeidler withdrew her candidacy for Chair of CEC for the term 2017–2020 for health reasons. On the basis of Rule 79, the IUCN Council re-opened the nominations process for Chair of CEC on 9 May 2016. On 8 July 2016, the Bureau of the IUCN Council nominated Katalin Czippán and Sean Southey as candidates for the Chair of CEC.

4. Biographical information on the candidates is attached hereafter for consideration by the World Conservation Congress. More information can be viewed on IUCN’s website.
Biographical Information on Candidates proposed as Chairs of IUCN’s Commissions

COMMISSION ON ECOSYSTEM MANAGEMENT (CEM)

Angela ANDRADE, Colombia

Current employment and/or position/title:
Environmental Policy Director: Conservation International - Colombia
Deputy Chair- IUCN Commission on Ecosystem Management

Experience in fields of concern to IUCN:
Ángela Andrade is an Anthropologist, specialising in Geographical Landscape Analysis and Land Evaluation, MSC in Landscape Ecology. She has over 25 years' professional experience in ecosystem management, in various areas including research, ecological surveys, land use planning, and in the field of public policies at different territorial levels. Her contributions have focused mainly on different ecosystems in Colombia and Latin America, where she has worked in academia, the Colombian Government and various sectors of civil society. She has also worked as an international consultant on subjects related to the application of the ecosystem approach in conservation corridors, ecological restoration, climate change and ecosystem-based adaptation.

Ángela is currently the Environmental Policy Director at Conservation International – Colombia and, over the last few years, she has focused on leading climate change adaptation programmes and on supporting global policy management related to biodiversity and climate change.

Ángela is the Deputy Chair of the Commission on Ecosystem Management (CEM), a position she has held since 2008, and before that she was Regional Vice-President for South America. She is also a member of the World Commission on Protected Areas (WCPA). Over these years, she has made a significant contribution to the CEM.

Particular qualifications to be a Commission Chair:
The experience, knowledge and skills that Ángela has demonstrated both in her professional tasks and in her contributions and commitment to the CEM over the last 16 years, guarantee that she has the leadership qualities required to implement the actions involved in the development and fulfilment of the CEM’s mandate during the period 2016-2019. Her knowledge and experience allow her to lead activities with different thematic and regional groups, focusing on both natural and transformed ecosystems.

Moreover, Ángela's training in social and environmental sciences allows her to promote integrally the principles of the ecosystem approach and the building of bridges of knowledge and the management of socio-ecological systems.

Ángela’s commitment to the CEM and IUCN is a fundamental element that allows the CEM to consolidate the promotion of the ecosystem management approach and practices, based on scientific knowledge, culture and experience, to other interest groups and sectors, in order to ensure that the response to the major global challenges is integral, comprehensive, participatory and effective.
COMMISSION ON EDUCATION AND COMMUNICATION (CEC)

Katalin CZIPPAN, Hungary

Current employment and/or position/title:
International Coordinator at Bavarian Academy for Nature Conservation and Landscape Management (ANL) for the ELENA project
European representative of IUCN CEC

Experience in fields of concern to IUCN:
- Katalin is known for her strategic expertise and her in-depth knowledge of education for sustainable development. She has worked internationally for more than 20 years.
- She is an expert facilitator and is experienced at working with stakeholder groups across different sectors; she has been an educator at all levels from children, through higher education and adults including sustainability training for public employees.
- As a President and CEO of the IUCN member Göncöl Foundation, with her colleagues among others she established a nomadic camp system, where during its 30-year history about 2000 children lived in harmony with nature for ten days, published a magazine on nature, built nature trails and ran nature-education centres.
- She has hands on experience of conservation work and is also an expert in environmental communication campaigns, capacity building and running high level international conferences.
- She has contributed to the development of the UNECE Strategy of Education for Sustainable Development (ESD) and Competences in Education for ESD. She worked with the Hungarian and Georgian governments developing environmental education and education for sustainability strategy.

Particular qualifications to be a Commission Chair:
- **In depth knowledge of IUCN:** a CEC member since 2000 and from 2007 served as Regional Vice Chair for Europe and member of the Steering Committee and Bureau for 5 years, representing CEC in several processes developing regional and global strategies like in Regional Forums and the Programme Week of IUCN. Ran workshops, events and facilitated contact groups in four World Conservation Congresses.
- **Leadership skills:** recognised NGO leader, coordinator and one of the founders of a strong NGO network and its online communication system in early '90-s in Hungary; later leader in governmental institutions and in consulting companies.
- **Motivator and networker, experience from different perspectives:** has been an activist, leader of a civil society organisation, a coordinator and leader in the government sector and international networks, an advisor, trainer, manager and researcher.
- **A communicator:** developed good connection with various conservation networks, including the CBD secretariat, ran communication training for NBSAP focal points, national park managers and rangers; biodiversity communication and education workshops in Education for Sustainability congresses.
- **An Educator:** graduated as a teacher and she has worked in nature-education and education and communication for sustainability throughout her career.

Sean SOUTHEY, Canada/South Africa

Current employment and/or position/title: Chief Executive Officer, PCI Media Impact: 30 year old NGO based in NYC working in over 40 countries in Africa, Caribbean, Latin America, Asia and North America – with several global environmental communications programs underway.
Experience in fields of concern to IUCN:

Sean is deeply committed to community engagement, empowerment and using creative communication, education and media to facilitate the powerful social changes needed to conserve our global biodiversity and environmental resources.

A resourceful manager with over 28 years of experience in the environment and communication fields, Sean spent the last 6 years leading PCI Media Impact’s growing portfolio of Social and Behavior Change Communications programs that now spans over 40 countries. With a multi-sector background, Sean spent 12 years in the environment team with the United Nations Development Programme (2 years in Malawi; 1 in Egypt; 9 in NYC), 5 years with the Ontario Ministry of Environment and Energy in Canada; 4 years working with other international environmental NGOs such as ICLEI (Secretary General); Rare (Vice-President) and AKRSP in India.

Sean is a dual Canadian and South African citizen. He holds a Masters of Science from the London School of Economics and Bachelors in Economics and Development from the University of British Columbia in Canada. Sean currently sits on the USA National Invasive Species Advisory Council; the Board of PCI Media Impact, and for 5 years was a Steering Committee member of GLISPA – the Global Island Partnership. He has a wonderful daughter, Safia who shares his love for the environment.

Particular qualifications to be a Commission Chair:

Sean is a creative problem solver skilled in strategic planning, capacity development and good governance. Many years of work in the partnership arena has helped him become an excellent facilitator with strong process, program management and partnership building skills. Results oriented, entrepreneurial and energetic with extensive experience in communication for development, campaign strategy, Entertainment-Education, Environmental-Education and social marketing. Accomplished fundraiser comfortable in all stages of donor cultivation. Very experienced at working with key constituencies and partners of IUCN – NGOS (from big to small); national and state governments; parks organizations; the UN and the corporate and media sector.

Sean has a deep appreciation and commitment to IUCN. First significant contact came in 2001 when Sean founded and set up the Equator Initiative (www.equatorinitiative.org) at UNDP where IUCN was a strong partner; Sean has been a WCPA member for over a decade; a CEC member for over 8 years. One of the first things Sean did when he took over the leadership of PCI Media Impact was to become a member of IUCN. For almost 5 years he hosted an IUCN member in his office, working on GLISPA.

For over 2 years, Sean has been a Steering Committee member of the CEC, and now co-leads the Task Force on #NatureforAll (www.natureforall.global) with Mike Wong from the WCPA.

This time on the CEC Steering Committee has confirmed my already deep belief that IUCN is uniquely positioned to strategize, support and lead the local, national, regional and global efforts needed to protect and conserve our world’s precious environmental resources. I would be proud to be Chair of the CEC and would commit to bring all my passion, energy, experience and networks to build a supportive, enabling, committed and thoughtful Commission in support of IUCN and its wonderful members.
COMMISSION ON ENVIRONMENTAL, ECONOMIC AND SOCIAL POLICY (CEESP)

Meher NOSHIRWANI, Pakistan

Current employment and/or position/title:
Consultant and Researcher on Gender and Environment Issues, CEESP Regional Vice Chair for Asia, and Technical Advisor Trust for Conservation of Coastal Resources (TCCR).

Experience in fields of concern to IUCN:
Since 1985, my professional career has focused on gender and environment. As a sociologist I bring a sociological perspective to IUCN and CEESP. I have developed an understanding of IUCN since 1985, through its NGO members; Shirkat Gah and the Trust for Conservation of Coastal Resources; work with the Pakistan National Committee and Regional Councillors for Asia. As a member of the PNC, and currently an Executive Committee member of the PNC, this involves interaction with the IUCN Secretariat in Pakistan, and the Asia Regional Office on programmes. Have also attended the IUCN World Conservation Congress (WCC) Amman (2000), Bangkok (2004), Barcelona (2008), Jeju (2012), and the World Parks Congress in Sydney (2014). My expertise is on coastal issues with fishing communities on the rehabilitation of Mangroves, with a specific focus on women. As Co-Chair of the Gender Advisory Panel of the Mangroves for the Future (MFF) programme, my responsibilities include integrating gender into the MFF Strategic Plan. Professional experience includes working with local communities, provincial and national government representatives, civil society, and academia. Have also travelled for regional and international conferences in South and East Asia, and briefly lived in the Dominican Republic.

Particular qualifications to be a Commission Chair:
The experience of gender and environmental issues, the NGO sector, and IUCN, will enable me to serve as a Commission Chair. In 1998, when IUCN Pakistan developed the National Conservation Strategy I participated in the NCS, and learnt about participatory processes. Networking skills were acquired through managing national networks in Shirkat Gah, like the Pakistan Network on Rivers Dams and People (PNRDP), and Pakistan Reproductive Health Network (PRHN). Joined CEESP in 2010, and became the Regional Vice Chair for Asia in 2013, maintain regular communication with the membership, contribute to the CEESP newsletter, and am a member of the Editorial Group for Policy Matters. At the WPC co-managed Stream 6; Enhancing Diversity and Governance. Also a Board member of Hisaar Foundation, which focuses on water issues, and a founding member of the Karachi Conference Foundation, which records the history and culture of Karachi. At the Indus Valley School of Art and Architecture, I teach courses on Research Methodologies, and Gender and Environment. As a Consultant I work with various organisations and have developed communication skills. As a member of Women’s Action Forum, I participated in the UN Women’s Beijing Processes, and acquired advocacy, and lobbying expertise.

Kristen WALKER PAINEMILLA, USA

Current employment and/or position/title:
- Managing Director/ SVP, Policy Center for Environment and Peace at Conservation International
- Co-Chair, CEESP Specialist Group on Indigenous Peoples, Customary and Environmental Law and Human Rights (SPICEH)
- CEESP Steering Committee
Experience in fields of concern to IUCN:
Kristen has been engaged with IUCN for nearly 20 years. In 2010, Kristen joined CEESP and was nominated in 2011 to co-chair the Specialist Group on Indigenous Peoples, Customary & Environmental Laws, and Human Rights (SPICEH). Throughout her tenure in CEESP, Kristen has liaised with the commission; secretariat and members to engage on issues including rights based approaches, conflict resolution, participation, customary law, and indigenous membership to IUCN. Kristen has worked with CEESP in efforts such as the Whakatane Mechanism, IUCN’s Knowledge Basket, and People in Nature. At the Mesoamerican Parks Congress, she designed and co-led indigenous workshops with indigenous partners Sotzil, IPACC, NAILSMA, and UNU, and organized preparatory meetings for indigenous participants at WPC. Throughout her 17-year tenure at Conservation International (CI), she has worked with various parts of IUCN from the SSC to the WCPA. In 2001, Kristen helped set up the CI-IUCN joint Biodiversity Assessment Unit. Kristen is a founding member of the Conservation Initiative on Human Rights (CIHR). She has been heavily engaged in CI’s engagement in WPCs in Durban (’03) and Sydney (’14) and co-led CI’s delegation to the WCCs in Bangkok (’04), Barcelona (’08) and Jeju (’12).

Particular qualifications to be a Commission Chair:
For 20 years, Kristen’s work has focused on the intersection of conservation and human wellbeing. She promotes a philosophy of open dialogue, transparency, collaboration and common agenda to ensure indigenous and human rights and improve conservation efforts. In 2003, Kristen created the Indigenous and Traditional Peoples Program (ITPP) at CI to strengthen the collective capacity of indigenous peoples and CI to achieve mutual goals. This 13-year program has grown in collaboration with conservation and development organizations, indigenous peoples, government agencies, donors and academic partners. As a leader at CI and through her engagement with IUCN, Kristen has built relationships with donor organizations and led teams in the implementation of dozens of projects. These efforts have resulted in the development of Indigenous Advisory Groups, fellowship programs focusing on indigenous peoples and women, financing for indigenous territories, capacity building around climate and biodiversity, designation of CI as the Global Secretariat for the Dedicated Grant Mechanism for Indigenous and Local Communities (DGM), engagement with the CBD and UNFCCC among others. Kristen has numerous publications and experience organizing meetings and conferences. Kristen speaks fluent English, Spanish and Mapudungun, the language of her husband’s people the Mapuche.

SPECIES SURVIVAL COMMISSION (SSC)

Elizabeth BENNETT, United Kingdom

Current employment and/or position/title: Vice President, Species Conservation, Wildlife Conservation Society.

Experience in fields of concern to IUCN:
Elizabeth (Liz) has devoted her entire career to research and conservation of wildlife. Today, she oversees the in-situ and ex-situ species conservation programmes of the Wildlife Conservation Society (WCS), leading global species conservation strategy development, and building partnerships for greatest conservation impact. Liz leverages this work by engaging with decision-makers, including as WCS’s lead representative to the UN, with the media, and with private and public donors. With a Ph.D. in primate ecology, her early studies were on the effects of hunting and logging on wildlife in Malaysia. She then led a team with the Sarawak Forest Department to write a comprehensive wildlife policy for Sarawak, and headed the Government unit to oversee its implementation, including providing technical input for developing and implementing new wildlife laws. Her subsequent role as Director, Hunting
and Wildlife Trade Program at WCS included developing guidelines on bushmeat trade in Central Africa and a strategy to address illegal wildlife trade in China. She has published extensively, with more than 120 scientific and popular publications. Her services to conservation have been widely recognized, including an MBE from Her Majesty Queen Elizabeth II, and Merdeka Award for Outstanding Contribution to the People of Malaysia.

**Particular qualifications to be a Commission Chair:**
Liz’s many years of practical experience combine the science and the art of conservation within and across disparate groups to effect real change, and demonstrate skills critical to the role of SSC Chair: *Strategic thinking and action* to ensure that species conservation efforts are clear, targeted, and maximally effective; *Collaboration* core to the team work, relationship-building, and trust required in a role that cuts across the conservation community, governments and non-governmental organizations, cultures and perspectives; *Leadership* by example, and respect for the expertise and perspectives of others; and finally, fundamental to all of the above skills, *Scientific knowledge and expertise*. Liz’s many years of primate field research evolved into applied research on the effects of hunting and logging on wildlife, and then applying the above skills to effect conservation change. Liz has an extensive history of involvement with IUCN, being a long-time member of the Primate Specialist Group, co-authoring the 1988 IUCN Red Data Book on Threatened Primates of Africa, her current role as WCS observer on the SSC Steering Committee, and leading activities at the past five IUCN Congresses.

**Jon Paul RODRIGUEZ, Venezuela**

**Current employment and/or position/title:**
- Professor, Centre for Ecology, Venezuelan Institute for Scientific Investigation (IVIC)
- Founder and President, Provita (IUCN member)
- Deputy Chair, IUCN Species Survival Commission.

**Experience in fields of concern to IUCN:**
This is my 25th anniversary as a member of IUCN. Almost 30 years ago, in 1987, SSC held a meeting in Caracas. It was the first time that I had contact with the international scientific conservation community and, without a doubt, an event that marked my life. Since then I have dedicated a significant part of my life to study and work on behalf of threatened species conservation. In 1991, after finishing my undergraduate degree in biology, I joined IUCN, as a member of the Captive Breeding Specialist Group (now called Conservation Breeding Specialist Group). I have been active in SSC ever since. In 1996 I started working with national Red Lists at the global level, which eventually led to my appointment as Chair of the National Red List Working Group, a position I held from 2003 to 2009. In 2009, I was named Deputy Chair of SSC as well as thematic group lead of the Red List of Ecosystems in the Commission for Ecosystem Management. During my time with IUCN, I have become very familiar with the Union. I have worked extensively with the Secretariat, the Commissions and IUCN Members, and have participated in all World Conservation Congresses, which met for the first time in 1996.

**Particular qualifications to be a Commission Chair:**
I am fluent in English and Spanish, comfortable between cultures, enjoy public speaking and interact effectively with a network of conservation professionals and practitioners distributed throughout the world. My work focuses on understanding patterns in the spatial distribution of threatened species and ecosystems, as well as the underlying causes of these patterns, and the development of policy guidelines for biodiversity conservation. I have authored or co-authored over 170 publications, including the *Red Book of the Fauna of Venezuela* (four editions), the *Red Book of the Terrestrial Ecosystems of Venezuela*, and more than 90 peer-reviewed articles in major scientific journals. As an academic scientist, founder of a civil
society organization with three decades in existence, and through my work in IUCN, I have built relationships with donor organizations, and led teams in the development and implementation of dozens of projects on behalf of threatened species and ecosystems. My connection with IVIC will allow me to create a Red List Training node there, capitalizing on IVIC’s institutional policy of providing full scholarships to all graduate students. I have been invited to base my headquarters and establish my support team at Provita's office in Caracas. For additional information, please visit: http://species2016-2020.org/

WORLD COMMISSION ON ENVIRONMENTAL LAW (WCEL)

Antonio BENJAMIN, Brazil

Current employment and/or position/title:
- Justice, National High Court of Brazil (STJ), since 2006
- Chair, IUCN World Commission on Environmental Law
- Secretary General, UNEP International Advisory Council for Environmental Justice

Experience in fields of concern to IUCN:
For over three decades I have been using law to protect Nature, beginning in 1982 as an Assistant Attorney General of the State of São Paulo, later promoted to Head of its Environmental Division. During these years, as a volunteer I led the creation of the Law for a Green Planet Institute, an IUCN Member, which is one of the preeminent environmental law organisations on the continent. In the same period, I founded the Brazilian Environmental Law Review (Thomson Reuters), the oldest in Latin America. I have helped to draft major Brazilian statutes, including the 1998 Crimes Against the Environment Act and the 2012 Forest Code.

Since being appointed as a judge of Brazil's National High Court (STJ) I have authored opinions in leading environmental cases, particularly on the law governing forests, endangered species, water, mangroves, protected areas and world heritage. I have published thirty books and articles, chaired the Brazilian Fulbright Alumni Association, and taught Comparative Environmental Law, Biodiversity Law and Climate Change Law in Brazilian and American law schools.

Beyond my work in Brazil, with partner organizations I have convened many environmental law meetings and training programs in every region of the world. The Organization of America States named me Special Ambassador and Envoy for Environmental Justice.

Particular qualifications to be a Commission Chair:
I have been actively engaged with the IUCN WCEL for more than twenty years, driven by my personal commitment to conservation and justice. Prior to my first term as WCEL Chair, which began at the IUCN World Conservation Congress (Jeju, Korea 2012), I had served as Deputy-Chair for four years.

Since 2012 I have expanded WCEL Membership by almost 50%. Being fluent in Portuguese, Spanish, English and French allowed me to engage with Commission and IUCN members across cultures and regions, especially in developing states. As a senior judge, I was able to invite my colleagues from different countries to become members of WCEL and organize judicial capacity-building programs in Africa, Asia and Latin America.

During my first term, with partner institutions, my Steering Committee and I organized the 1st IUCN World Environmental Law Congress, following the example of the IUCN World Parks

As WCEL Chair and former Co-Chair of The International Network for Environmental Compliance and Enforcement (INECE), my hope is that the Commission will continue and strengthen its efforts in respect to proper compliance and enforcement of conservation laws.

WORLD COMMISSION ON PROTECTED AREAS (WCPA)

Christophe LEFEBVRE, France

Current employment and/or position/title: Director of International affairs, French Marine Protected Areas Agency

Experience in fields of concern to IUCN:
Christophe Lefebvre has been active for more than thirty years in the field of nature conservation at national, European and international levels. He first worked at the Coastal Conservancy and is currently Director of International Affairs at the French Marine Protected Areas Agency. He chaired the IUCN National Committee for ten years and also the National Committee for the Protection of Nature at the French Ministry of Environment during five years. He actively contributed to the establishment of the National strategy for sustainable development (2003) and to the establishment of the National Biodiversity Strategy (2005).

At international level, he was elected as IUCN West European Councillor at the WCC in 2008 and was designated by the Council as the first Ocean Councillor. He also has represented IUCN at the International Jury of the Blue Flag (FEE) since 2010. At the same time, he acted as an expert for the Ramsar Convention, in the framework of the Ramsar Programme, sponsored by the Danone-Evian Fund that he initiated in 1998. He also conducted many valuations in protected areas in Africa (Morocco, Mauritania, Senegal, Guinea Bissau, Côte d’Ivoire, Cameroun), and also in Vietnam for the IUCN Regional South East Asia Office. Currently, he is working closely with the Secretariat of the Convention on Biological Diversity on the Sustainable Ocean Initiative action Plan.

Particular qualifications to be a Commission Chair:
Christophe Lefebvre has chaired many important international and regional meetings and conferences. He is used to work across cultures, as it is currently the case within the marine protected areas Agency Partnership, which gathers different governmental bodies from all continents.

In the past, he initiated and organized many Eurosites workshops dedicated to the management of protected areas in Europe, gathering NGOs and Public practitioners. In 2013, he organized, with the IUCN Global Marine and Polar Programme, the third International Marine protected Areas Congress (IMPAC3) in Marseille. He is very active in protected areas networking, such as with the PRCM West Africa or the Monaco Blue Initiative. He is involved in international networks activities, such as MEDPAN or EUROSITE. He chaired the scientific committee of the National Park of Diawling (Mauritania).

Christophe Lefebvre will give his full time to contribute through the WCPA to strengthen the implementation of Aichi target 11 towards 2020 and to think beyond, by defining an agenda to build a coherent, representative, resilient and well managed global network of protected areas, considering social, economic, political and cultural issues.
Kathy MACKINNON, United Kingdom

Current employment and/or position/title: Chair, IUCN World Commission on Protected Areas

Experience in fields of concern to IUCN:
Valuing and Conserving Nature:
1. Excellent understanding of issues concerning protected areas at global, regional and national levels, with over 30 years' experience working on all aspects of protected area planning, management and financing, especially in developing countries.

2. Lead organiser for WCPA of IUCN World Parks Congress 2014, now engaged in activities to realize and follow up commitments made in the Promise of Sydney to increase the extent and quality of protected areas, including marine and other under-represented ecosystems.

3. Long-term involvement and support for IUCN capacity development initiatives, including key publications such as Managing Protected Areas in the Tropics, Governance and Management of Protected Areas, Best Practice Guidelines and Green List standards.

Governance: As part of strengthened management effectiveness and conservation outcomes promoting the full diversity, quality and vitality of governance for protected areas and other effective area-based conservation measures.

Nature-based Solutions:
Engaged in IUCN efforts to promote protected areas and other ecosystem-based approaches as nature-based solutions to societal challenges, including key publications on climate change, disaster risk reduction, health and well-being and water security.

Particular qualifications to be a Commission Chair:
- Currently Chair WCPA. Long-term active member of WCPA, previously Deputy Chair and Vice Chair Policy so well-versed in Commission activities and organisation.
- In position to prioritise role as Chair and dedicate considerable time to WCPA.
- Strong commitment to raise awareness of the multiple values of protected areas as natural solutions to global environmental challenges, including climate change.
- Strong working relationship with IUCN Global Protected Areas and World Heritage Programmes, regional programmes and other IUCN Commissions.
- Active in raising the profile of protected areas at international meetings including COPs of CBD, UNFCCC as well as IUCN and scientific meetings.
- Good working relationship with CBD Secretariat for implementation of the Programme of Work on Protected Areas and Aichi Targets.
- Good leadership and networking skills with a global network of protected area colleagues based on previous and current working collaborations.
- Committed to strengthening geographical, gender and youth representation in WCPA.
Finances of IUCN in the Intersessional Period 2012–2016

**Action Requested:** The World Conservation Congress is invited to APPROVE the audited Financial Statements for the years 2012 to 2015 submitted by the Director General.

1. In accordance with Articles 20 (d) and 88 (d) of the [IUCN Statutes](http://www.iucn.org/secretariat/about/programme-work-and-reporting/financial-reports), the Director General submits to Congress for approval the audited Financial Statements of IUCN.

2. Hereafter follow the audited Financial Statements for the years 2012, 2013 and 2014 approved by Council, together with the external auditors’ report (Annex 1 to 3). The original English versions of the Financial Statements and the external auditors’ reports have been posted on the IUCN website: [http://www.iucn.org/secretariat/about/programme-work-and-reporting/financial-reports](http://www.iucn.org/secretariat/about/programme-work-and-reporting/financial-reports)

3. The Financial Statements will actually be annexed to the Report on the finances of IUCN in the period 2012–2016 which the IUCN Director General will submit together with the IUCN Treasurer for the consideration of Congress as required by Article 88 (d) of the IUCN Statutes. This report will be completed in June 2016 once the Bureau of Council will have approved the audited Financial Statements for the year 2015. The report together with the audited Financial Statements for the year 2015 will be distributed to IUCN Members by 11 July 2016.
IUCN, International Union for Conservation of Nature and Natural Resources
Gland

Consolidated Financial Statements 2013 and Report of the Statutory Auditor
Report of the statutory auditor

to the Council of
IUCN, International Union for Conservation of Nature and Natural Resources
Gland

Report of the statutory auditor on the consolidated financial statements

As statutory auditor, we have audited the accompanying consolidated financial statements of IUCN, International Union for Conservation of Nature and Natural Resources (“IUCN”), which comprise the balance sheet, income and expenditure statement, funds and reserve statement, cash flow statement and notes, for the year ended 31 December 2013.

Management’s responsibility

Management is responsible for the preparation of the consolidated financial statements in accordance with the requirements of Swiss law, IUCN Statutes and the consolidation and valuation principles described in the notes. This responsibility includes designing, implementing and maintaining an internal control system relevant to the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error. Management is further responsible for selecting and applying appropriate accounting policies and making accounting estimates that are reasonable in the circumstances.

Auditor’s responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Swiss law and Swiss Auditing Standards as well as the International Standards on Auditing. Those standards require that we plan and perform the audit to obtain reasonable assurance whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor’s judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers the internal control system relevant to the entity’s preparation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity’s internal control system. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made, as well as evaluating the overall presentation of the consolidated financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements for the year ended 31 December 2013 comply with Swiss law and IUCN Statutes as well as with the consolidation and valuation principles described in the notes.
Other Information

The consolidation financial statements of IUCN for the year ended 31 December 2012 were audited by other auditors whose report, dated 15 May 2013, expressed an unqualified opinion on those statements.

Report on other legal requirements

We confirm that we meet the legal requirements on licensing according to the Auditor Oversight Act (AOA) and independence (article 69b paragraph 3 CC in connection with article 728 CO) and that there are no circumstances incompatible with our independence.

In accordance with article 69b paragraph 3 CC in connection with article 728a paragraph 1 item 3 CO and Swiss Auditing Standard 890, we confirm that an internal control system exists which has been designed for the preparation of consolidated financial statements according to the instructions of the Management.

We recommend that the consolidated financial statements submitted to you be approved.

PricewaterhouseCoopers SA

Yves Cerutti
Audit expert
Auditor in charge

Dondu Ipek
Audit expert

Geneva, 22 May 2014

Enclosure:
- Consolidated financial statements (balance sheet, income statement, funds and reserve statement, cash flow statement and notes)
- Annex A – 2013 Core Funds under Framework Agreements
IUCN – International Union for Conservation of Nature and Natural Resources

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2013

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### CONSOLIDATED BALANCE SHEET AS OF 31 DECEMBER 2013

**Report Currency:** CHF ('000)

<table>
<thead>
<tr>
<th>Notes</th>
<th>2013</th>
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<td><strong>Current assets</strong></td>
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<td>Cash and short term bank deposits</td>
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<td>Financial assets</td>
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<td>Receivables from partner organisations</td>
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<td>Advances to implementing partners</td>
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<tr>
<td>Fixed assets (net)</td>
<td>XI</td>
<td>34,485</td>
</tr>
<tr>
<td>Intangible assets (net)</td>
<td>XII</td>
<td>3,009</td>
</tr>
<tr>
<td><strong>Total non-current assets</strong></td>
<td></td>
<td>37,494</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td></td>
<td>106,209</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Notes</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LIABILITIES AND FUND BALANCES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Current liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Membership dues paid in advance</td>
<td></td>
<td>1,250</td>
</tr>
<tr>
<td>Accounts payable and accrued liabilities</td>
<td>XIII</td>
<td>4,057</td>
</tr>
<tr>
<td>Social charges payable</td>
<td></td>
<td>411</td>
</tr>
<tr>
<td>Project agreements advances</td>
<td>X</td>
<td>44,939</td>
</tr>
<tr>
<td>Deferred unrestricted income</td>
<td>XV</td>
<td>989</td>
</tr>
<tr>
<td>Deferred income buildings</td>
<td>XV</td>
<td>711</td>
</tr>
<tr>
<td>New building loan</td>
<td>XVI</td>
<td>103</td>
</tr>
<tr>
<td>Miscellaneous current liabilities</td>
<td></td>
<td>253</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td></td>
<td>52,713</td>
</tr>
<tr>
<td><strong>Provisions</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Membership dues in arrears</td>
<td>V</td>
<td>1,943</td>
</tr>
<tr>
<td>Projects in deficit</td>
<td>XIV</td>
<td>897</td>
</tr>
<tr>
<td>Staff leave and repatriation</td>
<td>XIV</td>
<td>867</td>
</tr>
<tr>
<td>Staff termination</td>
<td>XIV</td>
<td>1,852</td>
</tr>
<tr>
<td><strong>Total provisions</strong></td>
<td></td>
<td>5,559</td>
</tr>
<tr>
<td><strong>Non-current liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Long term deferred income</td>
<td>XV</td>
<td>21,217</td>
</tr>
<tr>
<td>New building loan</td>
<td>XVI</td>
<td>9,809</td>
</tr>
<tr>
<td><strong>Total non-current liabilities</strong></td>
<td></td>
<td>31,026</td>
</tr>
<tr>
<td><strong>Fund and Reserves</strong></td>
<td>XVII</td>
<td></td>
</tr>
<tr>
<td>IUCN fund</td>
<td></td>
<td>6,128</td>
</tr>
<tr>
<td>Secretariat contingency fund</td>
<td></td>
<td>2,618</td>
</tr>
<tr>
<td>Currency translation adjustment</td>
<td></td>
<td>1,496</td>
</tr>
<tr>
<td>Reserve for statutory meetings</td>
<td></td>
<td>499</td>
</tr>
<tr>
<td>Other reserves</td>
<td></td>
<td>225</td>
</tr>
<tr>
<td>Cost centre reserves</td>
<td></td>
<td>5,272</td>
</tr>
<tr>
<td>Renovation fund</td>
<td></td>
<td>673</td>
</tr>
<tr>
<td><strong>Total Fund and Reserves</strong></td>
<td></td>
<td>16,911</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES AND FUND BALANCES</strong></td>
<td></td>
<td>106,209</td>
</tr>
</tbody>
</table>

See notes to the consolidated financial statements as indicated
IUCN – International Union for Conservation of Nature and Natural Resources

CONSOLIDATED INCOME AND EXPENDITURE STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2013

Report Currency: CHF (‘000)

<table>
<thead>
<tr>
<th>Notes</th>
<th>2013 Secretariat Unrestricted</th>
<th>Project Agreements</th>
<th>Total</th>
<th>2012 Secretariat Unrestricted</th>
<th>Project Agreements</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EXTERNAL OPERATING INCOME</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Membership dues</td>
<td>12,374</td>
<td>0</td>
<td>12,374</td>
<td>11,646</td>
<td>0</td>
<td>11,646</td>
</tr>
<tr>
<td>Reimbursement of staff income tax</td>
<td>XVIII 1,214</td>
<td>0</td>
<td>1,214</td>
<td>1,541</td>
<td>0</td>
<td>1,541</td>
</tr>
<tr>
<td>Agreements Income</td>
<td>XIX 341</td>
<td>78,793</td>
<td>79,134</td>
<td>252</td>
<td>74,937</td>
<td>75,189</td>
</tr>
<tr>
<td>Framework income</td>
<td>16,935</td>
<td>0</td>
<td>16,935</td>
<td>16,594</td>
<td>0</td>
<td>16,594</td>
</tr>
<tr>
<td>Other operating income</td>
<td>XX 3,519</td>
<td>423</td>
<td>3,942</td>
<td>3,827</td>
<td>2,169</td>
<td>5,996</td>
</tr>
<tr>
<td>TOTAL EXTERNAL OPERATING INCOME</td>
<td>34,383</td>
<td>79,216</td>
<td>113,599</td>
<td>33,000</td>
<td>77,106</td>
<td>110,706</td>
</tr>
</tbody>
</table>

INTERNAL ALLOCATIONS

Framework allocated to projects | (540)                        | 640               | 0      | (311)                        | 271               | (40)  |
Cross charges from projects 27,890 | (27,738)                   | 153             | 25,493 | (27,145)                     | 1,652             | (1,692)|
Other internal allocations | 110                          | (263)            | (153)  | 773                          | 914               | 1,687 |

NET ALLOCATION | 27,360                      | (27,360)         | (0)    | 25,960                      | (25,960)         | (0)    |

OPERATING EXPENDITURE

Personnel costs and consultancies | 46,328                      | 21,084           | 67,413 | 46,813                      | 22,505           | 69,323 |
Travel and communications | 2,217                       | 13,671           | 15,888 | 2,673                       | 10,273           | 12,946 |
Vehicles & equipment - costs & maintenance | 2,802                      | 2,823            | 5,624  | 2,954                       | 2,523            | 5,477  |
Office and general administrative costs | 4,799                      | 2,221            | 7,020  | 5,150                       | 1,955            | 7,105  |
Publications and printing costs | 373                         | 1,776            | 2,149  | 402                         | 2,225            | 2,627  |
Workshops and grants to partners | 769                         | 5,050            | 5,819  | 988                         | 11,088           | 12,074 |
Other operating expenditure | 710                         | 575              | 1,285  | 820                         | 935              | 1,355  |
Project cross charges | 0                           | 0                | 0      | 0                           | 0                | 0      |

TOTAL OPERATING EXPENDITURE | 57,998                      | 47,200           | 105,197 | 59,905                      | 51,103           | 110,988 |

NET OPERATING SURPLUS (DEFICIT) | 3,745                       | 4,655            | 8,401  | (185)                       | 43               | (142)  |

OTHER INCOME (EXPENDITURE)

Interest income | XVI 577                      | 33               | 500    | 633                         | 14               | 647    |
Financial charges | XVI (722)                    | (227)            | (949)  | (705)                       | (262)            | (967)  |
Capital gains (losses) | IV 1,003                     | 0                | 1,043  | 121                         | 0                | 121    |
Net gains/losses on foreign exchange | XVII 134                   | (92)             | 42     | 11                          | (174)            | (162)  |
Exchange differences on revaluation of project balances | XXI 0                      | (362)            | (362)  | 0                           | (526)            | (526)  |
Net movements in provision and write-offs | (1,197)                    | 121              | (1,116) | (1,712)                     | 508              | (1,206) |
2012 Congress project surplus | 0                          | 0                | 0      | 814                         | (614)            | 0      |

TOTAL OTHER INCOME (EXPENDITURE) | (205)                       | (528)            | (733)  | (642)                       | (1,196)          | (2,039) |

NET SURPLUS (DEFICIT) FOR THE YEAR | 3,540                       | 4,127            | 7,668  | (1,027)                     | (1,153)          | (2,180) |

See notes to the consolidated financial statements as indicated.
**CONSOLIDATED FUNDS AND RESERVE STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2013**

Report Currency: CHF ('000)

<table>
<thead>
<tr>
<th></th>
<th>Designated reserves</th>
<th>Unrestricted reserves</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Reserve for statutory meetings</td>
<td>Other reserves</td>
</tr>
<tr>
<td><strong>Balance as at 1 January 2012</strong></td>
<td>774</td>
<td>0</td>
</tr>
<tr>
<td><strong>Net surplus/deficit for the year</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Foreign exchange adjustment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Allocation to cost centre reserves</td>
<td>(103)</td>
<td></td>
</tr>
<tr>
<td>Allocation to Renovation fund</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Release of Reserve for statutory meetings</td>
<td>(774)</td>
<td></td>
</tr>
<tr>
<td><strong>Balance as at 31 December 2012</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Balance as at 1 January 2013</strong></td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Net surplus/deficit for the year</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net foreign exchange adjustment</td>
<td>2,434</td>
<td></td>
</tr>
<tr>
<td>Allocation to Cost centre reserves</td>
<td>(1,232)</td>
<td></td>
</tr>
<tr>
<td>Allocation to Renovation fund</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Allocation to Other reserves</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Allocation to Reserve for statutory meetings</td>
<td>499</td>
<td></td>
</tr>
<tr>
<td><strong>Balance as at 31 December 2013</strong></td>
<td>499</td>
<td>225</td>
</tr>
</tbody>
</table>
## CONSOLIDATED CASH FLOW STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2013

**Report Currency: CHF (’000)**

<table>
<thead>
<tr>
<th>Cash flow from operations</th>
<th>Notes</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Balance from Operations</td>
<td></td>
<td>2,741</td>
<td>(350)</td>
</tr>
<tr>
<td>Depreciation of fixed assets</td>
<td>XI</td>
<td>2,229</td>
<td>2,406</td>
</tr>
<tr>
<td>Amortisation and impairment of Intangible assets</td>
<td>XII</td>
<td>656</td>
<td>746</td>
</tr>
<tr>
<td>Increase / (decrease) in provisions for membership dues in arrears</td>
<td>V</td>
<td>(267)</td>
<td>523</td>
</tr>
<tr>
<td>Increase / (decrease) in provisions for projects in deficit</td>
<td>XIV</td>
<td>169</td>
<td>(20)</td>
</tr>
<tr>
<td>Increase / (decrease) in the provision for staff termination</td>
<td>XIV</td>
<td>358</td>
<td>463</td>
</tr>
<tr>
<td>Increase / (decrease) in staff leave and repatriation liabilities</td>
<td>XIV</td>
<td>(185)</td>
<td>(42)</td>
</tr>
<tr>
<td>(Increase) / decrease in membership dues receivables</td>
<td>V</td>
<td>(698)</td>
<td>676</td>
</tr>
<tr>
<td>(Increase) / decrease in staff receivables</td>
<td>VI</td>
<td>102</td>
<td>(212)</td>
</tr>
<tr>
<td>(Increase) / decrease in receivables from partner organisations</td>
<td>VII</td>
<td>1,206</td>
<td>(164)</td>
</tr>
<tr>
<td>(Increase) / decrease in advances to implementing partners</td>
<td>VIII</td>
<td>(1,350)</td>
<td>889</td>
</tr>
<tr>
<td>(Increase) / decrease in other accounts receivable</td>
<td></td>
<td>213</td>
<td>(67)</td>
</tr>
<tr>
<td>Increase / (decrease) in membership dues paid in advance</td>
<td></td>
<td>329</td>
<td>(40)</td>
</tr>
<tr>
<td>Increase / (decrease) in accounts payable and accrued liabilities</td>
<td>XIII</td>
<td>28</td>
<td>(820)</td>
</tr>
<tr>
<td>Increase / (decrease) in social charges payable</td>
<td></td>
<td>(97)</td>
<td>(268)</td>
</tr>
<tr>
<td>Increase / (decrease) in miscellaneous current liabilities</td>
<td></td>
<td>(35)</td>
<td>162</td>
</tr>
<tr>
<td>(Increase)/decrease in framework agreements receivable</td>
<td>IX</td>
<td>527</td>
<td>178</td>
</tr>
<tr>
<td>(Increase)/decrease in project agreements receivable</td>
<td>X</td>
<td>3,118</td>
<td>(3,427)</td>
</tr>
<tr>
<td>Increase/(decrease) in project agreements advances</td>
<td></td>
<td>746</td>
<td>108</td>
</tr>
<tr>
<td>Loss on disposal of fixed assets</td>
<td>XI</td>
<td>686</td>
<td>169</td>
</tr>
<tr>
<td>Increase/(decrease) in Reserve for statutory meetings</td>
<td>XVII</td>
<td>499</td>
<td>(774)</td>
</tr>
<tr>
<td>Increase/(decrease) in Other reserves</td>
<td>XVII</td>
<td>225</td>
<td>0</td>
</tr>
<tr>
<td>Increase/(decrease) in Renovation fund reserve</td>
<td>XVII</td>
<td>177</td>
<td>193</td>
</tr>
</tbody>
</table>

**Total Cash flow from operations** | | 11,377 | 328 |

### Cash flow from investing activities

| Purchase of fixed assets | XI | (2,907) | (539) |
| Net movement in financial assets | IV | 9,326 | (67) |
| Purchase of intangible assets | XII | (116) | (93) |

**Total Cash flow from investing activities** | | 6,303 | (699) |

### Cash flow from financing activities

| Increase/(decrease) in loan | XVI | (101) | 97 |
| Increase/(decrease) in current deferred income | XV | (13) | (1,500) |
| Increase/(decrease) in long-term deferred income | XV | (1,028) | (1,015) |
| Increase/(decrease) in IUCN fund reserve | XVIII | (99) | (59) |

**Total Cash flow from financing activities** | | (1,241) | (2,670) |

**Net Cash inflow for the year** | | 16,439 | (3,041) |

**Cash and short term deposits at the beginning of the year** | III | 29,922 | 32,927 |

**Effect of exchange rate changes** | XVIII | 137 | 36 |

**Cash and short term deposits at the end of the year** | III | 46,498 | 29,922 |

See notes to the consolidated financial statements as indicated.
I. ACTIVITY

IUCN (International Union for Conservation of Nature and Natural Resources) was constituted by statutes adopted in 1948 at a conference convened by the Republic of France, with membership comprised of states, governmental agencies, and international and national non-governmental organizations. The members registered IUCN statutes as an international association of governmental agencies and non-governmental organizations under article 60 of the Swiss Civil Code. The mission of IUCN is to influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable.

II. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND DEFINITIONS

All amounts are expressed in thousands of Swiss francs (CHF) unless otherwise indicated.

1. Accounting convention

The financial statements are prepared under the historical cost convention except for financial assets and loans that are measured at revalued amounts or at fair values. The financial statements are in accordance with the provisions of the Code of Obligations applicable prior to the changes introduced on 1 January 2013, in accordance with the transitional provisions of the new accounting law.

2. Basis of consolidation

The consolidated financial statements include all offices of IUCN and those entities over which the IUCN has the power to govern the financial and operating policies so as to obtain benefits from their activities. These comprise:

- The International Union for the Conservation of Nature and Natural Resources, Registered Trustees, (WASAA Trust Fund, Nairobi)
- UICN Bureau Regional pour l’Europe (IUCN ROFE AISBL)
- Iucn Europees Regionaal Office Stichting (Stichting Iucn-Ero)
- Associação UICN

3. Income

Income comprises membership dues from members, contributions in cash from donors, investment income, Swiss government tax rebates, rental of office space, and sundry income from the sale of other goods and services.

a) Membership dues

Membership dues are fixed by the World Conservation Congress, the supreme governing body of IUCN, and are recognised as unrestricted income in the year they fall due.

b) Voluntary donations

Voluntary donations comprise framework agreements with donors for the core activities of IUCN and project agreements for project activities.
Framework agreements income
Framework agreements are normally for periods of more than one year and may be subject to
general restrictions in their use in terms of geography or thematic area.

Framework agreements income is recognized in the income statement as unrestricted income
once the agreement has been signed and in accordance with the amounts specified in the
agreement for each calendar year. Framework agreements income received in advance of the
period to which it relates is recorded as deferred unrestricted income.

Project agreements income
Project agreements income is restricted for specific project activities detailed in project
agreements. Income is recognised in the income statement on a cash basis except for those
offices using the Enterprise Resource Planning (ERP) system where income is either
recognised at the point an invoice is raised and sent to the donor or on the basis of cash
received if no invoice has been raised. At the end of the year, projects may have a positive or
negative balance. The sum of the balances on project agreements where income exceeds
expenditure is recorded in the balance sheet as Project agreements advances, while the sum of
the balances where expenditure exceeds income received is recorded as Project agreements
receivable.

c) Retention of staff income tax
Non-Swiss staff are exempt from paying taxes on their IUCN earnings on the basis of a Fiscal
Agreement between IUCN and the Swiss Government, which entered into effect on 1st January
1987. In order to ensure equitable treatment of both Swiss and non-Swiss staff at Headquarters,
an internal tax is levied on non-Swiss staff resident in Switzerland. This is shown as Retention
of staff income tax and is classified as unrestricted income.

4. Expenditure
All unrestricted expenditure is accounted for on an accrual basis. Project expenditure is
accounted for on a cash basis except for those offices using the ERP system where expenditure
is recognised on an accrual basis. At the end of a project, expenditure is recognised on an
accrual basis irrespective of the system used.

5. Foreign exchange
In accordance with IUCN’s Regulations, the reporting currency for the consolidated financial
statements is Swiss francs (CHF). IUCN Headquarters maintains its books of accounts in CHF.
The United Kingdom office maintain its books of accounts in British pounds (GBP) and the
China office uses Chinese Yuan (CNY) All other offices maintain their books of accounts in US
dollars (USD) or Euros (EUR).

The following accounting policies are applied when converting transactions and balances to the
reporting currency:
• Transactions denominated in currencies other than the office ledger currency are converted
to the ledger currency and recorded on the basis of the exchange rate prevailing at the date
of the transaction. At the end of the year all balances maintained in transaction currencies
are translated to the currency of the office ledger at the year-end rate. The gains and losses
incurred are recognised in the income statement of each office ledger.
At consolidation, all transactions in non-CHF ledgers are translated at the monthly rate of exchange to CHF, except for those offices using the ERP system where transactions are translated at the daily rate of exchange. The resulting exchange gain and loss is accounted for in the income statement.

Except for fixed assets which are stated at historical values, non Swiss franc balances in the consolidated balance sheet are translated at the year-end exchange rate and the resulting net unrealised gain or loss included in the balance sheet as a currency translation adjustment reserve.

Project balances expressed in GBP, CNY, USD or EUR are re-valued to CHF using the year-end exchange rates. The resulting net unrealised gain or loss is recognized in the currency translation adjustment reserve.

If, as a result of the application of the above revaluation policies, a net loss would occur on the currency translation adjustment reserve it would be recognized in the income and expenditure statement.

6. Year-end exchange rates

The following are the principal rates of exchange used at the end of the year to revalue the balance sheet items to Swiss Francs (CHF) for reporting purposes:

<table>
<thead>
<tr>
<th>Currency</th>
<th>31 Dec 2013</th>
<th>31 Dec 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>US dollar</td>
<td>0.8902</td>
<td>0.9133</td>
</tr>
<tr>
<td>Euro</td>
<td>1.2256</td>
<td>1.2073</td>
</tr>
<tr>
<td>British pound</td>
<td>1.4679</td>
<td>1.4752</td>
</tr>
<tr>
<td>Chinese yuan</td>
<td>0.1456</td>
<td>0.1446</td>
</tr>
</tbody>
</table>

7. Financial assets

Financial assets are recorded at fair value. Gains/losses arising from changes in fair values of financial assets are recognized in the income statement in the year that they occur as are foreign exchange gains/losses resulting from the revaluation of financial assets denominated in currencies other than the Swiss franc.

8. Fixed assets

a) Purchased assets

Purchased fixed assets are capitalised when the purchase price is CHF 1,000 or above or the equivalent in other currencies and when ownership resides with IUCN.

b) In-kind assets

In-kind contributions of fixed assets are capitalised at fair value and the donations recorded as deferred income which is then recognised in the income statement over the estimated useful life of the assets in line with the depreciation charges.
c) Depreciation

Fixed assets are depreciated over their estimated useful lives on the following basis:

Computer hardware  3 years
Vehicles           4 years
Office equipment   5 years
Office furniture   7 years
Building renovations 10 years
Building installations 20 years
Building infrastructures 50 years

d) Donations for the purchase of fixed assets

Cash donations received for the purchase of fixed assets are recorded as deferred income and recognised in the income statement over the estimated useful life of the corresponding asset in line with the depreciation charge.

9. Intangible assets

Purchased computer software is capitalized on the basis of the costs incurred to acquire the software and bring it to its point of use.
Software is depreciated over its estimated useful life on a straight line basis over 5 to 7 years.


a) Provision for membership dues receivable

A general provision against outstanding membership dues is made to recognise the probability that not all dues will be received. The increase or decrease in the total provision is recognised in the income and expenditure statement. Provision for membership dues in arrears is calculated on the following basis, based on the outstanding balance at the close of the year.

Membership dues outstanding for:
four years or more  100%
three years         60%
two years           40%
one year            20%

The provision against the arrears of some state members is calculated on an individual basis after a review of their own special situations.

b) Provision for projects in deficit

A provision for projects in deficit is made in respect of those projects where expenditure has exceeded income and where the receipt of future additional funds to cover the excess expenditure is uncertain.

c) Staff terminations

Provision is made for the estimated cost of known redundancies. A redundancy is considered to be known when a management decision has been taken and communicated to the staff concerned.

Additional provision is made when there is a local legal obligation.
11. Loans at below market rate of interest

Loans are initially measured at fair value. The benefit of the below-market rate of interest is measured as the difference between the initial carrying value of the loan and the proceeds received. The benefit is recorded as deferred income and recognised over the period of the loan.

An amount equivalent to the interest that would have been incurred had the loan been acquired at a market rate is recognised in the expenditure statement on an annual basis.

12. Reserves

IUCN maintains the following reserves:

a) Unrestricted reserves

IUCN Fund

The IUCN Fund is maintained in order to preserve the Union’s capital base. All income earned and losses incurred on the fund during the year are added or subtracted to its capital value. The use of the fund is governed by the IUCN Council and is maintained as a reserve of last resort.

Currency translation adjustment

The Currency translation adjustment reserve represents changes in the value of the net assets of IUCN at the consolidation level as a result of movements of the GBP, CNY, USD and EUR against the Swiss franc.

Secretariat contingency fund

The Secretariat contingency fund represents other unrestricted reserves.

b) Designated reserves

Designated reserves represent funds set aside from unrestricted reserves to cover future events or purposes. The designations may be reversed at any time by the IUCN Council.

Reserve for statutory meetings

The Reserve for statutory meeting represents net amounts allocated from unrestricted funds to cover costs of future meetings of the World Conservation Congress and related preparatory meetings.

Other reserves

Other reserves represent amounts allocated from unrestricted funds to cover future costs for the External Review and a Congress for the World Commission on Environmental Law.

Cost centre reserves

Cost centre reserves represent surpluses on individual cost centres that are funded by unrestricted funds. The surpluses may be used in future accounting periods by cost centre managers with the explicit approval of the Director General. 10% of all the surpluses generated are transferred to the Secretariat Contingency Fund in the year that they are generated.
Renovation fund
The Renovation fund represents funds allocated from unrestricted funds for future renovations of the Headquarters building.

III. CASH AND SHORT TERM BANK DEPOSITS
Cash and short-term bank deposits include all bank accounts and short-term deposit accounts operated by IUCN worldwide. The analysis by region or office is shown below.

<table>
<thead>
<tr>
<th>REGION OR OFFICE</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asia</td>
<td>2,709</td>
<td>2,895</td>
</tr>
<tr>
<td>Central America</td>
<td>021</td>
<td>1,221</td>
</tr>
<tr>
<td>Eastern and Southern Africa</td>
<td>2,040</td>
<td>1,178</td>
</tr>
<tr>
<td>Europe</td>
<td>1,475</td>
<td>471</td>
</tr>
<tr>
<td>Environmental Law Centre, Bonn</td>
<td>194</td>
<td>268</td>
</tr>
<tr>
<td>Headquarters</td>
<td>36,062</td>
<td>20,519</td>
</tr>
<tr>
<td>Mediterranean</td>
<td>415</td>
<td>122</td>
</tr>
<tr>
<td>Oceania</td>
<td>101</td>
<td>224</td>
</tr>
<tr>
<td>South America</td>
<td>55</td>
<td>66</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>107</td>
<td>5</td>
</tr>
<tr>
<td>United States</td>
<td>220</td>
<td>436</td>
</tr>
<tr>
<td>Western and Central Africa</td>
<td>1,819</td>
<td>2,104</td>
</tr>
<tr>
<td>West Asia and North Africa</td>
<td>480</td>
<td>423</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>46,498</strong></td>
<td><strong>29,922</strong></td>
</tr>
</tbody>
</table>

IV. FINANCIAL ASSETS
At fair value:

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 year EUR 90% Guaranteed Global Note (maturing June, 2013)</td>
<td>0</td>
<td>6,351</td>
</tr>
<tr>
<td>2 year CHF 85% Guaranteed Global Notes (maturing June, 2013)</td>
<td>0</td>
<td>2,975</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>0</td>
<td>9,326</td>
</tr>
<tr>
<td>Original Cost</td>
<td>0</td>
<td>9,797</td>
</tr>
</tbody>
</table>

Both guaranteed notes were either sold or matured during 2013, realising a capital gain of CHF 1,003 (2012: CHF 121 unrealized capital gain).

V. MEMBERSHIP DUES RECEIVABLE AND PROVISION

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross Membership dues receivables</td>
<td>4,261</td>
<td>3,563</td>
</tr>
<tr>
<td>Provision for dues in arrears</td>
<td>(1,943)</td>
<td>(2,210)</td>
</tr>
<tr>
<td><strong>Net Membership Dues Receivable</strong></td>
<td><strong>2,318</strong></td>
<td><strong>1,353</strong></td>
</tr>
</tbody>
</table>
The provision for Membership dues in arrears has been calculated in accordance with the policy described in note II.10.

<table>
<thead>
<tr>
<th></th>
<th>2010 and prior</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Members</td>
<td>343</td>
<td>219</td>
<td>832</td>
<td>2,039</td>
<td>3,433</td>
</tr>
<tr>
<td>Government Agencies</td>
<td>0</td>
<td>11</td>
<td>83</td>
<td>441</td>
<td>535</td>
</tr>
<tr>
<td>International NGOs</td>
<td>0</td>
<td>3</td>
<td>9</td>
<td>(4)</td>
<td>8</td>
</tr>
<tr>
<td>National NGOs</td>
<td>0</td>
<td>8</td>
<td>81</td>
<td>155</td>
<td>244</td>
</tr>
<tr>
<td>Affiliates</td>
<td>0</td>
<td>5</td>
<td>13</td>
<td>23</td>
<td>41</td>
</tr>
<tr>
<td>Total membership dues receivable</td>
<td>343</td>
<td>246</td>
<td>1,018</td>
<td>2,854</td>
<td>4,251</td>
</tr>
<tr>
<td>Provision for membership dues</td>
<td>(343)</td>
<td>(215)</td>
<td>(601)</td>
<td>(784)</td>
<td>(1,543)</td>
</tr>
<tr>
<td>Net membership dues receivable</td>
<td>0</td>
<td>31</td>
<td>417</td>
<td>1,870</td>
<td>2,318</td>
</tr>
</tbody>
</table>

VI. STAFF RECEIVABLES

Staff receivables comprise travel advances, payroll advances and loans to staff outstanding as at 31 December. Amounts due to staff are netted off amounts due from staff.

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net travel advances</td>
<td>184</td>
<td>215</td>
</tr>
<tr>
<td>Payroll advances and staff loans</td>
<td>73</td>
<td>145</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>258</strong></td>
<td><strong>360</strong></td>
</tr>
</tbody>
</table>

VII. RECEIVABLES FROM PARTNER ORGANISATIONS

Receivables from partner organisations represent balances due from organisations associated with IUCN that are outstanding as at 31 December.

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>RAMSAR Convention Secretariat</td>
<td>71</td>
<td>840</td>
</tr>
<tr>
<td>Other</td>
<td>6</td>
<td>443</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>77</strong></td>
<td><strong>1,283</strong></td>
</tr>
</tbody>
</table>

VIII. ADVANCES TO IMPLEMENTING PARTNERS

Advances to implementing partners represent amounts advanced to IUCN partners for the implementation of project agreements that were not spent as at 31 December.
IX. FRAMEWORK AGREEMENTS RECEIVABLE

Framework agreements receivable represent framework agreements income due but not received as at the end of the year. As at 31 December 2013 there was an amount outstanding of CHF 705 compared to CHF 1,232 outstanding at 31 December 2012.

X. PROJECT AGREEMENTS RECEIVABLE AND ADVANCES

Project agreements receivable represent the total of project balances where expenditure incurred exceeds amounts advanced by donors, while project agreement advances represent the total of project balances where advances from donors exceeds expenditure incurred.

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project agreements receivables</td>
<td>9,745</td>
<td>12,863</td>
</tr>
<tr>
<td>Project agreements advances</td>
<td>(44,939)</td>
<td>(44,193)</td>
</tr>
<tr>
<td><strong>Net balance at year end</strong></td>
<td>(35,194)</td>
<td>(31,330)</td>
</tr>
</tbody>
</table>

XI. FIXED ASSETS

1. Movement in fixed assets

<table>
<thead>
<tr>
<th></th>
<th>Building Infrastructures</th>
<th>Building Installations</th>
<th>Other Land and Buildings</th>
<th>Vehicles, Equipment, Furniture &amp; Fixtures</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Additions</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(101)</td>
<td>(101)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Disposals</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>0</td>
<td>0</td>
<td>(3)</td>
<td></td>
<td>(3,319)</td>
<td>(3,322)</td>
</tr>
<tr>
<td><strong>Adjustment</strong></td>
<td></td>
<td>(2,020)</td>
<td>1,460</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance as at 31 December, 2012</td>
<td>27,178</td>
<td>13,775</td>
<td>1,460</td>
<td>12,090</td>
<td>54,503</td>
</tr>
<tr>
<td><strong>Additions</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
<td>(2,471)</td>
<td>(2,471)</td>
</tr>
<tr>
<td><strong>Disposals</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance as at 31 December, 2013</td>
<td>27,178</td>
<td>13,775</td>
<td>3,480</td>
<td>(2,471)</td>
<td>(35,194)</td>
</tr>
<tr>
<td><strong>Depreciation</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance as at 31 December 2011</td>
<td>(4,040)</td>
<td>(5,513)</td>
<td>(230)</td>
<td>(11,574)</td>
<td>(21,357)</td>
</tr>
<tr>
<td>Charge for the year 2012</td>
<td>(543)</td>
<td>(573)</td>
<td>(73)</td>
<td>(1,217)</td>
<td>(2,460)</td>
</tr>
<tr>
<td>Disposals</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
<td>1,786</td>
</tr>
<tr>
<td>Adjustment</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
<td>590</td>
</tr>
<tr>
<td>Balance as at 31 December 2012</td>
<td>(4,583)</td>
<td>(6,086)</td>
<td>(303)</td>
<td>(9,038)</td>
<td>(28,109)</td>
</tr>
<tr>
<td>Charge for the year 2013</td>
<td>(541)</td>
<td>(674)</td>
<td>(130)</td>
<td>(1,014)</td>
<td>(2,229)</td>
</tr>
<tr>
<td>Disposals</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
<td>1,786</td>
</tr>
<tr>
<td>Redescription</td>
<td>(2,254)</td>
<td>2,225</td>
<td>20</td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>Balance as at 31 December 2013</td>
<td>(7,378)</td>
<td>(4,435)</td>
<td>(374)</td>
<td>(8,266)</td>
<td>(20,453)</td>
</tr>
<tr>
<td><strong>Net Book Value</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance as at 31 December 2012</td>
<td>22,595</td>
<td>7,689</td>
<td>1,157</td>
<td>3,052</td>
<td>34,483</td>
</tr>
<tr>
<td>Balance as at 31 December 2013</td>
<td>19,800</td>
<td>9,339</td>
<td>3,105</td>
<td>2,240</td>
<td>34,485</td>
</tr>
</tbody>
</table>
Fixed assets purchased using unrestricted funds are depreciated over their estimated useful lives as per note II.8.

2. Insurance value of fixed assets

As at 31 December 2013, the fixed assets at Headquarters were insured for CHF 43,701 (2012 – CHF 42,176). The WASAA building and fixed assets in Kenya were insured for Kenya shillings 26.9 million, equivalent to CHF 272 (2012 – CHF 284), which is the estimated replacement value.

3. Land

In 1990, the commune of Gland gave IUCN the right to use a plot of land for the purpose of building the IUCN Secretariat Headquarters. The right was granted at no cost for a period of 50 years, i.e. until August 2040. In 2008 the commune of Gland gave IUCN the right of use of an adjacent piece of land to the original plot for a period of 50 years, with the permission to construct an extension to the existing Headquarters’ building.

4. Headquarters building

Included in Building Infrastructures and Building Installations is the Headquarters building. This consists of an original building and an extension.

a) Original building

The original building was financed by donations received from the Swiss Confederation, the Canton of Vaud and the Commune of Gland. Although IUCN formally owns the Headquarters building, it enjoys a restricted use and cannot dispose of it or use it as collateral without the approval of the Swiss Government. If disposed of, the Swiss Government has the right to recoup its initial outlay plus a percentage of the value added, if applicable. The cost of the building is included in fixed assets and the net book value is matched by a corresponding value of deferred income to recognise the restricted nature of the building. The deferred income is released over the estimated useful life of the building in line with the depreciation of the building.

b) Building extension

The building extension was financed by an interest free loan from the Swiss Government of CHF 20,000, payable in 50 equal yearly instalments of CHF 400, the first of which was paid in December 2010. In addition to the loan from the Swiss Government, IUCN received cash donations of CHF 4,226 and in-kind donations of CHF 1,787.

XII. INTANGIBLE ASSETS

As at 31 December 2013 expenditure of CHF 4,605 (2012 – CHF 4,489) had been incurred on the development and implementation of an ERP system and portal applications. The ERP system went “live” at Headquarters in July 2011 and has been depreciated from this point.
### Movement in Intangible assets

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Purchase value:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance at 1 January</td>
<td>4,489</td>
<td>4,529</td>
</tr>
<tr>
<td>Additions</td>
<td>116</td>
<td>93</td>
</tr>
<tr>
<td>Impairment</td>
<td>0</td>
<td>(133)</td>
</tr>
<tr>
<td><strong>Balance at 31 December</strong></td>
<td>4,605</td>
<td>4,489</td>
</tr>
<tr>
<td><strong>Amortisation:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance as of 1 January</td>
<td>(940)</td>
<td>(327)</td>
</tr>
<tr>
<td>Charge for the year</td>
<td>(656)</td>
<td>(613)</td>
</tr>
<tr>
<td><strong>Balance at 31 December</strong></td>
<td>(1,596)</td>
<td>(940)</td>
</tr>
<tr>
<td><strong>Net Book Value:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance at 31 December</td>
<td>3,009</td>
<td>3,549</td>
</tr>
</tbody>
</table>

### XIII. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

Accounts payable and accrued liabilities represent amounts owed to creditors and suppliers as at the end of the year. Of the total outstanding balance of CHF 4,057 as at 31 December 2013 (2012 – CHF 4,029), CHF 1,700 (2012 – CHF 1.691) is related to Headquarters and the balance to regional and country offices.

### XIV. PROVISIONS

#### 1. Projects in deficit

The provision for projects in deficit is funded by unrestricted income and covers projects where negotiations are still ongoing but where IUCN considers that it may not be able to obtain additional funds from donors to cover expenditures already incurred.

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Balance at 1 January</strong></td>
<td>728</td>
<td>748</td>
</tr>
<tr>
<td>Additions to provision</td>
<td>498</td>
<td>652</td>
</tr>
<tr>
<td>Utilization of provision</td>
<td>(328)</td>
<td>(672)</td>
</tr>
<tr>
<td><strong>Balance at 31 December</strong></td>
<td>897</td>
<td>728</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Region</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asia</td>
<td>89</td>
<td>55</td>
</tr>
<tr>
<td>Eastern and Southern Africa Region</td>
<td>213</td>
<td>218</td>
</tr>
<tr>
<td>Europe</td>
<td>61</td>
<td>102</td>
</tr>
<tr>
<td>Headquarters</td>
<td>383</td>
<td>270</td>
</tr>
<tr>
<td>Western and Central Africa</td>
<td>116</td>
<td>61</td>
</tr>
<tr>
<td>Other Offices</td>
<td>35</td>
<td>22</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>897</td>
<td>728</td>
</tr>
</tbody>
</table>
2. Staff leave and repatriation

Staff leave refers to the holiday entitlement which had not been used by staff at the year-end. Staff leave is accrued only when there is a legal local obligation to do so. Staff members are not allowed to carry forward from one year to another a cumulative leave balance of more than 10 days and any outstanding leave days are normally covered as part of the normal staff notice period. The balance at the year-end also includes the estimated cost of repatriation of international staff.

3. Staff termination

The provision for staff termination is calculated separately for each office to comply with local labour laws. Irrespective of local labour law, provision is made for the estimated cost of staff termination when a decision has been made to terminate a member of staff and the decision has been communicated to the individual concerned.

<table>
<thead>
<tr>
<th>Movement in provision for staff termination</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance at 1 January</td>
<td>2,037</td>
<td>1,574</td>
</tr>
<tr>
<td>Additions to provision</td>
<td>2,171</td>
<td>2,284</td>
</tr>
<tr>
<td>Utilization of provision</td>
<td>(2,357)</td>
<td>(1,821)</td>
</tr>
<tr>
<td>Balance at 31 December</td>
<td>1,852</td>
<td>2,037</td>
</tr>
</tbody>
</table>

XV. DEFERRED INCOME

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deferred unrestricted income</td>
<td>989</td>
<td>1,002</td>
</tr>
<tr>
<td>US deferred rent</td>
<td>141</td>
<td>154</td>
</tr>
<tr>
<td>Donations for construction of HQ building extension</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Donations in cash</td>
<td>3,374</td>
<td>3,563</td>
</tr>
<tr>
<td>Donations in kind</td>
<td>966</td>
<td>1,200</td>
</tr>
<tr>
<td></td>
<td>4,360</td>
<td>4,763</td>
</tr>
<tr>
<td>Headquarters original building</td>
<td>8,941</td>
<td>9,249</td>
</tr>
<tr>
<td>Interest free government loan</td>
<td>8,486</td>
<td>8,790</td>
</tr>
<tr>
<td>Total</td>
<td>22,917</td>
<td>23,958</td>
</tr>
</tbody>
</table>

Current

Deferred unrestricted income | 989  | 1,002|

Buildings:

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Original building</td>
<td>308</td>
<td>308</td>
</tr>
<tr>
<td>Building extension</td>
<td>403</td>
<td>403</td>
</tr>
<tr>
<td>Total buildings</td>
<td>711</td>
<td>711</td>
</tr>
</tbody>
</table>

Total current deferred income | 1,700| 1,713|

Non-current

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>US deferred rent</td>
<td>141</td>
<td>164</td>
</tr>
<tr>
<td>Original building</td>
<td>8,634</td>
<td>8,941</td>
</tr>
<tr>
<td>Building extension</td>
<td>12,443</td>
<td>13,150</td>
</tr>
<tr>
<td>Total non-current deferred income</td>
<td>21,217</td>
<td>22,245</td>
</tr>
</tbody>
</table>

Total deferred income | 22,917| 23,958|
Deferred unrestricted income represents income received in advance of the period to which it relates.

IUCN US entered into a long term rental contract and benefits from lower rental costs at the beginning of the ten year contract. The office is paying an annual increase in rent of 4%, which is higher than annual inflation estimated at 1.75%. The difference of the low initial rental costs and the higher annual rental increases is recorded as deferred income to straight line the cost over the rental period.

Donations received for the headquarters buildings (original and extension) are recorded as deferred income and recognised over the useful life of the corresponding purchased or donated assets (see note XI d).

The deferred income on the government loan represents the difference between the fair value of the loan (CHF 9,912) and the outstanding cash value of the loan (CHF 18,398) (see note XVI). This difference represents the fair value of the interest saved on the interest free loan granted by the Swiss Government and is recognised over the period of the loan.

### XVI. LOAN

<table>
<thead>
<tr>
<th>Headquarters building extension loan</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current</td>
<td>103</td>
<td>100</td>
</tr>
<tr>
<td>Non-current</td>
<td>9,809</td>
<td>9,910</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>9,912</strong></td>
<td><strong>10,010</strong></td>
</tr>
</tbody>
</table>

The Swiss Government provided an interest free loan of CHF 20 million to finance the headquarters building extension.

The loan is repayable in 50 annual instalments of CHF 400. The first instalment was paid in December 2010.

The fair value of the loan is estimated at CHF 9,912. The outstanding cash value of the loan has been discounted at a rate of 3% which represents the market interest rate for a 10-year loan at the point of inception of the loan. The difference of CHF 8,486 between the outstanding cash value and the fair value of the loan is the benefit derived from the interest-free loan and is recorded as deferred income (see note XV).

The value of the interest that would have been paid on an equivalent commercial loan of 3% is estimated at CHF 552. This has been recorded in the Consolidated Income and Expenditure statement under Interest income to recognize the benefit of the interest free loan and under financial charges to recognize the interest that would have been paid.
XVII. FUNDS and RESERVES

1. Unrestricted reserves
   a) Currency translation adjustments & foreign exchange gains and losses
   Exchange gains and losses at the individual ledger levels are dealt with in the income statement. The net unrestricted gain on exchange for the year amounted to CHF 134 (2012 – gain of CHF 11).

   Exchange gains and losses on consolidation and translation of ledgers maintained in CNY, GBP, EUR and USD to Swiss francs are taken to the Currency translation adjustment reserve. The net movement during 2013 was a gain of CHF 137 (2012 – gain of CHF 36).

2. Designated reserves
   a) Reserve for Statutory Meetings
   An allocation of CHF 499 (2012-0) was made from the Secretariat contingency fund to the Reserve for Statutory Meetings to cover future costs for the 2016 Congress (CHF 249), and Regional Conservation Fora (CHF 250).

   b) Other Reserves
   An allocation of CHF 225 was made from unrestricted funds to Other reserves to cover future costs of the external review (CHF 75) and a Congress for the World Commission on Environmental Law (CHF 150).

   c) Cost Centre reserves
   Cost centre reserves arise from surpluses on individual cost centres funded by unrestricted funds. 90% of the cost centre surpluses may be used by cost centre managers in future accounting periods with the explicit approval of the Director General. The remaining 10% of surpluses is transferred to the Secretariat Contingency Fund. At 31 December, 2013 the cost centre reserve balance was CHF 5,272 (2011 – CHF 4,070).

   d) Renovation Fund
   A net allocation of CHF 177 (2012 – CHF 193) was made from the Secretariat Contingency Fund to the Renovation Fund to cover future renovation costs of the Headquarters building.

XVIII. RETENTION OF STAFF INCOME TAX

Swiss Government tax rebates amounted to CHF 1,214 (2012 – CHF1.541) and represents the value of taxes that would have been paid by non-Swiss staff in the absence of the Fiscal Agreement between IUCN and the Swiss Government which exempts non-Swiss staff from payroll taxes and which entered into effect on 1st January 1987.

XIX. AGREEMENTS INCOME

Annex A lists Framework Agreements income by donor and details income allocations to the IUCN program and operational units.
XX. OTHER OPERATING INCOME

Other operating income of CHF 3,519 (2012 – CHF 3,627) shown under Secretariat unrestricted funds includes overhead and management fees from Ramsar of CHF 515 (2012 - CHF 518), rental income of CHF 733 (2012 - CHF 556) and recognition of deferred income of donations for the headquarters original building and building extension CHF 711 (2012- CHF 711). The balance of other operating income is made up of miscellaneous external income received by IUCN both at Headquarters and other offices around the world.

XXI. EXCHANGE DIFFERENCES ON REVALUATION OF PROJECT BALANCES

Project balances are expressed in the currency of individual ledgers, that is CHF, GBP, CNY, USD or EUR. At the end of the year, project balances expressed in GBP, CNY, USD or EUR are revalued to CHF using the year-end exchange rates. The resulting unrealised gain or loss is recorded as an adjustment to project balances on the balance sheet (Project agreements advances and Project agreements receivable) and the Currency translation adjustment reserve. The net adjustment is passed through the income and expenditure statement for project agreements to reflect the net movement on the project portfolio.

XXII. RELATED PARTIES

1. Identity of related parties

a) The Commissions

The Commissions of IUCN are networks of expert volunteers entrusted to develop and advance the institutional knowledge and experience and objectives of IUCN. The Commissions are established by Congress which determines their mandate.

b) The National and Regional Committees

National and Regional Committees are groupings of Members of IUCN from specific states or regions. Their role is to facilitate cooperation among Members and to coordinate the participation of Members in the programme and governance of IUCN.

c) The Convention on Wetlands of International Importance (Ramsar)

Ramsar is hosted by the IUCN Secretariat and operates under its legal personality. It is headed by a Secretary General with sole responsibility for the administration of the convention funds and for all administrative matters, with the exception of those requiring the exercise of legal personality.
IUCN provides services to the Ramsar Secretariat in terms of financial and budgetary management, office facilities, human resources management and information technology.

d) TRAFFIC International

TRAFFIC International is a charity registered in the United Kingdom and is a joint venture between WWF International and IUCN. The IUCN Secretariat hosts TRAFFIC operations in its offices in Ecuador, Cameroon and South Africa where they operate under the legal personality of IUCN.
e) International Union for Conservation of Nature and Natural Resources – US

The International Union for Conservation of Nature and Natural Resources – US is a US registered charity whose main purpose is to raise funds for conservation to be spent in partnership with IUCN and its members.

2. Transactions with related parties

During the course of the year IUCN made contributions of CHF 1,211 to the Commissions (2012 – CHF 1,247).

During the year and as part of the services IUCN provides to Ramsar, IUCN received funds of CHF 5,753 (2012 – CHF 6,844) and incurred payments of CHF 5,600 (2012 - CHF 6,607) on behalf of Ramsar. At year-end the balance held in trust for Ramsar amounted to CHF 4,811 (2012 - CHF 5,222). These transactions are recorded in Ramsar accounts and financial statements and are therefore not presented in the financial statements of IUCN. During the year, IUCN received fees of CHF 515 (2012-CHF 518) for the services provided to Ramsar and which are included in Other operating income. The balance of funds held on behalf of Ramsar at the end of the year of CHF 4,811 (2012 - CHF 5,222) is included in Cash and short term deposits and an equal amount in hosted organisation advances.

During the year IUCN made contributions of CHF 275 to TRAFFIC International (2012 – CHF 300). The balance of funds held on behalf of TRAFFIC International at the end of the year of CHF 100k (2012 - CHF 186) is included in Cash and short term deposits and an equal amount in hosted organisation advances.

During the year IUCN received funds from the International Union for the Conservation of Nature and Natural Resources – US of USD 504 (2012 – USD 1,012).
### ANNEX A – Core Funds under Framework agreements

<table>
<thead>
<tr>
<th>Region/Programme</th>
<th>2013 Secretariat expenditure</th>
<th>2013 Framework core allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central and West Africa Region - PACO</td>
<td>4,780</td>
<td>948</td>
</tr>
<tr>
<td>Eastern and Southern Africa Region - ESARO</td>
<td>3,670</td>
<td>791</td>
</tr>
<tr>
<td>Asia Region</td>
<td>7,353</td>
<td>1,000</td>
</tr>
<tr>
<td>Meso America and Caribbean</td>
<td>2,138</td>
<td>493</td>
</tr>
<tr>
<td>South America and Brazil</td>
<td>1,019</td>
<td>499</td>
</tr>
<tr>
<td>Europe</td>
<td>984</td>
<td>200</td>
</tr>
<tr>
<td>West Asia Region - ROWA</td>
<td>711</td>
<td>322</td>
</tr>
<tr>
<td>Mediterranean Cooperation Centre</td>
<td>1,112</td>
<td>-</td>
</tr>
<tr>
<td>Oceania</td>
<td>1,700</td>
<td>334</td>
</tr>
<tr>
<td>Washington DC Office</td>
<td>844</td>
<td>200</td>
</tr>
<tr>
<td><strong>Sub Total Regional Components</strong></td>
<td>24,311</td>
<td>4,787</td>
</tr>
<tr>
<td>Director's Office, Biodiversity Conservation Group</td>
<td>528</td>
<td>514</td>
</tr>
<tr>
<td>Species Programme</td>
<td>3,002</td>
<td>633</td>
</tr>
<tr>
<td>Invasive Species Initiative</td>
<td>148</td>
<td>50</td>
</tr>
<tr>
<td>Protected Areas Programme</td>
<td>1,091</td>
<td>521</td>
</tr>
<tr>
<td>World Heritage Programme</td>
<td>793</td>
<td>228</td>
</tr>
<tr>
<td>Director's Office, Nature-based Solutions Group</td>
<td>423</td>
<td>442</td>
</tr>
<tr>
<td>Ecosystem Based Adaptation Programme</td>
<td>1,299</td>
<td>246</td>
</tr>
<tr>
<td>Forest &amp; Climate Change Programme</td>
<td>1,480</td>
<td>334</td>
</tr>
<tr>
<td>Marine &amp; Polar Programme</td>
<td>1,657</td>
<td>384</td>
</tr>
<tr>
<td>Social Policy Advisor</td>
<td>338</td>
<td>300</td>
</tr>
<tr>
<td>Gender Advisor</td>
<td>289</td>
<td>160</td>
</tr>
<tr>
<td>Water &amp; Food Security Programme</td>
<td>1,133</td>
<td>311</td>
</tr>
<tr>
<td>Business &amp; Biodiversity Programme</td>
<td>1,286</td>
<td>373</td>
</tr>
<tr>
<td>Economics Programme</td>
<td>277</td>
<td>204</td>
</tr>
<tr>
<td>Traffic International</td>
<td>453</td>
<td>275</td>
</tr>
<tr>
<td><strong>Sub Total Global Thematic units</strong></td>
<td>14,197</td>
<td>4,975</td>
</tr>
<tr>
<td>Director's Office, Policy, Programme &amp; Capacity Development Group</td>
<td>372</td>
<td>398</td>
</tr>
<tr>
<td>Planning, Monitoring &amp; Evaluation Unit</td>
<td>419</td>
<td>395</td>
</tr>
<tr>
<td>Science and Knowledge Unit</td>
<td>811</td>
<td>796</td>
</tr>
<tr>
<td>Global Policy Unit</td>
<td>517</td>
<td>543</td>
</tr>
<tr>
<td>Environmental Law</td>
<td>1,320</td>
<td>568</td>
</tr>
<tr>
<td>Capacity Development Unit</td>
<td>482</td>
<td>400</td>
</tr>
<tr>
<td><strong>Sub Total PPG - Programme Policy Group</strong></td>
<td>3,921</td>
<td>3,100</td>
</tr>
<tr>
<td>Commission on Education and Communication</td>
<td>213</td>
<td>207</td>
</tr>
<tr>
<td>Commission on Ecosystem Management</td>
<td>160</td>
<td>167</td>
</tr>
<tr>
<td>Commission on Environmental Law</td>
<td>73</td>
<td>224</td>
</tr>
<tr>
<td>World Commission on Protected Areas</td>
<td>182</td>
<td>205</td>
</tr>
<tr>
<td>Species Survival Commission</td>
<td>260</td>
<td>241</td>
</tr>
<tr>
<td>Commission on Environment, Economics and Social Policy</td>
<td>184</td>
<td>167</td>
</tr>
<tr>
<td><strong>Sub Total Commissions</strong></td>
<td>1,072</td>
<td>1,211</td>
</tr>
<tr>
<td>Director General's Office</td>
<td>866</td>
<td>-</td>
</tr>
<tr>
<td>Deputy Director General's Office</td>
<td>401</td>
<td>404</td>
</tr>
<tr>
<td>Legal Counsel</td>
<td>446</td>
<td>-</td>
</tr>
<tr>
<td>Oversight Unit</td>
<td>246</td>
<td>249</td>
</tr>
<tr>
<td>Corporate Communications</td>
<td>517</td>
<td>514</td>
</tr>
<tr>
<td>Union Development Group</td>
<td>1,273</td>
<td>-</td>
</tr>
<tr>
<td><strong>Sub Total Directorate and Corporate Units</strong></td>
<td>3,749</td>
<td>1,167</td>
</tr>
<tr>
<td>Finance Group</td>
<td>2,025</td>
<td>-</td>
</tr>
<tr>
<td>Human Resources Management Group</td>
<td>1,097</td>
<td>-</td>
</tr>
<tr>
<td>Strategic Partnerships Unit</td>
<td>567</td>
<td>480</td>
</tr>
<tr>
<td>General Services Unit</td>
<td>3,142</td>
<td>-</td>
</tr>
<tr>
<td>Information Systems Operations</td>
<td>2,114</td>
<td>-</td>
</tr>
<tr>
<td>Information Systems Applications</td>
<td>1,206</td>
<td>507</td>
</tr>
<tr>
<td><strong>Sub Total Services Units</strong></td>
<td>10,151</td>
<td>987</td>
</tr>
<tr>
<td><strong>OVERALL TOTAL</strong></td>
<td>57,402</td>
<td>16,227</td>
</tr>
<tr>
<td>Non operating expenditure</td>
<td>595</td>
<td></td>
</tr>
<tr>
<td>Operating expenses as per the Income &amp; Expenditure Statement</td>
<td>57,997</td>
<td></td>
</tr>
</tbody>
</table>

### Reconciliation of Framework Income to the Financial Statements

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount (thousands Swiss francs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Total allocations as above</td>
<td>16,227</td>
</tr>
<tr>
<td>Realised foreign exchange on cash contributions</td>
<td>(8)</td>
</tr>
<tr>
<td>Framework funding allocated to projects (Norad contribution)</td>
<td>641</td>
</tr>
<tr>
<td>Surplus at year-end transferred to designated reserve</td>
<td>75</td>
</tr>
<tr>
<td>Total Funding under Joint Framework Agreements</td>
<td>16,935</td>
</tr>
</tbody>
</table>
### ANNEX A – Funding under Framework agreements

<table>
<thead>
<tr>
<th>Donors under Joint Framework Agreements</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Danish International Development Agency (DANIDA) - Denmark</td>
<td>3,276</td>
</tr>
<tr>
<td>Environment Agency – Abu Dhabi (EAD) – United Arab Emirates</td>
<td>1,000</td>
</tr>
<tr>
<td>French Development Agency (AFD) - France</td>
<td>705</td>
</tr>
<tr>
<td>MAVA Foundation for the Protection of Nature (MAVA) - Switzerland</td>
<td>1,000</td>
</tr>
<tr>
<td>Ministry of Environment, Republic of Korea (MOE) - Korea</td>
<td>600</td>
</tr>
<tr>
<td>Ministry of Foreign Affairs - Finland</td>
<td>857</td>
</tr>
<tr>
<td>Norwegian Agency for Development Cooperation (NORAD) - Norway</td>
<td>3,167</td>
</tr>
<tr>
<td>Swedish International Development Agency (SIDA) - Sweden</td>
<td>4,130</td>
</tr>
<tr>
<td>Swiss Agency for Development and Cooperation (SDC) - Switzerland</td>
<td>2,200</td>
</tr>
<tr>
<td><strong>Total Funding under Joint Framework Agreements</strong></td>
<td><strong>16,935</strong></td>
</tr>
</tbody>
</table>
IUCN, International Union for Conservation of Nature and Natural Resources
Gland

Report of the statutory auditor to the Council on the consolidated financial statements 2014
Report of the statutory auditor

to the Council of

IUCN, International Union for Conservation of Nature and Natural Resources

Gland

Report of the statutory auditor on the consolidated financial statements

As statutory auditor, we have audited the accompanying consolidated financial statements of IUCN, International Union for Conservation of Nature and Natural Resources (“IUCN”), which comprise the balance sheet, income and expenditure statement, cash flow statement and notes, for the year ended 31 December 2014.

Management’s responsibility

Management is responsible for the preparation of the consolidated financial statements in accordance with the requirements of Swiss law, IUCN Statutes as well as the consolidation and valuation principles described in the notes. This responsibility includes designing, implementing and maintaining an internal control system relevant to the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error. Management is further responsible for selecting and applying appropriate accounting policies and making accounting estimates that are reasonable in the circumstances.

Auditor’s responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Swiss law and Swiss Auditing Standards as well as the International Standards on Auditing. Those standards require that we plan and perform the audit to obtain reasonable assurance whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor’s judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers the internal control system relevant to the entity’s preparation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity’s internal control system. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made, as well as evaluating the overall presentation of the consolidated financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements for the year ended 31 December 2014 comply with Swiss law, IUCN Statutes as well as with the consolidation and valuation principles described in the notes.
Report on other legal requirements

We confirm that we meet the legal requirements on licensing according to the Auditor Oversight Act (AOA) and independence (article 69b paragraph 3 CC in connection with article 728 CO) and that there are no circumstances incompatible with our independence.

In accordance with article 69b paragraph 3 CC in connection with article 728a paragraph 1 item 3 CO and Swiss Auditing Standard 890, we confirm that an internal control system exists which has been designed for the preparation of consolidated financial statements according to the instructions of the Management.

We recommend that the consolidated financial statements submitted to you be approved.

PricewaterhouseCoopers SA

Yves Cerutti  
Audit expert  
Auditor in charge

Julien Ménoret  
Audit expert

Geneva, 13 May 2015

Enclosure:
- Consolidated financial statements (balance sheet, income statement, cash flow statement and notes)
- Annex A – 2014 Core Funds under Framework Agreements
FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014

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## CONSOLIDATED BALANCE SHEET AS OF 31 DECEMBER 2014

Report Currency: CHF ('000)

### ASSETS

#### Current assets

<table>
<thead>
<tr>
<th>Description</th>
<th>Notes</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and short term bank deposits</td>
<td>III</td>
<td>27,823</td>
<td>46,498</td>
</tr>
<tr>
<td>Financial assets</td>
<td>IV</td>
<td>13,132</td>
<td>0</td>
</tr>
<tr>
<td>Membership dues receivable (net)</td>
<td>VI</td>
<td>2,656</td>
<td>2,318</td>
</tr>
<tr>
<td>Staff receivables</td>
<td>VII</td>
<td>322</td>
<td>258</td>
</tr>
<tr>
<td>Receivables from partner organisations</td>
<td>VIII</td>
<td>514</td>
<td>77</td>
</tr>
<tr>
<td>Advances to implementing partners</td>
<td>IX</td>
<td>6,215</td>
<td>3,333</td>
</tr>
<tr>
<td>Other accounts receivable</td>
<td></td>
<td>2,878</td>
<td>2,551</td>
</tr>
<tr>
<td>Donor funds receivable</td>
<td></td>
<td>2,678</td>
<td>1,287</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td></td>
<td><strong>56,218</strong></td>
<td><strong>56,322</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Description</th>
<th>Notes</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Framework agreements receivable</td>
<td>X</td>
<td>0</td>
<td>705</td>
</tr>
<tr>
<td>Project agreements receivable</td>
<td>XIV</td>
<td>10,944</td>
<td>9,745</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td></td>
<td><strong>67,162</strong></td>
<td><strong>66,772</strong></td>
</tr>
</tbody>
</table>

#### Non-current assets

<table>
<thead>
<tr>
<th>Description</th>
<th>Notes</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fixed assets (net)</td>
<td>XIII</td>
<td>33,035</td>
<td>34,485</td>
</tr>
<tr>
<td>Intangible assets (net)</td>
<td>XIV</td>
<td>2,333</td>
<td>3,009</td>
</tr>
<tr>
<td><strong>Total non-current assets</strong></td>
<td></td>
<td><strong>35,368</strong></td>
<td><strong>37,494</strong></td>
</tr>
</tbody>
</table>

### LIABILITIES AND FUND BALANCES

#### Current liabilities

<table>
<thead>
<tr>
<th>Description</th>
<th>Notes</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership dues paid in advance</td>
<td></td>
<td>1,451</td>
<td>1,250</td>
</tr>
<tr>
<td>Accounts payable and accrued liabilities</td>
<td>XV</td>
<td>4,982</td>
<td>4,057</td>
</tr>
<tr>
<td>Social charges payable</td>
<td></td>
<td>563</td>
<td>411</td>
</tr>
<tr>
<td>Project agreements advances</td>
<td>XI</td>
<td>38,577</td>
<td>43,297</td>
</tr>
<tr>
<td>Deferred unrestricted income</td>
<td>XVII</td>
<td>100</td>
<td>989</td>
</tr>
<tr>
<td>Deferred income buildings</td>
<td>XVII</td>
<td>670</td>
<td>711</td>
</tr>
<tr>
<td>New building loan</td>
<td>XVIII</td>
<td>106</td>
<td>103</td>
</tr>
<tr>
<td>Miscellaneous current liabilities</td>
<td></td>
<td>272</td>
<td>253</td>
</tr>
<tr>
<td>Hosted organisations advances</td>
<td>XII</td>
<td>888</td>
<td>1,642</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td></td>
<td><strong>47,609</strong></td>
<td><strong>52,713</strong></td>
</tr>
</tbody>
</table>

#### Provisions

<table>
<thead>
<tr>
<th>Description</th>
<th>Notes</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Projects in deficit</td>
<td>XVI</td>
<td>927</td>
<td>897</td>
</tr>
<tr>
<td>Staff leave and repatriation</td>
<td>XVI</td>
<td>1,491</td>
<td>867</td>
</tr>
<tr>
<td>Staff termination</td>
<td>XVI</td>
<td>1,838</td>
<td>1,852</td>
</tr>
<tr>
<td><strong>Total provisions</strong></td>
<td></td>
<td><strong>4,256</strong></td>
<td><strong>3,616</strong></td>
</tr>
</tbody>
</table>

#### Non-current liabilities

<table>
<thead>
<tr>
<th>Description</th>
<th>Notes</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Long term deferred income</td>
<td>XVII</td>
<td>20,623</td>
<td>21,217</td>
</tr>
<tr>
<td>New building loan</td>
<td>XVIII</td>
<td>9,704</td>
<td>9,809</td>
</tr>
<tr>
<td><strong>Total non-current liabilities</strong></td>
<td></td>
<td><strong>30,327</strong></td>
<td><strong>31,026</strong></td>
</tr>
</tbody>
</table>

### Fund and Reserves

<table>
<thead>
<tr>
<th>Description</th>
<th>Notes</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>IUCN fund</td>
<td>XIX</td>
<td>8,621</td>
<td>6,128</td>
</tr>
<tr>
<td>Secretariat contingency fund</td>
<td></td>
<td>3,049</td>
<td>2,618</td>
</tr>
<tr>
<td>Currency translation adjustment</td>
<td></td>
<td>1,195</td>
<td>1,496</td>
</tr>
<tr>
<td>Reserve for statutory meetings</td>
<td></td>
<td>946</td>
<td>499</td>
</tr>
<tr>
<td>Other reserves</td>
<td></td>
<td>458</td>
<td>225</td>
</tr>
<tr>
<td>Cost centre reserves</td>
<td></td>
<td>5,301</td>
<td>5,272</td>
</tr>
<tr>
<td>Renovation fund</td>
<td></td>
<td>768</td>
<td>673</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>20,338</strong></td>
<td><strong>16,911</strong></td>
</tr>
</tbody>
</table>

### TOTAL LIABILITIES AND FUND BALANCES

See notes to the consolidated financial statements as indicated
**CONSOLIDATED INCOME AND EXPENDITURE STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2014**

Report Currency: CHF ('000)

<table>
<thead>
<tr>
<th>Notes</th>
<th>2014 Secretariat Unrestricted</th>
<th>2014 Project Agreements</th>
<th>2013 Secretariat Unrestricted</th>
<th>2013 Project Agreements</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Notes</td>
<td>2014 Secretariat Unrestricted</td>
<td>2014 Project Agreements</td>
<td>2013 Secretariat Unrestricted</td>
<td>2013 Project Agreements</td>
</tr>
<tr>
<td>EXTERNAL OPERATING INCOME</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Membership dues</td>
<td>12,147</td>
<td>0</td>
<td>12,147</td>
<td>12,374</td>
<td>0</td>
</tr>
<tr>
<td>Retention of staff income tax</td>
<td>XX</td>
<td>1,197</td>
<td>0</td>
<td>1,197</td>
<td>1,214</td>
</tr>
<tr>
<td>Agreements income</td>
<td>222</td>
<td>75,853</td>
<td>76,075</td>
<td>34</td>
<td>78,793</td>
</tr>
<tr>
<td>Framework income</td>
<td>XXI</td>
<td>16,822</td>
<td>0</td>
<td>16,822</td>
<td>16,935</td>
</tr>
<tr>
<td>Other operating income</td>
<td>XXII</td>
<td>3,941</td>
<td>1,373</td>
<td>5,314</td>
<td>3,519</td>
</tr>
<tr>
<td>TOTAL EXTERNAL OPERATING INCOME</td>
<td></td>
<td>34,329</td>
<td>77,226</td>
<td>111,555</td>
<td>34,383</td>
</tr>
<tr>
<td>INTERNAL ALLOCATIONS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Framework allocated to projects</td>
<td>(630)</td>
<td>630</td>
<td>0</td>
<td>(640)</td>
<td>640</td>
</tr>
<tr>
<td>Cross charges from projects</td>
<td>32,404</td>
<td>(32,607)</td>
<td>(203)</td>
<td>27,890</td>
<td>(27,738)</td>
</tr>
<tr>
<td>Other internal allocations</td>
<td>263</td>
<td>(60)</td>
<td>203</td>
<td>110</td>
<td>(263)</td>
</tr>
<tr>
<td>NET ALLOCATION</td>
<td>32,037</td>
<td>(32,037)</td>
<td>0</td>
<td>27,360</td>
<td>(27,360)</td>
</tr>
<tr>
<td>OPERATING EXPENDITURE</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel costs and consultancies</td>
<td>50,582</td>
<td>22,250</td>
<td>72,832</td>
<td>46,328</td>
<td>21,084</td>
</tr>
<tr>
<td>Travel and communications</td>
<td>2,959</td>
<td>15,929</td>
<td>18,888</td>
<td>2,217</td>
<td>13,671</td>
</tr>
<tr>
<td>Vehicles &amp; equipment - costs &amp; maintenance</td>
<td>2,630</td>
<td>3,135</td>
<td>5,765</td>
<td>2,802</td>
<td>2,823</td>
</tr>
<tr>
<td>Office and general administrative costs</td>
<td>5,146</td>
<td>2,712</td>
<td>7,858</td>
<td>4,799</td>
<td>2,221</td>
</tr>
<tr>
<td>Publications and printing costs</td>
<td>375</td>
<td>2,094</td>
<td>2,469</td>
<td>373</td>
<td>1,776</td>
</tr>
<tr>
<td>Workshops and grants to partners</td>
<td>1,019</td>
<td>5,155</td>
<td>6,174</td>
<td>769</td>
<td>5,050</td>
</tr>
<tr>
<td>Other operating expenditure</td>
<td>698</td>
<td>1,153</td>
<td>1,851</td>
<td>710</td>
<td>575</td>
</tr>
<tr>
<td>TOTAL OPERATING EXPENDITURE</td>
<td>63,409</td>
<td>52,428</td>
<td>115,837</td>
<td>57,998</td>
<td>47,200</td>
</tr>
<tr>
<td>NET OPERATING SURPLUS/ (DEFICIT)</td>
<td>2,957</td>
<td>(7,239)</td>
<td>(4,282)</td>
<td>3,745</td>
<td>4,655</td>
</tr>
<tr>
<td>OTHER INCOME (EXPENDITURE)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest income</td>
<td>XVIII</td>
<td>705</td>
<td>9</td>
<td>714</td>
<td>577</td>
</tr>
<tr>
<td>Financial charges</td>
<td>XVIII</td>
<td>(791)</td>
<td>(188)</td>
<td>(979)</td>
<td>(722)</td>
</tr>
<tr>
<td>Capital gains/(losses)</td>
<td>IV</td>
<td>111</td>
<td>0</td>
<td>111</td>
<td>1,003</td>
</tr>
<tr>
<td>Net gains/(losses) on foreign exchange</td>
<td>XVIII</td>
<td>(313)</td>
<td>27</td>
<td>(286)</td>
<td>134</td>
</tr>
<tr>
<td>Exchange differences on revaluation of project balances</td>
<td>XXIII</td>
<td>(0)</td>
<td>1,204</td>
<td>1,204</td>
<td>0</td>
</tr>
<tr>
<td>Net movements in provision and write-offs</td>
<td>(997)</td>
<td>268</td>
<td>(729)</td>
<td>(1,197)</td>
<td>121</td>
</tr>
<tr>
<td>TOTAL OTHER INCOME (EXPENDITURE)</td>
<td>(1,285)</td>
<td>1,320</td>
<td>35</td>
<td>(205)</td>
<td>(528)</td>
</tr>
<tr>
<td>Net Surplus (Deficit) for the year before extraordinary item</td>
<td>1,672</td>
<td>(5,919)</td>
<td>(4,247)</td>
<td>3,540</td>
<td>4,127</td>
</tr>
<tr>
<td>Gain on sale of land in WASAA</td>
<td>XXV</td>
<td>2,701</td>
<td>2,701</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>NET SURPLUS (DEFICIT) FOR THE YEAR</td>
<td>4,373</td>
<td>(5,919)</td>
<td>(1,546)</td>
<td>3,540</td>
<td>4,127</td>
</tr>
</tbody>
</table>

See notes to the consolidated financial statements as indicated.
## CONSOLIDATED FUNDS AND RESERVE STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2014

Report Currency: CHF (’000)

<table>
<thead>
<tr>
<th>Cost Centre Reserves</th>
<th>Secretariat Contingency Fund (SCF)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>IUCN Fund</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Renovation Adjustment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance as at 1 January 2013</td>
<td>0</td>
<td>13,234</td>
</tr>
<tr>
<td>Net surplus/deficit for the year</td>
<td>2,434</td>
<td>3,540</td>
</tr>
<tr>
<td>Foreign exchange adjustment</td>
<td>137</td>
<td></td>
</tr>
<tr>
<td>Allocation from core-funded cost centers to SCF</td>
<td>(1,232)</td>
<td>0</td>
</tr>
<tr>
<td>Allocation to Renovation fund</td>
<td>177</td>
<td>0</td>
</tr>
<tr>
<td>Allocation to Other Reserves</td>
<td>225</td>
<td>0</td>
</tr>
<tr>
<td>Allocation to Reserve for Statutory Meetings</td>
<td>499</td>
<td>0</td>
</tr>
<tr>
<td>Balance as at 31 December 2013</td>
<td>499</td>
<td>16,911</td>
</tr>
<tr>
<td>Net surplus/deficit for the year</td>
<td>930</td>
<td>4,373</td>
</tr>
<tr>
<td>Foreign exchange adjustment</td>
<td>(946)</td>
<td></td>
</tr>
<tr>
<td>Allocation from core-funded cost centers to SCF</td>
<td>(901)</td>
<td>0</td>
</tr>
<tr>
<td>Allocation to Renovation fund</td>
<td>95</td>
<td>0</td>
</tr>
<tr>
<td>Allocation to Other Reserves</td>
<td>233</td>
<td>0</td>
</tr>
<tr>
<td>Allocation to Reserve for Statutory Meetings</td>
<td>447</td>
<td>0</td>
</tr>
<tr>
<td>Legacy system reclassification</td>
<td>645</td>
<td>0</td>
</tr>
<tr>
<td>Balance as at 31 December 2014</td>
<td>946</td>
<td>20,338</td>
</tr>
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</table>
## CONSOLIDATED CASH FLOW STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2014

Report Currency: CHF ('000)

<table>
<thead>
<tr>
<th>Category</th>
<th>Notes</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash flow from operations</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Surplus/Deficit from Operations</td>
<td></td>
<td>4,373</td>
<td>3,540</td>
</tr>
<tr>
<td>Release from / (allocation to) reserves</td>
<td></td>
<td>(3,237)</td>
<td>(799)</td>
</tr>
<tr>
<td>Effect of exchange rate</td>
<td>XIX</td>
<td>(946)</td>
<td>137</td>
</tr>
<tr>
<td><strong>Net Balance from Operations</strong></td>
<td></td>
<td>190</td>
<td>2,878</td>
</tr>
<tr>
<td>Depreciation of fixed assets</td>
<td>XIII</td>
<td>2,310</td>
<td>2,229</td>
</tr>
<tr>
<td>Amortisation and impairment of Intangible assets</td>
<td>XIV</td>
<td>676</td>
<td>656</td>
</tr>
<tr>
<td>Increase / (decrease) in provisions for projects in deficit</td>
<td>XVI</td>
<td>30</td>
<td>169</td>
</tr>
<tr>
<td>Increase / (decrease) in the provision for staff termination</td>
<td>XVI</td>
<td>(14)</td>
<td>358</td>
</tr>
<tr>
<td>Increase / (decrease) in staff leave and repatriation liabilities</td>
<td>XVI</td>
<td>624</td>
<td>(185)</td>
</tr>
<tr>
<td>(Increase) / decrease in membership dues receivables (net)</td>
<td>VI</td>
<td>(338)</td>
<td>(965)</td>
</tr>
<tr>
<td>(Increase) / decrease in staff receivables</td>
<td>VII</td>
<td>(64)</td>
<td>102</td>
</tr>
<tr>
<td>(Increase) / decrease in receivables from partner organisations</td>
<td>VIII</td>
<td>(437)</td>
<td>1,206</td>
</tr>
<tr>
<td>(Increase) / decrease in advances to implementing partners</td>
<td>XI</td>
<td>(2,882)</td>
<td>(1,350)</td>
</tr>
<tr>
<td>(Increase) / decrease in other accounts receivable</td>
<td>(327)</td>
<td>213</td>
<td></td>
</tr>
<tr>
<td>(Increase) / decrease in donor funds receivable</td>
<td>(1,391)</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Increase / (decrease) in membership dues paid in advance</td>
<td></td>
<td>201</td>
<td>329</td>
</tr>
<tr>
<td>Increase / (decrease) in accounts payable and accrued liabilities</td>
<td>XV</td>
<td>926</td>
<td>28</td>
</tr>
<tr>
<td>Increase / (decrease) in social charges payable</td>
<td></td>
<td>152</td>
<td>(97)</td>
</tr>
<tr>
<td>Increase / (decrease) in miscellaneous current liabilities</td>
<td></td>
<td>19</td>
<td>(35)</td>
</tr>
<tr>
<td>Increase / (decrease) in hosted organisations advances</td>
<td>(755)</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>(Increase) / decrease in framework agreements receivable</td>
<td>X</td>
<td>705</td>
<td>527</td>
</tr>
<tr>
<td>(Increase) / decrease in project agreements receivable</td>
<td>XI</td>
<td>(1,199)</td>
<td>3,118</td>
</tr>
<tr>
<td>Increase / (decrease) in project agreements advances</td>
<td>XI</td>
<td>(4,720)</td>
<td>746</td>
</tr>
<tr>
<td>(Gain) / loss on disposal of fixed assets</td>
<td>XIII</td>
<td>(2,588)</td>
<td>686</td>
</tr>
<tr>
<td>Increase / (decrease) in Reserve for statutory meetings</td>
<td>XIX</td>
<td>447</td>
<td>499</td>
</tr>
<tr>
<td>Increase / (decrease) in Other reserves</td>
<td>XIX</td>
<td>233</td>
<td>225</td>
</tr>
<tr>
<td>Increase / (decrease) in Renovation fund reserve</td>
<td>XIX</td>
<td>95</td>
<td>177</td>
</tr>
<tr>
<td>Increase / (decrease) in IUCN fund reserve</td>
<td>XIX</td>
<td>2,493</td>
<td>(99)</td>
</tr>
<tr>
<td><strong>Total Cash flow from operations</strong></td>
<td></td>
<td>(5,614)</td>
<td>11,415</td>
</tr>
<tr>
<td><strong>Cash flow from investing activities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchase of fixed assets</td>
<td>XIII</td>
<td>(1,185)</td>
<td>(2,907)</td>
</tr>
<tr>
<td>Net movement in financial assets</td>
<td>IV</td>
<td>(13,132)</td>
<td>9,326</td>
</tr>
<tr>
<td>Purchase of intangible assets</td>
<td>XIV</td>
<td>0</td>
<td>(116)</td>
</tr>
<tr>
<td><strong>Total Cash flow from investing activities</strong></td>
<td></td>
<td>(14,317)</td>
<td>6,303</td>
</tr>
<tr>
<td><strong>Cash flow from financing activities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase/(decrease) in loan</td>
<td>XVIII</td>
<td>(102)</td>
<td>(101)</td>
</tr>
<tr>
<td>Increase/(decrease) in current deferred income</td>
<td>XVII</td>
<td>(930)</td>
<td>(13)</td>
</tr>
<tr>
<td>Increase/(decrease) in long-term deferred income</td>
<td>XVII</td>
<td>(594)</td>
<td>(1,028)</td>
</tr>
<tr>
<td>Proceeds from sale of land in WASAA</td>
<td>XXV</td>
<td>2,882</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Cash flow from financing activities</strong></td>
<td></td>
<td>1,256</td>
<td>(1,142)</td>
</tr>
<tr>
<td><strong>Net Cash inflow for the year</strong></td>
<td></td>
<td>(18,675)</td>
<td>16,576</td>
</tr>
<tr>
<td><strong>Cash and short term deposits at the beginning of the year</strong></td>
<td>III</td>
<td>46,498</td>
<td>29,922</td>
</tr>
<tr>
<td><strong>Cash and short term deposits at the end of the year</strong></td>
<td>III</td>
<td>27,823</td>
<td>46,498</td>
</tr>
</tbody>
</table>

See notes to the consolidated financial statements as indicated
I. ACTIVITY

IUCN (International Union for Conservation of Nature and Natural Resources) was constituted by statutes adopted in 1948 at a conference convened by the Republic of France, with membership comprised of states, governmental agencies, and international and national non-governmental organizations. The members registered IUCN statutes as an international association of governmental agencies and non-governmental organizations under article 60 of the Swiss Civil Code. The mission of IUCN is to influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable.

II. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND DEFINITIONS

All amounts are expressed in thousands of Swiss francs (CHF) unless otherwise indicated.

1. Accounting convention

The financial statements are prepared under the historical cost convention except for financial assets and loans that are measured at revalued amounts or at fair values. The financial statements are in accordance with the provisions of the Code of Obligations applicable prior to the changes introduced on 1 January 2013, in accordance with the transitional provisions of the new accounting law.

2. Basis of consolidation

The consolidated financial statements include all offices of IUCN and those entities over which the IUCN has the power to govern the financial and operating policies so as to obtain benefits from their activities. These comprise:

- The International Union for the Conservation of Nature and Natural Resources, Registered Trustees, (WASAA Trust Fund, Nairobi)
- UICN, Bureau de Représentation auprès de l’Union Européenne aisbl
- Iucn Europees Regionaal Office Stichting (Stichting Iucn-Ero)
- Associação UICN
- IUCN UK (A Company Limited by Guarantee)

3. Migration to the Enterprise Resource Planning (ERP) System

IUCN commenced implementation of an ERP system in 2011. The Headquarters office and Mediterranean office were migrated to the new system in 2011. Other offices followed in 2013 and 2014. As at the end of 2014 all offices were using the ERP system with the exception of those in West and Central Africa and the Environmental Law Centre in Bonn which use the legacy SUN system.

For each office, data was migrated from the start of the year for the year of implementation, irrespective of the “go-live” date. Opening balances were migrated at the 31st December rate of the previous year. Transactions from the start of the year to the “go-live” date were migrated at
the monthly rate. Exchange differences arising from migration have been recorded as foreign exchange gains/losses on the income and expenditure statement in the year of migration.

Prior to the implementation of the ERP system, offices maintained their books in either EUR or USD, except for Headquarters which maintained its books in CHF. The choice of functional currency was reassessed at the time of moving to the ERP and changed to reflect the economic environment in which each office operated and the predominant currency used for payments. Consequently, the functional currency was changed to the national currency of the country with the exceptions of Fiji (USD), Costa Rica (USD), and Serbia (EUR) where the currency chosen better reflects the economic environment in which the office operates.

4. Currency of accounts
   a) Reporting currency
   In accordance with IUCN’s Regulations, the reporting currency for the consolidated financial statements is Swiss francs (CHF).

   b) Functional currency
   A separate set of accounts is maintained for each country where IUCN has a presence. The functional currency for each country is the national currency of the country with the exception of Fiji (USD), Costa Rica (USD) and Serbia (EUR).

   For those offices in West and Central Africa and Environmental Law Centre, Bonn which use the SUN system the currency of the accounts is EUR.

5. Foreign exchange
The following accounting policies are applied when converting transactions and balances to the reporting currency:

- Transactions denominated in currencies other than the office ledger currency are converted to the ledger currency and recorded on the basis of the exchange rate prevailing at the date of the transaction. At the end of the year all balances maintained in transaction currencies are translated to the currency of the office ledger at the year-end rate. The gains and losses incurred are recognised in the income statement of each office ledger.

- At consolidation, all transactions in non-CHF ledgers are translated at the daily rate of exchange to CHF, except for those offices using the SUN system where transactions are translated at the monthly rate of exchange. The resulting exchange gain and loss is accounted for in the income statement.

- Except for fixed assets which are stated at historical values, non-Swiss franc balances in the consolidated balance sheet are translated at the year-end exchange rate and the resulting net unrealised gain or loss included in the balance sheet as a currency translation adjustment reserve.

- Project balances are expressed in the currency of the ledger in which they reside. Project balances in currencies other than CHF are re-valued to CHF using the year-end exchange rates. The resulting net unrealised gain or loss is recognized in the currency translation adjustment reserve.
If, as a result of the application of the above revaluation policies, a net deficit would occur on the currency translation adjustment reserve the deficit would be recognized in the income and expenditure statement.

6. Income

Income comprises membership dues from members, contributions in cash from donors, investment income, Swiss government tax rebates, rental of office space, and sundry income from the sale of other goods and services.

   a) Membership dues

Membership dues are fixed by the World Conservation Congress, the supreme governing body of IUCN, and are recognised as unrestricted income in the year they fall due.

   b) Voluntary donations

Voluntary donations comprise framework agreements with donors for the core activities of IUCN and project agreements for project activities.

   Framework agreements income

Framework agreements are normally for periods of more than one year and may be subject to general restrictions in their use in terms of geography or thematic area.

Framework agreements income is recognized in the income statement as unrestricted income once the agreement has been signed and in accordance with the amounts specified in the agreement for each calendar year. Framework agreements income received in advance of the period to which it relates is recorded as deferred unrestricted income.

   Framework in-kind contributions

In-kind contributions of staff are recognised at fair value over the period of the employment contract, and are recognised equally as both income and expenditure in the Consolidated Income and Expenditure Statement. The fair value of in-kind staff is taken as the average cost that would be incurred by the IUCN, if it were to directly employ a person in a similar position.

Project agreements income

Project agreements income is restricted for specific project activities detailed in project agreements. For those offices using the Enterprise Resource Planning (ERP) system (28 offices), income is either recognised at the point an invoice is raised and sent to the donor or on the basis of cash received if no invoice has been raised. For those offices using the SUN system (11 offices), income is recognised in the income statement on a cash basis. At the end of the year, projects may have a positive or negative balance. The sum of the balances on project agreements where income exceeds expenditure is recorded in the balance sheet as Project agreements advances, while the sum of the balances where expenditure exceeds income received is recorded as Project agreements receivable.

   c) Retention of staff income tax

Non-Swiss staff resident in Switzerland are exempt from paying taxes on their IUCN earnings on the basis of a Fiscal Agreement between IUCN and the Swiss Government, which entered
into effect on 1st January 1987. In order to ensure equitable treatment of both Swiss and non-
Swiss staff at Headquarters, an internal tax is levied on non-Swiss staff resident in Switzerland.
This is shown as Retention of staff income tax in the Income and Expenditure Statement and is
classified as unrestricted income.

7. Expenditure
All unrestricted expenditure is accounted for on an accrual basis. For those offices using the
ERP system project expenditure is recognised on an accrual basis except for expenditure
incurred by implementing partners which is recognised at the point an expenditure report is
received from the partner. For those offices using the SUN system expenditure is recognised on
a cash basis. At the end of a project, expenditure is recognised on an accrual basis irrespective
of the system used.

8. Financial assets
Financial assets are recorded at fair value. Gains/losses arising from changes in fair values of
financial assets are recognized in the income statement in the year that they occur as are
foreign exchange gains/losses resulting from the revaluation of financial assets denominated in
currencies other than the Swiss franc.

9. Fixed assets
a) Purchased assets
Purchased fixed assets are capitalised when the purchase price is CHF 1,000 or above or the
equivalent in other currencies and when ownership resides with IUCN.

b) In-kind assets
In-kind contributions of fixed assets are capitalised at fair value and the donations recorded as
deferred income which is then recognised in the income statement over the estimated useful life
of the assets in line with the depreciation charges.

c) Depreciation
Fixed assets are depreciated over their estimated useful lives on the following basis:

<table>
<thead>
<tr>
<th>Asset Type</th>
<th>Useful Life</th>
</tr>
</thead>
<tbody>
<tr>
<td>Computer hardware</td>
<td>3 years</td>
</tr>
<tr>
<td>Vehicles</td>
<td>4 years</td>
</tr>
<tr>
<td>Office furniture and equipment</td>
<td>5 - 7 years</td>
</tr>
<tr>
<td>Building renovations</td>
<td>10 - 20 years</td>
</tr>
<tr>
<td>Building installations</td>
<td>20 years</td>
</tr>
<tr>
<td>Building infrastructures</td>
<td>50 years</td>
</tr>
</tbody>
</table>

d) Donations for the purchase of fixed assets
Cash donations received for the purchase of fixed assets are recorded as deferred income and
recognised in the income statement over the estimated useful life of the corresponding asset in
line with the depreciation charge.

10. Intangible assets
Purchased computer software is capitalized on the basis of the costs incurred to acquire the
software and bring it to its point of use.
Software is depreciated over its estimated useful life on a straight line basis over 5 to 7 years.


   a) Provision for membership dues receivable

   A general provision for outstanding membership dues is made to recognise the probability that not all dues will be received. The increase or decrease in the total provision is recognised in the income and expenditure statement. Provision for membership dues in arrears is calculated on the following basis, based on the outstanding balance at the close of the year.

   Membership dues outstanding for:
   four years or more  100%
   three years        60%
   two years          40%
   one year           20%

   The provision against the arrears of some state members is calculated on an individual basis after a review of their own special situations.

   b) Provision for projects in deficit

   A provision for projects in deficit is made in respect of those projects where expenditure has exceeded income and where the receipt of future additional funds to cover the excess expenditure is uncertain.

   c) Staff terminations

   Provision is made for the estimated cost of known redundancies. A redundancy is considered to be known when a management decision has been taken and communicated to the staff concerned.

   Additional provision is made when there is a local legal obligation

   d) Staff leave and repatriation

   Staff leave refers to the holiday entitlement which had not been used by staff at the year-end. Staff leave is accrued for Headquarters staff starting 2014 and when there is a legal obligation to do so in other countries. Staff members are not allowed to carry forward from one year to another a cumulative leave balance of more than 10 days and any outstanding leave days are normally covered as part of the normal staff notice period. The balance at the year-end also includes the estimated cost of repatriation of international staff.

12. Loans at below market rate of interest

   Loans are initially measured at fair value. The benefit of the below-market rate of interest is measured as the difference between the initial carrying value of the loan and the proceeds received. The benefit is recorded as deferred income and recognised over the period of the loan.
An amount equivalent to the interest that would have been incurred had the loan been acquired at a market rate is recognised in the expenditure statement on an annual basis.

13. Hosted organisations

IUCN hosts certain organisations. A hosted organisation has no legal personality in the country of operation and therefore operates under the legal umbrella of IUCN. A hosted organisation is operationally autonomous and is accountable to its own management and governance structures and not to IUCN.

Income received and expenditure incurred on behalf of a hosted organisation is accounted for in separate project accounts and, with effect from 1 January 2014, excluded from consolidation. Funds held by IUCN on behalf of hosted organisations are recorded on the balance sheet as hosted organisation advances.

14. Reserves

IUCN maintains the following reserves:

   a) Unrestricted reserves

IUCN Fund

The IUCN Fund is maintained in order to preserve the Union's capital base. All income earned and losses incurred on the fund during the year are added or subtracted to its capital value. The use of the fund is governed by the IUCN Council and is maintained as a reserve of last resort.

Currency translation adjustment

The Currency translation adjustment reserve represents changes in the value of the net assets of IUCN at the consolidation level as a result of movements of functional currencies against the Swiss franc.

Secretariat contingency fund

The Secretariat contingency fund represents other unrestricted reserves.

   b) Designated reserves

Designated reserves represent funds set aside from unrestricted reserves to cover the cost of future events or activities. The designation may be reversed at any time by the IUCN Council.

Reserve for statutory meetings

The Reserve for statutory meetings represents amounts allocated from unrestricted funds to cover costs of future meetings of the World Conservation Congress and related preparatory meetings.

Cost centre reserves

Cost centre reserves represent surpluses on individual cost centres that are funded by unrestricted funds. Surpluses on those cost centres funded entirely by unrestricted funds are transferred to the Secretariat Contingency Fund. Surpluses on cost centres that are funded by both unrestricted and restricted funds (those relating to regional and global thematic programmes) are retained as cost centre reserves with the exception of 10% which is
transferred to the Secretariat Contingency Fund. The balance may be used in future accounting periods by cost centre managers with the explicit approval of the Director General and provided their expected use is included in a budget approved by the IUCN Council.

Renovation fund
The Renovation fund represents funds allocated from unrestricted funds for future renovations of the Headquarters building.

Other reserves
Other reserves represent amounts allocated from unrestricted funds to cover the cost of other future costs or activities.

15. Prior Year Comparatives
The following prior year comparatives have been reclassified on the balance sheet to be consistent with the current year’s presentation:

<table>
<thead>
<tr>
<th></th>
<th>2013 Revised</th>
<th>2013 Published</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership dues receivable</td>
<td>2,318</td>
<td>4,261</td>
</tr>
<tr>
<td>Provision for membership dues in arrears</td>
<td>-</td>
<td>(1,943)</td>
</tr>
<tr>
<td></td>
<td><strong>2,318</strong></td>
<td><strong>2,318</strong></td>
</tr>
<tr>
<td>Other accounts receivable</td>
<td>2,551</td>
<td>3,838</td>
</tr>
<tr>
<td>Donor funds receivable</td>
<td>1,287</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td><strong>3,838</strong></td>
<td><strong>3,838</strong></td>
</tr>
<tr>
<td>Project agreement advances</td>
<td>43,297</td>
<td>44,939</td>
</tr>
<tr>
<td>Hosted organisation advances</td>
<td>1,642</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td><strong>44,939</strong></td>
<td><strong>44,939</strong></td>
</tr>
</tbody>
</table>

III. CASH AND SHORT TERM BANK DEPOSITS
Cash and short-term bank deposits include all bank accounts and short-term deposit accounts operated by IUCN worldwide. The analysis by region or office is shown below.

<table>
<thead>
<tr>
<th>REGION OR OFFICE</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asia</td>
<td>2,680</td>
<td>2,709</td>
</tr>
<tr>
<td>Central America</td>
<td>1,582</td>
<td>821</td>
</tr>
<tr>
<td>Eastern and Southern Africa</td>
<td>1,676</td>
<td>2,040</td>
</tr>
<tr>
<td>Europe</td>
<td>217</td>
<td>1,475</td>
</tr>
<tr>
<td>Environmental Law Centre, Bonn</td>
<td>183</td>
<td>194</td>
</tr>
<tr>
<td>Headquarters</td>
<td>16,424</td>
<td>36,062</td>
</tr>
<tr>
<td>Mediterranean</td>
<td>406</td>
<td>415</td>
</tr>
<tr>
<td>Oceania</td>
<td>212</td>
<td>101</td>
</tr>
<tr>
<td>South America</td>
<td>249</td>
<td>55</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>125</td>
<td>107</td>
</tr>
<tr>
<td>United States</td>
<td>764</td>
<td>220</td>
</tr>
<tr>
<td>Western and Central Africa</td>
<td>3,233</td>
<td>1,819</td>
</tr>
<tr>
<td>West Asia</td>
<td>73</td>
<td>480</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>27,823</strong></td>
<td><strong>46,498</strong></td>
</tr>
</tbody>
</table>
IV. FINANCIAL ASSETS

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bonds</td>
<td>8,579</td>
<td>0</td>
</tr>
<tr>
<td>Microfinance</td>
<td>3,018</td>
<td>0</td>
</tr>
<tr>
<td>Equities</td>
<td>1,535</td>
<td>0</td>
</tr>
<tr>
<td>Treasury Bills</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>13,132</td>
<td>0</td>
</tr>
</tbody>
</table>

In January 2014 IUCN invested in portfolio of bonds, equities and microfinance assets to be managed by an external investment company.

At 31 December 2014, an unrealized foreign exchange loss of CHF 108 was recognised on the investment portfolio.

During the 2014 year, CHF 111 of capital gains was realised on the sale of investments and reinvested in the portfolio.

The government of Zimbabwe appropriated USD bank accounts of IUCN in 2008. In 2014, treasury bills were issued to IUCN as compensation for the appropriation. The treasury bills have maturity dates from 2017 to 2019. The treasury bills are recorded at estimated fair value.

V. DERIVATIVE FINANCIAL INSTRUMENTS

Forward currency contract commitments:

<table>
<thead>
<tr>
<th>Other currency</th>
<th>USD</th>
<th>CHF</th>
<th>Maturity date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conversion of SEK to USD</td>
<td>15,000</td>
<td>2,060</td>
<td>31.03.2015</td>
</tr>
<tr>
<td>Conversion of DKK to USD</td>
<td>10,500</td>
<td>1,589</td>
<td>28.04.2015</td>
</tr>
<tr>
<td>Conversion of DKK to USD</td>
<td>5,000</td>
<td>567</td>
<td>31.08.2015</td>
</tr>
<tr>
<td>Conversion of DKK to CHF</td>
<td>5,000</td>
<td>810</td>
<td>27.05.2015</td>
</tr>
<tr>
<td>Conversion of SEK to CHF</td>
<td>7,500</td>
<td>970</td>
<td>30.09.2015</td>
</tr>
</tbody>
</table>

The contracts for the conversions of SEK to USD maturing 31 March 2015, DKK to USD maturing 31 August 2015 and SEK to CHF maturing 30 September 2015 are forward currency contracts.

The contracts for the conversions of DKK to CHF maturing 27 May 2015 and NOK to USD maturing 28 April 2015 are forward currency contracts which, if the spot rate is above the strike rate, oblige IUCN to sell double of the other currency at the strike rate.

At 31 December 2014, the market value of forward currency contracts was CHF 388 (2013-CHF 0).

VI. MEMBERSHIP DUES RECEIVABLE AND PROVISION

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross Membership dues receivables</td>
<td>3,777</td>
<td>4,261</td>
</tr>
<tr>
<td>Provision for dues in arrears</td>
<td>(1,121)</td>
<td>(1,943)</td>
</tr>
<tr>
<td><strong>Net Membership Dues Receivable</strong></td>
<td>2,656</td>
<td>2,318</td>
</tr>
</tbody>
</table>
The provision for Membership dues in arrears has been calculated in accordance with the policy described in note II.11.

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>and prior</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>State Members</td>
<td>8</td>
<td>193</td>
<td>714</td>
<td>1,961</td>
<td>2,876</td>
</tr>
<tr>
<td>Government Agencies</td>
<td>12</td>
<td>66</td>
<td>140</td>
<td>253</td>
<td>471</td>
</tr>
<tr>
<td>International NGOs</td>
<td>1</td>
<td>5</td>
<td>26</td>
<td>35</td>
<td>67</td>
</tr>
<tr>
<td>National NGOs</td>
<td>7</td>
<td>54</td>
<td>85</td>
<td>144</td>
<td>291</td>
</tr>
<tr>
<td>Affiliates</td>
<td>5</td>
<td>13</td>
<td>24</td>
<td>30</td>
<td>72</td>
</tr>
<tr>
<td><strong>Total membership dues receivable</strong></td>
<td>33</td>
<td>331</td>
<td>990</td>
<td>2,423</td>
<td>3,777</td>
</tr>
<tr>
<td>Provision for membership dues</td>
<td>(33)</td>
<td>(199)</td>
<td>(386)</td>
<td>(493)</td>
<td>(1,121)</td>
</tr>
<tr>
<td><strong>Not membership dues receivables</strong></td>
<td>0</td>
<td>132</td>
<td>594</td>
<td>1,930</td>
<td>2,656</td>
</tr>
</tbody>
</table>

Movement in provision for membership dues

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Balance at 1 January</strong></td>
<td>1,943</td>
<td>2,210</td>
</tr>
<tr>
<td>Addition to provision</td>
<td>309</td>
<td>1,033</td>
</tr>
<tr>
<td>Write off of deficits against provision</td>
<td>(1,131)</td>
<td>(1,300)</td>
</tr>
<tr>
<td><strong>Balance at 31 December</strong></td>
<td>1,121</td>
<td>1,943</td>
</tr>
</tbody>
</table>

VII. **STAFF RECEIVABLES**

Staff receivables comprise travel advances, payroll advances and loans to staff outstanding as at 31 December. Amounts due to staff are netted off amounts due from staff.

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net travel advances</strong></td>
<td>265</td>
<td>184</td>
</tr>
<tr>
<td>Payroll advances and staff loans</td>
<td>57</td>
<td>73</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>322</td>
<td>258</td>
</tr>
</tbody>
</table>

VIII. **RECEIVABLES FROM PARTNER ORGANISATIONS**

Receivables from partner organisations represent balances due from organisations associated with IUCN that are outstanding as at 31 December.

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>RAMSAR Convention Secretariat</td>
<td>514</td>
<td>71</td>
</tr>
<tr>
<td>Other</td>
<td>0</td>
<td>6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>514</td>
<td>77</td>
</tr>
</tbody>
</table>
IX. ADVANCES TO IMPLEMENTING PARTNERS

Advances to implementing partners represent amounts advanced to IUCN partners for the implementation of project agreements that were not spent as at 31 December.

<table>
<thead>
<tr>
<th>Region</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asia and Oceania</td>
<td>687</td>
<td>739</td>
</tr>
<tr>
<td>Eastern and Southern Africa</td>
<td>790</td>
<td>659</td>
</tr>
<tr>
<td>Europe</td>
<td>15</td>
<td>115</td>
</tr>
<tr>
<td>Headquarters</td>
<td>2,712</td>
<td>500</td>
</tr>
<tr>
<td>North America</td>
<td>161</td>
<td>0</td>
</tr>
<tr>
<td>South and Central America</td>
<td>828</td>
<td>951</td>
</tr>
<tr>
<td>West Asia</td>
<td>270</td>
<td>0</td>
</tr>
<tr>
<td>Western and Central Africa</td>
<td>752</td>
<td>369</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>6,215</strong></td>
<td><strong>3,333</strong></td>
</tr>
</tbody>
</table>

X. FRAMEWORK AGREEMENTS RECEIVABLE

Framework agreements receivable represent framework agreements income due but not received as at the end of the year. As at 31 December 2014 there was no receivable compared to CHF 705 outstanding at 31 December 2013.

XI. PROJECT AGREEMENTS RECEIVABLE AND ADVANCES

Project agreements receivable represent the total of project balances where expenditure incurred exceeds amounts advanced by donors, while project agreement advances represent the total of project balances where advances from donors exceeds expenditure incurred.

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project agreements receivables</td>
<td>10,944</td>
<td>9,745</td>
</tr>
<tr>
<td>Project agreements advances</td>
<td>(38,577)</td>
<td>(43,297)</td>
</tr>
<tr>
<td><strong>Net balance at year end</strong></td>
<td><strong>(27,633)</strong></td>
<td><strong>(33,552)</strong></td>
</tr>
</tbody>
</table>

XII. HOSTED ORGANISATIONS ADVANCES

Hosted organisation advances represent funds held by IUCN on behalf of hosted organisations.

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance at 1 January</td>
<td>1,642</td>
<td>0</td>
</tr>
<tr>
<td>Income</td>
<td>3,048</td>
<td>0</td>
</tr>
<tr>
<td>Expenditure</td>
<td>(4,135)</td>
<td>0</td>
</tr>
<tr>
<td>Other funds held</td>
<td>556</td>
<td>0</td>
</tr>
<tr>
<td><strong>Balance at 31 December</strong></td>
<td><strong>888</strong></td>
<td><strong>1,642</strong></td>
</tr>
</tbody>
</table>
XIII. FIXED ASSETS

1. Movement in fixed assets

<table>
<thead>
<tr>
<th></th>
<th>Building Infrastructures</th>
<th>Building Installations</th>
<th>Other Land and Buildings</th>
<th>Vehicles, Equipment, Furniture &amp; Fixtures</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance as at 31 Dec 2012</td>
<td>27,178</td>
<td>13,775</td>
<td>1,460</td>
<td>12,090</td>
<td>54,503</td>
</tr>
<tr>
<td>Additions</td>
<td>0</td>
<td>0</td>
<td>2,020</td>
<td>887</td>
<td>2,907</td>
</tr>
<tr>
<td>Disposals</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>(2,471)</td>
<td>(2,471)</td>
</tr>
<tr>
<td>Balance as at 31 Dec 2013</td>
<td>27,178</td>
<td>13,775</td>
<td>3,480</td>
<td>10,506</td>
<td>54,939</td>
</tr>
<tr>
<td>Additions</td>
<td>0</td>
<td>0</td>
<td>267</td>
<td>918</td>
<td>1,185</td>
</tr>
<tr>
<td>Disposals</td>
<td>0</td>
<td>0</td>
<td>(39)</td>
<td>(475)</td>
<td>(514)</td>
</tr>
<tr>
<td>Balance as at 31 Dec 2014</td>
<td>27,178</td>
<td>13,775</td>
<td>3,703</td>
<td>9,624</td>
<td>54,280</td>
</tr>
</tbody>
</table>

Depreciation:

<table>
<thead>
<tr>
<th>Balance as at 31 Dec 2012</th>
<th>(4,583)</th>
<th>(6,066)</th>
<th>(303)</th>
<th>(9,038)</th>
<th>(20,010)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charge for the year 2013</td>
<td>(541)</td>
<td>(574)</td>
<td>(100)</td>
<td>(1,014)</td>
<td>(2,229)</td>
</tr>
<tr>
<td>Disposals</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1,786</td>
<td>1,786</td>
</tr>
<tr>
<td>Redeposition</td>
<td>(2,254)</td>
<td>2,225</td>
<td>29</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Balance as at 31 Dec 2013</td>
<td>(7,378)</td>
<td>(4,435)</td>
<td>(374)</td>
<td>(8,266)</td>
<td>(20,453)</td>
</tr>
<tr>
<td>Charge for the year 2014</td>
<td>(544)</td>
<td>(575)</td>
<td>(228)</td>
<td>(963)</td>
<td>(2,310)</td>
</tr>
<tr>
<td>Disposals</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>413</td>
<td>413</td>
</tr>
<tr>
<td>Change in functional currency adjustment</td>
<td>0</td>
<td>0</td>
<td>(26)</td>
<td>1,131</td>
<td>1,105</td>
</tr>
<tr>
<td>Balance as at 31 Dec 2014</td>
<td>(7,922)</td>
<td>(5,010)</td>
<td>(628)</td>
<td>(7,658)</td>
<td>(21,244)</td>
</tr>
</tbody>
</table>

Net Book Value:

<table>
<thead>
<tr>
<th>Balance as at 31 Dec 2013</th>
<th>19,800</th>
<th>9,340</th>
<th>3,105</th>
<th>2,240</th>
<th>34,485</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance as at 31 Dec 2014</td>
<td>19,256</td>
<td>8,765</td>
<td>3,075</td>
<td>1,939</td>
<td>33,035</td>
</tr>
</tbody>
</table>

Fixed assets purchased using unrestricted funds are depreciated over their estimated useful lives as per note II.9.

2. Insurance value of fixed assets

As at 31 December 2014, the fixed assets at Headquarters were insured for CHF 43,701 (2013 – CHF 43,701). The WASAA building and fixed assets in Kenya were insured for Kenya shillings 30 million, equivalent to CHF 322 (2013 – CHF 272), which is the estimated replacement value.

3. Land

In 1990, the commune of Gland gave IUCN the right to use a plot of land for the purpose of building the IUCN Secretariat Headquarters. The right was granted at no cost for a period of 50 years, i.e. until August 2040. In 2008 the commune of Gland gave IUCN the right of use of an adjacent piece of land to the original plot for a period of 50 years, with the permission to construct an extension to the existing Headquarters’ building.

4. Headquarters building

Included in Building Infrastructures and Building Installations is the Headquarters building. This consists of an original building and an extension.

a) Original building

The original building was financed by donations received from the Swiss Confederation, the Canton of Vaud and the Commune of Gland. Although IUCN formally owns the Headquarters
building, it enjoys a restricted use and cannot dispose of it or use it as collateral without the approval of the Swiss Government. If disposed of, the Swiss Government has the right to recuperate its initial outlay plus a percentage of the value added, if applicable. The cost of the building is included in fixed assets and the net book value is matched by a corresponding value of deferred income to recognise the restricted nature of the building. The deferred income is released over the estimated useful life of the building in line with the depreciation of the building.

In 2014, the Canton of Vaud provided a grant of CHF 600 towards the renovation of the original building. The grant will be released over the estimated useful life of the building renovation (20 years).

b) Building extension

The building extension was financed by an interest free loan from the Swiss Government of CHF 20,000 payable in 50 equal yearly instalments of CHF 400, the first of which was paid in December 2010. In addition to the loan from the Swiss Government, IUCN received cash donations of CHF 4,226 and in-kind donations of CHF 1,787.

XIV. INTANGIBLE ASSETS

As at 31 December 2014 expenditure of CHF 4,605 (2013 – CHF 4,605) had been incurred on the development and implementation of an ERP system and portal applications. The ERP system went “live” at Headquarters in July 2011 and has been depreciated from this point.

<table>
<thead>
<tr>
<th>Movement in Intangible assets</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purchase value:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance at 1 January</td>
<td>4,605</td>
<td>4,489</td>
</tr>
<tr>
<td>Additions</td>
<td>0</td>
<td>116</td>
</tr>
<tr>
<td>Balance at 31 December</td>
<td>4,605</td>
<td>4,605</td>
</tr>
<tr>
<td>Amortisation:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance as of 1 January</td>
<td>(1,596)</td>
<td>(940)</td>
</tr>
<tr>
<td>Charge for the year</td>
<td>(676)</td>
<td>(656)</td>
</tr>
<tr>
<td>Balance at 31 December</td>
<td>(2,272)</td>
<td>(1,596)</td>
</tr>
<tr>
<td>Net Book Value:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance at 31 December</td>
<td>2,333</td>
<td>3,009</td>
</tr>
</tbody>
</table>

XV. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

Accounts payable and accrued liabilities represent amounts owed to creditors and suppliers as at the end of the year. Of the total outstanding balance of CHF 4,982 as at 31 December 2014 (2013 – CHF 4,057), CHF 2,412 (2013 – CHF 1,700) is related to Headquarters and the balance to regional and country offices.
XVI. PROVISIONS

1. Projects in deficit

The provision for projects in deficit is funded by unrestricted income and covers projects where negotiations are still ongoing but where IUCN considers that it may not be able to obtain additional funds from donors to cover expenditures already incurred.

Movement in project deficit provision

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance at 1 January</td>
<td>897</td>
<td>728</td>
</tr>
<tr>
<td>Additions to provision</td>
<td>549</td>
<td>498</td>
</tr>
<tr>
<td>Utilization of provision</td>
<td>(519)</td>
<td>(328)</td>
</tr>
<tr>
<td>Balance at 31 December</td>
<td>927</td>
<td>897</td>
</tr>
</tbody>
</table>

Region

<table>
<thead>
<tr>
<th>Region</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asia</td>
<td>48</td>
<td>89</td>
</tr>
<tr>
<td>Eastern and Southern Africa Region</td>
<td>4</td>
<td>213</td>
</tr>
<tr>
<td>Europe</td>
<td>17</td>
<td>61</td>
</tr>
<tr>
<td>Headquarters</td>
<td>636</td>
<td>383</td>
</tr>
<tr>
<td>Western and Central Africa</td>
<td>184</td>
<td>116</td>
</tr>
<tr>
<td>Other Offices</td>
<td>38</td>
<td>35</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>927</strong></td>
<td><strong>897</strong></td>
</tr>
</tbody>
</table>

2. Staff termination

The provision for staff termination is calculated separately for each office to comply with local labour laws. Irrespective of local labour law, provision is made for the estimated cost of staff termination when a decision has been made to terminate a member of staff and the decision has been communicated to the individual concerned.

Movement in provision for staff termination

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance at 1 January</td>
<td>1,852</td>
<td>2,037</td>
</tr>
<tr>
<td>Additions to provision</td>
<td>999</td>
<td>2,171</td>
</tr>
<tr>
<td>Utilization of provision</td>
<td>(1,013)</td>
<td>(2,357)</td>
</tr>
<tr>
<td>Balance at 31 December</td>
<td>1,838</td>
<td>1,852</td>
</tr>
</tbody>
</table>
Deferred unrestricted income represents income received in advance of the period to which it relates.

IUCN US entered into a long term rental contract and benefits from lower rental costs at the beginning of the ten year contract. In 2014, the lease was extended and will expire in 2025. The office is paying an annual increase in rent of 4%, which is higher than annual inflation estimated at 1.75%. The difference of the low initial rental costs and the higher annual rental increases is recorded as deferred income to straight line the cost over the rental period to 2025.

Donations received for the headquarters buildings (original and extension) are recorded as deferred income and recognised over the useful life of the corresponding purchased or donated assets (see note XIII 4).

The deferred income on the government loan represents the difference between the fair value of the loan (CHF 9,810 and the outstanding cash value of the loan (CHF17,995) (see note XV). This difference represents the fair value of the interest saved on the interest free loan granted by the Swiss Government and is recognised over the period of the loan.
XVIII. LOAN

Headquarters building extension loan

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current</td>
<td>106</td>
<td>103</td>
</tr>
<tr>
<td>Non-current</td>
<td>9,704</td>
<td>9,809</td>
</tr>
<tr>
<td>Total</td>
<td>9,810</td>
<td>9,912</td>
</tr>
</tbody>
</table>

The Swiss Government provided an interest free loan of CHF 20 million to finance the headquarters building extension.

The loan is repayable in 50 annual instalments of CHF 400. The first instalment was paid in December 2010.

The fair value of the loan is estimated at CHF 9,810. The outstanding cash value of the loan has been discounted at a rate of 3% which represents the market interest rate for a 10-year loan at the point of inception of the loan. The difference of CHF 8,185 between the outstanding cash value and the fair value of the loan is the benefit derived from the interest-free loan and is recorded as deferred income (see note XVII).

The value of the interest that would have been paid on an equivalent commercial loan of 3% is estimated at CHF 540 (2013 - CHF 552). This has been recorded in the Consolidated Income and Expenditure statement under Interest income to recognize the benefit of the interest free loan and under financial charges to recognize the interest that would have been paid.

XIX. FUNDS AND RESERVES

1. Unrestricted reserves
   a) Currency translation adjustments & foreign exchange gains and losses

Exchange gains and losses at the individual ledger levels are dealt with in the income statement. The net unrestricted loss on exchange for the year amounted to CHF 313 (2013 – gain of CHF 134).

Exchange gains and losses on consolidation and translation of ledgers maintained in other currencies to Swiss francs are taken to the Currency translation adjustment reserve. The net movement during 2014 was a loss of CHF 946 (2013 – gain of CHF 137).

2. Designated reserves
   a) Reserve for statutory meetings

An allocation of CHF 447 (2013 - 499) was made from the Secretariat contingency fund to the Reserve for statutory meetings to cover future costs for the 2016 Congress (CHF 197), and Regional Conservation Fora (CHF 250).

b) Other reserves

An allocation of CHF 233 (2013 – 225) was made from the Secretariat contingency fund to Other reserves to cover future costs of the External Review to be performed in 2015 (CHF 75)
and a Congress for the World Commission on Environmental Law to be held in 2016 (CHF 158).

c) Cost centre reserves
An allocation of CHF 901 (2013 – CHF 1,232) was made from Cost centre reserves to the Secretariat contingency fund in accordance with accounting policy 14 b).

d) Renovation fund
A net allocation of CHF 95 (2013 – CHF 177) was made from the Secretariat contingency fund to the Renovation fund to cover future renovation costs of the Headquarters building.

XX. RETENTION OF STAFF INCOME TAX

Swiss Government tax rebates amounted to CHF 1,197 (2013 – CHF 1,214) and represents the value of taxes that would have been paid by non-Swiss staff in the absence of the Fiscal Agreement between IUCN and the Swiss Government which exempts non-Swiss staff from payroll taxes and which entered into effect on 1st January 1987.

XXI. FRAMEWORK INCOME

Annex A lists Framework Agreements income by donor and details income allocations to the IUCN program and operational units.

Framework income includes in-kind contributions of CHF 244 (2013 – nil).

XXII. OTHER OPERATING INCOME

Other operating income of CHF 3,941 (2013 – CHF 3,519) shown under Secretariat unrestricted funds includes overhead and management fees from Ramsar of CHF 515 (2013 - CHF 515), rental income of CHF 855 (2013 - CHF 733) and recognition of deferred income of donations for the headquarters original building and building extension CHF 711 (2013 - CHF 711). The balance of other operating income is made up of miscellaneous external income received by IUCN both at Headquarters and other offices around the world.

XXIII. EXCHANGE DIFFERENCES ON REVALUATION OF PROJECT BALANCES

Project balances are expressed in the currency of the country ledger. At the end of the year, project balances expressed in non CHF ledgers are revalued to CHF using the year-end exchange rates. The resulting unrealised gain or loss is recorded as an adjustment to project balances on the balance sheet (Project agreements advances and Project agreements receivable) and the Currency translation adjustment reserve. The net adjustment is passed through the income and expenditure statement for project agreements to reflect the net movement on the project portfolio.
XXIV. RELATED PARTIES

1. Identity of related parties
   
a) The Commissions
   The Commissions of IUCN are networks of expert volunteers entrusted to develop and advance the institutional knowledge and experience and objectives of IUCN. The Commissions are established by Congress which determines their mandate.

   b) The National and Regional Committees
   National and Regional Committees are groupings of Members of IUCN from specific states or regions. Their role is to facilitate cooperation among Members and to coordinate the participation of Members in the programme and governance of IUCN.

   c) The Convention on Wetlands of International Importance (Ramsar)
   Ramsar is hosted by the IUCN Secretariat and operates under its legal personality. It is headed by a Secretary General with sole responsibility for the administration of the convention funds and for all administrative matters, with the exception of those requiring the exercise of legal personality. IUCN provides services to the Ramsar Secretariat in terms of financial and budgetary management, office facilities, human resources management and information technology.

   d) TRAFFIC International
   TRAFFIC International is a charity registered in the United Kingdom and is a joint venture between WWF International and IUCN. The IUCN Secretariat hosts TRAFFIC operations in its offices in Ecuador, Cameroon and South Africa where they operate under the legal personality of IUCN.

   e) International Union for Conservation of Nature and Natural Resources – US
   The International Union for Conservation of Nature and Natural Resources – US is a US registered charity whose main purpose is to raise funds for conservation to be spent in partnership with IUCN and its members.

2. Transactions with related parties
   During the course of the year IUCN made contributions of CHF 1,443 to the Commissions (2013 – CHF 1,211). The amount is distributed across the expenditure headings that reflect the nature of the expenses incurred by the Commissions.

   During the year and as part of the services IUCN provides to Ramsar, IUCN received funds of CHF 7,179 (2013 – CHF 5,753) and incurred payments of CHF 6,025 (2013 - CHF 5,600) on behalf of Ramsar. At year-end the balance held in trust for Ramsar amounted to CHF 6,443 (2013 - CHF 4,811). These transactions are recorded in Ramsar accounts and financial statements and are therefore not presented in the financial statements of IUCN. During the year, IUCN received fees of CHF 515 (2013-CHF 515) for the services provided to Ramsar and which are included in Other operating income.
During the year IUCN made contributions of CHF 275 to TRAFFIC International (2013 – CHF 275).

During the year IUCN received funds from the International Union for the Conservation of Nature and Natural Resources – US of USD 1,047 (2013 – USD 504).

XXV. SALE OF LAND

In 2014, WASAA Trust Fund, Nairobi sold 2.78 hectares of land for KES 268,840 (CHF 2,882). The land sold was originally purchased for KES 3,642 (CHF 39). The sale realised a gain on sale of KES 251,939 (CHF 2,701) after taking into consideration costs of KES 13,259 (CHF 142).
<table>
<thead>
<tr>
<th>Amounts in thousands Swiss francs</th>
<th>2014 Secretariat expenditure</th>
<th>2014 Framework core allocation</th>
<th>2013 Secretariat expenditure</th>
<th>2013 Framework core allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central and West Africa Region</td>
<td>4,443</td>
<td>1,095</td>
<td>4,780</td>
<td>948</td>
</tr>
<tr>
<td>Eastern and Southern Africa Region</td>
<td>3,434</td>
<td>842</td>
<td>3,670</td>
<td>791</td>
</tr>
<tr>
<td>Asia Region</td>
<td>7,802</td>
<td>1,137</td>
<td>7,353</td>
<td>1,000</td>
</tr>
<tr>
<td>Meso America and Caribbean</td>
<td>3,022</td>
<td>541</td>
<td>2,138</td>
<td>493</td>
</tr>
<tr>
<td>South America and Brazil</td>
<td>1,215</td>
<td>477</td>
<td>1,019</td>
<td>499</td>
</tr>
<tr>
<td>European Union Representative Office</td>
<td>765</td>
<td>686</td>
<td>200</td>
<td></td>
</tr>
<tr>
<td>European Programme</td>
<td>499</td>
<td>215</td>
<td>298</td>
<td></td>
</tr>
<tr>
<td>West Asia Region</td>
<td>934</td>
<td>342</td>
<td>711</td>
<td>322</td>
</tr>
<tr>
<td>Mediterranean Cooperation Centre</td>
<td>1,260</td>
<td>-</td>
<td>1,112</td>
<td>-</td>
</tr>
<tr>
<td>Oceania</td>
<td>1,751</td>
<td>439</td>
<td>1,700</td>
<td>334</td>
</tr>
<tr>
<td>Washington DC Office</td>
<td>968</td>
<td>-</td>
<td>844</td>
<td>200</td>
</tr>
<tr>
<td><strong>Sub Total Regional Components</strong></td>
<td><strong>26,093</strong></td>
<td><strong>5,088</strong></td>
<td><strong>24,311</strong></td>
<td><strong>4,787</strong></td>
</tr>
<tr>
<td>Director's Office, Biodiversity Conservation Group</td>
<td>507</td>
<td>534</td>
<td>528</td>
<td>514</td>
</tr>
<tr>
<td>Species Programme</td>
<td>3,348</td>
<td>816</td>
<td>3,002</td>
<td>633</td>
</tr>
<tr>
<td>Invasive Species Initiative</td>
<td>143</td>
<td>53</td>
<td>148</td>
<td>50</td>
</tr>
<tr>
<td>Protected Areas Programme</td>
<td>1,370</td>
<td>585</td>
<td>1,091</td>
<td>521</td>
</tr>
<tr>
<td>World Heritage Programme</td>
<td>717</td>
<td>282</td>
<td>793</td>
<td>228</td>
</tr>
<tr>
<td>Traffic International</td>
<td>519</td>
<td>275</td>
<td>453</td>
<td>275</td>
</tr>
<tr>
<td><strong>Sub Total Biodiversity Conservation Group</strong></td>
<td><strong>6,604</strong></td>
<td><strong>2,545</strong></td>
<td><strong>6,015</strong></td>
<td><strong>2,221</strong></td>
</tr>
<tr>
<td>Director's Office, Nature-based Solutions Group</td>
<td>523</td>
<td>482</td>
<td>423</td>
<td>442</td>
</tr>
<tr>
<td>Ecosystem Based Adaptation Programme</td>
<td>1,487</td>
<td>280</td>
<td>1,299</td>
<td>246</td>
</tr>
<tr>
<td>Forest &amp; Climate Change Programme</td>
<td>2,158</td>
<td>419</td>
<td>1,480</td>
<td>334</td>
</tr>
<tr>
<td>Marine &amp; Polar Programme</td>
<td>1,831</td>
<td>487</td>
<td>1,657</td>
<td>384</td>
</tr>
<tr>
<td>Social Policy Advisor</td>
<td>348</td>
<td>346</td>
<td>338</td>
<td>300</td>
</tr>
<tr>
<td>Gender Advisor</td>
<td>565</td>
<td>166</td>
<td>289</td>
<td>160</td>
</tr>
<tr>
<td>Water &amp; Food Security Programme</td>
<td>1,102</td>
<td>383</td>
<td>1,133</td>
<td>311</td>
</tr>
<tr>
<td>Business &amp; Biodiversity Programme</td>
<td>1,495</td>
<td>446</td>
<td>1,286</td>
<td>373</td>
</tr>
<tr>
<td>Economics Programme</td>
<td>426</td>
<td>285</td>
<td>277</td>
<td>204</td>
</tr>
<tr>
<td><strong>Sub Total Nature-based Solutions Group</strong></td>
<td><strong>9,935</strong></td>
<td><strong>3,294</strong></td>
<td><strong>8,182</strong></td>
<td><strong>2,754</strong></td>
</tr>
<tr>
<td>Director's Office, Policy, Programme &amp; Capacity Development Group</td>
<td>406</td>
<td>438</td>
<td>372</td>
<td>398</td>
</tr>
<tr>
<td>Planning, Monitoring &amp; Evaluation Unit</td>
<td>466</td>
<td>574</td>
<td>419</td>
<td>395</td>
</tr>
<tr>
<td>Science and Knowledge Unit</td>
<td>716</td>
<td>763</td>
<td>811</td>
<td>796</td>
</tr>
<tr>
<td>Global Policy Unit</td>
<td>628</td>
<td>643</td>
<td>517</td>
<td>543</td>
</tr>
<tr>
<td>Environmental Law</td>
<td>1,406</td>
<td>602</td>
<td>1,320</td>
<td>568</td>
</tr>
<tr>
<td>GEF Coordination Unit</td>
<td>558</td>
<td>572</td>
<td>482</td>
<td>400</td>
</tr>
<tr>
<td><strong>Sub Total PPG - Programme Policy Group</strong></td>
<td><strong>4,180</strong></td>
<td><strong>3,592</strong></td>
<td><strong>3,921</strong></td>
<td><strong>3,100</strong></td>
</tr>
<tr>
<td>Commission on Education and Communication</td>
<td>229</td>
<td>232</td>
<td>213</td>
<td>207</td>
</tr>
<tr>
<td>Commission on Ecosystem Management</td>
<td>226</td>
<td>232</td>
<td>160</td>
<td>167</td>
</tr>
<tr>
<td>Commission on Environmental Law</td>
<td>92</td>
<td>244</td>
<td>73</td>
<td>224</td>
</tr>
<tr>
<td>World Commission on Protected Areas</td>
<td>264</td>
<td>242</td>
<td>182</td>
<td>205</td>
</tr>
<tr>
<td>Species Survival Commission</td>
<td>314</td>
<td>261</td>
<td>260</td>
<td>241</td>
</tr>
<tr>
<td>Commission on Environment, Economics and Social Policy</td>
<td>195</td>
<td>232</td>
<td>184</td>
<td>167</td>
</tr>
<tr>
<td><strong>Sub Total Commissions</strong></td>
<td><strong>1,320</strong></td>
<td><strong>1,443</strong></td>
<td><strong>1,072</strong></td>
<td><strong>1,211</strong></td>
</tr>
<tr>
<td>Director's office, Union Development Group</td>
<td>806</td>
<td>-</td>
<td>694</td>
<td>-</td>
</tr>
<tr>
<td>Governance</td>
<td>619</td>
<td>491</td>
<td>579</td>
<td>-</td>
</tr>
<tr>
<td><strong>Sub Total Union Development</strong></td>
<td><strong>1,425</strong></td>
<td>-</td>
<td><strong>1,273</strong></td>
<td></td>
</tr>
<tr>
<td>Directorate</td>
<td>1,421</td>
<td>161</td>
<td>1,267</td>
<td>404</td>
</tr>
<tr>
<td>Legal Counsel</td>
<td>469</td>
<td>-</td>
<td>446</td>
<td>-</td>
</tr>
<tr>
<td>Oversight Unit</td>
<td>245</td>
<td>-</td>
<td>246</td>
<td>249</td>
</tr>
<tr>
<td>Global Communications</td>
<td>809</td>
<td>158</td>
<td>517</td>
<td>514</td>
</tr>
<tr>
<td>Finance Group</td>
<td>2,089</td>
<td>-</td>
<td>2,025</td>
<td>-</td>
</tr>
<tr>
<td>Human Resources Management Group</td>
<td>1,283</td>
<td>-</td>
<td>1,097</td>
<td>-</td>
</tr>
<tr>
<td>Strategic Partnerships Unit</td>
<td>709</td>
<td>-</td>
<td>567</td>
<td>480</td>
</tr>
<tr>
<td>General Services Unit</td>
<td>3,068</td>
<td>-</td>
<td>3,142</td>
<td>-</td>
</tr>
<tr>
<td>Information Systems</td>
<td>3,371</td>
<td>-</td>
<td>3,320</td>
<td>507</td>
</tr>
<tr>
<td><strong>Sub Total Corporate Support Units</strong></td>
<td><strong>13,464</strong></td>
<td><strong>319</strong></td>
<td><strong>12,627</strong></td>
<td><strong>2,154</strong></td>
</tr>
<tr>
<td>OVERALL TOTAL</td>
<td><strong>63,021</strong></td>
<td><strong>16,281</strong></td>
<td><strong>57,402</strong></td>
<td><strong>16,227</strong></td>
</tr>
<tr>
<td>Non operating expenditure</td>
<td>388</td>
<td>-</td>
<td>595</td>
<td></td>
</tr>
<tr>
<td>Operating expenses as per the Income &amp; Expenditure</td>
<td><strong>63,409</strong></td>
<td><strong>57,997</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Donors under Joint Framework Agreements

<table>
<thead>
<tr>
<th>Donor</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Danish International Development Agency (DANIDA) - Denmark</td>
<td>3,131</td>
<td>3,276</td>
</tr>
<tr>
<td>Environment Agency – Abu Dhabi (EAD) – United Arab Emirates</td>
<td>1,000</td>
<td>1,000</td>
</tr>
<tr>
<td>French Development Agency (AFD), Ministry of Foreign Affairs (MAEDI), Ministry of Environment (MEDDE) - France</td>
<td>946</td>
<td>705</td>
</tr>
<tr>
<td>MAVA Foundation for the Protection of Nature (MAVA) - Switzerland</td>
<td>1,000</td>
<td>1,000</td>
</tr>
<tr>
<td>Ministry of Environment, Republic of Korea (MOE) - Korea</td>
<td>600</td>
<td>600</td>
</tr>
<tr>
<td>Ministry of Foreign Affairs - Finland</td>
<td>850</td>
<td>857</td>
</tr>
<tr>
<td>Norwegian Agency for Development Cooperation (NORAD) - Norway</td>
<td>3,028</td>
<td>3,167</td>
</tr>
<tr>
<td>Swedish International Development Agency (SIDA) - Sweden</td>
<td>4,067</td>
<td>4,130</td>
</tr>
<tr>
<td>Swiss Agency for Development and Cooperation (SDC) - Switzerland</td>
<td>2,200</td>
<td>2,200</td>
</tr>
</tbody>
</table>

**Total Funding Framework Agreements**

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total</strong></td>
<td>16,822</td>
<td>16,935</td>
</tr>
</tbody>
</table>
IUCN, International Union for Conservation of Nature and Natural Resources
Gland

Report of the statutory auditor to the Council on the consolidated financial statements 2015
Report of the statutory auditor

to the Council of
IUCN, International Union for Conservation of Nature and Natural Resources
Gland

**Report of the statutory auditor on the consolidated financial statements**

As statutory auditor, we have audited the accompanying consolidated financial statements of IUCN, International Union for Conservation of Nature and Natural Resources (“IUCN”), which comprise the balance sheet, income and expenditure statement, cash flow statement and notes, for the year ended 31 December 2015.

**Management’s responsibility**

Management is responsible for the preparation of the consolidated financial statements in accordance with the requirements of Swiss law, IUCN Statutes as well as the consolidation and valuation principles described in the notes. This responsibility includes designing, implementing and maintaining an internal control system relevant to the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error. Management is further responsible for selecting and applying appropriate accounting policies and making accounting estimates that are reasonable in the circumstances.

**Auditor’s responsibility**

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Swiss law and Swiss Auditing Standards as well as the International Standards on Auditing. Those standards require that we plan and perform the audit to obtain reasonable assurance whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor’s judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers the internal control system relevant to the entity’s preparation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity’s internal control system. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made, as well as evaluating the overall presentation of the consolidated financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

**Opinion**

In our opinion, the consolidated financial statements for the year ended 31 December 2015 comply with Swiss law, IUCN Statutes as well as with the consolidation and valuation principles described in the notes.
Report on other legal requirements

We confirm that we meet the legal requirements on licensing according to the Auditor Oversight Act (AOA) and independence (article 69b paragraph 3 CC in connection with article 728 CO) and that there are no circumstances incompatible with our independence.

In accordance with article 69b paragraph 3 CC in connection with article 728a paragraph 1 item 3 CO and Swiss Auditing Standard 890, we confirm that an internal control system exists which has been designed for the preparation of consolidated financial statements according to the instructions of the Management.

We recommend that the consolidated financial statements submitted to you be approved.

PricewaterhouseCoopers SA

Yves Cerutti  
Audit expert

Julien Ménoret  
Audit expert in charge

Geneva, 24 June 2016

Enclosure:

- Consolidated financial statements (balance sheet, income statement, cash flow statement and notes)
- Annex A – 2015 Core Funds under Framework Agreements
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### CONSOLIDATED BALANCE SHEET AS OF 31 DECEMBER 2015

Report Currency: CHF ('000)

|-------|------------|------------|

#### ASSETS

**Current assets**

- Cash and short term bank deposits: 33,859 (III) 27,823  
- Financial assets: 14,492 (IV) 13,132  
- Membership dues receivable (net): 2,022 (VI) 2,656  
- Staff receivables: 519 (VII) 322  
- Receivables from partner organisations: 773 (VIII) 514  
- Advances to implementing partners: 7,900 (IX) 6,215  
- Other accounts receivable: 2,557 (VIII) 2,878  
- Donor funds receivable: 2,649 (IX) 2,678  
- Framework agreements receivable: 623 (X)  

**Total current assets**: 65,394 56,218

**Non-current assets**

- Fixed assets (net): 33,234 (XI) 33,035  
- Intangible assets (net): 1,565 (XII) 2,333  

**Total non-current assets**: 34,799 35,368

**TOTAL ASSETS**: 100,193 91,586

#### LIABILITIES AND FUND BALANCES

**Current liabilities**

- Membership dues paid in advance: 2,011 1,451  
- Accounts payable and accrued liabilities: 6,431 (XIII) 4,982  
- Social charges payable: 331 563  
- Deferred unrestricted income: - 100  
- Deferred income buildings: 645 (XVI) 670  
- New building loan: 167 (XVII) 106  
- Miscellaneous current liabilities: 82 164  
- Hosted organisations advances: 729 (XIV) 888  

**Total current liabilities**: 10,396 8,924

**Provisions**

- Projects in deficit: 1,064 (XV) 927  
- Staff leave and repatriation: 1,331 1,491  
- Staff termination: 1,495 (XV) 1,838  
- Other provisions: 207 108  

**Total provisions**: 4,097 4,364

**Non-current liabilities**

- Long term deferred income: 17,708 (XVI) 20,623  
- New building loan: 11,469 (XVII) 9,704  

**Total non-current liabilities**: 29,177 30,327

**Restricted Reserves**: 35,718 27,633

**Fund and Reserves**

- Designated reserves: 6,770 (XIX) 7,473  
- Unrestricted reserves: 14,035 (XIX) 12,865  

**Total fund and reserves**: 20,805 20,338

**TOTAL LIABILITIES AND FUND BALANCES**: 100,193 91,586

See notes to the consolidated financial statements as indicated
## CONSOLIDATED INCOME AND EXPENDITURE STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2015

Report Currency: CHF ('000)

<table>
<thead>
<tr>
<th>Notes</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Secretariat</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td>Unrestricted</td>
<td>Agreements</td>
</tr>
<tr>
<td><strong>EXTERNAL OPERATING INCOME</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Membership dues</td>
<td>12,495</td>
<td>-</td>
</tr>
<tr>
<td>Retention of staff income tax</td>
<td>XX</td>
<td>1,375</td>
</tr>
<tr>
<td>Agreements income</td>
<td>450</td>
<td>95,343</td>
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<tr>
<td>Framework income</td>
<td>XXI</td>
<td>15,958</td>
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<tr>
<td>Other operating income</td>
<td>XXII</td>
<td>3,772</td>
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<tr>
<td><strong>TOTAL EXTERNAL OPERATING INCOME</strong></td>
<td>34,050</td>
<td>96,104</td>
</tr>
<tr>
<td><strong>INTERNAL ALLOCATIONS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Framework allocated to projects</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Cross charges from projects</td>
<td>34,110</td>
<td>(34,107)</td>
</tr>
<tr>
<td>Other internal allocations</td>
<td>314</td>
<td>(317)</td>
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<tr>
<td><strong>NET ALLOCATION</strong></td>
<td>34,424</td>
<td>(34,424)</td>
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<tr>
<td><strong>OPERATING EXPENDITURE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel costs and consultancies</td>
<td>53,309</td>
<td>23,534</td>
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<tr>
<td>Travel and communications</td>
<td>3,522</td>
<td>14,904</td>
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<tr>
<td>Vehicles &amp; equipment - costs &amp; maintenance</td>
<td>2,633</td>
<td>3,091</td>
</tr>
<tr>
<td>Office and general administrative costs</td>
<td>5,076</td>
<td>3,142</td>
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<tr>
<td>Publications and printing costs</td>
<td>427</td>
<td>1,968</td>
</tr>
<tr>
<td>Workshops and grants to partners</td>
<td>1,051</td>
<td>4,947</td>
</tr>
<tr>
<td>Other operating expenditure</td>
<td>862</td>
<td>1,248</td>
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<tr>
<td><strong>TOTAL OPERATING EXPENDITURE</strong></td>
<td>66,880</td>
<td>52,834</td>
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<tr>
<td><strong>NET OPERATING SURPLUS/(DEFICIT)</strong></td>
<td>1,594</td>
<td>8,846</td>
</tr>
<tr>
<td><strong>OTHER INCOME/(EXPENDITURE)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest income</td>
<td>XVII</td>
<td>625</td>
</tr>
<tr>
<td>Financial charges</td>
<td>XVII</td>
<td>(596)</td>
</tr>
<tr>
<td>Capital gains/(losses)</td>
<td>IV</td>
<td>(278)</td>
</tr>
<tr>
<td>Net gains/(losses) on foreign exchange</td>
<td>XIX</td>
<td>(211)</td>
</tr>
<tr>
<td>Exchange differences on revaluation of project balances</td>
<td>XXIII</td>
<td>-</td>
</tr>
<tr>
<td>Net movements in provision and write-offs</td>
<td>(1,108)</td>
<td>325</td>
</tr>
<tr>
<td><strong>TOTAL OTHER INCOME/(EXPENDITURE)</strong></td>
<td>(1,568)</td>
<td>(761)</td>
</tr>
<tr>
<td>Net Surplus/(Deficit) for the year before extraordinary item</td>
<td>26</td>
<td>8,085</td>
</tr>
<tr>
<td>Gain on sale of land in WASAA</td>
<td>XXV</td>
<td>-</td>
</tr>
<tr>
<td><strong>NET SURPLUS/(DEFICIT) FOR THE YEAR</strong></td>
<td>26</td>
<td>8,085</td>
</tr>
</tbody>
</table>

See notes to the consolidated financial statements as indicated.
### CONSOLIDATED FUNDS AND RESERVE STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2015

Report Currency: CHF (‘000)

<table>
<thead>
<tr>
<th></th>
<th>Restricted</th>
<th>Designated reserves</th>
<th>Unrestricted reserves</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Operating</td>
<td>Reserve for</td>
<td>Other designated</td>
<td>Currency</td>
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<tr>
<td></td>
<td>funds</td>
<td>statutory meetings</td>
<td>reserves</td>
<td>IUCN</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Programme reserves</td>
<td>retained</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Renovation fund</td>
<td>surpluses</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Total designated</td>
<td>Total</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>reserves</td>
<td>unrestricted</td>
</tr>
<tr>
<td>Balance as at 1 January 2014</td>
<td>33,552</td>
<td>499</td>
<td>225</td>
<td>5,272</td>
</tr>
<tr>
<td>Net surplus/(deficit) for the year</td>
<td>(5,919)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Foreign exchange adjustment</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Allocation from programme reserves to retained surpluses</td>
<td>-</td>
<td>-</td>
<td>(901)</td>
<td>(901)</td>
</tr>
<tr>
<td>Allocation to renovation fund</td>
<td>-</td>
<td>-</td>
<td>95</td>
<td>95</td>
</tr>
<tr>
<td>Allocation to other designated reserves</td>
<td>-</td>
<td>-</td>
<td>233</td>
<td>233</td>
</tr>
<tr>
<td>Allocation to reserve for statutory meetings</td>
<td>-</td>
<td>-</td>
<td>447</td>
<td>447</td>
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<tr>
<td>Reclassification of legacy system adjustment</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>645</td>
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<tr>
<td>Balance as at 31 December 2014</td>
<td>27,633</td>
<td>946</td>
<td>458</td>
<td>5,301</td>
</tr>
<tr>
<td>Balance as at 1 January 2015</td>
<td>27,633</td>
<td>946</td>
<td>458</td>
<td>5,301</td>
</tr>
<tr>
<td>Net surplus/(deficit) for the year</td>
<td>8,085</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Foreign exchange adjustment</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>441</td>
</tr>
<tr>
<td>Allocation to renovation fund</td>
<td>-</td>
<td>-</td>
<td>57</td>
<td>57</td>
</tr>
<tr>
<td>Allocation to other designated reserves for WCEL</td>
<td>-</td>
<td>-</td>
<td>138</td>
<td>138</td>
</tr>
<tr>
<td>Release from other designated reserves for external review</td>
<td>-</td>
<td>-</td>
<td>(55)</td>
<td>(55)</td>
</tr>
<tr>
<td>Release from reserve for statutory meetings for congress</td>
<td>-</td>
<td>-</td>
<td>(367)</td>
<td>(367)</td>
</tr>
<tr>
<td>Release from reserve for statutory meetings for regional forums</td>
<td>-</td>
<td>-</td>
<td>(476)</td>
<td>(476)</td>
</tr>
<tr>
<td>Balance as at 31 December 2015</td>
<td>35,718</td>
<td>103</td>
<td>541</td>
<td>5,301</td>
</tr>
</tbody>
</table>
CONSOLIDATED CASH FLOW STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2015
Report Currency: CHF ('000)

Notes
2015 2014
Cash flow from operations

Surplus/(deficit) from operations 26 4,373
Release from/(allocation to) reserves 703 (3,237)
Effect of exchange rate XIX 441 (946)
Net balance from operations 1,170 190
Depreciation of fixed assets XI 2,318 2,310
Amortisation and net movement in intangible assets XII 768 676
Increase / (decrease) in provisions for projects in deficit XV 137 30
Increase / (decrease) in the provision for staff termination XV (343) (14)
Increase / (decrease) in staff leave and repatriation liabilities (160) 624
Increase / (decrease) in other provisions 99 108
(Increase) / decrease in membership dues receivables (net) VI 634 (338)
(Increase) / decrease in receivables VII (197) (64)
(Increase) / decrease in receivables from partner organisations VIII (259) (437)
(Increase) / decrease in advances to implementing partners IX (1,685) (2,882)
(Increase) / decrease in other accounts receivable 321 (327)
(Increase) / decrease in other accounts payable 29 (1,391)
Increase / (decrease) in membership dues paid in advance 560 201
Increase / (decrease) in accounts payable and accrued liabilities XIII 1,449 926
Increase / (decrease) in social charges payable (232) 152
Increase / (decrease) in miscellaneous current liabilities (81) (89)
Increase / (decrease) in hosted organisations advances XIV (159) (755)
(Increase) / decrease in framework agreements receivable X (623) 705
(Gain) / loss on disposal of fixed assets XI 70 (2,588)
Increase / (decrease) in reserve for statutory meetings XIX (843) 447
Increase / (decrease) in other designated reserves XIX 83 233
Increase / (decrease) in renovation fund reserve XIX 57 95
Increase / (decrease) in restricted reserves XVIII 8,085 (5,919)
Increase / (decrease) in IUCN fund reserve - 2,493
Total cash flow from operations 11,198 (5,614)

Cash flow from investing activities

Purchase of fixed assets XI (2,588) (1,185)
Net movement in financial assets IV (1,360) (13,132)
Total cash flow from investing activities (3,948) (14,317)

Cash flow from financing activities

Increase / (decrease) in loan XVII 1,826 (102)
Increase / (decrease) in current deferred income XVI (125) (930)
Increase / (decrease) in long-term deferred income XVI (2,915) (594)
Proceeds from sale of land in WASAA XXV - 2,882
Total cash flow from financing activities (1,214) 1,256

Net cash inflow / (outflow) for the year 6,036 (18,675)

Cash and short term deposits at the beginning of the year III 27,823 46,498
Cash and short term deposits at the end of the year III 33,859 27,823

See notes to the consolidated financial statements as indicated
I. ACTIVITY

IUCN (International Union for Conservation of Nature and Natural Resources) was constituted by statutes adopted in 1948 at a conference convened by the Republic of France, with membership comprised of states, governmental agencies, and international and national non-governmental organizations. The members registered IUCN statutes as an international association of governmental agencies and non-governmental organizations under article 60 of the Swiss Civil Code. The mission of IUCN is to influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable.

II. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND DEFINITIONS

All amounts are expressed in thousands of Swiss francs (CHF) unless otherwise indicated.

1. Accounting convention

The financial statements are prepared under the historical cost convention except for financial assets and loans that are measured at revalued amounts or at fair values. The financial statements are in accordance with the provisions of the Swiss Code of Obligations applicable prior to the changes introduced on 1 January 2013, and in accordance with the transitional provisions of the new accounting law for consolidated financial statements.

2. Basis of consolidation

The consolidated financial statements include all offices of IUCN and those entities over which IUCN has the power to govern the financial and operating policies so as to obtain benefits from their activities. These comprise:

- The International Union for the Conservation of Nature and Natural Resources, Registered Trustees, (WASAA Trust Fund, Nairobi)
- UICN, Bureau de Représentation auprès de l'Union Européenne aisbl
- Associação UICN
- IUCN UK (A Company Limited by Guarantee)

3. Migration to the Enterprise Resource Planning (ERP) System

IUCN commenced implementation of an ERP system in 2011. The Headquarters office and Mediterranean office were migrated to the new system in 2011. Other offices followed in subsequent years with the final offices being migrated in 2015.

For each office, data was migrated from the start of the year for the year of implementation, irrespective of the “go-live” date. Opening balances were migrated at the 31st December rate of the previous year. Transactions from the start of the year to the “go-live” date were migrated at the monthly rate. Exchange differences arising from migration have been recorded as foreign exchange gains/losses on the income and expenditure statement in the year of migration.
Prior to the implementation of the ERP system, offices maintained their books in either EUR or USD, except for Headquarters which maintained its books in CHF. The choice of functional currency was reassessed at the time of moving to the ERP and changed to reflect the economic environment in which each office operated and the predominant currency used for payments. Consequently, the functional currency was changed to the national currency of the country with the exceptions of Fiji (USD), Costa Rica (USD), and Serbia (EUR) where the currency chosen better reflects the economic environment in which the office operates.

4. Currency of accounts

   a) Reporting currency

      In accordance with IUCN’s Regulations, the reporting currency for the consolidated financial statements is Swiss francs (CHF).

   b) Functional currency

      A separate set of accounts is maintained for each country where IUCN has a presence. The functional currency for each country is the national currency of the country with the exception of Fiji (USD), Costa Rica (USD) and Serbia (EUR).

5. Foreign exchange

   The following accounting policies are applied when converting transactions and balances to the reporting currency:

   - Transactions denominated in currencies other than the office ledger currency are converted to the ledger currency and recorded on the basis of the exchange rate prevailing at the date of the transaction. At the end of the year all balances maintained in transaction currencies are translated to the currency of the office ledger at the year-end rate. The gains and losses incurred are recognised in the income statement of each office ledger.

   - Except for fixed assets which are stated at historical values, non-Swiss franc balances in the consolidated balance sheet are translated to CHF at the year-end exchange rate and the resulting net unrealised gain or loss included in the balance sheet as a currency translation adjustment reserve.

   - Project balances are expressed in the currency of the ledger in which they reside. Project balances in currencies other than CHF are translated to CHF at the year-end exchange rate. The resulting net unrealised gain or loss is recognized in the currency translation adjustment reserve.

   - If, as a result of the application of the above translation policies, a net deficit would occur on the currency translation adjustment reserve the deficit would be recognized in the income and expenditure statement.

6. Income

   Income comprises membership dues from members, contributions from donors, investment income, Swiss government tax rebates, rental of office space, and sundry income from the sale of other goods and services.
a) **Membership dues**

Membership dues are fixed by the World Conservation Congress, the supreme governing body of IUCN, and are recognised as unrestricted income in the year they fall due.

b) **Voluntary donations**

Voluntary donations comprise framework agreements with donors for the core activities of IUCN and project agreements for project activities.

**Framework agreements income**

Framework agreements are normally for periods of more than one year and may be subject to general restrictions in their use in terms of geography or thematic area.

Framework agreements income is recognized in the income statement as unrestricted income once the agreement has been signed and in accordance with the amounts specified in the agreement for each calendar year. Framework agreements income received in advance of the period to which it relates is recorded as deferred unrestricted income.

**Framework in-kind contributions**

In-kind contributions of staff are recognised at fair value over the period of the employment contract as both income and expenditure in the Consolidated Income and Expenditure Statement. The fair value of in-kind staff is taken as the average cost that would be incurred by IUCN, if it were to directly employ a person in a similar position.

**Project agreements income**

Project agreements income is restricted for specific project activities detailed in project agreements. Income is either recognised at the point an invoice is raised and sent to the donor or on the basis of cash received if no invoice has been raised. At the end of the year, projects may have a positive or negative balance. The sum of the balances on project agreements are recorded in Restricted Reserves.

c) **Retention of staff income tax**

Non-Swiss staff resident in Switzerland are exempt from paying taxes on their IUCN earnings on the basis of a fiscal agreement between IUCN and the Swiss Government, which entered into effect on 1st January 1987. In order to ensure equitable treatment of both Swiss and non-Swiss staff at Headquarters, an internal tax is levied on non-Swiss staff resident in Switzerland. This is shown as Retention of staff income tax in the Consolidated Income and Expenditure Statement and is classified as unrestricted income.

7. **Expenditure**

All unrestricted expenditure is accounted for on an accrual basis. Project expenditure is recognised on an accrual basis except for expenditure incurred by implementing partners which is recognised at the point an expenditure report is received from the partner. At the end of a project all expenditure is recognised on an accrual basis.
8. Financial assets

Financial assets are recorded at fair value. Gains or losses arising from changes in fair values of financial assets are recognized in the income statement in the year that they occur as are foreign exchange gains or losses resulting from the revaluation of financial assets denominated in currencies other than the Swiss franc.

9. Fixed assets

a) Purchased assets

Purchased fixed assets are capitalised when the purchase price is CHF 1,000 or above, or the equivalent in other currencies, and when ownership resides with IUCN.

b) In-kind assets

In-kind contributions of fixed assets are capitalised at fair value and the donations recorded as deferred income which is then recognised in the income statement over the estimated useful life of the assets in line with the depreciation charges.

c) Depreciation

Fixed assets are depreciated over their estimated useful lives on the following basis:

<table>
<thead>
<tr>
<th>Asset Type</th>
<th>Useful Life</th>
</tr>
</thead>
<tbody>
<tr>
<td>Computer hardware</td>
<td>3 years</td>
</tr>
<tr>
<td>Vehicles</td>
<td>4 - 7 years</td>
</tr>
<tr>
<td>Office furniture and equipment</td>
<td>5 - 7 years</td>
</tr>
<tr>
<td>Building renovations</td>
<td>10 - 20 years</td>
</tr>
<tr>
<td>Building installations</td>
<td>20 years</td>
</tr>
<tr>
<td>Building infrastructures</td>
<td>50 years</td>
</tr>
</tbody>
</table>

d) Donations for the purchase of fixed assets

Cash donations received for the purchase of fixed assets are recorded as deferred income and recognised in the income statement over the estimated useful life of the corresponding asset in line with the depreciation charge.

10. Intangible assets

Purchased computer software is capitalized on the basis of the costs incurred to acquire the software and bring it to its point of use.

Software is depreciated over its estimated useful life on a straight line basis over 5 to 7 years.

The cost of developing in-house software is expensed in the year that the costs are incurred.


a) Provision for membership dues receivable

A general provision for outstanding membership dues is made to recognise the probability that not all dues will be received. The increase or decrease in the total provision is recognised in the income and expenditure statement. Provision for membership dues in arrears is calculated on the following basis, based on the outstanding balance at the close of the year.
Membership dues outstanding for:

<table>
<thead>
<tr>
<th>Duration</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Four years or more</td>
<td>100%</td>
</tr>
<tr>
<td>Three years</td>
<td>60%</td>
</tr>
<tr>
<td>Two years</td>
<td>40%</td>
</tr>
<tr>
<td>One year</td>
<td>20%</td>
</tr>
</tbody>
</table>

The provision against the arrears of some state members and state agencies is calculated on an individual basis after a review of their own special situations.

b) Provision for projects in deficit

A provision for projects in deficit is made in respect of those projects where expenditure has exceeded income and where the receipt of future additional funds to cover the excess expenditure is uncertain.

c) Staff terminations

Provision is made for the estimated cost of known redundancies. A redundancy is considered to be known when a management decision has been taken and communicated to the staff concerned.

Additional provision is made when there is a local legal obligation.

d) Staff leave and repatriation

Staff leave refers to the holiday entitlement which had not been used by staff at the year-end. Staff leave is accrued for Headquarters staff and when there is a legal obligation to do so in other countries. Staff members are not allowed to carry forward from one year to another a cumulative leave balance of more than 10 days and any outstanding leave days are normally covered as part of the normal staff notice period. The balance at the year-end also includes the estimated cost of repatriation of international staff.

12. Loans at below market rate of interest

Loans are initially measured at fair value. The benefit of the below-market rate of interest is measured as the difference between the initial carrying value of the loan and the proceeds received. The benefit is recorded as deferred income and recognised over the period of the loan. The market rate of interest is reviewed annually and the carrying value adjusted for significant movements in the market rate.

An amount equivalent to the interest that would have been incurred had the loan been acquired at a market rate is recognised as both an income and an expense in the income and expenditure statement on an annual basis.

13. Hosted organisations

IUCN hosts certain organisations. A hosted organisation has no legal personality in the country of operation and therefore operates under the legal umbrella of IUCN. A hosted organisation is operationally autonomous and is accountable to its own management and governance structures and not to IUCN.
Income received and expenditure incurred on behalf of a hosted organisation is accounted for in separate project accounts and excluded from consolidation. Funds held by IUCN on behalf of hosted organisations are recorded on the balance sheet as hosted organisation advances.

14. Reserves

IUCN maintains the following reserves:

a) Unrestricted reserves

IUCN Fund

The IUCN Fund is maintained in order to preserve IUCN's capital base. The use of the fund is governed by the IUCN Council and is maintained as a reserve of last resort.

Currency translation reserves

The Currency translation reserve represents changes in the value of the net assets of IUCN at the consolidation level as a result of movements of functional currencies against the Swiss franc.

Retained surpluses

The Retained surpluses represent other unrestricted reserves.

b) Designated reserves

Designated reserves represent funds set aside from unrestricted reserves to cover the cost of future events or activities. The designation may be reversed at any time by the IUCN Council.

Reserve for statutory meetings

The Reserve for statutory meetings represents amounts allocated from unrestricted funds to cover costs of future meetings of the World Conservation Congress and related preparatory meetings.

Programme reserves

Programme reserves are funds set aside for specific future programme activities or for when unrestricted income is received in one financial year but the associated expenditure is planned in a future financial year.

Renovation fund

The Renovation fund represents funds allocated from unrestricted funds for future renovations of the Headquarters building.

Other Designated reserves

Other Designated reserves represent amounts allocated from unrestricted funds to cover the cost of other future costs or activities.
c) Restricted reserves

Restricted reserves represent operating funds advanced by donors for the implementation of projects. They are subject to specific conditions imposed by the donor. In 2014 and prior years these funds were shown under “Project agreement receivables” (current assets) where expenditure incurred on projects exceeded amounts advanced by donors, and under “Project agreement advances” (current liabilities) where advances from donor exceeded expenditure incurred. The funds have been reclassified to better reflect their nature. Funds are only returned to the donor in the event of project cancellation or in the event that they were not spent in line with their intended purpose.

15. Changes in presentation of prior year comparatives

The following prior year comparatives have been reclassified on the balance sheet to be consistent with the current year’s presentation:

<table>
<thead>
<tr>
<th></th>
<th>2014 Revised</th>
<th>2014 Published</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project agreement receivables</td>
<td>10,944</td>
<td></td>
</tr>
<tr>
<td><strong>Liabilities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Miscellaneous current liabilities</td>
<td>272</td>
<td></td>
</tr>
<tr>
<td>Project agreement advances</td>
<td>(38,577)</td>
<td></td>
</tr>
<tr>
<td>Other provisions</td>
<td>108</td>
<td>-</td>
</tr>
<tr>
<td><strong>Restricted reserves:</strong></td>
<td>(27,633)</td>
<td>(27,361)</td>
</tr>
</tbody>
</table>

III. CASH AND SHORT TERM BANK DEPOSITS

Cash and short-term bank deposits include all bank accounts and short-term deposit accounts operated by IUCN worldwide. The analysis by region or office is shown below.

<table>
<thead>
<tr>
<th>REGION OR OFFICE</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asia</td>
<td>3,203</td>
<td>2,680</td>
</tr>
<tr>
<td>Central America</td>
<td>1,680</td>
<td>1,582</td>
</tr>
<tr>
<td>Eastern and Southern Africa</td>
<td>973</td>
<td>1,676</td>
</tr>
<tr>
<td>Europe</td>
<td>1,604</td>
<td>217</td>
</tr>
<tr>
<td>Environmental Law Centre, Bonn</td>
<td>426</td>
<td>183</td>
</tr>
<tr>
<td>Headquarters</td>
<td>20,334</td>
<td>16,424</td>
</tr>
<tr>
<td>Mediterranean</td>
<td>1,545</td>
<td>406</td>
</tr>
<tr>
<td>Oceania</td>
<td>509</td>
<td>212</td>
</tr>
<tr>
<td>South America</td>
<td>28</td>
<td>249</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>532</td>
<td>125</td>
</tr>
<tr>
<td>United States</td>
<td>590</td>
<td>764</td>
</tr>
<tr>
<td>Western and Central Africa</td>
<td>2,264</td>
<td>3,233</td>
</tr>
<tr>
<td>West Asia</td>
<td>171</td>
<td>73</td>
</tr>
<tr>
<td><strong>Balance at 31 December</strong></td>
<td>33,859</td>
<td>27,824</td>
</tr>
</tbody>
</table>
IV. FINANCIAL ASSETS

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bonds</td>
<td>8,890</td>
<td>8,579</td>
</tr>
<tr>
<td>Microfinance</td>
<td>3,480</td>
<td>3,018</td>
</tr>
<tr>
<td>Equities</td>
<td>1,491</td>
<td>1,535</td>
</tr>
<tr>
<td>Convertibles</td>
<td>631</td>
<td>-</td>
</tr>
<tr>
<td><strong>Balance at 31 December</strong></td>
<td><strong>14,492</strong></td>
<td><strong>13,132</strong></td>
</tr>
</tbody>
</table>

In January 2014 IUCN invested in portfolio of bonds, equities and microfinance assets to be managed by an external investment company.

At 31 December 2015, an unrealized foreign exchange loss of CHF 59 (2014 – CHF 108 loss) was recognised on the investment portfolio.

During the 2015 year, CHF 278 of capital losses (2014 - CHF 111 gain) was realised on the sale of investments.

The Government of Zimbabwe appropriated USD bank accounts of IUCN in 2008. In 2014, treasury bills were issued to IUCN as compensation for the appropriation. The treasury bills have maturity dates from 2017 to 2019. The treasury bills are recorded at estimated fair value.

V. DERIVATIVE FINANCIAL INSTRUMENTS

The following forward currency contract commitments existed at 31 December 2015:

<table>
<thead>
<tr>
<th>Other currency</th>
<th>USD</th>
<th>CHF</th>
<th>Maturity date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conversion of SEK to USD</td>
<td>7,500</td>
<td>866</td>
<td>30.09.2016</td>
</tr>
<tr>
<td>Conversion of SEK to USD</td>
<td>7,500</td>
<td>869</td>
<td>30.09.2016</td>
</tr>
<tr>
<td>Conversion of DKK to USD</td>
<td>5,000</td>
<td>727</td>
<td>30.06.2016</td>
</tr>
<tr>
<td>Conversion of DKK to USD</td>
<td>5,000</td>
<td>717</td>
<td>30.06.2016</td>
</tr>
<tr>
<td>Conversion of DKK to CHF</td>
<td>5,000</td>
<td>717</td>
<td>15.09.2016</td>
</tr>
<tr>
<td>Conversion of NOK to CHF</td>
<td>5,250</td>
<td>611</td>
<td>27.04.2016</td>
</tr>
<tr>
<td>Conversion of NOK to CHF</td>
<td>10,500</td>
<td>1,191</td>
<td>11.11.2016</td>
</tr>
<tr>
<td>Conversion of SEK to CHF</td>
<td>15,000</td>
<td>1,720</td>
<td>30.03.2016</td>
</tr>
</tbody>
</table>

The contracts for the conversions of SEK to USD maturing 30 September 2016, DKK to USD maturing 30 June 2016, DKK to CHF maturing 15 September 2016, NOK to CHF maturing 11 November 2016 and SEK to CHF maturing 30 March 2016 are forward currency contracts.

The contract for the conversion of NOK to CHF maturing 27 April 2016 is a forward currency contracts which, if the spot rate is above the strike rate, obliges IUCN to sell double of the other currency at the strike rate.

At 31 December 2015, the market value of forward currency contracts was a loss of CHF 114 (2014 - CHF 388 gain). A provision for the full value of the loss is included under Net movement in provision and write-offs in the Consolidated Income and Expenditure statement.
VI. MEMBERSHIP DUES RECEIVABLE AND PROVISION

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross membership dues receivable</td>
<td>3,649</td>
<td>3,777</td>
</tr>
<tr>
<td>Provision for dues in arrears</td>
<td>(1,627)</td>
<td>(1,121)</td>
</tr>
<tr>
<td><strong>Net membership dues receivable at 31 December</strong></td>
<td><strong>2,022</strong></td>
<td><strong>2,656</strong></td>
</tr>
</tbody>
</table>

The provision for membership dues in arrears has been calculated in accordance with the policy described in note II.11 (a).

<table>
<thead>
<tr>
<th></th>
<th>2012 and prior</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>State member</td>
<td>101</td>
<td>232</td>
<td>802</td>
<td>1,545</td>
<td>2,680</td>
</tr>
<tr>
<td>Government agencies</td>
<td>62</td>
<td>97</td>
<td>136</td>
<td>253</td>
<td>548</td>
</tr>
<tr>
<td>International NGOs</td>
<td>6</td>
<td>9</td>
<td>14</td>
<td>14</td>
<td>43</td>
</tr>
<tr>
<td>National NGOs</td>
<td>48</td>
<td>62</td>
<td>78</td>
<td>112</td>
<td>300</td>
</tr>
<tr>
<td>Affiliates</td>
<td>16</td>
<td>16</td>
<td>19</td>
<td>27</td>
<td>78</td>
</tr>
<tr>
<td><strong>Total membership dues receivable</strong></td>
<td><strong>233</strong></td>
<td><strong>416</strong></td>
<td><strong>1,049</strong></td>
<td><strong>1,951</strong></td>
<td><strong>3,649</strong></td>
</tr>
<tr>
<td>Provision for membership dues</td>
<td>(233)</td>
<td>(293)</td>
<td>(562)</td>
<td>(539)</td>
<td>(1,627)</td>
</tr>
<tr>
<td><strong>Net membership dues receivable</strong></td>
<td>-</td>
<td>123</td>
<td>487</td>
<td>1,412</td>
<td>2,022</td>
</tr>
</tbody>
</table>

Movement in provision for membership dues

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance at 1 January</td>
<td>1,121</td>
<td>1,943</td>
</tr>
<tr>
<td>Addition to provision</td>
<td>511</td>
<td>309</td>
</tr>
<tr>
<td>Write off of deficits against provision</td>
<td>(5)</td>
<td>(1,131)</td>
</tr>
<tr>
<td><strong>Balance at 31 December</strong></td>
<td><strong>1,627</strong></td>
<td><strong>1,121</strong></td>
</tr>
</tbody>
</table>

VII. STAFF RECEIVABLES

Staff receivables comprise travel advances, payroll advances and loans to staff outstanding as at 31 December. Amounts due to staff are netted off against amounts due from staff.

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net travel advances</td>
<td>449</td>
<td>265</td>
</tr>
<tr>
<td>Payroll advances and staff loans</td>
<td>70</td>
<td>57</td>
</tr>
<tr>
<td><strong>Balance at 31 December</strong></td>
<td><strong>519</strong></td>
<td><strong>322</strong></td>
</tr>
</tbody>
</table>

VIII. RECEIVABLES FROM PARTNER ORGANISATIONS

Receivables from partner organisations represent balances due from organisations associated with IUCN that are outstanding as at 31 December.

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>RAMSAR Convention Secretariat</td>
<td>773</td>
<td>514</td>
</tr>
</tbody>
</table>
IX. ADVANCES TO IMPLEMENTING PARTNERS

Advances to implementing partners represent amounts advanced to IUCN partners for the implementation of project agreements that were not spent as at 31 December.

<table>
<thead>
<tr>
<th>Region</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asia and Oceania</td>
<td>739</td>
<td>687</td>
</tr>
<tr>
<td>Eastern and Southern Africa</td>
<td>940</td>
<td>790</td>
</tr>
<tr>
<td>Europe</td>
<td>343</td>
<td>15</td>
</tr>
<tr>
<td>Headquarters</td>
<td>3,874</td>
<td>2,712</td>
</tr>
<tr>
<td>North America</td>
<td>70</td>
<td>161</td>
</tr>
<tr>
<td>South and Central America</td>
<td>1,228</td>
<td>828</td>
</tr>
<tr>
<td>West Asia</td>
<td>603</td>
<td>270</td>
</tr>
<tr>
<td>Western and Central Africa</td>
<td>103</td>
<td>752</td>
</tr>
<tr>
<td><strong>Balance at 31 December</strong></td>
<td><strong>7,900</strong></td>
<td><strong>6,215</strong></td>
</tr>
</tbody>
</table>

X. FRAMEWORK AGREEMENTS RECEIVABLE

Framework agreements receivable represent framework agreements income due but not received as at the end of the year. As at 31 December 2015 there was CHF 623 receivable compared to a nil balance at 31 December 2014.

XI. FIXED ASSETS

1. Movement in fixed assets

<table>
<thead>
<tr>
<th></th>
<th>Building</th>
<th>Building</th>
<th>Other Land</th>
<th>Vehicles,</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Infrastructures</td>
<td>Installations</td>
<td>and Buildings</td>
<td>Equipment, Furniture &amp; Fixtures</td>
<td></td>
</tr>
<tr>
<td>Purchase value:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance as at 31 December 2013</td>
<td>27,178</td>
<td>13,775</td>
<td>3,480</td>
<td>10,506</td>
<td>54,939</td>
</tr>
<tr>
<td>Additions</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>disposals</td>
<td>-</td>
<td>-</td>
<td>(39)</td>
<td>(475)</td>
<td>(514)</td>
</tr>
<tr>
<td>Change in functional currency adjustment</td>
<td>-</td>
<td>-</td>
<td>(5)</td>
<td>(1,325)</td>
<td>(1,330)</td>
</tr>
<tr>
<td>Balance as at 31 December 2014</td>
<td>27,178</td>
<td>13,775</td>
<td>3,703</td>
<td>9,624</td>
<td>54,280</td>
</tr>
<tr>
<td>Additions</td>
<td>-</td>
<td>-</td>
<td>1,208</td>
<td>1,380</td>
<td>2,588</td>
</tr>
<tr>
<td>disposals</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(175)</td>
<td>(175)</td>
</tr>
<tr>
<td>Change in functional currency adjustment</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(297)</td>
<td>(297)</td>
</tr>
<tr>
<td>Balance as at 31 December 2015</td>
<td>27,178</td>
<td>13,775</td>
<td>4,911</td>
<td>10,532</td>
<td>56,396</td>
</tr>
<tr>
<td>Depreciation:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance as at 31 December 2013</td>
<td>(7,378)</td>
<td>(4,435)</td>
<td>(374)</td>
<td>(8,266)</td>
<td>(20,453)</td>
</tr>
<tr>
<td>Charge for the year 2014</td>
<td>(544)</td>
<td>(575)</td>
<td>(228)</td>
<td>(963)</td>
<td>(2,310)</td>
</tr>
<tr>
<td>disposals</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>413</td>
<td>413</td>
</tr>
<tr>
<td>Change in functional currency adjustment</td>
<td>-</td>
<td>-</td>
<td>(26)</td>
<td>1,131</td>
<td>1,157</td>
</tr>
<tr>
<td>Balance as at 31 December 2014</td>
<td>(7,922)</td>
<td>(5,010)</td>
<td>(628)</td>
<td>(7,685)</td>
<td>(21,244)</td>
</tr>
<tr>
<td>Charge for the year 2015</td>
<td>(544)</td>
<td>(575)</td>
<td>(227)</td>
<td>(972)</td>
<td>(2,318)</td>
</tr>
<tr>
<td>disposals</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>163</td>
<td>163</td>
</tr>
<tr>
<td>Change in functional currency adjustment</td>
<td>-</td>
<td>-</td>
<td>(6)</td>
<td>244</td>
<td>238</td>
</tr>
<tr>
<td>Balance as at 31 December 2015</td>
<td>(8,466)</td>
<td>(5,585)</td>
<td>(861)</td>
<td>(8,250)</td>
<td>(23,162)</td>
</tr>
<tr>
<td>Net book value as at 31 December 2014</td>
<td>19,256</td>
<td>8,765</td>
<td>3,075</td>
<td>1,939</td>
<td>33,035</td>
</tr>
<tr>
<td>Net book value as at 31 December 2015</td>
<td>18,712</td>
<td>8,190</td>
<td>4,050</td>
<td>2,282</td>
<td>33,234</td>
</tr>
</tbody>
</table>

Fixed assets purchased using unrestricted funds are depreciated over their estimated useful lives as per note II.9.
2. Insurance value of fixed assets

As at 31 December 2015, the fixed assets at IUCN Headquarters were insured for CHF 43,701 (2014 - CHF 43,701). The WASAA building and fixed assets in Kenya were insured for Kenya shillings 30,000 equivalent to CHF 282 (2014 - CHF 322), which is the estimated replacement value.

3. Land

In 1990, the commune of Gland gave IUCN the right to use a plot of land for the purpose of building the IUCN Secretariat Headquarters. The right was granted at no cost for a period of 50 years, i.e. until August 2040. In 2008 the commune of Gland gave IUCN the right of use of an adjacent piece of land to the original plot for a period of 50 years, with the permission to construct an extension to the existing IUCN Headquarters building.

4. IUCN Headquarters building

Included in Building Infrastructures and Building Installations is the Headquarters building of IUCN. This consists of an original building and an extension.

   a) Original building

   The original building was financed by donations received from the Swiss Confederation, the Canton of Vaud and the Commune of Gland. Although IUCN formally owns the Headquarters building, it enjoys a restricted use and cannot dispose of it or use it as collateral without the approval of the Swiss Government. If disposed of, the Swiss Government has the right to recuperate its initial outlay plus a percentage of the value added, if applicable. The cost of the building is included in fixed assets and the net book value is matched by a corresponding value of deferred income to recognise the restricted nature of the building. The deferred income is released over the estimated useful life of the building in line with the depreciation of the building.

   In 2014, the Canton of Vaud provided a grant of CHF 600 towards the renovation of the original building. The grant will be released over the estimated useful life of the building renovation (20 years).

   b) Building extension

   The building extension was financed by an interest free loan from the Swiss Government of CHF 20,000 payable in 50 equal yearly instalments of CHF 400, the first of which was paid in December 2010. In addition to the loan from the Swiss Government, IUCN received cash donations of CHF 4,226 and in-kind donations of CHF 1,787.

XII. INTANGIBLE ASSETS

As at 31 December 2015 expenditure of CHF 4,617 (2014 - CHF 4,605) had been incurred on the development and implementation of an ERP system and portal applications. The ERP system went “live” at the IUCN Headquarters in July 2011 and has been depreciated from this point. In 2015, integration tools and code no longer in use with a purchase value of CHF 290 (2014 - CHF nil) was written-off.
Movement in Intangible assets

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Purchase value:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance at 1 January</td>
<td>4,605</td>
<td>4,605</td>
</tr>
<tr>
<td>Additions</td>
<td>12</td>
<td>-</td>
</tr>
<tr>
<td>Write-down</td>
<td>(290)</td>
<td>-</td>
</tr>
<tr>
<td><strong>Balance at 31 December</strong></td>
<td>4,327</td>
<td>4,605</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Amortisation:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance as of 1 January</td>
<td>(2,272)</td>
<td>(1,596)</td>
</tr>
<tr>
<td>Charge for the year</td>
<td>(678)</td>
<td>(676)</td>
</tr>
<tr>
<td>Write-down</td>
<td>188</td>
<td>-</td>
</tr>
<tr>
<td><strong>Balance at 31 December</strong></td>
<td>(2,762)</td>
<td>(2,272)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Book Value at 31 December</strong></td>
<td>1,565</td>
<td>2,333</td>
</tr>
</tbody>
</table>

XIII. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

Accounts payable and accrued liabilities represent amounts owed to creditors and suppliers as at the end of the year. Of the total outstanding balance of CHF 6,431 as at 31 December 2015 (2014 – CHF 4,982), CHF 2,169 (2014 - CHF 2,412) is related to Headquarters and the balance to regional and country offices.

XIV. HOSTED ORGANISATIONS ADVANCES

Hosted organisation advances represent funds held by IUCN on behalf of hosted organisations.

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance at 1 January</td>
<td>888</td>
<td>1,642</td>
</tr>
<tr>
<td>Income</td>
<td>4,597</td>
<td>3,048</td>
</tr>
<tr>
<td>Expenditure</td>
<td>(4,547)</td>
<td>(4,135)</td>
</tr>
<tr>
<td></td>
<td>938</td>
<td>556</td>
</tr>
<tr>
<td>Movement on funds held</td>
<td>(209)</td>
<td>332</td>
</tr>
<tr>
<td><strong>Balance at 31 December</strong></td>
<td>729</td>
<td>888</td>
</tr>
</tbody>
</table>

XV. PROVISIONS

1. Projects in deficit

The provision for projects in deficit is funded by unrestricted income and covers projects where negotiations are still ongoing but where IUCN considers that it may not be able to obtain additional funds from donors to cover expenditures already incurred.
Movement in project deficit provision

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance at 1 January</td>
<td>927</td>
<td>897</td>
</tr>
<tr>
<td>Additions to provision</td>
<td>499</td>
<td>549</td>
</tr>
<tr>
<td>Utilization of provision</td>
<td>(362)</td>
<td>(519)</td>
</tr>
<tr>
<td><strong>Balance at 31 December</strong></td>
<td><strong>1,064</strong></td>
<td><strong>927</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Region</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asia</td>
<td>-</td>
<td>48</td>
</tr>
<tr>
<td>Eastern and Southern Africa Region</td>
<td>160</td>
<td>4</td>
</tr>
<tr>
<td>Europe</td>
<td>16</td>
<td>17</td>
</tr>
<tr>
<td>Headquarters</td>
<td>737</td>
<td>636</td>
</tr>
<tr>
<td>Western and Central Africa</td>
<td>112</td>
<td>184</td>
</tr>
<tr>
<td>Other Offices</td>
<td>39</td>
<td>38</td>
</tr>
<tr>
<td><strong>Balance at 31 December</strong></td>
<td><strong>1,064</strong></td>
<td><strong>927</strong></td>
</tr>
</tbody>
</table>

2. Staff termination

The provision for staff termination is calculated separately for each office to comply with local labour laws. Irrespective of local labour law, provision is made for the estimated cost of staff termination when a decision has been made to terminate a member of staff and the decision has been communicated to the individual concerned.

Movement in provision for staff termination

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance at 1 January</td>
<td>1,838</td>
<td>1,852</td>
</tr>
<tr>
<td>Additions to provision</td>
<td>1,017</td>
<td>999</td>
</tr>
<tr>
<td>Utilization of provision</td>
<td>(1,360)</td>
<td>(1,013)</td>
</tr>
<tr>
<td><strong>Balance at 31 December</strong></td>
<td><strong>1,495</strong></td>
<td><strong>1,838</strong></td>
</tr>
</tbody>
</table>
XVI. DEFERRED INCOME

Deferred unrestricted income represents income received in advance of the period to which it relates.

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deferred unrestricted income</td>
<td>-</td>
<td>100</td>
</tr>
<tr>
<td>US deferred rent</td>
<td>80</td>
<td>122</td>
</tr>
</tbody>
</table>

Donations for construction of HQ building extension

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Donations in cash</td>
<td>3,058</td>
<td>3,185</td>
</tr>
<tr>
<td>Donations in kind</td>
<td>558</td>
<td>772</td>
</tr>
<tr>
<td>Donation in cash for renovation of original building</td>
<td>375</td>
<td>396</td>
</tr>
<tr>
<td></td>
<td>3,991</td>
<td>4,353</td>
</tr>
</tbody>
</table>

Headquarters original building
- 2015: 8,325
- 2014: 8,633

Interest free government loan
- 2015: 5,957
- 2014: 8,185

Total
- 2015: 18,353
- 2014: 21,393

Current
Deferred unrestricted income
- 2015: -
- 2014: 100

Buildings:

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Original building</td>
<td>329</td>
<td>329</td>
</tr>
<tr>
<td>Building extension</td>
<td>316</td>
<td>341</td>
</tr>
<tr>
<td>Total buildings</td>
<td>645</td>
<td>670</td>
</tr>
</tbody>
</table>

Total current deferred income
- 2015: 645
- 2014: 770

Non-current

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>US deferred rent</td>
<td>80</td>
<td>122</td>
</tr>
<tr>
<td>Original building</td>
<td>8,017</td>
<td>8,700</td>
</tr>
<tr>
<td>Building extension</td>
<td>9,611</td>
<td>11,801</td>
</tr>
<tr>
<td>Total long term deferred income</td>
<td>17,708</td>
<td>20,623</td>
</tr>
</tbody>
</table>

Total deferred income
- 2015: 18,353
- 2014: 21,393

IUCN US entered into a long term rental contract and benefits from lower rental costs at the beginning of the ten year contract. In 2014, the lease was extended and will expire in 2025. The office is paying an annual increase in rent of 4%, which is higher than annual inflation estimated at 1.75%. The difference of the low initial rental costs and the higher annual rental increases is recorded as deferred income to straight line the cost over the rental period to 2025.

Donations received for the headquarters buildings (original and extension) are recorded as deferred income and recognised over the useful life of the corresponding purchased or donated assets (see note XI 4).

The deferred income on the government loan represents the difference between the fair value of the loan (CHF 11,636) and the outstanding cash value of the loan (CHF 17,593) (see note XVII). This difference represents the fair value of the interest saved on the interest free loan granted by the Swiss Government and is recognised over the period of the loan.
XVII. NEW BUILDING LOAN

Headquarters building extension loan

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current</td>
<td>167</td>
<td>106</td>
</tr>
<tr>
<td>Non-current</td>
<td>11,469</td>
<td>9,704</td>
</tr>
<tr>
<td><strong>Balance at 31 December</strong></td>
<td><strong>11,636</strong></td>
<td><strong>9,810</strong></td>
</tr>
</tbody>
</table>

The Swiss Government provided an interest free loan of CHF 20,000 to finance the headquarters building extension.

The loan is repayable in 50 annual instalments of CHF 400. The first instalment was paid in December 2010.

The fair value of the loan is estimated at CHF 11,636. The outstanding cash value of the loan has been discounted at a rate of 2% (2014 - 3%) which represents the market interest rate for a 10-year loan based on current market conditions. The difference of CHF 5,957 between the outstanding cash value and the fair value of the loan is the benefit derived from the interest-free loan and is recorded as deferred income (see note XVI).

The impact of changing the discount rate from 3% to 2% was an increase in the fair value of the loan of CHF 1,931 and a corresponding decrease in deferred income. This adjustment has not been passed through the income and expenditure statement as it has no impact on the result for the year.

The value of the interest that would have been paid on an equivalent commercial loan of 2% is estimated at CHF 352 (2014 - 3%, CHF 540). This has been recorded in the income and expenditure statement under Interest income to recognize the benefit of the interest-free loan and under Financial charges to recognize the interest that would have been paid.

XVIII. RESTRICTED RESERVES

Operating funds represent funds held on behalf of donors. Project agreements receivables represent the total of project balances where expenditure incurred exceeds amounts advanced by donors, while project agreement advances represent the total of project balances where advances from donors exceed expenditure incurred.

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project agreements receivable</td>
<td>(12,258)</td>
<td>(10,944)</td>
</tr>
<tr>
<td>Project agreements advances</td>
<td>47,976</td>
<td>38,577</td>
</tr>
<tr>
<td><strong>Balance at 31 December</strong></td>
<td><strong>35,718</strong></td>
<td><strong>27,633</strong></td>
</tr>
</tbody>
</table>

Movement in restricted reserves

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance at 1 January</td>
<td>27,633</td>
<td>33,552</td>
</tr>
<tr>
<td>External income</td>
<td>96,104</td>
<td>77,226</td>
</tr>
<tr>
<td>Internal allocations</td>
<td>(34,424)</td>
<td>(32,037)</td>
</tr>
<tr>
<td>Operating expenditure</td>
<td>(52,834)</td>
<td>(52,428)</td>
</tr>
<tr>
<td>Other income/(expenditure)</td>
<td>(761)</td>
<td>1,320</td>
</tr>
<tr>
<td><strong>Balance at 31 December</strong></td>
<td><strong>35,718</strong></td>
<td><strong>27,633</strong></td>
</tr>
</tbody>
</table>
XIX. FUNDS AND UNRESTRICTED RESERVES

1. Unrestricted reserves

Currency translation adjustments & foreign exchange gains and losses

Exchange gains and losses at the individual ledger levels are dealt with in the income statement. The net unrestricted loss on exchange for the year amounted to CHF 211 (2014 - loss of CHF 313).

Exchange gains and losses on consolidation and translation of ledgers maintained in other currencies to Swiss francs are taken to the currency translation adjustment reserve. The net movement during 2015 was a gain of CHF 441 (2014 - loss of CHF 946).

2. Designated reserves

a) Reserve for statutory meetings

In 2015, CHF 843 was released from the Reserve for statutory meetings to Retained surpluses to cover costs for the 2016 Congress (CHF 367), and Regional Conservation Fora (CHF 476) incurred in 2015.

b) Other designated reserves

An allocation of CHF 138 was made from the Retained surpluses to Other designated reserves to cover future costs of the Congress for the World Commission on Environmental Law to be held in 2016. This was offset by a transfer of CHF 55 to Retained surpluses to cover costs of the external review incurred in 2015.

c) Programme reserves

No allocations to or from Programme reserves was made in 2015.

d) Renovation fund

A net allocation of CHF 57 (2014 - CHF 95) was made from Retained surpluses to the Renovation fund to cover future renovation costs of the IUCN Headquarters building.

XX. RETENTION OF STAFF INCOME TAX

Swiss Government tax rebates amounted to CHF 1,375 (2014 - CHF 1,197) and represents the value of taxes that would have been paid by non-Swiss staff in the absence of the Fiscal Agreement between IUCN and the Swiss Government which exempts non-Swiss staff from payroll taxes and which entered into effect on 1 January 1987.

XXI. FRAMEWORK INCOME

Annex A lists Framework Agreements income by donor and details income allocations to the IUCN programme and operational units.

Framework income includes in-kind contributions of CHF 310 (2014 - CHF 244).
XXII. OTHER OPERATING INCOME

Other operating income of CHF 3,772 (2014 - CHF 3,941) shown under Secretariat unrestricted funds includes overhead and management fees from Ramsar of CHF 546 (2014 - CHF 515), rental income of CHF 793 (2014 - CHF 855) and recognition of deferred income of donations for the headquarters original building and building extension CHF 670 (2014 - CHF 711). The balance of other operating income is made up of miscellaneous external income received by IUCN both at Headquarters and other offices around the world.

XXIII. EXCHANGE DIFFERENCES ON REVALUATION OF PROJECT BALANCES

Project balances are expressed in the currency of the country ledger. At the end of the year, project balances expressed in non CHF ledgers are revalued to CHF using the year-end exchange rates. The resulting unrealised gain or loss is recorded as an adjustment to project balances on the balance sheet (Restricted operating reserves) and the Currency translation adjustment reserve. The net adjustment is passed through the income and expenditure statement for project agreements to reflect the net movement on the project portfolio.

XXIV. RELATED PARTIES

1. Identity of related parties
   a) The Commissions
      The Commissions of IUCN are networks of expert volunteers entrusted to develop and advance the institutional knowledge and experience and objectives of IUCN. The Commissions are established by Congress which determines their mandate.

   b) The National and Regional Committees
      National and Regional Committees are groupings of Members of IUCN from specific states or regions. Their role is to facilitate cooperation among Members and to coordinate the participation of Members in the programme and governance of IUCN.

   c) The Convention on Wetlands of International Importance (Ramsar)
      Ramsar is hosted by the IUCN Secretariat and operates under its legal personality. It is headed by a Secretary General with sole responsibility for the administration of the convention funds and for all administrative matters, with the exception of those requiring the exercise of legal personality. IUCN provides services to the Ramsar Secretariat in terms of financial and budgetary management, office facilities, human resources management and information technology.

   d) TRAFFIC International
      TRAFFIC International is a charity registered in the United Kingdom and is a joint venture between WWF International and IUCN. The IUCN Secretariat hosts TRAFFIC operations in its offices in Ecuador, Cameroon, Thailand and South Africa where they operate under the legal personality of IUCN.
e) International Union for Conservation of Nature and Natural Resources - US

The International Union for Conservation of Nature and Natural Resources - US is a US registered charity whose main purpose is to raise funds for conservation to be spent in partnership with IUCN and its members.

2. Transactions with related parties

During the course of the year IUCN made contributions of CHF 1,443 to the Commissions (2014 - CHF 1,443). The amount is distributed across the expenditure headings that reflect the nature of the expenses incurred by the Commissions.

During the year and as part of the services IUCN provides to Ramsar, IUCN received funds of CHF 6,285 (2014 – CHF 7,179) and incurred payments of CHF 7,448 (2014 - CHF 6,025) on behalf of Ramsar. At year-end the balance held in trust for Ramsar amounted to CHF 4,652 (2014 - CHF 6,443). These transactions are recorded in Ramsar accounts and financial statements and are therefore not presented in the financial statements of IUCN. During the year, IUCN received fees of CHF 546 (2014 - CHF 515) for the services provided to Ramsar and which are included in Other operating income.

During the year IUCN made contributions of CHF 275 to TRAFFIC International (2014 - CHF 275).

During the year IUCN received funds from the International Union for the Conservation of Nature and Natural Resources - US of USD 1,328 (CHF 1,319) and in 2014, USD 1,047 (CHF 954) was received.

XXV. SALE OF LAND

In 2014, WASAA Trust Fund, Nairobi sold 2.78 hectares of land for KES 268,840 (CHF 2,882). The land sold was originally purchased for KES 3,642 (CHF 39). The sale realised a gain on sale of KES 251,939 (CHF 2,701) after taking into consideration costs of KES 13,259 (CHF 142).
<table>
<thead>
<tr>
<th>Amounts in thousands Swiss francs</th>
<th>Secretariat expenditure</th>
<th>Framework core allocation</th>
<th>Secretariat expenditure</th>
<th>Framework core allocation</th>
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<tbody>
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<td>Central and West Africa Region</td>
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<td>969</td>
<td>4,443</td>
<td>1,095</td>
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<td>Eastern and Southern Africa Region</td>
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<td>890</td>
<td>3,434</td>
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<td>Asia Region</td>
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<td>7,802</td>
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<td>Meso America and Caribbean</td>
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<td>572</td>
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<tr>
<td>South America and Brazil</td>
<td>1,182</td>
<td>504</td>
<td>1,215</td>
<td>477</td>
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<tr>
<td>European Regional Office, Brussels</td>
<td>894</td>
<td>-</td>
<td>765</td>
<td>-</td>
</tr>
<tr>
<td>Eastern Europe and Central Asia Regional Office</td>
<td>316</td>
<td>-</td>
<td>336</td>
<td>-</td>
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<tr>
<td>West Asia Region</td>
<td>1,216</td>
<td>436</td>
<td>934</td>
<td>342</td>
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<tr>
<td>Mediterranean Cooperation Centre</td>
<td>1,217</td>
<td>-</td>
<td>1,260</td>
<td>-</td>
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<tr>
<td>Oceania</td>
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<td>463</td>
<td>1,751</td>
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<td>Sub Total Regional Components</td>
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<td><strong>5,118</strong></td>
<td><strong>25,930</strong></td>
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<td>529</td>
<td>507</td>
<td>534</td>
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<td>884</td>
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<td>1,370</td>
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<td>1,011</td>
<td>437</td>
<td>717</td>
<td>282</td>
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<td>Traffic International</td>
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<td>275</td>
<td>519</td>
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<tr>
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<td><strong>6,724</strong></td>
<td><strong>2,705</strong></td>
<td><strong>6,604</strong></td>
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<td>Director’s Office, Nature-based Solutions Group</td>
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<td>473</td>
<td>523</td>
<td>482</td>
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<td>1,487</td>
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<td>419</td>
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<td>1,102</td>
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<td>490</td>
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<td>Global Policy Unit</td>
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<td>693</td>
<td>628</td>
<td>643</td>
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<td>Environmental Law Programme</td>
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<td>533</td>
<td>1,406</td>
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<td>773</td>
<td>558</td>
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<td>Sub Total PPG - Programme &amp; Policy Group</td>
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<td><strong>3,714</strong></td>
<td><strong>3,018</strong></td>
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<td>Commission on Education and Communication</td>
<td>239</td>
<td>232</td>
<td>229</td>
<td>232</td>
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<tr>
<td>Commission on Ecosystem Management</td>
<td>194</td>
<td>232</td>
<td>226</td>
<td>232</td>
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<tr>
<td>World Commission on Environmental Law</td>
<td>106</td>
<td>244</td>
<td>92</td>
<td>244</td>
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<tr>
<td>World Commission on Protected Areas</td>
<td>241</td>
<td>242</td>
<td>264</td>
<td>242</td>
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<tr>
<td>Species Survival Commission</td>
<td>282</td>
<td>261</td>
<td>314</td>
<td>261</td>
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<td>Sub Total Commissions</td>
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<td><strong>1,320</strong></td>
<td><strong>1,443</strong></td>
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<td>Director’s Office, Union Development Group</td>
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<td>969</td>
<td>215</td>
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<td>Governance</td>
<td>604</td>
<td>619</td>
<td>-</td>
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<td>Sub Total Union Development</td>
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<td><strong>215</strong></td>
<td><strong>1,588</strong></td>
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<td>Directorate</td>
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<td>1,421</td>
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<td>Office of the Legal Adviser</td>
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<td>Oversight Unit</td>
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<td>245</td>
<td>-</td>
<td>-</td>
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<td>Planning, Monitoring &amp; Evaluation Unit</td>
<td>513</td>
<td>633</td>
<td>466</td>
<td>574</td>
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<td>Global Communications Unit</td>
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<td>809</td>
<td>158</td>
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<td>Finance Group</td>
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<td>-</td>
<td>2,089</td>
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<td>-</td>
<td>1,283</td>
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<td>-</td>
<td>709</td>
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<td>General Services Unit</td>
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<td>-</td>
<td>3,068</td>
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<td>Information Systems Group</td>
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<td>-</td>
<td>3,371</td>
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<td>Sub Total Corporate Support Units</td>
<td><strong>15,139</strong></td>
<td><strong>970</strong></td>
<td><strong>13,930</strong></td>
<td><strong>893</strong></td>
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<tr>
<td>OVERALL TOTAL</td>
<td><strong>67,212</strong></td>
<td><strong>17,145</strong></td>
<td><strong>63,021</strong></td>
<td><strong>16,281</strong></td>
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<td>Non operating expenditure / (income)</td>
<td>(332)</td>
<td>-</td>
<td>388</td>
<td>-</td>
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<td>Operating expenses as per the Income &amp; Expenditure</td>
<td><strong>66,880</strong></td>
<td><strong>17,145</strong></td>
<td><strong>63,409</strong></td>
<td></td>
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</table>

Reconciliation of Framework Income to the Financial

<table>
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<tr>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Total allocations as above</td>
<td>17,145</td>
</tr>
<tr>
<td>Realised foreign exchange on cash contributions</td>
<td>-</td>
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<tr>
<td>Framework funding allocated to projects (Norad contribution)</td>
<td>-</td>
</tr>
<tr>
<td>Surplus/Deficit at year-end transferred to designated reserve</td>
<td>(1,187)</td>
</tr>
<tr>
<td>Total Funding Framework Agreements</td>
<td>15,958</td>
</tr>
</tbody>
</table>
## ANNEX A - CORE FUNDS UNDER FRAMEWORK AGREEMENTS

<table>
<thead>
<tr>
<th>Framework Agreement Partners</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ministry of Foreign Affairs (DANIDA) - Denmark</td>
<td>3,464</td>
<td>3,131</td>
</tr>
<tr>
<td>Environment Agency – Abu Dhabi (EAD) – United Arab Emirates</td>
<td>1,000</td>
<td>1,000</td>
</tr>
<tr>
<td>French Development Agency (AFD), Ministry of Foreign Affairs (MAEDI), Ministry of Environment, Energy and Sea - France</td>
<td>934</td>
<td>946</td>
</tr>
<tr>
<td>MAVA Fondation pour la Nature - Switzerland</td>
<td>1,000</td>
<td>1,000</td>
</tr>
<tr>
<td>Ministry of Environment, Republic of Korea (MOE) - Korea</td>
<td>600</td>
<td>600</td>
</tr>
<tr>
<td>Ministry of Foreign Affairs - Finland</td>
<td>757</td>
<td>850</td>
</tr>
<tr>
<td>Norwegian Agency for Development Cooperation (NORAD) - Norway</td>
<td>2,514</td>
<td>3,028</td>
</tr>
<tr>
<td>Swedish International Development Agency (Sida) - Sweden</td>
<td>3,489</td>
<td>4,067</td>
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<tr>
<td>Swiss Agency for Development and Cooperation (SDC) - Switzerland</td>
<td>2,200</td>
<td>2,200</td>
</tr>
<tr>
<td><strong>Total Funding Framework Agreements</strong></td>
<td><strong>15,958</strong></td>
<td><strong>16,822</strong></td>
</tr>
</tbody>
</table>

Action Requested: The World Conservation Congress is requested to TAKE NOTE of the attached report on IUCN’s finances for the period 2012–2016 presented jointly by the Director General and the Treasurer.

Contents
1. Introduction .............................................................................................................. 2
2. Economic situation .................................................................................................. 2
3. Income trends ......................................................................................................... 2
4. Overview of the last four years ................................................................................ 3
6. Unrestricted income and expenditure ...................................................................... 6
7. Project income and expenditure .............................................................................. 7
8. Expenditure .............................................................................................................. 9
9. Sources of income ................................................................................................... 10
10. Analysis of expenditure by results area ................................................................. 11
11. Balance Sheet ....................................................................................................... 12
12. Reserves ................................................................................................................ 13
13. 2016 Forecast ........................................................................................................ 13
15. Systems and processes ........................................................................................ 15
16. Risk Management ................................................................................................. 16
17. Financial challenges .............................................................................................. 16
1. Introduction

Article 20 (c) of the IUCN Statutes states that the World Conservation Congress shall: ‘receive and consider the reports of: (ii) the Director General with the Treasurer on the financial affairs of IUCN.’ The report that follows provides an overview of the financial situation of the past four years.

2. Economic situation

The last four years have been marked by slow global economic growth, particularly in the Euro zone, increased currency volatility and all-time low interest rates.

Regional conflicts have resulted in an increase in the flow of refugees to Europe and a reprioritisation of government funding away from environmental programmes. This has affected many development organisations and has increased the competition for available funds.

3. Income trends

Figure 1 below shows trends in income sources over the period 2009–2016.

Figure 1: IUCN income trends

During the period 2009 to 2012 IUCN experienced a significant decline in unrestricted income driven by a decline in the level of Framework income. Framework income fell from a level of CHF 24m in 2009 to CHF 17m in 2012. The level remained stable up to 2014 but is forecast to fall to CHF 14m in 2016. The reduction reflects an increasing tendency of donor governments to link funding to specific programme objectives and the European migration crisis which is resulting in a reprioritisation of Official Development Assistance (ODA) by several donor countries towards providing assistance to migrants.

Membership and other unrestricted income have remained relatively stable over the period 2012–2016.

In contrast to unrestricted income, project restricted income has shown healthy growth over the last four years, increasing from CHF 78m in 2012 to a forecast level of CHF 98m in 2016.

1 Core income comprises unrestricted funding such as Membership dues, and Framework funding which carries minimal restrictions and is given to support IUCN’s programme of work.
This reflects alignment of the IUCN Programme with donor priorities and confidence in IUCN’s ability to deliver against key programme results.

4. Overview of the last four years

Article 88 (d) of the IUCN Statutes requires the Director General with the Treasurer to submit to the Congress ‘a report on the consolidated accounts of IUCN together with the auditor’s reports for the relevant years’.

The relevant years are those ending after the 2012 World Conservation Congress, i.e. 2012, 2013, 2014 and 2015. The 2016 audited financial statements will be considered by the 2020 Congress.

Table 1 gives a summary of the income and expenditure of IUCN for the years 2012 to 2015. The figures are extracted from the audited financial statements (Congress document WCC-2016-7.2/1-Annexes 1, 2, 3 and 4) and have been presented as two income and expenditure streams: unrestricted income and expenditure ("UR") and restricted income and expenditure ("R"). The audited financial statements should be referred to for more detailed information for each financial year.

Table 1: Unrestricted (UR) and restricted (R) income and expenditure, 2012–2015 (CHF million)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
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</thead>
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<tr>
<td>Membership dues</td>
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<td>12</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td>Framework income</td>
<td>17</td>
<td>17</td>
<td>17</td>
<td>16</td>
<td>17</td>
<td>17</td>
<td>16</td>
<td>17</td>
<td>17</td>
<td>16</td>
<td>17</td>
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<tr>
<td>Project income</td>
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<td>75</td>
<td>75</td>
<td>79</td>
<td>79</td>
<td>79</td>
<td>76</td>
<td>76</td>
<td>76</td>
<td>95</td>
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<td>Other income</td>
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<td>6</td>
<td>0</td>
<td>6</td>
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<td>3</td>
<td>8</td>
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<td>0</td>
<td>6</td>
</tr>
<tr>
<td>Total income</td>
<td>34</td>
<td>77</td>
<td>111</td>
<td>34</td>
<td>80</td>
<td>114</td>
<td>33</td>
<td>78</td>
<td>111</td>
<td>34</td>
<td>96</td>
<td>130</td>
</tr>
<tr>
<td>Cost recovery from projects</td>
<td>24</td>
<td>26</td>
<td>50</td>
<td>28</td>
<td>28</td>
<td>56</td>
<td>33</td>
<td>33</td>
<td>66</td>
<td>34</td>
<td>34</td>
<td>68</td>
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<td>Operating expenditure</td>
<td>(60)</td>
<td>(51)</td>
<td>(111)</td>
<td>(47)</td>
<td>(105)</td>
<td>(152)</td>
<td>(63)</td>
<td>(52)</td>
<td>(115)</td>
<td>(67)</td>
<td>(53)</td>
<td>(120)</td>
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<tr>
<td>Operating surplus / (deficit)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>(7)</td>
<td>(4)</td>
<td>3</td>
<td>(33)</td>
<td>(30)</td>
<td>4</td>
<td>9</td>
<td>10</td>
</tr>
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<td>Other income and expenditure</td>
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<td>(1)</td>
<td>(2)</td>
<td>0</td>
<td>(1)</td>
<td>(1)</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>(1)</td>
<td>(2)</td>
</tr>
<tr>
<td>Net surplus / (deficit)</td>
<td>(1)</td>
<td>(1)</td>
<td>(2)</td>
<td>4</td>
<td>4</td>
<td>8</td>
<td>4</td>
<td>(6)</td>
<td>(2)</td>
<td>0</td>
<td>8</td>
<td>8</td>
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<tr>
<td>Release from / (transfer to) designated reserves</td>
<td>1</td>
<td>1</td>
<td>(1)</td>
<td>(1)</td>
<td>(1)</td>
<td>(1)</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
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<tr>
<td>Movement in restricted funds</td>
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<td>1</td>
<td>(4)</td>
<td>(4)</td>
<td>6</td>
<td>6</td>
<td>(8)</td>
<td>(8)</td>
<td>(8)</td>
<td>0</td>
<td>0</td>
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<tr>
<td>Surplus/(deficit) after reserve adjustments</td>
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<td>0</td>
<td>0</td>
<td>3</td>
<td>3</td>
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<td>1</td>
<td>0</td>
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</tr>
</tbody>
</table>

2012

Unrestricted income and expenditure

A net deficit of CHF 1.0m was realised.

The main causes of the deficit were the requirement to make additional provisions for outstanding Membership dues of CHF 0.6m in relation to amounts owed by Members rescinded at the 2012 World Conservation Congress or who withdrew during 2012, and unbudgeted redundancy costs of CHF 0.8m resulting from organisational adjustments in anticipation of a decline in framework income.

The deficit was offset by a release of funds from designated reserves to cover expenses of the 2012 World Conservation Congress incurred in 2012 for which funds had been set aside in previous years, resulting in a breakeven situation overall.
Restricted income and expenditure

Restricted income totalled CHF 77m vs. total expenditure of CHF 78m. The deficit of CHF 1m represents the movement in unspent project balances during 2012. It does not represent a financial loss as funds may be received in one year and spent in the next.

2013

Unrestricted income and expenditure

A net surplus of CHF 3.5m (rounded to CHF 4m in Table 1) was realised. Of this, CHF 1m was allocated to designated reserves to cover the costs of future events and actions, such as the World Conservation Forums scheduled to take place in 2015 and the 2016 World Conservation Congress.

The main reasons for the surplus were 1) Membership dues (after provision for non-payment) were above budget by CHF 0.7m; 2) Framework income was above budget by CHF 1.9m, as a result of one new agreement being signed for the period 2013–2016, and one agreement being higher in value than the agreement that expired in 2012; and 3) investment gains of CHF 1m that were realised on the maturity of investments.

Restricted income and expenditure

Restricted income totalled CHF 80m vs. total expenditure of CHF 76m. The surplus of CHF 4m represents the movement in unspent project balances during 2013.

2014

Unrestricted income and expenditure

A net surplus of CHF 4m was realised. This comprised a normal operating surplus of CHF 1.6m and an exceptional surplus of CHF 2.7m from the sale of a parcel of land belonging to the Wasaa estate in Nairobi (the site of IUCN’s Regional Office for East and Southern Africa). The land was sold to a local conservationist who has pledged to keep the land in its natural state.

CHF 1m of the surplus was allocated to designated reserves to cover the costs of future events and actions such as the World Conservation Forums scheduled to take place in 2015 and the 2016 World Conservation Congress.

Restricted income and expenditure

Restricted income totalled CHF 78m vs. total expenditure of CHF 84m. The deficit of CHF 6m represents the movement in unspent project balances during 2014.

2015

Unrestricted income and expenditure

A breakeven result was realised. This was after accounting for expenditure incurred on the Regional Conservation Forums that took place in 2015 and the preparatory costs for the 2016 World Conservation Congress. These costs were budgeted to be funded by amounts set aside in previous years in designated reserves and consequently CHF 1m was released from designated reserves giving an overall result after reserve movements of CHF 1m.
Restricted income and expenditure

Restricted income totalled CHF 96m vs. total expenditure of CHF 88m. The surplus of CHF 8m represents the movement in unspent project balances during 2015.


Table 2 below compares the forecast result for the four-year period 2013–2016 to the Financial Plan approved at the 2012 World Conservation Congress.

Table 2: 2013–2016 results vs. Financial Plan

<table>
<thead>
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<th>CHF m</th>
<th>2013-16 Forecast</th>
<th>2013-16 Financial plan</th>
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<tbody>
<tr>
<td>Membership dues</td>
<td>49</td>
<td>47</td>
</tr>
<tr>
<td>Framework income</td>
<td>64</td>
<td>75</td>
</tr>
<tr>
<td>Project income</td>
<td>348</td>
<td>374</td>
</tr>
<tr>
<td>Other income</td>
<td>24</td>
<td>20</td>
</tr>
<tr>
<td>Total income</td>
<td>485</td>
<td>516</td>
</tr>
<tr>
<td>Operating expenditure</td>
<td>(471)</td>
<td>(512)</td>
</tr>
<tr>
<td>Operating surplus / (deficit)</td>
<td>14</td>
<td>4</td>
</tr>
<tr>
<td>Other income and expenditure</td>
<td>(2)</td>
<td>0</td>
</tr>
<tr>
<td>Net surplus / (deficit)</td>
<td>12</td>
<td>4</td>
</tr>
<tr>
<td>Release from / (transfer to) designated reserves</td>
<td>(1)</td>
<td>0</td>
</tr>
<tr>
<td>Movement in restricted funds</td>
<td>(6)</td>
<td>0</td>
</tr>
<tr>
<td>Surplus/(deficit) after reserve adjustments</td>
<td>5</td>
<td>4</td>
</tr>
</tbody>
</table>


Forecast income is CHF 31m below that of the Financial Plan. The key variances are Framework income (CHF 11m below Plan) and project income (CHF 26m below Plan). The Financial Plan projected an increase in Framework income over the period from CHF 17m in 2012 to CHF 20m in 2016 which was not realised. The level remained at CHF 17m in 2013 and 2014, falling to CHF 16m in 2015 and is forecast to fall to CHF 14m in 2016 (see section 6. below for further details). Although a significant increase in project income was realised, the level of growth was not at the same level as anticipated in the Financial Plan.

The forecast surplus for the four-year period is CHF 5m which is in excess of the target set in the Financial Plan of CHF 4m.
6. Unrestricted income and expenditure

Membership dues

Table 3 below shows the evolution of the number of IUCN Members over the last five years, and Table 4 the corresponding value of dues.

Table 3: Number of Members of IUCN

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Actual</td>
<td>Actual</td>
<td>Actual</td>
<td>Actual</td>
<td>Forecast</td>
</tr>
<tr>
<td>States</td>
<td>90</td>
<td>92</td>
<td>90</td>
<td>89</td>
<td>89</td>
</tr>
<tr>
<td>Government Agencies</td>
<td>124</td>
<td>132</td>
<td>125</td>
<td>127</td>
<td>128</td>
</tr>
<tr>
<td>National Non-Government Organizations</td>
<td>915</td>
<td>946</td>
<td>918</td>
<td>953</td>
<td>1,022</td>
</tr>
<tr>
<td>International Non-government Organizations</td>
<td>108</td>
<td>112</td>
<td>108</td>
<td>109</td>
<td>114</td>
</tr>
<tr>
<td>Affiliates</td>
<td>42</td>
<td>47</td>
<td>48</td>
<td>50</td>
<td>53</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,279</strong></td>
<td><strong>1,329</strong></td>
<td><strong>1,289</strong></td>
<td><strong>1,328</strong></td>
<td><strong>1,406</strong></td>
</tr>
<tr>
<td><strong>Growth</strong></td>
<td>4%</td>
<td>-3%</td>
<td>3%</td>
<td>6%</td>
<td></td>
</tr>
<tr>
<td><strong>Growth over intersessional period</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>10%</td>
</tr>
</tbody>
</table>

Table 4: Membership dues (CHF million)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Actual</td>
<td>Actual</td>
<td>Actual</td>
<td>Actual</td>
<td>Forecast</td>
</tr>
<tr>
<td>States</td>
<td>9.4</td>
<td>10.1</td>
<td>9.7</td>
<td>9.9</td>
<td>10.1</td>
</tr>
<tr>
<td>Government Agencies</td>
<td>0.9</td>
<td>1.1</td>
<td>1.1</td>
<td>1.1</td>
<td>1.1</td>
</tr>
<tr>
<td>National Non-Government Organizations</td>
<td>0.9</td>
<td>1.1</td>
<td>1.1</td>
<td>1.2</td>
<td>1.3</td>
</tr>
<tr>
<td>International Non-government Organizations</td>
<td>0.2</td>
<td>0.2</td>
<td>0.2</td>
<td>0.2</td>
<td>0.2</td>
</tr>
<tr>
<td>Affiliates</td>
<td>0.1</td>
<td>0.1</td>
<td>0.1</td>
<td>0.1</td>
<td>0.1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>11.5</strong></td>
<td><strong>12.6</strong></td>
<td><strong>12.2</strong></td>
<td><strong>12.5</strong></td>
<td><strong>12.8</strong></td>
</tr>
<tr>
<td><strong>Annual growth</strong></td>
<td>10%</td>
<td>-3%</td>
<td>2%</td>
<td>2%</td>
<td></td>
</tr>
<tr>
<td><strong>Growth over intersessional period</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>12%</td>
</tr>
</tbody>
</table>

The number of Members increased from 1,279 in 2012 to a current level of 1,406. The main increase has been in the category National Non-Government Organisations with an increase of 107 Members. As the level of dues paid by this category is low, this has not resulted in a significant increase in the overall value of dues. The number of State Members decreased from 90 in 2012 to a current level of 89. Seven State Members left (Argentina, Portugal, Benin, Liberia, Mauritania, Egypt and Ireland) and six State Members joined (Côte d’Ivoire, Azerbaijan, Gabon, Burundi, Mongolia and Palau).

The increase in the overall level of dues is a result of inflation increases (based on changes to the Swiss Consumer Price Index) and the increase in the number of Members.

Framework income

Table 5 below shows Framework income received from Framework Partners during the period 2012 to 2016.
Most Framework Partners sign agreements for a four-year period that is aligned with IUCN’s four-year planning cycle. Some Partners sign for shorter periods: MAVA Foundation – 2 years; United Arab Emirates – 3 years; and Finland – 1 year, recurring.

The Republic of Korea became an IUCN Framework Partner in 2012 following a successful Congress in Jeju.

The Netherlands ceased being a Framework Partner at the end of 2012. This was a result of a change in government policy and a wish to restrict funding to specific objectives and deliverables. The government of the Netherlands has continued to support IUCN through the provision of restricted funding.

Sweden increased the level of its contribution when it signed a new four-year agreement in 2013, but decided to reduce its contributions for 2016 as a result of the European migration crisis.

The Framework agreement with the United Arab Emirates expired at the end of 2015 and IUCN has been informed that they will not sign a new agreement for 2016 due to the steep decline in the price of oil.

The Swiss franc value of contributions not denominated in Swiss francs fell in 2015 as a result of the decision of the Swiss National Bank to decouple the Swiss franc from the Euro. This decision resulted in an increase in the value of the Swiss franc compared to the Euro of 16%, though the Swiss franc has since depreciated against the Euro and now (19 June 2016) stands at 10% above the value prior to the decoupling decision.

### 7. Project income and expenditure

Project income is received for specific activities. Table 6 shows project income and expenditure over the four-year period, 2012 to 2015, together with the forecast for 2016.
Table 6: Project income and expenditure

<table>
<thead>
<tr>
<th></th>
<th>2012 Actual</th>
<th>2013 Actual</th>
<th>2014 Actual</th>
<th>2015 Actual</th>
<th>2016 Forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>CHF</td>
<td>%</td>
<td>CHF</td>
<td>%</td>
<td>CHF</td>
</tr>
<tr>
<td>Project income</td>
<td>77</td>
<td>80</td>
<td>78</td>
<td>96</td>
<td>98</td>
</tr>
<tr>
<td>Cost recovery</td>
<td>26</td>
<td>33%</td>
<td>28</td>
<td>37%</td>
<td>33</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>33</td>
<td>39%</td>
<td>34</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>39%</td>
<td>36</td>
</tr>
<tr>
<td>Other project expenditure</td>
<td>52</td>
<td>67%</td>
<td>48</td>
<td>63%</td>
<td>51</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>61%</td>
<td>54</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>61</td>
</tr>
<tr>
<td>Total project expenditure</td>
<td>78</td>
<td>100%</td>
<td>76</td>
<td>100%</td>
<td>84</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>100%</td>
</tr>
<tr>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>88</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>98</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>100%</td>
</tr>
<tr>
<td>Surplus/(deficit)</td>
<td>-1</td>
<td>4</td>
<td>-6</td>
<td>8</td>
<td>0</td>
</tr>
</tbody>
</table>

Project income increased from CHF 77m in 2012 to CHF 96m in 2015, and project expenditure from CHF 78m in 2012 to CHF 88m in 2015. The difference between project income and expenditure represents a movement on restricted funds and not a realised gain or loss. It results from the timing difference between the date of receipt of funds and the date of expenditure.

The results reflect a growing project portfolio as shown in Figure 2 below. The portfolio has shown steady growth from a level of CHF 242m in 2013 to a current level of CHF 323m. Further increases are projected over the period 2017–2020.

Figure 2: IUCN project portfolio

Cost recovery represents the value of IUCN staff time and management fees charged to projects. In 2012 some staff were charged directly to projects and their costs included under Other project expenditure. In 2013 a new time management policy was introduced requiring all staff to be charged to projects through the cost recovery system. Consequently the level of cost recovery is higher for 2013 and subsequent years than for 2012. If 2012 is excluded the level of cost recovery has been stable over the years, ranging from 37% to 39% of total project expenditure.

IUCN implements projects through a variety of mechanisms. Figure 3 shows the current make-up of the IUCN project portfolio by delivery model.
Global thematic initiatives are large scale programmatic initiatives implemented by Headquarters and regional offices in multiple geographies and with multiple partners, e.g. Forest Landscape Restoration. Grant-making programmes are those where IUCN receives funds for on-granting to partner organisations, many of which are IUCN Members. Implementing agency projects, although currently small in number, are set to increase rapidly following the accreditation of IUCN as an implementing agency of the Global Environmental Facility (GEF) and Green Climate Fund (GCF). Several projects have recently been approved by the GEF Council. Programmatically aligned single projects currently make up 49% of the IUCN project portfolio. Over the next four years there will be a move away from single projects to global and regional thematic initiatives and also towards grant-making and implementing agency projects (see IUCN Financial Plan 2017–2020 for further details).

The majority of projects are implemented with the participation of Commissions and Members and many leverage significant amounts of matching funds which do not pass through the books of the Secretariat.

8. Expenditure

Table 7 below shows an analysis of total operating expenditure.

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Actual</td>
<td>Actual</td>
<td>Actual</td>
<td>Actual</td>
<td>Forecast</td>
</tr>
<tr>
<td>Personnel and consultancy costs</td>
<td>CHF m</td>
<td>CHF m</td>
<td>CHF m</td>
<td>CHF m</td>
<td>CHF m</td>
</tr>
<tr>
<td>Travel and communications</td>
<td>13 12%</td>
<td>13 12%</td>
<td>14 15%</td>
<td>15 15%</td>
<td>16 14%</td>
</tr>
<tr>
<td>Office and general administration</td>
<td>7 6%</td>
<td>7 7%</td>
<td>8 7%</td>
<td>9 7%</td>
<td>9 6%</td>
</tr>
<tr>
<td>Other operating costs</td>
<td>10 9%</td>
<td>9 9%</td>
<td>8 8%</td>
<td>8 8%</td>
<td>10 8%</td>
</tr>
<tr>
<td>Grants to partners</td>
<td>12 11%</td>
<td>6 6%</td>
<td>6 5%</td>
<td>5 5%</td>
<td>11 8%</td>
</tr>
<tr>
<td>Total expenditure</td>
<td>111 100%</td>
<td>105 100%</td>
<td>115 100%</td>
<td>120 100%</td>
<td>131 100%</td>
</tr>
</tbody>
</table>

Personnel and consultancy costs represent between 62% and 65% of total operating expenditure. Approximately 60% of total staff costs are funded by project funds and the remainder by unrestricted funding.

Staff costs

The number of IUCN staff has declined slightly from 955 in 2012 to a current level of 948 as shown in Figure 4 below.
Approximately 17% of total staff is based in Headquarters, Gland and 83% in the regions.

In order to reduce Headquarters’ operating costs, IUCN has progressively implemented an out-posting strategy whereby certain positions related to global programmes and corporate functions are out-posted to other IUCN offices outside of Switzerland, though they continue to report to and be coordinated by managers residing at Headquarters in Gland. Out-posting decisions are not solely based on cost but take into consideration programme requirements and collaboration and managerial factors. At 30 April 2016, 36% of global staff (those staff having a global function as opposed to a regional function) was out-posted to IUCN offices outside of Switzerland.

The majority of staff is employed on fixed-term contracts that are aligned with the projects they are employed to work on. This ensures a flexible workforce which is able to increase and decrease in parallel with a changing portfolio of work and changes in skill requirements. Although workforce flexibility is an aim of IUCN, local labour laws must be taken into consideration, and the rights of the individual protected. This can sometimes hinder the ability of IUCN to scale back personnel costs in times of declining income.

9. **Sources of income**

Figure 5 below shows income received by funding source over the four-year period 2012–2015.
IUCN’s main source of funding continues to be Official Development Assistance (ODA) from bilateral and multilateral institutions, representing, on average, 70% of annual income. Income from other sources remains comparatively low with foundations accounting for 8%, NGOs 6% and corporations 5%.

Engaging with the private sector, foundations and high net-worth individuals continues to be a part of IUCN’s fundraising strategy. IUCN has been able to reach out in a more targeted way to foundations already supporting IUCN’s work, particularly those in the USA and hopes to grow funding from this sector in the future. IUCN became accredited with two large multilateral investment funds during the last four-year period – the Global Environment Fund (GEF) in 2014 and the Green Climate Fund (GCF) in 2016. The GEF has started to invest through IUCN and the GCF is expected to follow once formalities have been completed. Other development banks such as the German Government’s Kreditanstalt fur Wiederaufbau (KfW) have also partnered with IUCN to channel funds to IUCN Members, a trend which is likely to accelerate over the coming four years.

10. Analysis of expenditure by results area

IUCN operates a results-based budgeting system. Figure 6 below shows the budget by results for the years 2013 to 2016. IUCN systems do not yet allow the possibility of tracking actual expenditure by results and hence the budget figures are only indicative of the amounts and proportions spent on each area. The tracking of expenditure against results will be implemented for the 2017–2020 Programme following the roll out of the Programme and Project Portals planned for the 2nd half of 2016.

Figure 6: Expenditure by Programme Results, Corporate functions and Union Development (CHF million)

The programme area Valuing and Conserving Nature accounted for 39% of budgeted expenditure; Effective and Equitable Governance of Nature’s Use, 14%; Deploying Nature-based Solutions to Global Challenges, 22%; and Corporate Functions and Union Development, 16% and 8% respectively.

Valuing and Conserving Nature (IUCN’s heartland work) continues to be the largest area of work in budget terms, though Deploying Nature-based Solutions to Global Challenges is expected to grow significantly in the coming years following IUCN’s accreditation as an implementing agency of the GEF and GCF and the development of new global thematic initiatives.
11. Balance Sheet

Table 8 below shows a summarised balance sheet for 2012, 2015 and the forecast for 2016.

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<thead>
<tr>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Actual</td>
<td>Actual</td>
<td>Forecast</td>
<td>Actual</td>
<td>Actual</td>
<td>Forecast</td>
</tr>
<tr>
<td>Current assets</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and investments</td>
<td>30</td>
<td>34</td>
<td>32</td>
<td>8</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Investments</td>
<td>9</td>
<td>14</td>
<td>14</td>
<td>6</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Other receivables</td>
<td>11</td>
<td>17</td>
<td>17</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total current assets</td>
<td>50</td>
<td>65</td>
<td>63</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-current liabilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deferred income</td>
<td>22</td>
<td>18</td>
<td>17</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Building loan</td>
<td>10</td>
<td>11</td>
<td>11</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fixed assets</td>
<td>34</td>
<td>33</td>
<td>33</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intangible assets</td>
<td>4</td>
<td>2</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total non-current assets</td>
<td>38</td>
<td>35</td>
<td>34</td>
<td>29</td>
<td>36</td>
<td>36</td>
</tr>
<tr>
<td>Restricted reserves</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted reserves</td>
<td></td>
<td></td>
<td></td>
<td>13</td>
<td>21</td>
<td>19</td>
</tr>
<tr>
<td>Total assets</td>
<td>88</td>
<td>100</td>
<td>97</td>
<td>88</td>
<td>100</td>
<td>97</td>
</tr>
</tbody>
</table>

Cash and investments

Taken together, the level of cash and investment increased from CHF 39m at the end of 2012 to CHF 48m at the end of 2015. This mirrors a growing project portfolio over the same period (see Table 6 and Figure 2) and the increase in restricted reserves which represents the value of contributions received from donors not yet spent.

In 2013 IUCN ran a tender process to select investment managers to manage its investment portfolio. The key criteria for the investment portfolio are low volatility, liquidity, SRI considerations and a reasonable rate of return, provided the other criteria are not compromised. Funds were invested in the portfolio in December 2013.

The portfolio produced a return of 1.4% in 2014 and a loss of 1.9% in 2015. Although the overall return is negative the portfolio has shown resilience to market shocks, e.g. stagnating Eurozone economy in 2014 and downturn in the Chinese economy in 2015. In addition, global interest rates have been extremely low (negative in some countries) making it difficult to find low risk investments that generate a reasonable return. Overall, the return can be considered acceptable in view of the economic climate, chosen risk profile and investment opportunities.

Fixed assets

Fixed assets comprise the IUCN Headquarters in Gland (2016: CHF 30m) and other assets (2016: CHF 3m). The IUCN Headquarters comprises the original building which was gifted to IUCN in 1992 and an extension (cost: CHF 26.5m) which was completed in early 2010 and financed by an interest free loan from the Swiss Government to be repaid in equal annual instalments of CHF 400k over 50 years. The balance was financed by a mix of cash and in-kind donations and IUCN’s own resources.

In accordance with standard accounting practice the building loan is discounted at the prevailing market interest rate and the difference between the cash value of the loan and the discounted value shown as deferred income. At the end of 2015 the discounted value of the loan was CHF 11m and the related deferred income CHF 6m. The balance of the total of
deferred income shown in Table 8 relates to the original building and other donated assets. The deferred income in respect of donated assets is released to the income statement in line with the depreciation of the assets concerned.

During 2014 and 2015 renovations costing CHF 3.3m were made on the original building to replace the heating and cooling systems with a geothermal solution and to replace all the windows and frames to improve the insulation and bring the performance of the building in line with the new extension. The Swiss regional government provided a generous grant of CHF 0.6m in support of the renovation project.

Of the total office space, 30% is let to tenants. Tenants include the Ramsar Convention Secretariat, the MAVA Foundation and the World Association of Zoos and Aquariums (WAZA), a Member of IUCN. In addition, IUCN obtains revenue from the renting of meeting rooms to external customers. IUCN receives approximately CHF 1 million annually in rent and service fee income which offsets the running cost of the Headquarters building and other corporate services.

12. Reserves

IUCN reserves rose from a level of CHF 13.2m at the end of 2012 to CHF 20.7m at the end of 2015, as shown in Figure 7, an overall increase of CHF 7.5m. This is well in excess of the CHF 4m reserves increase which was included in the 2013–2016 Financial Plan.

Reserves are expected to fall in 2016 as a result of declining Framework income and restructuring costs. A reserves target of CHF 25m was set by the Director General and approved by Council in November 2011.

Figure 7: Evolution of IUCN reserves

13. 2016 Forecast

Table 9 below shows forecast income and expenditure for 2016.

The overall forecast result for 2016 for unrestricted (UR) income and expenditure is a deficit of CHF 2m. This is a result of a decline in Framework income driven by the tendency of donors to restrict their funding and the recent European migration crisis.

The Director General has initiated a process to review IUCN’s programme and operational strategy with the objective of creating a financially stable IUCN and to accommodate a declining level of Framework income (see section 17 for further details).
14. Report of the statutory auditors

The reports of the statutory auditors on the financial statements for the years 2012 to 2015 were all unqualified. This means that they contain no material errors and can be relied on by all users of the financial statements. For each year the auditors also reported on the existence of an internal control framework and concluded that a satisfactory framework existed.

For each year the auditors provided a detailed report covering the scope and findings from the audit and internal control weaknesses.

Key areas where the auditors recommended improvement together with action taken by management are shown in the Table 10 below.

**Table 9: Forecast 2016**

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>UR</td>
<td>R</td>
<td>Total</td>
<td>UR</td>
<td>R</td>
<td>Total</td>
</tr>
<tr>
<td>Membership dues</td>
<td>12</td>
<td>12</td>
<td>13</td>
<td>13</td>
<td>13</td>
<td></td>
</tr>
<tr>
<td>Framework income</td>
<td>16</td>
<td>0</td>
<td>16</td>
<td>14</td>
<td>14</td>
<td></td>
</tr>
<tr>
<td>Project income</td>
<td>95</td>
<td>95</td>
<td>98</td>
<td>98</td>
<td>98</td>
<td></td>
</tr>
<tr>
<td>Other income</td>
<td>6</td>
<td>1</td>
<td>7</td>
<td>5</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td><strong>Total income</strong></td>
<td><strong>34</strong></td>
<td><strong>96</strong></td>
<td><strong>130</strong></td>
<td><strong>32</strong></td>
<td><strong>98</strong></td>
<td><strong>130</strong></td>
</tr>
<tr>
<td>Cost recovery from projects</td>
<td>34</td>
<td></td>
<td></td>
<td>36</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating surplus / (deficit)</td>
<td>1</td>
<td>9</td>
<td>10</td>
<td>(1)</td>
<td>0</td>
<td>(1)</td>
</tr>
<tr>
<td>Other income and expenditure</td>
<td>(1)</td>
<td>(1)</td>
<td>(2)</td>
<td>(1)</td>
<td>0</td>
<td>(1)</td>
</tr>
<tr>
<td><strong>Net surplus / (deficit)</strong></td>
<td>0</td>
<td>8</td>
<td>8</td>
<td>(2)</td>
<td>0</td>
<td>(2)</td>
</tr>
<tr>
<td>Release from / (transfer to) designated reserves</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Movement in restricted funds</td>
<td>(8)</td>
<td>(8)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Surplus/(deficit) after reserve adjustments</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>(2)</td>
<td>0</td>
<td>(2)</td>
</tr>
</tbody>
</table>

**Table 10: Audit recommendations**

<table>
<thead>
<tr>
<th>Area for improvement</th>
<th>Management response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve the consolidation process and related controls.</td>
<td>The consolidation process was complex for the years 2012, 2013 and 2014 as financial data was held in more than one financial system during the transition to the ERP system. The rollout of the core financial modules was completed in 2015 which will simplify the consolidation process for 2016 and future years.</td>
</tr>
<tr>
<td>Implement and reinforce monitoring controls between HQ, regional and country offices in order to cover the risks linked to a very decentralised organisation.</td>
<td>The reporting relationships between regional offices and HQ have been strengthened. A monthly management reporting process is in place which is complemented by bi-monthly reports from regional and global thematic directors to the Director General.</td>
</tr>
<tr>
<td>Review key balances and information reported by local offices.</td>
<td>The rollout of the ERP system has provided a platform to improve controls. Key reconciliations are...</td>
</tr>
</tbody>
</table>
15. Systems and processes

**ERP implementation**

In 2009 IUCN commenced work on the implementation of an Enterprise Resource Management (ERP) System, intended to improve resource management and increase the Secretariat’s efficiency. The rollout of the financial modules of this system was completed in 2015. All data is now managed in one central repository and financial processes have been standardised across the global Secretariat. The system has also vastly improved reporting capabilities and the ability to analyse data for management and decision-making purposes.

A constituency relationship management system has also been implemented. This is used to manage information on all IUCN key stakeholders, including Members, Commission members and donors.

**Programme and project portals**

Following completion of the rollout of the financial modules of the ERP, resources are now being applied to the development of a programme and project management system. This is due to go-live in the 2nd half of 2016 and will provide IUCN with the ability to track and report on projects at both an individual and portfolio level and allow IUCN to track delivery against the global programme results.

**Union applications**

In 2013 IUCN rolled out the Union portal which is a platform for sharing information and for collaboration across the Union.

Other applications have also been developed, including e-voting for motions and various applications to support the 2016 World Conservation Congress (registration, forum management, motions management).

**Global Wide Area Network**

IUCN is in the process of implementing a global wide area network and common IT infrastructure. This will support the various global applications used by IUCN, improve the overall quality and speed of web-based communications, improve IT security and reduce operational costs.
Treasury management

IUCN has embarked on a project to rationalise its global banking structure and improve cash management processes. Over the next two years the number of banking partners will be reduced and service and fees agreed on a global basis. A global bank reporting system will be put in place to improve visibility over bank accounts and better manage cash levels and risk. In the new set up, currency transactions will be undertaken centrally rather than locally as is currently the case.

15. Risk Management

IUCN has a well-established risk management system whereby it systematically identifies and tracks risks. A risk management committee, headed by the Director General, provides overall direction, whilst oversight is provided by the Finance and Audit Committee of Council which receives a report on risk management at each of its regular meetings. Similarly, a register of audit recommendations from both external and internal audits is maintained and tracked to ensure that recommendations are implemented and the control environment improved.

16. Financial challenges

Recent global events – most notably regional conflicts, global terrorism and increased refugee flows – are having a profound effect on donor priorities, diverting funds away from environmental and conservation work towards shorter-term goals. This has affected many development and environmental organisations, among them IUCN. As a result, IUCN is seeing its unrestricted income steadily falling. Unrestricted income currently accounts for approximately 25% of IUCN’s total income, but this is expected to fall to a level of 20% over the next two years. Unrestricted income is essential to support IUCN’s basic infrastructure, to provide services to its membership and to invest in key programmatic areas, such as knowledge generation and policy influence that underpins IUCN’s value proposition.

To address this situation, IUCN’s senior management has begun a careful and inclusive analysis of its programme delivery mechanisms and its corporate, thematic and regional structures. Proposals under consideration include a clear delineation of roles between global thematic programmes and regional office roles along a broad implementation-execution axis; continuation of strategic out-posting of global thematic units and corporate services from Gland to a limited number of hubs hosted in IUCN offices; reconfiguration of corporate services to increase efficiency by pooling specialised functions in service centres; and increasing the level of cost recovery of corporate services that directly support programmatic delivery so as to reduce dependence on unrestricted funding.

All these measures are important to put IUCN on a financially sustainable footing but above all IUCN needs to increase the scale of its programmatic activities so as to leverage its operating platform and to generate economies of scale. The move towards large thematic initiatives and a focus on grant making and leveraging the recently awarded implementing agency status with the GEF and the GCF provide a basis for future growth. Consequently, a significant increase in the project portfolio is targeted over the next four years.

Under this scenario IUCN will better target different donors and stakeholders to mobilise resources for activities under different delivery models. In particular, working with key bilateral donors to mobilise resources for global thematic and regional thematic initiatives, including exploring options for implementing agency status with key government agencies – in this respect achievement of “international organisation status” with the European Commission remains a critical priority – and establishing and enhancing our reputation as a
grant-making facility with multilateral and bilateral financial institutions such as GEF, GCF and development banks.

Improving efficiency and cost effectiveness is essential for ensuring the long-term financial viability of IUCN. Donors are becoming increasingly stringent in their demands and require that funding is linked to measurable results and that value for money is obtained.

IUCN has made significant steps to improve efficiency over the last four years. The rollout of the financial modules of the ERP has been completed and there has been a drive to standardise and streamline processes and improve fiduciary control. Further improvements are envisaged in the next four years, particularly in the areas of project and programme planning, monitoring and reporting through the development of web-based systems. These tools are essential for IUCN to maintain programmatic coherence and to demonstrate delivery against its results framework.
Appointment of the External Auditors of IUCN for 2017–2020

**Action Requested:** The World Conservation Congress is invited to CONSIDER the recommendation of the IUCN Council and APPOINT the External Auditors of IUCN for the period 2017–2020.

**DRAFT MOTION**

The IUCN World Conservation Congress,

At the recommendation of the IUCN Council,

Appoints PricewaterhouseCoopers as IUCN External Auditors for the years 2017 to 2020.

**EXPLANATORY MEMORANDUM**

The External Auditors are appointed by the Congress on the recommendation of the Council (Article 20 (j) of the IUCN Statutes).

PricewaterhouseCoopers (PwC) were appointed by the 2012 Congress following a competitive process. PwC’s mandate was for four years and covers the years 2013–2016. Prior to 2012 Deloitte were IUCN’s auditors.

The IUCN Council proposes to reappointment PwC for the years 2017–2020 (decision C/88/18) following a recommendation of Council’s Finance and Audit Committee (FAC) which has been satisfied with the performance of PwC. PwC have built up a good knowledge of IUCN and there would be no advantage in changing auditors at this point.
Proposed amendment to the IUCN Statutes:
Including local and regional governmental authorities in the structure of the Union

**Action Requested:** The World Conservation Congress is invited to CONSIDER the proposed amendments with regard to the inclusion of local and regional governmental authorities in the structure of the Union submitted by five Government Agency Members of IUCN under Article 105 of the IUCN Statutes.

**DRAFT MOTION**

The IUCN World Conservation Congress,

Adopts the following amendment to the IUCN Statutes:

i) **Amend Article 4(a) of the IUCN Statutes as follows:** (existing text, if any, to be removed in strike through; proposed new text *in blue italics*)

The Members of IUCN shall be:

Category A: (a) States, and government agencies *and local or regional governmental authorities*;

ii) **Amend Article 5 of the IUCN Statutes by inserting a new provision 5(c) and renumbering all subsequent sections as follows:** (existing text, if any, to be removed in strike through; proposed new text *in blue italics*)

(c) local or regional governmental authorities of a given State shall be those:
   (i) to have competences to adhere to the Statutes of IUCN; and
   (ii) to have effective decision making authority in the field of conservation of nature and the equitable and ecologically sustainable use of natural resources;

iii) **Amend Article 34 of the IUCN Statutes by inserting new provisions 34(b) and 34(d) and renumbering the existing sections as follows:** (existing text, if any, to be removed in strike through; proposed new text *in blue italics*)

Governmental Members shall have voting rights as follows:

(a) each State Member shall have *three four* votes, one of which shall be exercised collectively by the Government Agency Members, if any, of that State;
(b) *one of the four votes of a State Member in which there are also local and/or regional governmental authority Members of IUCN, shall be exercised collectively by the local and/or regional governmental authority Members of that State*;
(c) Government Agency Members of IUCN within a State which is not a State Member of IUCN shall collectively have one vote;
(d) *local and/or regional governmental authority Members of IUCN within a State which is not a State Member of IUCN shall collectively have one vote*; [...].
Background

On 11 February 2016, the President of IUCN received a letter from Ms. Marta Subirà, Secretary for Environment and Sustainability of the Government of Catalonia, Spain, to propose amendments to the IUCN Statutes enabling local and regional governmental authorities to become Members of IUCN in Category A.

On the same day, the same proposal was made in the Union Portal on behalf of the Ministry of Territory and Sustainability Government of Catalonia, Government Agency Member, Spain, announcing that the proposal was supported by 4 other Government Agencies mentioned by name in the Portal.

At the advice of the IUCN Secretariat that in addition to the initial proposal from the Government of Catalonia, the same proposal should also be received directly from the four Government Agency Members, the IUCN, on 29 February 2016, received electronic messages with, attached, the same proposal from:

1) the Agency for Nature and Forest of the Flemish Ministry of Environment, Nature and Energy, Government Agency Member, Belgium;
2) the Consejería de Medio Ambiente y Ordenación del Territorio de la Junta de Andalucía, Government Agency, Spain.

On 1 March 2016, the IUCN received email messages with, attached, the same proposal from:

3) the Ayuntamiento de Málaga, Government Agency Member, Spain; and
4) the Ministry of Agriculture, Agrarian Development, Minor Irrigation, Industries and Environment, Government Agency Member, Sri Lanka.

On 29 February 2016, the Ministry of Territory and Sustainability Government of Catalonia updated the initial posting of the proposal made in the Union Portal to include the names of the four Government Agencies co-sponsoring its proposal. All five Government Agency Members were up-to-date with payment of their membership dues at the time of submitting the proposal.

In the email correspondence between the Ministry of Territory and Sustainability Government of Catalonia and the IUCN Secretariat it was clarified that the proponent intended to submit a proposal directly to the Congress under Article 105 (b) of the IUCN Statutes.

The proposal explicitly refers to the 2nd of two options for statutory amendments submitted by the IUCN Council to the 2012 Congress (Congress Document WCC-2012-9.4.1/7), which failed to achieve the 2/3 majority of votes required in each Category A and B in order to be adopted.

Attached are:
I. the letter dated 11 February 2016 from Ms. Marta Subirà, Secretary for Environment and Sustainability of the Government of Catalonia, Spain
II. the annex to the letter with the proposed amendment and an explanatory memorandum, which were attached to the submissions from the four Government Agency Members co-sponsoring the proposal.
Mr. Zhang Xinsheng
President
International Union for Conservation of Nature
Rue Mauverney 28
1196 – Gland
Switzerland

Dear Mr. Xinsheng,

As we had occasion to comment in the first Meeting of the World Environmental Hubs Steering Committee held in Paris in December, the Government of Catalonia has long been concerned about the engagement of local and regional governments with the International Union for Conservation of Nature and, in particular, about how to make their voices heard. With this in mind, the upcoming World Conservation Congress is a new opportunity to put forward an amendment of the Statutes.

As you may know, in 2008 at the Barcelona Congress, the resolution WCC 2008 RES 008 (including local and regional governmental authorities in the structure of the Union) was approved. Its implementation led to a proposal of amendments to the Statutes that were submitted to the General Assembly at the Korea Congress in 2012. The proposal was presented through the motion 9.4.1_7 and included two possible options: one including a reference to regional and local governments, and a second one modifying the assignment of votes. The Government of Catalonia supported option num. 2, which we believed was the option that most met our concerns. Both options were widely supported by the General Assembly, with more than 65% ‘yes’ votes in both forums (Governmental and NGO), however, neither of the options was approved.

Regional governments and local authorities play a key role in nature conservation. Whether through power-sharing arrangements or constitutional attribution of powers, they are often responsible for the development and implementation of laws, policies, and strategies on nature protection and conservation. At present, governmental agencies and regional and local governments collectively share 1 of the 3 votes allocated to the State member they belong to. Given the competences and responsibilities we hold, we aspire to have a greater presence and influence within the General Assembly of the Union, therefore, we put the proposal of amendments forward again.

The proposed amendments the Government of Catalonia is submitting builds on the good results obtained back in 2012 and aims at gaining presence and greater inclusion of local and regional governments within the governance of the Union, and at meeting their responsibilities in keeping with the nature and impact of their decisions and actions.

We kindly ask your careful attention to this matter, and we rely on your understanding and support.

Sincerely,

Marta Subirà
Secretary for Environment and Sustainability

Av. Diagonal, 521-525
08029 Barcelona
Tel. 93 444 50 00
Fax 93 419 75 47
http://territori.gencat.cat
Amendment to Statutes – proposal for the 2016 World Conservation Congress
(Hawaii, USA)

Amendments to include local and regional governments in the Union’s structure

Proposed amendment

The proposal of amendment we submit is based on the motion WCC-2012-/9.4.1/7, to include local and regional governmental authorities in the structure of the Union, which was put to vote at the 5th World Congress (Jeju, 2012).

We, the IUCN members signing this document, hereby request that the following articles of the Union’s Statutes be amended, with the chief goal of accommodating local and regional governmental authorities within the IUCN structure:

i) Article 4(a) of the IUCN Statutes as follows: (existing text, if any, to be removed in strike through; proposed new text in blue italics)

The Members of IUCN shall be:

Category A: (a) States, and government agencies and local or regional governmental authorities;

ii) Article 5 of the IUCN Statutes by inserting a new provision 5(c) and renumbering all subsequent sections as follows: (existing text, if any, to be removed in strike through; proposed new text in blue italics)

(c) local or regional governmental authorities of a given State shall be those:

(i) to have competences to adhere to the Statutes of IUCN; and
(ii) to have effective decision making authority in the field of conservation of nature and the equitable and ecologically sustainable use of natural resources;

iii) Article 34 of the IUCN Statutes by inserting new provisions 34(b) and 34(d) and renumbering the existing sections as follows: (existing text, if any, to be removed in strike through; proposed new text in blue italics)

Governmental Members shall have voting rights as follows:
(a) each State Member shall have three four votes, one of which shall be exercised collectively by the government agency Members, if any, of that State;

(b) one of the four votes of a State Member in which there are also local and/or regional governmental authority Members of IUCN, shall be exercised collectively by the local and/or regional governmental authority Members of that State;

(c) government agency Members of IUCN within a State which is not a State Member of IUCN shall collectively have one vote;

(d) local and/or regional governmental authority Members of IUCN within a State which is not a State Member of IUCN shall collectively have one vote;

[...]

Explanatory Memorandum

Resolution WCC 2008 RES 008 4.008 (Including local and regional governmental authorities in the structure of the Union) approved at the 4th World Conservation Congress (Barcelona, 2008), called the Union to seek legal advice, develop options and hold consultations to achieve greater recognition of local and regional governments.

Its compliance led to a review of the Statutes of the Union and at the 5th World Conservation Congress (Jeju, 2012), two options of amendment were put to the vote through the motion WCC-2012-/9.4.1/7. Option 1, proposed to amend article 5 referring specifically to local and regional governments. Option 2, additionally proposed to modify articles 4 and 34, allocating 4 votes to each member State, instead of 3, with local and regional governments sharing 1 of these 4 votes.

Despite neither of the two options was approved, both were widely supported in terms of number of votes at both the Governmental and NGO forums.

<table>
<thead>
<tr>
<th>% of 'yes' votes</th>
<th>Option 1</th>
<th>Option 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>NGOs</td>
<td>68,29</td>
<td>74,16</td>
</tr>
<tr>
<td>Governments</td>
<td>65,81</td>
<td>65,66</td>
</tr>
</tbody>
</table>

Voting results prove that this a matter of interest to the Union’s members, and one that is worth revisiting, as this legitimate recognition for the responsibility and importance of local and regional governments with powers in the fields of the environment, sustainability and other biodiversity conservation-related policies remains an outstanding issue within the Union.

The main reason for submitting again a proposal of review and amendment of the Statutes in this line is the fact that local and regional authorities are key actors in promoting nature conservation in many countries. This can be seen by the
bolstering in recent years of international networks, forums and committees bringing together local and regional governmental authorities with nature conservancy-related responsibilities, such as the CBD’s Advisory Committee of Subnational Governments.

The role played by local and regional governments around the world in territorial planning, the harnessing of natural resources and nature conservation, as well as in the design of environmental and sectoral policies is fundamental and complements the role of their National Governments.

According to all these reasons, this proposed amendment seeks greater presence of local and regional governmental authorities within the Union’s structure, in line with the decisive role these levels of government play in the conservation of the natural heritage, and boosts IUCN’s efforts to bring together an array of actors with different roles, responsibilities and powers in the field of conservation and foster all policies helping to reduce the loss in biodiversity.

**Proposed by** – Government of Catalonia, GA/975

**Co-sponsors** –
Proposed amendment to the IUCN Statutes and the Rules of Procedure of the IUCN World Conservation Congress: Including indigenous peoples’ organisations in the structure of the Union

Action Requested: The World Conservation Congress is invited to CONSIDER the proposed amendments to the IUCN Statutes and the Rules of Procedure of the World Conservation Congress with regard to the inclusion of indigenous peoples’ organisations in the structure of the Union submitted by the Council under, respectively, Article 105 and Article 29 of the IUCN Statutes.

DRAFT MOTION

The IUCN World Conservation Congress,

Adopts the following amendment to the IUCN Statutes:

i) Amend Article 4 of the IUCN Statutes by adding a new provision 4 (e) and renumbering all subsequent sections as follows: (existing text, if any, to be removed in strike through; proposed new text in blue italics)

4. The Members of IUCN shall be:

   […]

   (d) international non-governmental organisations; and

   Category C: (e) indigenous peoples’ organisations; and

   Category D: (f) affiliates.

ii) Amend Article 5 of the IUCN Statutes by adding a new provision 5 (f) and renumbering all subsequent sections as follows: (existing text, if any, to be removed in strike through; proposed new text in blue italics)

5. In these Statutes:

   […]

   (e) international non-governmental organisations shall be institutions and associations organized in two or more States; and

   (f) indigenous peoples’ organisations shall be institutions and associations established by indigenous peoples for the advancement of indigenous communities; and
(g) Affiliate Members shall be government agencies, national and international non-governmental organisations, which are not in Categories A, B or C.

iii) Amend Article 7 of the IUCN Statutes as follows: (existing text, if any, to be removed in strike through; proposed new text in blue italics)

7. Government agencies, national and international non-governmental organisations, indigenous peoples’ organisations and affiliates shall become Members of IUCN when the Council has determined that:

[...]

iv) Amend Article 10 of the IUCN Statutes as follows: (existing text, if any, to be removed in strike through; proposed new text in blue italics)

10. Any decision of the Council on admission of an applicant may be appealed by ten Members eligible to vote acting within the period prescribed in the Regulations. The World Conservation Congress (hereinafter referred to as “the World Congress”), on such an appeal, shall have the right to reverse the Council’s decision by a two-thirds majority of votes cast by each Category of Member eligible to vote in Category A and by a two-thirds majority of the votes cast in Categories B and C combined.

v) Amend Article 12 (b) of the IUCN Statutes as follows: (existing text, if any, to be removed in strike through; proposed new text in blue italics)

12. [...]  

(b) Members in Categories A, B and C shall also have the right:

[...]

vi) Amend Article 13 (c) and 13 (f) of the IUCN Statutes as follows: (existing text, if any, to be removed in strike through; proposed new text in blue italics)

13. (c) Should any Member act persistently in a manner seriously inconsistent with the objectives of IUCN, the suspension or expulsion of that Member may be proposed to the Council:

[...]

(ii) in the case of any other Member in Category A or in the case of any Member in Categories B or C, by at least ten Members in the same Category, both Categories B and C combined, including a minimum of five Members in the same Category as the Member proposed for suspension or exclusion; and

(iii) in the case of a Member in Category C, by at least ten Members eligible to vote.

[...]
(f) If the Member concerned requests a vote:

[...] 

(ii) the vote shall take place at the next session of the World Congress and the decision taken, in the case of a Member in Category A or Category B or Category C, by a two-thirds majority of the votes cast in the relevant Category in Category A and by a two-thirds majority of the votes cast in Categories B and C combined; and in the case of a Member in Category CD, by a two-thirds majority of the votes cast of all the Members eligible to vote;

[...] 

(iv) except as provided in (iii) above, only Members in the same Category A may vote on a proposal for suspension or expulsion of a Member in Category A or Category B, and only Members in Categories B and C may vote (combined) on a proposal for suspension or expulsion of a Member in Category B or C.

vii) Amend Article 19 of the IUCN Statutes as follows: (existing text, if any, to be removed in strike through; proposed new text in blue italics)

19. The World Congress shall consist of the duly accredited delegates of the Members of IUCN meeting in session. The delegates of the Members in Categories A, and B and C shall constitute, respectively, the governmental, and non-governmental and indigenous peoples’ organisation Categories of the World Congress.

viii) Amend Article 25 (a) of the IUCN Statutes as follows: (existing text, if any, to be removed in strike through; proposed new text in blue italics)

25. An extraordinary session of the World Congress shall be convened:

(a) if requested by at least one-fifth of the Members of either Category A or Category B and C combined; or

[...] 

ix) Amend Article 30 of the IUCN Statutes as follows: (existing text, if any, to be removed in strike through; proposed new text in blue italics)

30. Only Members in Categories A and B and C shall have the right to vote.

x) A new Article 30bis of the IUCN Statutes shall be added as follows:

30bis. Votes from Members in Category B and votes from Members in Category C will be counted together to produce a combined voting result (combined vote).

xi) Amend Article 31 of the IUCN Statutes as follows: (existing text, if any, to be removed in strike through; proposed new text in blue italics)
31. Unless provided otherwise in these Statutes, decisions of the World Congress shall be taken by a simple majority of votes cast in each Category A and in Categories B and C combined.

xii) Amend Article 35 of the IUCN Statutes by adding a new provision 35bis as follows: (existing text, if any, to be removed in strike through; proposed new text in blue italics)

35bis. Indigenous peoples’ organisation Members shall each have one vote.

xiii) Amend Article 36 (a) of the IUCN Statutes as follows: (existing text, if any, to be removed in strike through; proposed new text in blue italics)

36. Any decision of the World Congress taken in circumstances where:

(a) fewer than half of the total votes in either Category A or Categories B and C combined were represented at that session of the World Congress, or

[...]

xiv) Amend Article 48 of the IUCN Statutes as follows: (existing text, if any, to be removed in strike through; proposed new text in blue italics)

48. In exceptional circumstances, the Council may by a two-thirds majority of votes cast, take measures that by Statute are prerogatives of the World Congress. In such cases, the Members of IUCN eligible to vote shall be notified promptly of these measures. If a majority of the Members eligible to vote in either Category A or in Categories B and C combined, responding not later than three months of the date of the notice, signifies its disapproval, the measures shall be rescinded.

xv) Amend Article 94 of the IUCN Statutes as follows: (existing text, if any, to be removed in strike through; proposed new text in blue italics)

94. All matters within the competence of the World Congress may be decided by mail ballot. Such a mail ballot shall take place at the request of the Council or at least one fifth of the total voting rights in either Category of Members eligible to vote in either Category A or in Categories B and C combined.

xvi) Amend Article 105 (b) of the IUCN Statutes as follows: (existing text, if any, to be removed in strike through; proposed new text in blue italics)

105. Amendments to these Statutes may be proposed to the World Congress:

[...]

(b) by any five Members in Category A or fifty Members in Category Categories B and C combined, provided that such proposals are received by the Secretariat not less than six months prior to the opening of an ordinary or extraordinary session of the World Congress.

xvii) Amend Article 107 of the IUCN Statutes as follows: (existing text, if any, to be removed in strike through; proposed new text in blue italics)
107. Unless otherwise decided, amendments to the Statutes proposed in accordance with Articles 105 and 106 shall become effective at the close of the session of the World Congress at which they are adopted by a two-thirds majority of the votes cast in each of the Categories Category A and by a two-thirds majority of the votes cast in Categories B and C combined.

xviii) Amend Article 109 of the IUCN Statutes as follows: (existing text, if any, to be removed in strike through; proposed new text in blue italics)

109. The World Congress may only resolve on the dissolution of IUCN on the basis of a written motion to be sent to all the Members of IUCN at least four months prior to the date scheduled for the opening of the session of the World Congress at which it is to be considered. Adoption of such a motion shall require a majority of three-quarters of the votes cast by Members in each of the Categories Category A and of three-quarters of the votes cast by Members in Categories B and C combined.

Adopts the following amendment to the Rules of Procedure of the IUCN World Conservation Congress:

i) Amend Rule 62septimo of the Rules of Procedure as follows: (existing text, if any, to be removed in strike through; proposed new text in blue italics)

62septimo. Motions adopted by electronic ballot by both Member Categories Category A and by Member Categories B and C combined shall have the same validity as motions adopted during sittings of the Members’ Assembly. The Members’ Assembly will record en bloc the adoption of motions through an electronic ballot prior to Congress but shall not, however, re-open the discussion or the vote on any of them. The motions whose adoption by electronic vote is so recorded by decision of the Members’ Assembly shall be effective as of the date of such decision.

ii) Amend Rule 64 of the Rules of Procedure as follows: (existing text, if any, to be removed in strike through; proposed new text in blue italics)

64. The voting cards given to delegates of Category A Members shall be white; those to Category B Members shall be green and those to Category C Members shall be blue. In the case of electronic voting, the electronic voting card shall be programmed so as to ensure that the votes of Category A Members are recorded separately; and, the votes of Category Categories B and C Members are recorded separately and combined for a combined voting result shall be recorded separately.

iii) Amend Rule 70 of the Rules of Procedure as follows: (existing text, if any, to be removed in strike through; proposed new text in blue italics)

70. A secret ballot may be held at the request of delegates from ten Members eligible to vote. In this case, when voting is carried out by delegates holding up voting cards, ballot papers bearing only the letters “A”, “B” or “C”, shall be distributed by the Secretariat on presentation of the voting cards on the basis of one paper per card. The ballot paper shall provide for a “yes”, “no” or “abstain” vote. Ballot papers may be used only for one ballot. If a further ballot is taken, the ballot papers must be marked with an identifying number corresponding to the ballot for which they are valid. In the case of electronic
voting, the Election Officer shall confirm that the system is programmed so as to guarantee the anonymity of all votes.

iv) Amend Rule 75 of the Rules of Procedure as follows: (existing text, if any, to be removed in strike through; proposed new text in blue italics)

75. Nominations by a Member in Category A, or B or C made before the World Congress shall be communicated by the Council to the Members.

v) Amend Rule 78 (b) of the Rules of Procedure as follows: (existing text, if any, to be removed in strike through; proposed new text in blue italics)

78. The elections of the President, the Treasurer and each of the Chairs of the Commissions shall be conducted separately and as follows:

[b] where a vote is required and there is only one candidate for a post, if that candidate does not receive a simple majority of votes cast by each Category of Members eligible to vote in Category A and in Categories B and C combined, the post shall be filled by the World Congress or, failing a decision by the closure of the session, by the new Council; and

vi) Amend Rule 80 of the Rules of Procedure as follows: (existing text, if any, to be removed in strike through; proposed new text in blue italics)

80. Where the number of candidates for Regional Councillors is the same or less than the number of vacancies in the Region for which they are nominated, each candidate shall be voted on individually. Should a candidate not receive a simple majority of votes cast by each Category of Members eligible to vote in Category A and in Categories B and C combined, the position of the Regional Councillor shall be filled by the new Council.

vii) Amend Rule 81 (f) and 81 (g) of the Rules of Procedure as follows: (existing text, if any, to be removed in strike through; proposed new text in blue italics)

81. Where there is more than one candidate for the post of the President, Treasurer, Regional Councillor or Commission Chair:

[f] the number of votes cast for each candidate shall be totalled and the candidates ranked in order of the votes cast, this being done separately for Category A votes and for the votes of Category Categories B and C combined votes. The rankings so obtained for Category A shall then be added to those of Category Categories B and C combined to produce a combined ranking;

[g] in the event that the combined ranking is the same for two or more candidates the rankings shall be recalculated as follows: the Category A votes for each candidate required to fill the posts involved shall be multiplied by a constant factor being the number of votes cast by Category Categories B and C combined votes cast divided by the
number of Category A votes cast for all candidates in that balloting; these adjusted Category A vote totals shall then be added to the vote totals of Category B and C combined vote totals and the candidates ranked in order of the combined vote so obtained;

EXPLANATORY MEMORANDUM

Background

This proposal was mandated in Resolution 007 of the 2012 World Conservation Congress in which it called for the IUCN Council to establish an inter-sessional Council working group including IUCN Members which are indigenous and tribal peoples’ organisations (‘IPOs’), as well as technical staff appointed by the Director General. The aim of the group would be to establish options on how IPOs could be better represented within the structure of IUCN, and to consult with the IUCN membership well in advance of the Congress on such options with a view to preparing a recommendation for the next IUCN World Conservation Congress.

The Working Group is composed of the following members:

Jenny Gruenberger, Chair, IUCN Councillor, Bolivia
George Greene, IUCN Councillor, Canada
Aroha Mead, CEESP Chair, New Zealand
Miguel Pellerano, IUCN Councillor, Argentina
Agnes Leina, IPACC Indigenous Peoples of Africa Coordinating Committee, Kenya
Lola (Dolores) Cabnal, Asociación Ak’Tenamit, Guatemala
Juanita Cabrera-Lopez, CEESP Commission, Guatemala
John Cheechoo, ITK, Inuit Tapiriit Kanatami, Canada
Juan Carlos Jintiach, Coordinadora de Organizaciones Indígenas de la Cuenca Amazónica, Ecuador
Pitsey Moss-Davies, Inuit Issittormiut Siunnersuisaqtiqigiyuat, Canada
Kristen Walker, Conservation International, USA
Vital Bambanze, IPACC Indigenous Peoples of Africa Coordinating Committee, Burundi

The Working Group made the two following proposals which were examined and discussed at the 85th Council meeting in May 2015:

Option 1: Amend the IUCN Statutes to establish a new Category Indigenous and Tribal Peoples’ Organisations with the right to vote.
Option 2: Establish a sub-category within the existing Category B, known as “Indigenous and Tribal Peoples’ Organisations”.

It was decided that these options should be presented to the IUCN membership for discussion. The Working Group would subsequently present their findings to Council who would then make the decision on whether or not to prepare a recommendation for Congress being held in September 2016.

In July 2015, a five month electronic Consultation for Members was launched on the Union Portal and discussions were also held at each of the Regional Conservation Forums. Following the feedback received, a third option was proposed by the Working Group: Option 3: a new category C for indigenous peoples’ organisations with votes to be counted together with Category B (the current Category C ‘Affiliates’ would be changed to Category D with no voting rights).
In October 2015, an ad hoc drafting group (composed of the CEESP Chair and representatives from ITK, ICC and the Ontario Human Rights Commission - OHRC) drafted options for the definition of IPOs for the purposes of membership of IUCN. The IUCN Council, on the recommendation of the Working Group, proposes the following definition to the IUCN membership for the purpose of creation of a new membership Category C ‘indigenous peoples’ organisations’:

Indigenous peoples’ organisations shall be institutions and associations established by indigenous peoples for the advancement of indigenous communities.

Based on advice of the Working Group, the IUCN Council decided to recommend to the World Conservation Congress the following matters:

1. The precise definition of IPOs for the purposes of membership in IUCN as above;
2. A single proposal for creation of a new Member Category C indigenous peoples’ organisations to be recommended by the IUCN Council for decision by the World Conservation Congress;
3. All IPO members shall have one vote;
4. The membership admission criteria specified in Article 7 of the Statutes applying to government agency and national and international non-governmental organisation Members shall also apply to the new Category IPO Members.

This draft motion has been formulated based on analysis of the feedback received from IUCN Members including through the Regional Conservation Forums, discussions of the Working Group and advice from the IUCN Secretariat. The IUCN Legal Adviser, Sandrine Friedli Cela has also advised on the proposal.

Should these proposed amendments be adopted by the World Conservation Congress, the IUCN Council will be invited to approve in 2nd reading the consequential changes to the IUCN Regulations which Council approved in 1st reading during its 88th Meeting in April 2016.
Proposed amendments to the Rules of Procedure of the IUCN World Conservation Congress: Election of the IUCN President

Action Requested: The World Conservation Congress is invited to CONSIDER the amendments to the Rules of Procedure of the IUCN World Conservation Congress proposed by the IUCN Council under Article 29 of the IUCN Statutes and, if adopted, to decide that they become effective after the closure of the 2016 World Conservation Congress.

MOTION

The IUCN World Conservation Congress,

Adopts the following amendments to the Rules of Procedure of the IUCN World Conservation Congress:

Amend Rule 81 by inserting a new paragraph (i) as follows and renumbering all subsequent paragraphs accordingly: (existing text, if any, to be removed in strike through; proposed new text in blue italics)

[...]

(h) the highest ranked candidate or candidates shall be elected, except for the election of the President to which paragraph (i) of the present Rule shall apply; and

(i) in order to be elected for the post of President, the candidate must obtain the absolute majority of the votes (more than 50% of the votes) in both Member Categories in the first round. If none of the candidates has received the absolute majority of the votes in both Member Categories in the first round, a second round of voting is held between the two candidates who obtained the highest combined rankings in the first round in accordance with Rule 81 (f).

In the second round of voting, the candidate obtaining the highest combined ranking shall be elected. In the event that the combined ranking is the same for both candidates in the second round, Rule 81 (g) shall apply and the candidate with the highest number of combined votes shall be elected; and

[...]

EXPLANATORY MEMORANDUM

Present situation

At present, the Rules of Procedure of the World Conservation Congress define the procedure for the election of the President as follows:
a. if the there is only one candidate, the President is elected by a simple majority of the votes cast in each Member Category [Rule 78 (a) and (b)];

b. if there is more than one candidate, the candidates shall be ranked in order of the votes cast for each candidate, this being done separately for Category A and Category B votes. The rankings so obtained for Category A shall then be added to those of Category B to produce a combined ranking. The highest ranked candidate shall be elected [Rules 78 (c) and 81 (f) and (h)];

c. in case of a tie between two or more candidates, the method defined in Rule 81(g) applies. The voting results in Category A are adjusted in order for them to carry the same “weight” as those of Category B which has more Members than Category A. The candidate with the highest number of combined votes will be elected.

This has sometimes led to a situation in which the President of IUCN is elected by less than half of the voting Members at Congress.

Proposal

By proposing a modification of the election procedure for President through an amendment to the Rules, the IUCN Council would like to ensure that, given the importance of the position, the IUCN President receives the highest possible support in both membership Categories.

As it is not acceptable to modify the Rules during the 2016 election process which started with the Call for nominations issued on 6 November 2015, the IUCN Council recommends that the new procedure, if adopted, be applied during the elections for President at the next World Conservation Congress in 2020.

The Council’s proposal is as follows:

a. if there is more than one candidate for President, a candidate must obtain the absolute majority of the votes (more than 50% of the votes, which means that 50% of the votes plus one is sufficient) in both Member Categories in the first round in order to be elected;

b. if none of the candidates has received the absolute majority of the votes in both Member Categories in the first round, a second round of voting is held between the two candidates who obtained the highest combined rankings in the first round;

c. in the second round of voting, the candidate obtaining the highest combined ranking shall be elected as in current Rule 81 (f) and (h);

d. in the event of a tie in the second round, i.e. that the combined ranking is the same for both candidates, the existing method as defined in current Rule 81 (g) shall apply. The candidate with the highest number of combined votes shall be elected as in current Rule 81 (h).

During 2015, the Council has consulted the membership of IUCN online and during all Regional Conservation Forums on the basis of the proposal presented in this document. The Council found broad support for this proposal. The feedback received did not require the Council to modify its proposal.

1 Rule 81 g): “in the event that the combined ranking is the same for two or more candidates the rankings shall be recalculated as follows: the Category A votes for each candidate required to fill the posts involved shall be multiplied by a constant factor being the number of Category B votes cast divided by the number of Category A votes cast for all candidates in that balloting; these adjusted Category A vote totals shall then be added to the Category B vote totals and the candidates ranked in order of the combined vote so obtained;”
Proposed amendments to the IUCN Statutes: Members’ Assembly’s sole authority to amend the Regulations pertaining to the objectives, nature of the membership and membership criteria (follow-up to decision 22 of the 2012 World Conservation Congress)

Action Requested: The World Conservation Congress is invited to CONSIDER the amendments to Articles 101, 102 and 103 of the IUCN Statutes (attached hereafter) proposed by the IUCN Council under Article 105 (a) of the IUCN Statutes as requested by decision 22 of the 2012 Congress.

MOTION

The IUCN World Conservation Congress,

On the proposal of the IUCN Council acting upon decision 22 of the 2012 World Conservation Congress,

Adopts the amendments to Articles 101, 102 and 103 of the IUCN Statutes (attached).

EXPLANATORY MEMORANDUM

With decision 22, the 2012 Congress requested the IUCN Council “to establish a Members’ advisory committee to prepare a proposal to amend the IUCN Statutes and Regulations in order to:

(a) make clear the Members’ Assembly’s sole authority to establish IUCN’s mission and modify the nature, powers and rights of its membership, including membership admission criteria, for submission to the IUCN membership for adoption by electronic ballot in the first half of the next term;
(b) develop procedures for intersessional votes by Members on issues that need to be addressed intersessionally.”

The Members’ advisory committee was composed of:
- Cath Wallace, ECO, New Zealand
- Carolina Caceres, Canadian Wildlife Service
- Yolan Friedmann, Endangered Wildlife Trust, South Africa
- Ben Boer, Wuhan University, Sydney Law School; Deputy Chair World Commission on Environmental Law
- Jorge Caillaux, Peruvian Society for Environmental Law (SPDA)
- Participating for the IUCN Council: Andrew Bignell and George Greene
- Giuseppe Zaccagnini, IUCN Legal Counsel

The committee held several telephone meetings during 2014–2015. Taking into account its advice, the Council approved a set of proposed amendments for the purpose of consulting
the IUCN membership online through the Union Portal and during each Regional Conservation Forum, between June and December 2015. Taking into account the feedback received, Council approved the proposed amendments attached herewith which basically:

1. restrict Council’s authority to amend the Regulations with regard to matters which address the objectives of IUCN, nature of the membership and membership criteria; and
2. clarify and strengthen the existing procedure for Council to communicate with, and invite and respond to comments from Members on any proposed amendments to the Regulations approved by Council in the first of the two readings prescribed by Article 101 of the Statutes.

The IUCN Council developed the procedures for electronic votes by IUCN Members through the adoption of amendments to Regulations 94 and 95 taking into account advice from the Members’ advisory committee and from IUCN Members following the consultation required by Article 101 of the Statutes (Council decisions C/82/20, November 2013 and C/84/31, October 2014).
**Members’ Assembly’s sole authority to amend the Regulations pertaining to the objectives, nature of the membership and membership criteria**
(follow-up to decision 22 of the 2012 World Conservation Congress)

<table>
<thead>
<tr>
<th>Existing provisions of the IUCN Statutes</th>
<th>Amendments (with track changes)</th>
<th>New text of the IUCN Statutes as amended (all track changes ‘accepted’)</th>
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<tbody>
<tr>
<td>Article 101 of the IUCN Statutes</td>
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<tr>
<td>The Regulations implementing these Statutes, adopted by the World Congress, may be amended by Council. The Regulations shall conform to these Statutes, and neither limit nor expand the rights of the Members to exercise control on any matter governed by these Statutes. Any proposed amendment shall be placed on the agenda of one of the periodic Council meetings and shall be adopted by a two-thirds majority of the votes cast at each of two successive periodic meetings of the Council.</td>
<td>(a) The Regulations implementing these Statutes, adopted by the World Congress, may be amended by Council following communication of proposed amendments to Members for comments or objections as provided for in Article 102. (b) The Regulations shall conform to these Statutes, and neither limit nor expand the rights of the Members to exercise control on any matter governed by these Statutes. No amendment to the Regulations shall modify the character and the objectives of IUCN (Articles 1, 2 and 3 of the Statutes), the nature and categories of the membership (Articles 4 and 5 of the Statutes), admission criteria for Members (Articles 6 and 7 of the Statutes) and related Members’ rights. (c) Any proposed amendment shall be placed on the agenda of one of the periodic Council meetings and shall be adopted by a two-thirds majority of the votes cast at each of two successive periodic meetings of the Council.</td>
<td>(a) The Regulations implementing these Statutes, adopted by the World Congress, may be amended by Council following communication of proposed amendments to Members for comments or objections as provided for in Article 102. (b) The Regulations shall conform to these Statutes, and neither limit nor expand the rights of the Members to exercise control on any matter governed by these Statutes. No amendment to the Regulations shall modify the character and the objectives of IUCN (Articles 1, 2 and 3 of the Statutes), the nature and categories of the membership (Articles 4 and 5 of the Statutes), admission criteria for Members (Articles 6 and 7 of the Statutes) and related Members’ rights. (c) Any proposed amendment shall be placed on the agenda of one of the periodic Council meetings and shall be adopted by a two-thirds majority of the votes cast at each of two successive periodic meetings of the Council.</td>
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<td>Any amendment to the Regulations shall be communicated to the Members as soon as possible after it is adopted.</td>
<td>Any proposed amendment to the Regulations shall be communicated to the Members as soon as possible after it is adopted within 6 weeks after its adoption at the first of the two consecutive periodic meetings of the Council.</td>
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<td>(a) The communication to Members shall contain the complete text of the proposed amendment(s) together with a full explanation of the reasons which led Council to propose the amendment(s) as well as any clarification of its content.</td>
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<td>(c) Members shall be given two months to submit comments or objections, following which the Council at the second of two consecutive meetings may adopt, modify or withdraw the proposed amendment(s) in light of the comments or objections received.</td>
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<td>The World Congress shall review, at the request of a minimum of forty Members eligible to vote, an amendment to the Regulations adopted by the Council, provided that the request is made not later than six months of the Council's communication of the amendment. Pending such review, the effectiveness of the amendment shall be suspended.</td>
<td>The World Congress shall review, at the request of a minimum of forty Members eligible to vote, an amendment to the Regulations adopted by the Council at the second of the two successive periodic meetings, provided that the request is made not later than three months of the Council's communication of the adoption of the amendment. Pending such review, the effectiveness of the amendment shall be suspended.</td>
<td>The World Congress shall review, at the request of a minimum of forty Members eligible to vote, an amendment to the Regulations adopted by the Council at the second of the two successive periodic meetings, provided that the request is made not later than three months of the Council's communication of the adoption of the amendment. Pending such review, the effectiveness of the amendment shall be suspended.</td>
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Proposed amendments to the IUCN Statutes: Enhanced practice and reforms of IUCN’s governance

**Action Requested:** The World Conservation Congress is invited to CONSIDER the amendments to the Statutes proposed by the IUCN Council under Article 105 (a) of the IUCN Statutes in the context of Council’s initiative to improve IUCN’s governance.

**MOTION**

The IUCN World Conservation Congress,

Adopts the following amendment to the IUCN Statutes:

i) **Amend Article 46 of the IUCN Statutes by inserting a new paragraph (c) as follows and renumber all subsequent paragraphs accordingly:** (existing text, if any, to be removed in strike through; proposed new text in blue italics)

The functions of the Council shall be *inter alia*:

[…]

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

[…]

ii) **Amend Article 50 (a) of the IUCN Statutes as follows:** (existing text, if any, to be removed in strike through; proposed new text in blue italics)

(a) The Council may appoint committees and working groups, including but not limited to the Programme and Policy Committee, and the Finance and Audit Committee *and the Governance and Constituency Committee*, and in any such appointments it shall seek to reflect the geographic and other diversity of IUCN.

[…]

**EXPLANATORY MEMORANDUM**

1. Further to the “External Evaluation of Aspects of IUCN’s Governance” (Final report, Universalia, November 2015) which it had commissioned in 2015, the IUCN Council initiated a number of reforms and enhanced its practices with a view to strengthening its role to set strategic direction for the Union and provide oversight as required by Article 37 of the Statutes. The External Evaluation and Council’s Response to its recommendations can be viewed [here](#).

2. Some of the reforms led to amendments of the IUCN Regulations, others to a revision of the Council Handbook, the Rules of Procedure of the Bureau of the IUCN Council or
decisions of the Council e.g. to approve an updated Planning and Reporting Framework and revised Transparency Policy of Council. The decisions of the 88th Council meeting (April 2016) in this regard can be viewed here.

3. The IUCN Council will report with more detail on the scope and expected results of these reforms in its Report to the 2016 World Conservation Congress: see Congress document WCC-2016-1.5/1.

Amendment to Article 46 of the IUCN Statutes

4. One of the main instruments for the IUCN Council to set strategic direction for the Union is through the development of the IUCN Programme for the following 4-year term.

The current IUCN Statutes define as one of the functions of the Congress “to consider and approve the programme and financial plan for the period until the next ordinary session of the World Congress” [Article 20 (e)] and further that the “Director General shall […] submit to each ordinary session of the World Congress for approval, a draft programme and financial plan for the period until the next ordinary session of the World Congress, together with the comments of the Treasurer and the Council”. [Article 88 (e)]

At least since the last term, the IUCN Council has, through its Policy and Programme Committee, engaged early and played a lead role in shaping the development of the quadrennial IUCN Programme, working together with the Secretariat in providing a first draft for the IUCN Programme of the next term for consultation with all IUCN Members online and through the Regional Conservation Forums, and taking Members’ input into account, and deciding on the final draft to be forwarded to the Congress for adoption. From the next term onwards, the IUCN Council will begin with a full ‘strategy session’ midway through the quadrennium, i.e. in 2018, in order to agree priorities and develop a first draft that enables Council to set strategic priorities for the draft Programme for the next quadrennium.

In line with the current practice and in order to consolidate Council’s role to set strategic direction with regard to the IUCN Programme, it is proposed to include it explicitly in Article 46 of the Statutes which defines the functions of the Council.

Amendment to Article 50 of the IUCN Statutes

5. Based on experience, the Council considers it good practice to work with three standing committees: the Programme and Policy Committee, the Finance and Audit Committee and the Governance and Constituency Committee.

Both the Programme and Policy Committee and the Finance and Audit Committee have been mentioned in Article 50 (a) of the IUCN Statutes as essential for its work.

The IUCN Council would also like to see the Governance and Constituency Committee listed in this regard and proposes to amend Article 50 of the IUCN Statutes.
Proposed amendment to Article 6 of the IUCN Statutes concerning the dues of State and political/economic integration organisation Members adhering to IUCN

**Action Requested:** The World Conservation Congress is invited to CONSIDER and ADOPT the proposed amendment to Article 6 of the IUCN Statutes concerning the dues of State and political/economic integration organisation Members adhering to IUCN submitted by the Council under Article 105 (a) of the IUCN Statutes.

**MOTION**

The IUCN World Conservation Congress,

Adopts the following amendment to the IUCN Statutes:

[deletions in strike through; changes/additions in blue italics]

Admission

6. States or political and/or economic integration organisations shall become Members of IUCN by notifying the Director General of their adhesion to these Statutes, effective upon payment of the first year’s membership dues.

**Background Information**

At present it is not a statutory requirement for States to pay membership dues upon adhesion to IUCN. However, the Membership Dues Guide indicates that the payment of membership dues must be made at the time of sending the letter of adhesion. The rationale is to:

1. Follow the same procedure as for any other Member categories, as stated under Regulation 10 “Applications should be accompanied by a deposit equal to the first year’s dues. This sum is returnable in the case of non-admission”.

2. To make it clear that the adhesion to IUCN only becomes effective upon payment of the membership dues.

The IUCN Membership Dues Guide 2014–16 provides that “[...] the payment equivalent to the first year of membership is payable at the time of submitting the letter of adhesion. The membership dues for that year are calculated on a pro rata basis of the total annual membership dues, starting from the month following receipt of the letter of adhesion.” Any surplus amount is credited to the Member account for the following year of membership.

Experience from the Secretariat dealing with State adhesions has shown that it would be useful to incorporate in the Statutes the obligation to pay the membership dues upon adhering to IUCN. As an example, in August 2015, the Governance and Constituency
Committee was requested, by e-mail, to provide guidance on what to do in the case of one State Member, who at that time had not paid its initial dues, despite having informed the Director General of its adherence to the IUCN Statutes on 31 December 2014. The State had automatically, as per Article 6 of the IUCN Statutes, become an IUCN State Member, with all the rights and obligations upon receipt of their letter. To date, despite the fact that the State Member still has not paid its initial membership dues, as per the current Statutes it continues to be considered a Member. Similar situations have been experienced in the past and could occur in the future.

At its 88th meeting in April 2016, Council decided to submit a motion to the World Conservation Congress to modify Article 6 of the Statutes.

This modification does not require any amendments to the Regulations.
Proposal for the 2017–2020 membership dues

Action Requested: The World Conservation Congress is invited to CONSIDER and ADOPT the proposal for 2017–2020 membership dues submitted by the IUCN Council.

MOTION

The IUCN World Conservation Congress,

On the proposal of the IUCN Council,

Approves the 2017–2020 IUCN Membership Dues in accordance with Article 20 (f) of IUCN Statutes.

EXPLANATORY MEMORANDUM

According to Article 20 (f) of the IUCN Statutes, the functions of the World Congress shall be inter alia: to determine the dues of Members of IUCN.

The World Conservation Congress is invited to consider the proposal for the 2017–2020 IUCN Membership Dues.

In May 2014, Council decided that the Dues Guide will be prepared every four years and be valid for a four-year period following Congress approval of the scale of dues (Decision C/83/15). The draft 2017–2020 Membership Dues Guide is available as Attachment 1.

Use of the Swiss Consumer Price Index (CPI) to index IUCN membership dues

All dues are indexed using the Swiss Consumer Price Index (CPI) (Attachment 2), as per the decision made by the World Conservation Congress in Bangkok in 2004. No adjustment to the dues will be made when the index is negative.

Therefore, after a review of different options Council recommends that the scale of membership dues for 2017–2020 remains the same as the membership dues scale of 2016.

Category A: States, government agencies and political and/or economic integration organisations

According to Regulation 22, dues for Members in Category A shall be established by the World Conservation Congress and be calculated for the period until the next World Congress on the basis of the latest available percentage assessed for States concerned in the budget of the United Nations. The Council may establish groups for the setting of dues. In cases where a Category A Member of IUCN is not, or is not located in, a member of the United Nations as such but is, or is located in, a member of any of the United Nations Specialized Agencies or of the International Atomic Energy Agency, or a party to the Statute of the
International Court of Justice, such a Member will be assigned to the dues group having a similar Gross Domestic Product (GDP) as indicated in the list used by the United Nations.

The proposed IUCN membership dues for 2017–2020 for IUCN Members in Category A are the following:

**Table 1 – Dues for States**

<table>
<thead>
<tr>
<th>Group</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017-2020</td>
<td>7,760</td>
<td>18,520</td>
<td>31,844</td>
<td>51,330</td>
<td>70,720</td>
<td>118,079</td>
<td>103,543</td>
<td>245,630</td>
<td>294,361</td>
<td>364,379</td>
</tr>
</tbody>
</table>

**Table 2 – Dues for government agencies WITH State Member**

<table>
<thead>
<tr>
<th>Group</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017-2020</td>
<td>2,354</td>
<td>2,354</td>
<td>2,354</td>
<td>2,354</td>
<td>3,543</td>
<td>5,418</td>
<td>7,454</td>
<td>9,571</td>
<td>11,685</td>
<td>14,807</td>
</tr>
</tbody>
</table>

Membership dues for a government agency where the State IS a Member of IUCN (Group A) are 3% of those of the State rate, except for government agencies of Groups 0 to 3 who pay the rate based on Group 4.

**Table 3 – Dues for government agencies WITHOUT State Member**

<table>
<thead>
<tr>
<th>Group</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017-2020</td>
<td>2,000</td>
<td>3,000</td>
<td>7,762</td>
<td>12,106</td>
<td>18,060</td>
<td>24,630</td>
<td>45,106</td>
<td>61,701</td>
<td>77,394</td>
<td>93,090</td>
</tr>
</tbody>
</table>

In a country where the State IS NOT a Member of IUCN (Group B), the government agency pays 25% of the amount of dues payable by the State if it were a Member, except for Group 0 for which the rate of dues is the same as in Group 1.

For governmental agencies, the decision from Council, based on the recommendation from the Governance and Constituency Committee and its Membership Dues Task Force (decision C/85/20) must also be considered, i.e. to provide a period of grace to government agencies in the event the State withdraws as Member to adjust transition from Group A (with State) to Group B (without State). A «phase-in» period is proposed, starting on the year following the withdrawal of the State. Dues on year 1 would be 25%, year 2: 50%, year 3: 75% of the corresponding dues of Group B. On year 4, dues would be 100%.

**Political and/or economic integration organisations**

The amount of dues payable by political and/or economic integration organisations is the average amount obtained by adding up the dues payable by each of its State components, as if they were Members of IUCN, and dividing it by the number of States constituting the organisation concerned.

**2016–2018 UN Scale of assessment and IUCN sliding scale for calculation of dues of Category A Members**

For Members in Category A, the composition of the dues groups has been determined using the 2016–2018 Scale of assessment for the apportionment of the expenses of the United Nations (Attachment 3), which was approved by the General Assembly of the United Nations on 8 February 2016 and the sliding scale approved by the 2000 World Conservation Congress (refer to Table 4 below). The full list of States and their respective dues group based on the 2016–2018 UN Scale of assessment is available at the end of Attachment 1.

---

1 Decision made by the 17th General Assembly of IUCN in San Jose, Costa Rica (1988)
2 Process followed according to IUCN Regulation 22 “Dues for State Members shall be calculated on the basis of the percentage assessed for Member States in the budget of the United Nations. The Council may divide State Members into groups for the setting of dues”.

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Council therefore recommends maintaining the current 11 dues groups for Category A and to adjust the groupings based on the 2016–2018 UN scale.

**Category B: National and international non-governmental organisations**

According to Regulation 23, dues for Members in Category B shall be established by the World Congress on the proposal of the Council.

The dues scale for national and international non-governmental organisations comprises nine different dues groups (refer to Table 5). Membership dues for national and international non-governmental organisations are calculated on the basis of the organisation’s operating expenditure (in US Dollars). This is defined as the expenditure arising in the course of ordinary activities of the organisation and which is considered to be recurrent and annual. It does not include one-time investments.

The proposed IUCN membership dues for 2017–2020 for IUCN Members in Category B are the following:

**Table 5 – Dues for non-governmental organisations**

<table>
<thead>
<tr>
<th>Group</th>
<th>Operating expenditure US dollars FROM (2)</th>
<th>TO (&lt;)</th>
<th>Membership dues scale 2017-2020 (CHF)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>≥ 0</td>
<td>&lt; 100’000</td>
<td>445</td>
</tr>
<tr>
<td>2</td>
<td>≥ 100’000</td>
<td>&lt; 500’000</td>
<td>713</td>
</tr>
<tr>
<td>3</td>
<td>≥ 500’000</td>
<td>&lt; 1 M</td>
<td>1,338</td>
</tr>
<tr>
<td>4</td>
<td>≥ 1 M</td>
<td>&lt; 2 M</td>
<td>2,678</td>
</tr>
<tr>
<td>5</td>
<td>≥ 2 M</td>
<td>&lt; 4 M</td>
<td>5,353</td>
</tr>
<tr>
<td>6</td>
<td>≥ 4 M</td>
<td>&lt; 6 M</td>
<td>8,922</td>
</tr>
<tr>
<td>7</td>
<td>≥ 6 M</td>
<td>&lt; 8 M</td>
<td>12,490</td>
</tr>
<tr>
<td>8</td>
<td>≥ 8 M</td>
<td>&lt; 10 M</td>
<td>16,059</td>
</tr>
<tr>
<td>9</td>
<td>≥ 10 M</td>
<td>21,412</td>
<td></td>
</tr>
</tbody>
</table>

As detailed in the 2017–2020 draft Membership Dues Guide (Attachment 1), in line with Council decision C/83/15 and with the fact that dues for Category A Members are assessed every four years based on the most recent UN Scale of assessment, going forward, dues for Category B Members will also be assessed every four years.
Category C: Affiliates

According to Regulation 23, dues for Members in Category C shall be established by the World Congress on the proposal of the Council. All Affiliate Members pay the same rate as indicated in Table 64.

The proposed IUCN membership dues for 2017–2020 for IUCN Members in Category C are the following:

**Table 6 – Dues for Affiliates**

<table>
<thead>
<tr>
<th>Group</th>
<th>Affiliates</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017-2020</td>
<td>2,578</td>
</tr>
</tbody>
</table>

3 Government agencies, Political and/or economic integration organizations and national & international non-governmental organizations can apply as Affiliates.

4 Decision made by the 17th General Assembly of IUCN in San Jose, Costa Rica

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DRAFT IUCN Membership Dues Guide

2017 – 2020

1 This draft has been prepared on the basis of the proposal elaborated in Congress Document WCC-2016-8.3/1 and will be updated in accordance to the decisions adopted by the 2016 IUCN World Conservation Congress
The presentation of material in this publication and the geographical designations employed do not imply the expression of any opinion whatsoever on the part of IUCN concerning the legal status of any country, territory or area, or of its authorities, or concerning the delimitations of its frontiers or boundaries.

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Union Development Group
Rue Mauverney 28
1196 Gland
Switzerland
Tel +41 22 999 0000
Fax +41 22 999 0002
membership@iucn.org
www.iucn.org/about/union/members/join
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IUCN is a unique organisation - a democratic membership union - composed of over 1,300 Members, some 15,000 scientific experts in our thematic Commissions and some 900 staff, who work together in more than 160 countries. By joining IUCN, Members benefit from IUCN's scientific credibility, its unsurpassed knowledge base and convening power, extensive networking opportunities and access to high-level political, economic and social decision making. More information on the benefits of IUCN membership is available here.

The prompt payment of annual membership dues is essential to fund the work of IUCN, supporting the implementation of the Programme and governance of the Union, the facilitation of global networking and communications, and the sharing of knowledge and expertise.

Membership dues are payable in advance and payment shall be received by the 1st of January. Invoices, issued in Swiss Francs, are prepared and dispatched during the last quarter of the preceding year.

This Dues Guide provides information on the calculation and structure of dues for IUCN Members.

For additional information, please contact the Membership Focal Point in your region or the colleagues supporting membership matters in the Union Development Group based at IUCN Headquarters in Gland, Switzerland: membership@iucn.org.

IUCN is most grateful for your invaluable support.

Union Development Group
May 2016
Categories of membership

Membership of IUCN is divided into three categories, as defined in Articles 4 and 5 of the IUCN Statutes.

Category A: (a) States and government agencies;
(b) Political and/or economic integration organisations;

Category B: (c) National non-governmental organisations;
(d) International non-governmental organisations; and

Category C: (e) Affiliates.

For each category there is a corresponding dues scale. It is one of the functions of the IUCN World Conservation Congress to determine the dues of Members of IUCN (Article 20 (f) of the IUCN Statutes). More information on the calculation and structure of IUCN membership dues can be found in the sections below.

At the 2000 Congress (Amman), Members requested the IUCN Council to review the calculation of membership dues, linking them to a recognized published inflation index instead of the pre-defined percentage increase used since the 17th Session of the General Assembly (San José, 1988). In Bangkok, in 2004, the Members’ Assembly approved Council’s proposal to use the Swiss Consumer Price Index\(^2\) (CPI), published annually by the Swiss Federal Statistical Office to index the membership dues, from 2006 onwards. No adjustment to the dues are made when the index is negative.

\(^2\)http://www.bfs.admin.ch/bfs/portal/fr/index/themen/05/02/blank/key/jahresdurchschnitte.html
Category A: States, government agencies, and political and/or economic integration organisations

As per Regulation 22 of the IUCN Statutes, the “Scale of assessments for the apportionment of the expenses of the United Nations” is used as a basis to establish the membership dues groups for States, government agencies and political and/or economic integration organisations. The repartition of UN assessment percentages within the IUCN dues groups (Table 1) is decided by the IUCN Council, while the definition of the dues amounts (Tables 2, 3 and 4) is a Congress decision.

The latest “UN scale of assessments for the period 2016-2018” was published on 8 February 2016. Consequently, the IUCN Dues Guide has been updated to reflect the 2016-2018 UN Scale of assessments and it is valid for the years 2017 to 2020.

In the calculation of membership dues for States, government agencies and political and/or economic integration organisations, IUCN does not apply the UN assessment percentages directly. Rather, IUCN has elaborated its own sliding scale to form the IUCN dues groups/levels by grouping the different countries according to their percentage contributions to the UN budget. Approved by the 2000 IUCN World Conservation Congress (Amman), the present scale of percentage grouping, used to determine the IUCN Category A membership dues scale of 11 groups, ranging from “0” to 10, is shown in Table 1.

Table 1: IUCN sliding scale of State, government agency, political and/or economic integration organisation Members and corresponding UN assessment percentages

<table>
<thead>
<tr>
<th>IUCN CATEGORY A MEMBERS IN DUES GROUPS:</th>
<th>UN ASSESSMENT PERCENTAGES:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>corresp. to states with a UN assessment percentage of:</td>
<td>less than</td>
<td>0.01%</td>
</tr>
<tr>
<td>0</td>
<td>From</td>
<td>up to &amp; including</td>
</tr>
<tr>
<td>1</td>
<td>More than</td>
<td>up to &amp; including</td>
</tr>
<tr>
<td>2</td>
<td>More than</td>
<td>up to &amp; including</td>
</tr>
<tr>
<td>3</td>
<td>More than</td>
<td>up to &amp; including</td>
</tr>
<tr>
<td>4</td>
<td>More than</td>
<td>up to &amp; including</td>
</tr>
<tr>
<td>5</td>
<td>More than</td>
<td>up to &amp; including</td>
</tr>
<tr>
<td>6</td>
<td>More than</td>
<td>up to &amp; including</td>
</tr>
<tr>
<td>7</td>
<td>More than</td>
<td>up to &amp; including</td>
</tr>
<tr>
<td>8</td>
<td>More than</td>
<td>up to &amp; including</td>
</tr>
<tr>
<td>9</td>
<td>More than</td>
<td>up to &amp; including</td>
</tr>
<tr>
<td>10</td>
<td>More than</td>
<td>up to &amp; including</td>
</tr>
</tbody>
</table>

The membership dues scales for States (Table 2) and Government agencies (Tables 3 & 4) comprise 11 groups. For the composition of the 11 dues groups, please refer to the IUCN dues groups for IUCN Members in Category A (2017-2020) at the end of this guide.

Category A (a): States

Table 2: States

<table>
<thead>
<tr>
<th>Group</th>
<th>0</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017-2020</td>
<td>7,760</td>
<td>15,520</td>
<td>31,044</td>
<td>51,338</td>
<td>78,721</td>
<td>118,079</td>
<td>180,643</td>
<td>246,801</td>
<td>294,261</td>
<td>394,879</td>
<td>493,601</td>
</tr>
</tbody>
</table>

Membership dues are expressed in Swiss Francs (CHF).

---

3 Regulation 22 of the IUCN Statutes: “Dues for Members in Category A shall be established by the World Conservation Congress and be calculated for the period until the next World Congress on the basis of the latest available percentage assessed for States concerned in the budget of the United Nations. The Council may establish groups for the setting of dues…”.

Category A (a): Government agencies

For a government agency the dues group is the same as that of its State.

Government agencies are divided into two groups, A and B:

Group A: government agencies of a State where the State IS a Member of IUCN.
Group B: government agencies of a State where the State IS NOT a Member of IUCN.

Dues for government agencies in Groups A and B are shown in Tables 3 and 4 respectively.

Government agencies - Group A:

Table 3: Government agencies - Group A

<table>
<thead>
<tr>
<th>Group</th>
<th>0</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017-2020</td>
<td>2,364</td>
<td>2,364</td>
<td>2,364</td>
<td>2,364</td>
<td>3,543</td>
<td>5,418</td>
<td>7,404</td>
<td>8,831</td>
<td>11,845</td>
<td>14,807</td>
<td></td>
</tr>
</tbody>
</table>

Membership dues are expressed in Swiss Francs (CHF)

Membership dues for a government agency where the State IS a Member of IUCN are 3% of those of the State rate, except for government agencies of Groups “0” to 3 who pay the rate based on Group 4. For the appropriate dues group of your agency, please refer to the IUCN dues groups for IUCN Members in Category A (2017-2020) at the end of this guide.

Government agencies - Group B:

Table 4: Government agencies - Group B

<table>
<thead>
<tr>
<th>Group</th>
<th>0</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017-2020</td>
<td>3,880</td>
<td>3,880</td>
<td>7,762</td>
<td>12,835</td>
<td>19,680</td>
<td>29,520</td>
<td>45,160</td>
<td>61,701</td>
<td>73,564</td>
<td>98,721</td>
<td>123,399</td>
</tr>
</tbody>
</table>

Membership dues are expressed in Swiss Francs (CHF)

In a country where the State IS NOT a Member of IUCN, the government agency pays 25% of the amount of dues payable by the State if it were a Member, except for Group “0” for which the rate of dues is the same as in Group 1. For the appropriate dues group of your agency, please refer to the IUCN dues groups for IUCN Members in Category A (2017-2020) at the end of this guide.

Category A (b): Political and/or economic integration organisations

The amount of dues payable by political and/or economic integration organisations is the average amount obtained by adding up the dues payable by each of its State components, as if they were Members of IUCN, and dividing it by the number of States constituting the organisation concerned. Please refer to the IUCN dues groups for IUCN Members in Category A (2017-2020) at the end of this guide.

5 Decision made by the 17th General Assembly of IUCN in San Jose, Costa Rica
Categories B (c) and B (d): National and international non-governmental organisations

Dues for national and international non-governmental organisations, shown in Table 5, are valid for the years 2017-2020, and were established according to Regulation 23\(^6\).

The dues scale for national and international non-governmental organisations comprises nine different dues groups. Membership dues for national and international non-governmental organisations are calculated on the basis of the organisation’s operating expenditure (in US Dollars). This is defined as the expenditure arising in the course of ordinary activities of the organisation and which is considered to be **recurrent and annual. It does not include one-time investments.**

For clarity purposes, this is a non-exhaustive list of items that would normally be included in operating expenditure:

- audit fees
- bank interest and charges
- building rental
- cleaning
- communication costs (internet, phone, fax, etc)
- consultants
- depreciation
- equipment
- insurance
- information technology costs
- legal and professional fees
- meetings and workshops
- monitoring and evaluation
- printing and publication costs
- provisions and write offs
- repairs and maintenance
- security
- staff salaries and benefits
- sundry administrative costs (office supplies, etc)
- training
- translation and interpretation
- vehicles and fuel
- water, electricity, gas, etc.

Applicant and Member organisations are requested to provide appropriate financial information including their latest annual audited financial statements together with a reconciliation to the declaration of operating expenditure so that the IUCN Secretariat may determine the dues group an organisation should be in. If the organisation is not required to have a statutory audit the latest annual financial statements approved by the Board or governing body can be provided.

Every four years, after the IUCN World Conservation Congress, the classification of Members in Category B in the different dues groups will be re-assessed. Each Member will be requested to submit to the Secretariat a declaration of operating expenditure with a reconciliation to their latest annual audited financial statements. This information will be used by the Secretariat to determine which dues group corresponds to each Member organisation for the following four years. Failure by an organisation to provide this information to the Secretariat will result in the organisation being reclassified into the dues group immediately above the one it is currently in.

**Table 5: National and international non-governmental organisations**

<table>
<thead>
<tr>
<th>Group</th>
<th>Operating expenditure US dollars</th>
<th>Membership dues scale 2017-2020 (CHF)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>≥ 0</td>
<td>&lt; 100'000</td>
</tr>
<tr>
<td>2</td>
<td>≥ 100'000</td>
<td>&lt; 500'000</td>
</tr>
<tr>
<td>3</td>
<td>≥ 500'000</td>
<td>&lt; 1 M</td>
</tr>
<tr>
<td>4</td>
<td>≥ 1 M</td>
<td>&lt; 2 M</td>
</tr>
<tr>
<td>5</td>
<td>≥ 2 M</td>
<td>&lt; 4 M</td>
</tr>
<tr>
<td>6</td>
<td>≥ 4 M</td>
<td>&lt; 6 M</td>
</tr>
<tr>
<td>7</td>
<td>≥ 6 M</td>
<td>&lt; 8 M</td>
</tr>
<tr>
<td>8</td>
<td>≥ 8 M</td>
<td>&lt; 10 M</td>
</tr>
<tr>
<td>9</td>
<td>≥ 10 M</td>
<td></td>
</tr>
</tbody>
</table>

*Membership dues are expressed in Swiss Francs (CHF)*

*FROM: equal to or above the amount indicated; TO: below the amount indicated*

---

\(^6\) Regulation 23: “Dues for Members in Categories B and C shall be established by the World Congress on the proposal of the Council”.  

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Category C: (e) Affiliates

Dues for Affiliate Members, shown in Table 6, are valid for the years 2017-2020, and were established according to Regulation 23\textsuperscript{8,9}.

All Affiliate Members pay the same rate as indicated below. Affiliate Members do not have the right to vote, nominate candidates or submit Motions to the World Conservation Congress (Article 12 (b) of the IUCN Statutes).

Table 6: Affiliates

<table>
<thead>
<tr>
<th>Group</th>
<th>2017-2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affiliates</td>
<td>2,678</td>
</tr>
</tbody>
</table>

Membership dues are expressed in Swiss Francs (CHF)

\textsuperscript{7} Government agencies, Political and/or economic integration organizations and national & international non-governmental organizations can apply as Affiliates.

\textsuperscript{8} Regulation 23: “Dues for Members in Categories B and C shall be established by the World Congress on the proposal of the Council”.

\textsuperscript{9} Decision made by the 17\textsuperscript{th} General Assembly of IUCN in San Jose, Costa Rica
Payment of dues

When do dues become payable?

Membership dues are payable in advance and payment shall be received by the 1st of January. Invoices, issued in Swiss Francs, are prepared and dispatched during the last quarter of the preceding year, i.e. dues for 2017 should be received no later than 1 January 2017; dues for 2018 should be received no later than 1 January 2018, etc.

IUCN membership does not expire unless the IUCN Member is withdrawn or expelled from IUCN as detailed in Article 13 of the IUCN Statutes or unless the IUCN Member withdraws voluntarily by providing IUCN with written notification of its intention to withdraw its membership. Members withdrawing from the Union must ensure that all outstanding membership dues have been paid, up to and including the year of the notification of withdrawal.

With regards to withdrawal from the Union in relation to non-payment of membership dues, according to Article 13 (a) of the IUCN Statutes, “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, the matter shall be referred to the World Congress which may rescind all the remaining rights of the Member concerned. Such rescission shall be on such terms as the World Congress may determine”;

and 13 (b) “If, one year after the decision of the World Congress to rescind the remaining rights of a Member, the Member in question has not paid its arrears owed up until such rescission, that Member shall be deemed to have withdrawn from IUCN”.

How can dues be paid?

Members

Dues shall be paid in Swiss Francs (CHF) or any other freely convertible currency. In countries where IUCN is represented by a Regional, Country or Project Office, payment of dues may be made to the IUCN Office in local currency, provided this is agreed with the IUCN Director General, as per Regulation 25 of IUCN Statutes 10.

For payments which are not made in CHF, we ask you to use the same daily exchange rates as IUCN: http://www.oanda.com/currency/live-exchange-rates/, which will help to avoid major exchange rate differences for your organisation when your payment is processed in IUCN accounts. Any exchange rate loss/gain or other difference in payment will be adjusted in your next year’s invoice.

Applicant Member organisations

A deposit equivalent to the entire current year of membership is payable at the time of submitting a membership application. However, once the new Member has been admitted, the membership dues for that year are calculated on a pro-rata basis of the total annual membership dues, starting from the month following admission. If the balance is then positive, it will be credited to the following year. If an application for IUCN membership is rejected, the deposit will be reimbursed in full.

Adhesion of States

In accordance to Article 6 of the IUCN Statutes “States or political and/or economic integration organisations shall become Members of IUCN by notifying the Director General of their adhesion to these Statutes”, the payment equivalent to the first year of membership is payable at the time of submitting the letter of adhesion. The membership dues for that year are calculated on a pro-rata basis of the total annual membership dues, starting from the month following receipt of the letter of adhesion.

10 Regulation 25 of IUCN Statutes: “Dues shall be paid in Swiss francs or any other freely convertible currency according to the scales established by the World Congress, unless the Director General has agreed with the Member in question that payment in local currency or provision of facilities, goods and services in lieu of dues may be accepted because this will release for use by IUCN a sum equivalent to the assessed dues of the Member in question”. 

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Payments details

Membership dues or deposit payments may be made by cheque to IUCN, International Union for Conservation of Nature and Natural Resources (to be remitted to Headquarters or any IUCN Regional or Country Office), or by either Visa or MasterCard, or by bank transfer to the following bank account:

Account name: IUCN, International Union for Conservation of Nature and Natural Resources

Bank Address: UBS S.A.
Place St. François 16
CH- 1002 Lausanne
Switzerland

Account information: Account No: 243-335.035.01W
IBAN CH23 0024 3243 3350 3501 W
Swift Code: UBSWCHZH80A
Currency: Swiss Francs

Transaction charges for credit card payments will be borne by IUCN. In order to limit charges to an acceptable level it is recommended to pay dues by bank transfer if the payment amount exceeds CHF 5,000.

Credit card payments of membership dues must be processed via your Member organisational profile page on the Union Portal. Navigate from your organisational profile page to the information on your membership dues, where you will be able to view open transactions as well as the balance of your Membership dues. To access the Union Portal, please use your personal login information (username and password). You can retrieve your personal account details via the Union Portal login page.

As part of our efforts to reduce administrative costs, kindly note that receipts for payments will only be issued upon request.

For any information regarding your payment in CHF or other currencies, please contact: finance.members@iucn.org.

May we kindly remind you to inform us of any important changes in your organisation which may affect your organisation’s membership of IUCN, such as the category of membership or the dues group. If your Statutes and/or expenses have significantly changed since your organisation joined IUCN, please provide your Membership Focal Point with your organisation’s most recent Statutes and/or financial report, including the details of your organisation’s operating expenditure.

Membership identification number

Each Member of IUCN is allocated an identification number upon admission (e.g. ST/25, GA/517, NG/2546). Please quote this number when paying your dues, and on any other correspondence. If you do not know your membership identification number, please contact the Membership Focal Point11 in your region. This number is also available on your organisational profile page of the Union Portal.

11 http://www.iucn.org/about/union/members/contacts/mfp/
## IUCN dues groups for IUCN Members in Category A (2017-2020)

*(Based on the Scale of assessments for the apportionment of the expenses of the United Nations 2016 to 2018)*

**GROUP “0”**
- Afghanistan
- Albania
- Andorra
- Antigua and Barbuda
- Armenia
- Barbados
- Belize
- Benin
- Bhutan
- Burkina Faso
- Burundi
- Cambodia
- Cape Verde
- Central African Republic
- Chad
- Comoros
- Congo
- *Cook Islands*
- Côte d’Ivoire
- Democratic People’s Republic of Korea
- Democratic Republic of the Congo
- Djibouti
- Dominica
- Eritrea
- Fiji
- Gambia
- Georgia
- Grenada
- Guinea
- Guinea-Bissau
- Guyana
- Haiti
- Honduras
- Jamaica
- Kiribati
- Kyrgyzstan
- Lao People’s Democratic Republic
- Lesotho
- Liberia
- Madagascar
- Malawi
- Maldives
- Mali
- Marshall Islands
- Mauritania
- Micronesia (Federated States of)
- Mongolia
- Montenegro
- Mozambique
- Nauru
- Nepal
- Nicaragua
- Niger
- *Niue*
- Palau
- Papua New Guinea
- *Palestine*
- Republic of Moldova
- Rwanda
- Saint Kitts and Nevis
- Saint Lucia
- Saint Vincent and the Grenadines
- Sao Tome and Principe
- Samoa
- San Marino
- Senegal
- Seychelles
- Sierra Leone
- Solomon Islands
- Somalia
- South Sudan
- Suriname
- Swaziland
- Tajikistan
- The Former Yugoslav Republic of Macedonia
- Timor-Leste
- Togo
- Tonga
- Tuvalu
- Uganda
- Vanuatu
- Zambia
- Zimbabwe

**GROUP 1**
- Angola
- Bahamas
- Bahrain
- Bangladesh
- Bolivia (Plurinational State of)
- Bosnia and Herzegovina
- Botswana
- Brunei Darussalam
- Bulgaria
- Cameroon
- Costa Rica
- Cyprus
- Dominican Republic
- El Salvador
- Equatorial Guinea
- Estonia
- Ethiopia
- Gabon
- Ghana
- Guatemala
- Iceland
- Jordan
- Kenya
- Latvia
- Lebanon
- Liechtenstein
- Malta
- Mauritius
- Monaco
- Myanmar
- Namibia
- Panama
- Paraguay
- Serbia
- Sri Lanka
- Sudan
- Syrian Arab Republic
- Trinidad and Tobago
- Tunisia
- Turkmenistan
- United Republic of Tanzania
- Uzbekistan
- Yemen

**GROUP 2**
- Azerbaijan
- Cuba
- Ecuador
- Luxembourg
- Morocco
- Viet Nam

**GROUP 3**
- Croatia
- Lithuania
- Pakistan
- Slovenia
- Ukraine
- Uruguay

**GROUP 4**
- Algeria
- Egypt
- Hungary
- Iraq
- Libya
- Oman
- Peru
- Philippines
- Romania
- Slovakia

**GROUP 5**
- China
- France
- Germany
- Japan
- Switzerland
- United States of America

**GROUP 6**
- Chile
- Denmark
- Finland
- Greece
- Indonesia
- Iran (Islamic Republic of)
- Israel
- Portugal
- Singapore
- South Africa
- United Arab Emirates
- Venezuela (Bolivarian Republic of)

**GROUP 7**
- Austria
- Argentina
- Belgium
- India
- Norway
- Poland
- Saudi Arabia
- Sweden
- Turkey

**GROUP 8**
- Australia
- Mexico
- Netherlands
- Republic of Korea
- Spain

**GROUP 9**
- Brazil
- Canada
- France
- Italy
- Russian Federation
- United Kingdom of Great Britain and Northern Ireland

**GROUP 10**
- Afghanistan
- Albania
- Andorra
- Antigua and Barbuda
- Armenia
- Barbados
- Belize
- Benin
- Bhutan
- Burkina Faso
- Burundi
- Cambodia
- Cape Verde
- Central African Republic
- Chad
- Comoros
- Congo
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- Democratic Republic of the Congo
- Djibouti
- Dominica
- Eritrea
- Fiji
- Gambia
- Georgia
- Grenada
- Guinea
- Guinea-Bissau
- Guyana
- Haiti
- Honduras
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- Seychelles
- Sierra Leone
- Solomon Islands
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- South Sudan
- Suriname
- Swaziland
- Tajikistan
- The Former Yugoslav Republic of Macedonia
- Timor-Leste
- Togo
- Tonga
- Tuvalu
- Uganda
- Vanuatu
- Zambia
- Zimbabwe

* is not or is not located in, a member of the United Nations. Refer to Regulation 22.
### Indice des prix à la consommation / Variation en % par rapport à l'année précédente

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Office fédéral de la statistique (OFS)
Bundesamt für Statistik (BFS)
Ufficio federale di statistica (UST)
Uffizi federal da statistica (UST)

Espace de l'Europe 10
CH-2010 Neuchâtel
http://www.lik.bfs.admin.ch
LIK@bfs.admin.ch

Landesindex der Konsumentenpreise / Indice des prix à la consommation
Totalindex / Total
Veränderung in % gegenüber Vorjahr / variation en % par rapport à l'année précédente
1
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### Landesindex der Konsumentenpreise / Indice des prix à la consommation

**Totalindex / Total**

Veränderung in % gegenüber Vorjahr / variation en % par rapport à l’année précédente

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2017  
2018  
2019  
2020  

Quelle: LIK / Source: IPC
Resolution adopted by the General Assembly on 23 December 2015

[on the report of the Fifth Committee (A/70/416/Add.1)]

70/245. Scale of assessments for the apportionment of the expenses of the United Nations

The General Assembly,


Reaffirming Article 17 of the Charter of the United Nations and rule 160 of its rules of procedure,

Recalling paragraphs 5 and 6 of its resolution 58/1 B,

Having considered the report of the Committee on Contributions on its seventy-fifth session\(^1\) and the report of the Secretary-General on multi-year payment plans,\(^2\)

1. Takes note of the report of the Committee on Contributions on its seventy-fifth session;\(^1\)

2. Reaffirms that the determination of the scale of assessments for the apportionment of the expenses of the United Nations shall remain the prerogative of the General Assembly;

3. Also reaffirms the fundamental principle that the expenses of the Organization shall be apportioned broadly according to capacity to pay;

4. Further reaffirms the obligation of all Member States to bear the expenses of the United Nations, as apportioned by the General Assembly, in conformity with Article 17, paragraph 2, of the Charter of the United Nations;

5. Reaffirms that the Committee on Contributions as a technical body is required to prepare the scale of assessments strictly on the basis of reliable, verifiable and comparable data;


\(^2\) A/70/69.
6. Decides that the scale of assessments for the period from 2016 to 2018 shall be based on the following elements and criteria:

   (a) Estimates of gross national income;

   (b) Average statistical base periods of three and six years;

   (c) Conversion rates based on market exchange rates, except where that would cause excessive fluctuations and distortions in the income of some Member States, when price-adjusted rates of exchange or other appropriate conversion rates should be employed, taking due account of its resolution 46/221 B of 20 December 1991;

   (d) The debt-burden approach employed in the scale of assessments for the period from 2013 to 2015;

   (e) A low per capita income adjustment of 80 per cent, with a threshold per capita income limit of the average per capita gross national income of all Member States for the statistical base periods;

   (f) A minimum assessment rate of 0.001 per cent;

   (g) A maximum assessment rate for the least developed countries of 0.01 per cent;

   (h) A maximum assessment rate of 22 per cent;

7. Recognizes that the current methodology can be enhanced, bearing in mind the principle of capacity to pay;

8. Requests the Committee on Contributions, in accordance with its mandate and the rules of procedure of the General Assembly, to review and make recommendations on the elements of the methodology of the scale of assessments in order to reflect the capacity of Member States to pay, and to report thereon to the Assembly by the main part of its seventy-third session;

9. Notes that there were limitations in the data set available for the preparation of the scale of assessments;

10. Requests the Committee on Contributions, in accordance with rule 160 of the rules of procedure of the General Assembly, to consider all relevant data in appeals submitted by Member States that may affect their capacity to pay;

11. Encourages Member States to submit national accounts data under the 1993 and the 2008 System of National Accounts on a timely basis;

12. Supports the efforts of the Statistics Division of the Department of Economic and Social Affairs of the Secretariat in supporting statistics at the national level and in providing support to countries and regional organizations to enhance coordination, advocacy and resources for the implementation of the 1993 and the 2008 System of National Accounts;

13. Resolves that the scale of assessments for the contributions of Member States to the regular budget of the United Nations for 2016, 2017 and 2018 shall be as follows:
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14. *Takes note* of the report of the Secretary-General on multi-year payment plans and the related conclusions and recommendations of the Committee on Contributions;

15. *Reaffirms* paragraph 1 of its resolution 57/4 B;

16. *Urges* all Member States to pay their assessed contributions in full, on time and without imposing conditions;

17. *Urges* all Member States currently in arrears to settle those arrears promptly and in full;

18. *Encourages* Member States in arrears with their assessed contributions to the United Nations to consider submitting multi-year payment plans;
19. *Resolves that:*

   (a) Notwithstanding the terms of financial regulation 3.10 of the Financial Regulations and Rules of the United Nations, the Secretary-General shall be empowered to accept, at his discretion and after consultation with the Chair of the Committee on Contributions, a portion of the contributions of Member States for the calendar years 2016, 2017 and 2018 in currencies other than the United States dollar;

   (b) In accordance with financial regulation 3.9, the Holy See, which is not a member of the United Nations but which participates in certain of its activities, shall be called upon to contribute towards the expenses of the Organization for 2016, 2017 and 2018 on the basis of a notional assessment rate of 0.001 per cent, which represents the basis for the calculation of the flat annual fees to be charged to the Holy See in accordance with its resolution 44/197 B of 21 December 1989;

   (c) In accordance with financial regulation 3.9, the State of Palestine, which is not a member of the United Nations but which participates in certain of its activities, shall be called upon to contribute towards the expenses of the Organization for 2016, 2017 and 2018 on the basis of a notional assessment rate of 0.007 per cent, which represents the basis for the calculation of the flat annual fees to be charged to the State of Palestine in accordance with its resolution 44/197 B.

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82nd plenary meeting
23 December 2015

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3 ST/SGB/2013/4.