



Documents of the 107th Meeting of the IUCN Council (Part 1 - virtual)

1st session: Teleconference, 8 February 2022
 2nd session: Teleconference, 9 February 2022
 3rd session: Teleconference, 10 February 2022

DOCUMENTS SUBMITTED TO THE 107 th COUNCIL MEETING ¹ (PART 1 – VIRTUAL PLENARY SITTINGS)		
Agenda Item	Documents	Page
1 – Introduction by the President and approval of the agenda	C107/1/ Draft Agenda of the 107 th Meeting of the IUCN Council version 2.4	3
	C107/1/1 Comments from IUCN Members on the Draft Agenda and the 2022 Work Plan and Budget	4
2 – Director General’s Report and Strategic Objectives 2022	C107/2/1 PPT – Director General’s Report & Strategic Objectives 2022	40
3 – Follow-up to 2021 Congress Resolutions/Decisions	C107/3/1 Congress 2021 – Overview of Calls for Action by the IUCN Council the DG and President	69
3.1 Resolution-110 – Establishing a Climate Change Commission	C107/3/2 Climate Crisis Commission - Report of the Working Group established by the IUCN President	106
3.3 2021 Congress Review / Lessons learned	C107/3/4 Lessons learned from the Motions Process	115
6 – Work plan and budget 2022	C107/6 Rev IUCN 2022 Work Plan and budget as revised based on recommendations PPC and FAC	124
	C107/6/2 Comments on financial strategy by the Treasurer in FAC 1 Feb 2022	148
7 – Constituency issues		
7.1 applications for IUCN membership.	C107/7/1 Membership applications circulation list rcvd 30 Jun 30 Sep2021 with links	151
7.2 application for recognition of an Interregional Committee	C107/7/2 Application for recognition of an Interregional Committee w. 2 attachments	153
7.3 Membership Dues	C107/7/3 PPT IUCN membership dues – Background slides on key facts	169
	C107/7/4 Letter - Executive Committee - IUCN National Committee USA – membership dues	173
8 – Appointments		
8.1 Approval of the Terms of Reference and membership of the Council’s standing committees (FAC, GCC and PPC)	C107/8/1 Establishment of the standing committees w. Annex 1-4	175
8.5 Additional appointments of members of the Steering Committees of the IUCN Commissions	C107/8.5/1 Additional appointments to the steering committees of the IUCN Commissions – status 2 February 2022	187
9 – Next IUCN World	C107/9/1 Criteria for selecting a Host Country for Congress	267

¹ Note that the documents submitted to the Council for consideration may differ from any of these documents subsequently approved by Council, modified as the case may be, and attached to the summary minutes of the Council meeting.

Conservation Congress		
10 – Any Other Business	C107/10.1/1 IUCN engagement with TotalEnergies	272
Outcomes of the Standing Committees of the IUCN Council	FAC1 Outcomes and Recommendations to Council 13 January 2022 w. annex 1	305
	GCC1 Outcomes and Recommendations to Council 17 and 21 January 2022 w. annex 1 and 2	311
	PPC1 Outcomes and Recommendations t to Council 13 January 2022 w.annex	317

[Compiled by Louise Imbsen, Governance Assistant]



107th Meeting of the IUCN Council¹

8-10 February 2022 (virtual)
18-19 May 2022 (in person), IUCN headquarters, Gland, Switzerland

Draft Agenda 2.4

Preliminary notes:

- *Simultaneous interpretation will be provided in the three official languages of IUCN for both the virtual and in person meetings of the Council.*
- *The Council excursion and induction scheduled for 6 to 8 February 2022 with the support from the Swiss Federal Government will be postponed until May 2022. Details will follow in due time.*
- *All documents are posted in the [Union Portal](#). [[Log-in for staff](#)]*
- *The standing committees of the Council met on 13 and 17 January 2022, with a provisional membership, in order to make recommendations to Council on a limited number of topics. The decision sheets of the committees are available as:*
 - [PPC1 – Outcomes and recommendations to Council – 13 January 2022](#)
 - [FAC1 – Outcomes and recommendations to Council – 13 January 2022](#)
 - [GCC1 – Outcomes and recommendations to Council – 17 and 21 January 2022](#)

Agenda Item 1: Introduction by the President and **APPROVAL** of the agenda

Documents:

- [C107/1/1 Comments from IUCN Members on the Draft Agenda and the 2022 Work Plan and Budget](#)

Agenda Item 2: Director General's Report and Strategic Objectives 2022

In his report to Council, the Director General will present the results on the DG's Strategic Objectives 2021 and his Strategic Objectives for 2022. The Council will be invited to discuss and **APPROVE** the DG's Strategic Objectives 2022.

Documents:

- [C107/2/1 PPT – Director General's Report & Strategic Objectives 2022](#)

Agenda Item 3: Follow-up to 2021 Congress Resolutions/Decisions

Review of actions required from Council as specified in 2021 Congress Resolutions and Recommendations. Council may wish to assign its standing committees to oversee the timely implementation of specific actions and present recommendations to Council as and when required. Note that 2021 Congress [Decision-147](#) "*Strategic Vision incl. Financial Strategy and Strategic Plan for the Union*" will be discussed under Agenda Item 4.

The following require discussion / **DECISION** of the Council at its 107th meeting:

- 3.1 [Resolution-110 – Establishing a Climate Change Commission](#)** (with the working title: "*The Climate Crisis Commission*") taking into account the report of the working group established by the IUCN President
- 3.2 Membership of the *Advisory Group for the Revision of the Statutes* ([Decision-148](#) Enabling effective attendance and participation of Members in future sessions of the World Conservation Congress):**
 - [Recommendation of the GCC](#)
 - Procedural issue raised with regard to the call for nominations

¹ First ordinary meeting of the new IUCN Council elected by the IUCN World Conservation Congress 2021 (Marseille, 3 to 10 September 2021). In light of the pandemic, the IUCN President decided to postpone the meeting held in person until 18-19 May 2022. A virtual meeting of the Council will be held on 8-10 February 2022 to discuss some pressing and important topics such as the follow-up to key Congress Resolutions, and some urgent matters requiring a decision without delay, such as the 2022 work plan and budget and the establishment of the Bureau.

3.3 2021 Congress Review / Lessons learned

- In his capacity as chair of the Resolutions Committee of the 2021 Congress, Jon Paul Rodriguez will present the Resolutions Committee's lessons learnt and recommendations on a process leading to change for future motions processes.
- Issues raised by IUCN Members regarding the procedures for urgent and new motions (letter NRDC 22 November 2021).
- Request for a review of the 2021 Congress.

Documents:

- [C107/3/1 Congress 2021 - Overview of calls for action by the IUCN Council, the DG and President](#)
- [C107/3/2 Climate Crisis Commission - Report of the working group established by the IUCN President](#)
- [C107/3/3 Nominations for membership of the Advisory Group for the Revision of the Statutes – update 17.01.2022](#)
- [IUCN Congress 2021 Decision 148 - Call for Nominations to the Advisory Board 2021.12.10](#)
- [C107/3/4 Lessons learned from the motions process – by the 2021 Congress Resolutions Committee](#)
- [2021.11.22 Letter NRDC and other IUCN Members re Motions Process w. attachment](#)
- [2021 IUCN World Conservation Congress Participant Survey Report](#) and other [Congress Outcomes and Highlights](#)

Agenda Item 4: Council's strategic objectives and priorities 2022-25

"At the latest at the second ordinary meeting following the World Conservation Congress, the Council shall **APPROVE** strategic objectives and priorities for its work, together with a work plan and a proper monitoring mechanism to be reviewed and adjusted, as required, on an annual basis." (Regulation 44bis)

This item will include, among others, the development of a *Strategic Vision incl. Financial Strategy and Strategic Plan for the Union* ([2021 Congress DEC-147](#)).

Agenda Item 5: Status of the discussion on climate and biodiversity

The Director General will provide an overview of IUCN's engagement to date with CBD COP15 and the plans for Kunming. Council will discuss and provide input on IUCN's engagement leading up to CBD COP15.

Agenda Item 6: Work plan and budget 2022

Council will be invited to discuss and **APPROVE** the *Work plan and budget 2022* presented by the Director General, taking into account the [recommendations of the Finance and Audit Committee \(FAC\)](#) and the [Programme and Policy Committee \(PPC\)](#).

Documents:

- [C107/6 rev IUCN 2022 Work Plan and Budget as revised based on recommendations by PPC and FAC](#)
- [C107/6/2 Comments on the financial strategy presented by the Treasurer to the FAC 1 February 2022](#)

Agenda Item 7: Constituency issues

The Council, taking into account the recommendations of the Governance and Constituency Committee (GCC), will be invited to **APPROVE**:

- 7.1 applications for IUCN membership.
- 7.2 application for recognition of an Interregional Committee.

The Council will also discuss:

- 7.3 the recent increase of membership dues for a number of IUCN Members and the dues structure for subnational governments.

Documents:

- [C107/7/1 Membership applications](#)
- [C107/7/2 Request for recognition of an Interregional Committee](#)
- [C107/7/3 PPT IUCN membership dues – Background slides on key facts](#)
- [C107/7/4 Letter - Executive Committee - IUCN National Committee USA – membership dues](#)

Agenda Item 8: Appointments

8.1 Approval of the Terms of Reference and membership of the Council's standing committees (FAC, GCC and PPC) [Article 50 of the Statutes, Regulations 59 and 60]

8.2 Appointment of the Vice-Presidents [Article 46 (j) of the Statutes, Regulations 45 (c) and 48 (c)]

8.3 Appointment of the members of the Bureau of the IUCN Council [Article 49 of the Statutes, Regulations 57 and 58]

8.4 Appointment of the Legal Adviser [Article 46 (o) of the Statutes, Regulations 45 (d) and 87]

8.5 Additional appointments of members of the Steering Committees of the IUCN Commissions
(Additional to the appointments already made by [Council decision C106/4](#))

Documents:

- [C107/8/1 Establishment of the standing committees w. Annex 1-4](#)
- The draft Tor of the standing committees proposed by the standing committees ([provisional membership](#)) are also attached to the committees' Outcomes and recommendations to Council as follows:
 - [Programme and Policy Committee \(PPC\)](#)
 - [Governance and Constituency Committee \(GCC\)](#)
 - [Finance and Audit Committee \(FAC\)](#)
- [C107/8.5/1 Additional appointments to the steering committees of the IUCN Commissions – status 2 February 2022](#)

Agenda Item 9: Next IUCN World Conservation Congress

Council will be invited to **CONFIRM** that the next Congress will be held in 2025 based on Article 24 of the Statutes and to **APPROVE** the criteria for the selection of the Host Country.

Documents:

- [C107/9/1 Criteria for selecting a Host Country for Congress](#)

Agenda Item 10: Any Other Business

10.1 IUCN engagement with TotalEnergies

Council will be invited to discuss the risks and opportunities of a potential project of engagement with TotalEnergies.

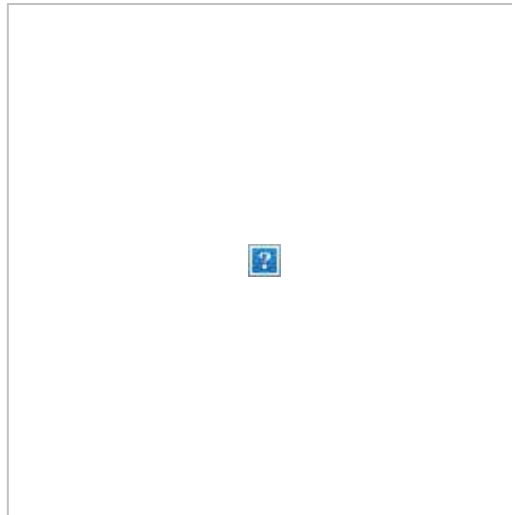
10.2 High-level calendar of external events in 2022

Documents:

- [C107/10.1/1 IUCN engagement with TotalEnergies](#)

Agenda Item 11: Closing remarks by the President

From: [IUCN Members](#)
To: [DE WEVER Luc](#)
Subject: IUCN 107 Council/Conseil/Consejo : Draft agenda - Agenda provisoire - Proyecto de orden del día
Date: 21 January 2022 11:31:33



To: IUCN Members: Primary and Additional Primary contacts;

CC: National and Regional Committees, Regional Directors, IUCN Councillors, Director General, Membership Focal Points, Union Development Group

Draft Agenda for the 107th meeting of the IUCN Council on 9-10 February 2022

Ordre du jour provisoire de la 107ème réunion du Conseil de l'UICN, le 9-10 février 2022

Proyecto del orden del día para la 107a reunión del Consejo de la UICN, el 9-10 de febrero de 2022

Dear IUCN Members,

IUCN Members and National and Regional Committees are welcome to send their comments on the [draft Agenda for the 107th Council](#) meeting and the [2022 Work Plan and Budget](#) to the IUCN Director General via membership@iucn.org, by **7 February 2022**.

Both the draft Agenda and the Work Plan are also available on the [Union Portal](#).

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](#).

Kind regards,

Members' Coordination Unit

Chers Membres de l'UICN,

Les Membres de l'UICN et les Comités nationaux et régionaux sont invités à envoyer leurs commentaires [sur l'ordre du jour provisoire de la 107e réunion du Conseil](#) et sur le [budget et plan de travail 2022](#) (en anglais) au Directeur général de l'UICN via membership@iucn.org, **avant le 7 février 2022**.

Le projet d'ordre du jour et le plan de travail sont également disponibles sur le [portail de l'Union](#).

Pour accéder au portail de l'Union, veuillez utiliser vos informations de connexion personnelles (nom d'utilisateur et mot de passe). Vous pouvez récupérer les détails de votre compte personnel via la [page de connexion du Portail de l'Union](#).

Meilleures salutations,

Unité de coordination des Membres

Estimados Miembros de la UICN,

Se invita a los Miembros de la UICN y a los Comités Nacionales y Regionales a enviar sus comentarios [sobre el proyecto de orden del día de la 107ª reunión del Consejo](#) y el [Plan de Trabajo y presupuesto 2022](#) (en inglés) al Director general de la UICN a través de membership@iucn.org, antes del **7 de febrero de 2022**.

Tanto el proyecto de orden del día como el plan de trabajo están disponibles en el [Portal de la Unión](#).

Para acceder al Portal de la Unión, utilice sus datos personales de acceso (nombre de usuario y contraseña). Puede recuperar los datos de su cuenta personal a través de la [página de acceso al Portal de la Unión](#).

Atentamente,

Unidad de Coordinación de los Miembros

You are receiving this message because, according to our database, you are the IUCN focal point for your organization (Primary contact, Additional Primary contact and/or Head of Organization), or an IUCN Commission member. Please let us know if this is incorrect and we will update our records accordingly.

From: [IUCN Membership](#)
To: [DE WEVER Luc](#)
Subject: FW: Comment on Workplan 2022
Date: 03 February 2022 15:25:33

From: Deb Castellana <dcastellana@mission-blue.org>
Sent: 02 February 2022 23:23
To: IUCN Membership <MEMBERSHIP@iucn.org>
Subject: Comment on Workplan 2022

Dear IUCN Director General,

Thank you for sharing IUCN's work plan for 2022. Mission Blue would like to go on record that we are disappointed in the lack of planning for the Ocean and Polar regions. We would also encourage IUCN to include measures to work towards the increase of Southern Ocean MPAs in particular.

Many thanks,

Deb Castellana

Deb Castellana
Director of Strategic Alliances
Mission Blue / Sylvia Earle Alliance
www.mission-blue.org



From: Dr. Iris Ziegler <i.ziegler@sharkproject.org>

Sent: 06 February 2022 14:17

To: IUCN Membership <MEMBERSHIP@iucn.org>

Cc: MAKRIS Constantine <Constantine.MAKRIS@iucn.org>; Maud Lelievre <maud.lelievre@iucn.fr>; EGGERMONT Hilde <hilde.eggermont@iucn.org>; CASTANEDA RIAL Sonia <sonia.castaneda@iucn.org>; ARROYO SCHNELL Alberto <Alberto.Arroyo@iucn.org>

Subject: Comments from Sharkproject International on the draft Agenda for the 107th Council meeting and the 2022 Work Plan and Budget

Dear IUCN Director General,

Thank you very much for the information on the agenda and the planned Work Plan and Budget for 2022. I really appreciate the opportunity to comment on these but as this is the very first time that I am engaging in this process at IUCN and are thus not familiar with the procedure for these comments and how to best provide them to you, please excuse that I am addressing those directly and without further formalities to you via this email.

Sharkproject International joined IUCN in 2019 as a member with a specific interest in contributing to stop the loss of biodiversity in our oceans and specially the alarming rate of loss of elasmobranchs due to the direct exploitation by industrial fishing over the last 50 year. Industrial fishing having been the largest and most direct impact factor for the loss of biodiversity in the oceans and the reduction of abundance of oceanic sharks and rays by more than 70% (N. Pacoureaux, et al. 2021) over this period.

Therefore, we were happy to see the big number of motions addressing restoration of ocean health and stopping the loss of marine biodiversity due to unsustainable fishing, many of which we had actively contributed to ahead of last year's Congress.

However, from the Council agenda, you had asked us to comment on, it appears that oceans and fishery related topics are not going to be a focus for the upcoming Council and are also underrepresented or completely lacking in the 2022 Work Plan and Budget?

We would really hope to see the following motions being considered more prominently and would definitely appreciate being actively involved and contributing to those work plans then.

Especially WCC-2020-Res-107 "*Reducing the impact of fisheries on marine biodiversity*", which we had been a co-sponsor for should be of central importance for the IUCN's work plan during the UN Ocean Decade.

Other relevant resolutions adding to this context are also:

- WCC-2020-Res-023 "*Reducing impacts of incidental capture on threatened marine species*"
- WCC-2020-Res-055 "*Guidance to identify industrial fishing incompatible with protected areas*"
- WCC-2020-Res-128 "*Acting for the conservation and sustainable use of marine biological diversity in the ocean beyond national jurisdiction*"

And also the moratorium against deep seabed mining "*WCC-2020-Res-122 Protection of deep-ocean ecosystems and biodiversity through a moratorium on seabed mining*" will be important to actively support and drive forward.

As mentioned above we would very much hope seeing a possibility to strengthen ocean conservation by reducing the impacts of fishing on the loss of marine biodiversity and especially already threatened species as part of the 2022 Work Plan and sincerely hope you will be able to address this as part of the agenda at the 107th Council Meeting.

Thank you so much and please let us know if there is any possibility for us to support this topic and engage as part of the Work Plan.

Kind regards
Iris Ziegler

Dr. Iris Ziegler
International Cooperation
i.ziegler@sharkproject.org
Skype: dririsziegler
What's App +49 174 3795 190

SHARKPROJECT International
An international initiative for the conservation of sharks and the marine ecosystems
Rebhaldenstrasse 2
8910 Affoltern am Albis
Switzerland
www.sharkproject.org

From: scotthajost@yahoo.com <scotthajost@yahoo.com>
Sent: 06 February 2022 15:18
To: IUCN Membership <MEMBERSHIP@iucn.org>
Subject: RE: ASOC comments on the 107th Council agenda and 2022 IUCN workplan and budget

Dear IUCN:

As regards the draft 107th Council agenda, ASOC strongly supports the Council taking stock on the process and pace of implementation of Marseilles resolutions particularly those with requests to the Council, Director General and Commissions. The majority of the resolutions were approved in 2020 and a number have deadlines, one for 2021 which was missed.

With respect to the draft 2022 IUCN workplan, it mentions High Seas MPAs and should specifically address IUCN supporting expansion of Southern Ocean MPAs which is both a marine conservation and climate change matter. The IUCN Program 2021-24 provides: "In response to stressors on the continent of Antarctica and the Southern Ocean, including climate change impacts, IUCN will support the ongoing implementation of the Antarctic Treaty and the Convention for the Conservation of Antarctic Living Resources, including through the expansion of marine protected areas." Last year, US President Biden's Climate Leaders' Summit, the EU-US Summit, the UK G7 Summit and the G20 Summit all supported and endorsed expansion of Southern Ocean MPAs through CCAMLR. 2022 is an important year for advancing expansion of Southern Ocean MPAs with some major international oceans events. IUCN should be supporting and assisting this in delivering on the IUCN Program. Southern Ocean MPA expansion is also very relevant to 30X30.

Thank you.

Scott A. Hajost
Board Vice-Chair Antarctic and Southern Ocean Coalition (ASOC)

-----Original Message-----

From: Scott Hajost <sh@whistleblowers.org>

Sent: 07 February 2022 16:31

To: IUCN Membership <MEMBERSHIP@iucn.org>

Subject: IUCN 107 Council/Conseil/Consejo : Draft agenda - Agenda provisoire - Proyecto de orden del día

Dear IUCN:

As regards the draft 107th Council agenda, NWC (National Whistleblower Center) strongly supports the Council taking stock on the process and pace of implementation of Marseilles resolutions particularly those with requests to the Council, Director General and Commissions. The majority of the resolutions were approved in 2020 and a number have deadlines, one for 2021 which was missed.

The draft 2020 IUCN workplan does not contain much specific program content and would benefit from more program details. The new centers are mentioned but not really described. It would be good to have some narrative on the new secretariat structure including rationale and an organigram as its underpins the workplan.

The draft does not address environmental crime including wildlife trafficking nor the environmental rule of law and should. The IUCN Program

2021-24 states that "IUCN will fight illegal wildlife trafficking and other environmental crimes ... and eliminate activities that breach environmental legislation and cause harm or risk to nature, human health, or both." " It will work on improving the sustainability and legality of supply chains and trade that, in turn, will encourage and reward progress towards land degradation neutrality and biome-based climate mitigation."; and "What needs to be done? illegal and unsustainable exploitation of living marine resources controlled".

There are also a number of Marseilles resolutions addressing environmental crime including illegal wildlife trade which complement the Program and need to be implemented. There are numerous government summit declarations on the importance of combating environmental crime including wildlife trafficking, illegal fishing and illegal timber trade. Combating and eliminating such crime supports species and ecosystem conservation, implementing the UN SDGs and addressing pandemics. It is time that IUCN step up to the table in supporting efforts to combat wildlife trafficking, illegal fishing and illegal timber trade and this should be reflected in the 2022 IUCN workplan.

The IUCN Program 2021-24 also enshrines the "Enhanced realisation and enforcement of the environmental rule of law". This is not reflected in the draft workplan and should be. The Program provides that "IUCN will ...engage directly with judges, prosecutors and public interest lawyers to build capacity, increase understanding and enforcement of environmental legislation, promote information sharing to improve their implementation of law at all levels, and PROMOTE WHISTLEBLOWER PROTECTION AND REWARD LAWS (emphasis added). IUCN will STAND BY ENVIRONMENTAL DEFENDERS (emphasis added) and ensure that their rights are properly respected...". There are Marseilles resolutions that included protecting and incentivizing whistleblowers in the context of combating environmental crime and one specifically on environmental defenders and whistleblowers. Protecting whistleblowers and environmental defenders promotes fighting environmental crime, supporting human rights, implementation of UN SDG 16 and combating corruption and should also be specifically addressed in the 2022 workplan.

Thank you.

Scott A. Hajost
Senior Wildlife and Climate Policy Advisor National Whistleblower Center

From: [Paul Wolvekamp](#)
To: [President - IUCN](#); [AL MUBARAK Razan](#); bruno.oberle@iucn.or; [DE WEVER Luc](#)
Cc: [Fiona Dragstra](#); [Danielle Hirsch](#)
Subject: Joint letter to IUCN Council and Secretariat re. proposed IUCN-TotalEnergies partnership
Date: 07 February 2022 14:48:21
Attachments: [220207_joint-letter-IUCN-Council-Secretariat-RE_Partnership_TotalEnergies.pdf](#)

Dear Madame Al Mubarak and Messrs Oberle, De Wever:

We kindly request you to take notice of the attached letter by Dutch members of IUCN to IUCN Council and Secretariat and to share the same with the members of the Council for their upcoming meeting this week.

Thanking you in advance and with kind regards,

Paul Wolvekamp

Both ENDS

Connecting people for change

Nobelstraat 4
3512 EN Utrecht
The Netherlands
Tel: +31 (0)85 0605058 cell: +31-(0)-6-45530641
Web: www.bothends.org
Facebook: [@BothENDS.org](https://www.facebook.com/BothENDS.org)
Twitter: [@both_ends](https://twitter.com/both_ends)

International Union for Nature Conservation (IUCN)
IUCN President and Council
IUCN Director General
Gland, Switzerland

7 February 2022

Esteemed colleagues at IUCN Council and Secretariat,

As a global society, we are faced with multiple, interrelated tipping points at the same time: the climate emergency, an enormous biodiversity crisis, growing inequalities, exclusion of large parts of our societies from key decision-making processes and failure to respect human rights. How we address these formidable challenges determines our success or failure.

We jointly write this letter as Dutch members of IUCN. It represents our deep concerns with IUCN Secretariat's pursuit for a (renewed) partnership with French oil- and gas giant TotalEnergies. Such a partnership would legitimize TotalEnergies recent and ongoing investments in oil and gas that have an enormous negative impact on the rich biodiversity of the areas, as well as on local people living there.

We base our input specifically on two cases which for us show all too well why a partnership with TotalEnergies and IUCN undermines respect for people and planet.

TotalEnergies and Mozambique's LNG developments

When Total officially announced their stake in the Mozambican gas fields offshore of the northern province of Cabo Delgado in 2019, it was well aware of the rising insecurity in the region. Even amidst ongoing threats and attacks in and around Palma, TotalEnergies continued its work right up until a horrific attack by (allegedly Islamic State-linked militants) on March 24th 2021 shocked Palma, the 'gas hub' in northern Cabo Delgado. "Force majeure" was declared and the French oil giant allegedly suspended its 20 billion USD liquefied natural gas (LNG) project indefinitely. The violence in Cabo Delgado has so far displaced well over 700,000 people.

Violence in Cabo Delgado, resettlement and compensation: Since the involvement of TotalEnergies on the Afungi Peninsula where the LNG plant is being built, there have been serious social problems due to the companies lack of respect for local stakeholders. To give just one example, the resettlement - and compensation process for local people whose land has to be given up, has caused serious conflicts within communities and resulted in many complaints to local authorities. It is important to note here that the lands that are currently occupied by TotalEnergies belonged to local communities. Land and natural resources which are essential for their livelihood and bare survival. To leave these families without access to farming and fishing is a direct violation of their most fundamental human rights, such as the right to food, decent housing, and self-determination. It is unacceptable that such a project which will generate huge profits for foreign companies like TotalEnergies is contributing to impoverishment and oppression of already vulnerable local communities and the destruction of their resource base.


Ecosystem destruction: TotalEnergies is moving ahead with its project, despite its direct impacts associated with the extractive industry, which have already begun to devastate lives and livelihoods, and the most vulnerable local communities are feeling the brunt of the storm. In addition to the direct impact on people's lives, conservationists also cautioned that offshore infrastructure development and

..

transfer of gas will seriously jeopardize and effect the coastal zone ecosystem, an unique and fragile habitat of among others the dugong, and coral reefs and mangrove forests that cannot be replaced or 'replanted'.


Many of these impacts and problems were already known even before TotalEnergies's involvement. Earlier damage created by infrastructure development supporting the gas project have never been properly resolved. In fact, this project will be another flagrant case of the resource curse, serving as a catalyst for social, political and economic instability in Mozambique. TotalEnergies has now October 2021 - announced they will resume the project, after declaring *force majeure* and forcing local workers out of a job, with an extra loan of the African Development Bank, and since January 2022, with support from the Rwandan foreign army troops 'protecting' the peninsula.

TotalEnergies and Uganda's oil and gas development



TotalEnergies' CEO made very clear in the 2021 Annual General Meeting of shareholders, how beholden it was to the Ugandan oil development and developing the East African Crude Oil Pipeline (EACOP). As the CEO mentioned several times, EACOP is extremely good profitability for TotalEnergies. But what he did not mention, is the flipside. TotalEnergies negotiated to the detriment of financial terms with Uganda, and the associated climate, biodiversity and humanitarian harm and risks it brings. As the project develops, these facts come more and more to international light and intense scrutiny.

Human rights violations: What is already clear is that the human rights grievances are growing. The EACOP project and the related Lake Albert oil extraction projects, Tilenga and Kingfisher, have been extensively documented. For example, in the Community Human Rights Impact Assessments by Oxfam and the International Federation for Human Rights (FIDH). As recently as March 2021, FIDH, cautioned that a large proportion of its concerns remain unaddressed and the situation for impacted communities remains dire. The intimidation of community members, harassment of CSOs trying to represent their voices is escalating in 2021, and as this escalates, so will the reputational risk of IUCN associating itself with TotalEnergies escalate.



Ecosystem impacts: Total Energies has claimed that it has restricted the footprint of the Tilenga project within Murchison Falls National Park (MFNP) to only 1% of park land and limited the number of "well locations" to ten. However, of the total number of 400 oil wells to be drilled under the Tilenga project, 132 wells will be drilled within MFNP (with an additional 39 potentially added later). These impacts cannot be separated from the construction of the EACOP, without which the Tilenga project cannot proceed.

Climate change and Green-wash: We also see that the chances are very great that with a partnership with IUCN, TotalEnergies will use conservation stakeholders as a way to green-wash its biodiversity impacts. One needs only look at the legacy of oil companies previously- and still active in the Niger Delta to see the tragic impacts of oil and gas development. One needs to be extremely concerned that oil and gas development and EACOP pipeline in Uganda/Tanzania will bring devastation and pollution to forests, wetlands, farmland and water sources.

With the Final Investment Decision being taken on February 1st, 2022¹, the chances that the massive project will go on and displaced over 100.000 people, and pollute water resources, wetlands and nature reserves including the Lake Victoria Basin, is more certain than ever.

Conclusions

¹<https://350.org/totals-eacop-pipeline-gets-another-step-closer-to-going-ahead/>

TotalEnergies is not a front runner in the energy transition and the fight against climate change and biodiversity loss and deserves no legitimization by IUCN. On the contrary, whereas TotalEnergies availed of in-depth know-how about climate change development and risks, it was a key actor in publicly denouncing climate scientific findings and lobbied behind the screens in policy arena's such as the EU to delay policy and fiscal measures to abate climate change as early as the 1970s.² Governments have in this context obviously also a responsibility.

TotalEnergies must commit to stop the planning and construction of new fossil fuel projects and infrastructure immediately, including new oil and gas extraction, production and transmission projects (oil wells, oil pipelines), in line with the IEA's Net Zero by 2050 scenario, for its commitment to support the Paris Agreement to be viewed as credible.

It is not appropriate nor feasible at this stage to work with companies such as TotalEnergies as long as their practices in the field do not change. If we do that, we give the wrong signal to the aggrieved communities and to be partisan in undermining their rights and progress on climate and biodiversity.

As members of IUCN, we strongly advise that IUCN will not pursue this partnership.

With kind regards,



Danielle Hirsch, Director Both ENDS

On behalf of,

Willem Ferwerda, Director CommonLand
Donald Pols, Director FOE-Netherlands
Hans de Iongh, Trustee Stichting Leo
Tjerk Ter Meulen, Artis Zoo
Joel Boele, Black Jaguar Foundation

C.c.:

razan.almubarak@iucn.org
bruno.oberle@iucn.or
Luc.DEWEVER@iucn.org

² <https://www.sciencedirect.com/science/article/pii/S0959378021001655>
<https://www.bbc.com/news/business-58989374>

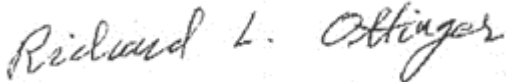
From: [Ottinger, Prof. Richard L.](#)
To: [President - IUCN](#)
Subject: Re Council Motion tomorrow
Date: 07 February 2022 18:32:18
Attachments: [image001.png](#)

Dear Mr. President:

I am pleased to advise you and IUCN Council that, as a member of the new IUCN Climate Crisis Commission I strongly support Council to approve the appointment of a steering committee of world experts to advise on the composition and program of the Commission. I have long advocated that IUCN play a significant role in addressing the global climate change threat beyond the excellent work that it does on Nature Based Solutions, as reflected in the amendment to Motion 034 by the Center for Environmental Legal Education at the World Conservation Congress in Marseille.

Many thanks for your consideration and that of Council.

Sincerely yours,



Richard L. Ottinger
Former Member of Congress
Dean Emeritus
Elisabeth Haub School of Law at Pace University
White Plains, NY 10603

”

From: [Ben Lefetey](#)
To: [President - IUCN](#)
Cc: [Prince Papa](#)
Subject: Letter to the IUCN Council on TotalEnergies Tilenga Eacop
Date: 08 February 2022 09:18:48
Attachments: [IUCN answer to LSM 2021123.pdf](#)
[Response from IUCN to AFIEGO UGA 20210930.pdf](#)
[20210909 letter Tilenga Eacop to IUCN HQ.pdf](#)
[20220208 letter to IUCN Council on TotalEnergies Tilenga Eacop .pdf](#)

Dear Mr. DE WEVER,

In the run-up to the 107th meeting of the IUCN Council (8-10 February 2022), we are respectfully writing to you to send this open-letter to all members of the IUCN Council.

We are seeking IUCN support to help stop the massive Lake Albert oil project in Uganda and Tanzania and safeguard the promise of a sustainable future in the heart of Africa.

Please, find the letter attached and other documents as mentioned in the letter.

Thank you very much and best wishes.

On behalf of Laudato Si' Movement and partners.

[Ben Lefetey](#)

Coordinateur de campagnes - France

[Mouvement Laudato Si'](#)

[Laudato Si' Movement](#) (formerly Global Catholic Climate Movement)

Roma, February 08, 2022

Members of the Council of the
International Union for Conservation
of Nature (IUCN)

IUCN World Headquarters
Rue Mauverney 28
1196 Gland - Switzerland

[Open letter: Request IUCN to take a stand against the Tilenga, Kingfisher and EACOP oil projects in Uganda and to reject the TotalEnergies partnership offer](#)

Dear members of the IUCN Council,

On September 9, 2021, at the IUCN World Conservation Congress in Marseille, the Laudato Si' Movement (LSM) supported by 41 other NGOs from France, Europe, Africa, Australia and the USA, sent a letter to the IUCN Director General. We asked for IUCN's support to help stop the massive Lake Albert oil project in Uganda and Tanzania and to safeguard the promise of a sustainable future in the heart of Africa.

The Lake Albert oil project, which is located in one of the most sensitive and biodiverse regions in the world, the Albertine region, consists of the Tilenga, Kingfisher and East African Crude Oil Pipeline (EACOP) oil projects.

The projects' developers are France's TotalEnergies, China National Offshore Oil Corporation (CNOOC), Uganda National Oil Company (UNOC) and the Tanzania Petroleum Development Corporation (TPDC).

Please find the September 9, 2021 letter to IUCN from LSM and our partners attached.

The following day, **the World Conservation Congress adopted the Marseille Manifesto¹, which emphasizes the escalating climate and biodiversity emergencies: "Humanity has reached a tipping point. Our window of opportunity to respond to these interlinked emergencies and share planetary resources equitably is narrowing quickly. Our existing systems do not work. Economic "success" can no longer come at nature's expense. We urgently need systemic reform.**

[...] Fundamental change is again needed if we are to build societies that value, protect, and invest in nature. To invest in nature is to invest in our collective future."

¹ <https://www.iucncongress2020.org/programme/marseille-manifesto>

Speaking to leaders of major corporations, IUCN Director General Dr Bruno Oberle said²: *“To achieve the developmental goals, we need to transform our society, use different products and services, create different types of infrastructure, and invest differently.”* Later, he concluded the Congress as follows³: *“Collectively, IUCN’s Members are sending a powerful message to Glasgow and Kunming: **the time for fundamental change is now,**”.*

Listening to the statements of the IUCN Director General in Marseille and reading the World Congress Manifesto, **we had high hopes that IUCN would take a stand against any oil projects that are against the union’s various resolutions including those that prohibit oil activities in protected areas (Resolution 102 from the 2016 World Conservation Congress).**

Some of these projects include the Tilenga, Kingfisher and EACOP projects in Uganda and Tanzania. Collectively, these projects pose severe threats to environmental conservation, biodiversity protection and climate change mitigation efforts. The projects are located within some of Uganda and Tanzania’s biggest and most biodiverse national parks, game reserves, forests, lakes, and rivers.

The response to our letter, dated November 23, 2021 (see attachment), shocked us deeply. The letter partly read as follows:

“IUCN is aware that the ongoing developments in the Albertine region are a cause for concern with regard to conservation. IUCN further recognises that the impact is not only linked to biodiversity and climate change, but also affects economic development. We have been in dialogue with the Government of Uganda and have had preliminary discussions with the Government of Tanzania, in addition to other stakeholders, to find approaches to collectively address these issues. IUCN has further offered the application of existing recommendations, and guidance from the scientific knowledge, tools, and experiences to address these issues.”

Two months after the declarations at the Marseille Congress, the conclusion of the letter that is shared hereafter seemed antithetical to the Marseille manifesto: *“IUCN recognises that extractives industries can be significant contributors to the global economy, and this makes them an influential force in shaping how global conservation and development goals are attained.”*

The above statement is at odds with the Marseille Manifesto which states that **“Our existing systems do not work. Economic “success” can no longer come at nature’s expense. We urgently need systemic reform.”** How can IUCN still support oil companies by claiming they are **“significant contributors to the global economy”**? How can an investment in a 1,443-kilometer oil pipeline, the EACOP, that poses serious environmental and social risks to protected areas, water sources, and communities throughout Uganda and Tanzania be the systemic reform we need?

When the urgency and magnitude of the climate and biodiversity crises were the common thread running through the work of the Marseille Congress, why is IUCN seeking to partner with oil companies such as TotalEnergies when the companies’ work will make the climate and biodiversity crisis worse? Why would IUCN go against its own recommendations and resolutions, which very clearly support biodiversity and indigenous rights protection, in order to support oil companies?

Why say that “fundamental change is again needed if we are to build societies that value, protect, and invest in nature” if IUCN itself is too unwilling to implement these changes? IUCN's actions are out of step with its words. IUCN is avoiding confrontation with powerful corporations and government leaders and is remaining silent when its own members are intimidated and their human rights are violated. IUCN is negotiating with these very same governments for miniscule nature conservation gains, while vast

² <https://www.iucn.org/fr/node/34968>

³ <https://www.iucn.org/news/secretariat/202109/iucn-congress-closes-call-a-post-pandemic-recovery-based-nature>

biodiverse regions and indigenous peoples' lives remain at risk. Civil society groups that speak out against the environmental, biodiversity and human rights threats posed by the Tilenga, Kingfisher and EACOP oil projects suffer office closures, [arrests](#) and other forms of harassment.

Yes, “To invest in nature is to invest in our collective future” but then why doesn't IUCN take a stand against a US\$10 billion investment in oil extraction and transportation (in 2018, 89% of global CO2 emissions came from the fossil fuel industry) that destroys the climate and threatens tourism and other green economic sectors in Uganda and Tanzania?. This, despite the fact that investing in renewable energy, tourism, small-scale agriculture, fishing and reforestation programs will provide [nearly four million](#) jobs to local communities in Uganda, boost Uganda’s GDP [by 10%](#), and provide a cleaner environment which will benefit the whole world.

What is the value of IUCN, its beautiful words and manifestos, if it doesn't enforce them?

Twelve years have already passed since IUCN Director General Julia Marton-Lefèvre and IUCN President Ashok Khosla called for a “transition to a clean energy future”.

Following the Deepwater Horizon oil spill in the Gulf of Mexico in 2010, they had stated⁴:

“Low cost and easily accessible oil and gas has given many people choices and freedoms that never existed before. However, our overdependence on fossil fuels has been costly in terms of contributing to air and water pollution, rampant land-use change, overharvesting of our seas, increasing greenhouse gas emissions and consequent climate change. Our transition to a clean energy future must start now.

Investment in research and development for clean technology and energy efficiency must be ramped up. Our economies need to shift rapidly to renewable energy sources, and more effectively take into account biodiversity and livelihood impacts. Weaning our economies off their addiction to fossil fuel energy will not be easy, and it will not happen overnight, but business as usual cannot be an option.”

Twelve years later, IUCN is continuing “business as usual”...

Will we have to wait until one of the most sensitive and biodiverse regions in the world, the Albertine Graben in Uganda, is seriously degraded by the Tilenga, Kingfisher and EACOP projects for IUCN to finally decide to bring its actions into line with its fine declarations? It's not if but when the EACOP project, if built, will wreak havoc on an incredibly biodiverse ecosystem and its inhabitants. The ongoing oil spills in Peru, Ecuador and Thailand demonstrate this once again.

Not only has IUCN refused to take a stand against the Tilenga, Kingfisher and EACOP oil projects that pose grave environmental, biodiversity and climate change danger, but the union is even preparing to become a partner with the main perpetrator of one of the most serious threats to East African biodiversity: the TotalEnergies. Indeed, we were astonished to learn from the press⁵ that IUCN has recently sent a partnership proposal with the oil company to its members.

How can an international union in charge of nature conservation consider a partnership with a company denounced for its oil and gas projects on all continents? A company that would tap 132 oil wells in Murchison Falls National Park in Uganda, degrade 500 square kilometers of habitat for African elephants and Eastern Chimpanzees in East Africa and clear 1,950 km² of IUCN Category IV protected areas and key biodiversity areas! A company whose lack of ambition in its climate strategy is regularly denounced both by NGOs and by its own shareholders as was seen in 2020 and 2021.

⁴ [IUCN Statement on the Gulf of Mexico Oil Spill, 7 June 2010](#)

⁵ POLITICO Paris Influence, [Total et la biodiversité, 28 September 2021](#).

As members of the IUCN Council, we must alert you to the risks of discrediting IUCN if it continues to endorse TotalEnergies' and if the union fails to take a stand against oil exploitation including in protected areas. It will be even worse if, twelve years after IUCN's call to "turn our economies away from their dependence on fossil fuels", IUCN becomes complicit in TotalEnergies' greenwashing by accepting its partnership offer.

In the run-up to the 107th meeting of the IUCN Council (8-10 February 2022), we again make our request to IUCN to take a stand against the Tilenga, Kingfisher and EACOP oil projects and safeguard the promise of a sustainable future in the heart of Africa. We call on IUCN to:

1. Adopt and publicly declare as soon as possible an IUCN position publicly opposing the Tilenga, Kingfisher and EACOP oil projects and in support of biodiversity protection in Uganda and Tanzania.
2. Engage with the governments of Uganda and of Tanzania to promote a biodiversity protection policy, to replace the current destructive policy.
3. Create an ad hoc working group to follow through on the above.
4. Invite the [Stop EACOP coalition](#) representatives to brief the ad hoc group on an ongoing basis.
5. Reject any partnership with TotalEnergies or any other fossil fuel company.

As members of the new IUCN Council elected through 2025, we are counting on you to rise to the climate and biodiversity emergencies.

While the declarations of the World Conservation Congress have inspired hope and action for environmental and climate justice in many communities, we are counting on you to make the "fundamental changes needed", starting with IUCN's attitude towards projects that seriously threaten nature conservation.

In prayer and solidarity,

Tomas Insua
Executive Director
Laudato Si' Movement

Endorsement By:

GreenFaith (International)
Avaaz (International)
Global Witness (International)
350.org (International)

Sierra Club (USA)
Friends of the Earth US (USA)
Rainforest Action Network (USA)
Oil Change International (USA)
Empower Venture Partners (USA)
Earth Action, Inc. (USA)
Pueblo Action Alliance (USA)
Climate Action Campaign of the Humboldt Unitarian Universalist Fellowship (USA)

Natural Justice (Africa)
Refuelling Africa (Africa)

Extinction Rebellion (United Kingdom)
Anti-Oppression Circle (United Kingdom)

Gallifrey Foundation (Switzerland)

Centre for Climate Safety (Australia)

Urgewald (Germany)
Rainforest Rescue/Rettet den Regenwald (Germany)

CCFD-Terre Solidaire (France)
Chrétiens Unis pour la Terre (France)

Save Virunga (The Netherlands)
Both ENDS (The Netherlands)
BankTrack (The Netherlands)

Kishoka Youth Organization (Kenya)
Jamaa Resource Initiatives (Kenya)
DeCOALonize (Kenya)
Amnesty International (Kenya)

Youth for Green Communities-YGC (Uganda)
Tasha Research Institute Africa (Uganda)
Women for Green Economy Movement Uganda-WoGEM (Uganda)
Fridays for Future Uganda (Uganda)
Community Transformation Foundation Network-COTFONE (Uganda)
Africa Institute for Energy Governance-AFIEGO (Uganda)
Centre for Citizens Conserving Environment& Management-CECIC (Uganda)

The Green Net (South Africa)
The RiseUp Movement (South Africa)
Timberwatch (South Africa)
Siyaphambili primary fishing coop (South Africa)
Labour Community Media Forum (South Africa)
Just Share (South Africa)
Helderberg Ocean Awareness Movement (South Africa)
Extinction Rebellion (South Africa)
Climate Justice Action GP (South Africa)

Tanzagreen Initiative (Tanzania)

Strong roots CONGO (DRC)
Synergie de Jeunes pour le Développement et la Défense de Droits Humains-SJDDH (DRC)
UFAREP (DRC)
Union des groupements agricoles organisés-UGAO (DRC)
Solidarité pour la Réflexion et Appui au Développement Communautaires-SORADEC (DRC)
Société Civile Environnementale et Agro-Rurale du Congo-SOCEARUCO (DRC)
Réseau des organisations pour la conservation et la protection de l'environnement-REOCOPE (DRC)
Réinsertion sociale et appui au développement communautaire-RSADC (DRC)

Programme nourriture d'abord-PNA (DRC)
Programme d'Intégration et de Développement du peuple Pygmée au Kivu-PIDP (DRC)
Programme d'actions pour le développement intégré-PADI (DRC)
MAIDENI (DRC)
Environnement Sain et Durable pour Tous (DRC)
Ligue pour la paix, les droits de l'homme et la justice-LIPADHOJ (DRC)
Institut supérieur de développement rural de Bunia-ISDR Bunia (DRC)
JUSTICIA Asbl (DRC)
Innovation pour le Développement et la Protection de l'Environnement-IDPE (DRC)
Innovation et Formation pour le Développement et la Paix-IFDP (DRC)
Green Révolution Initiatives-GRI (DRC)
Forum des Engagés pour le Développement Durable-FORED (DRC)
Fondation des aigles pour l'encadrement des vulnérables-FAEVU (DRC)
FOCODER (DRC)
Fleuves d'eau vive qui coulent aux autres-FLEVICA (DRC)
Femme en action pour le développement multisectoriel-FADEM (DRC)
Grande action pour le développement-GAD (DRC)
Collectif des paysans de l'Ituri pour le développement intégral-CPIDI (DRC)
FDAPID (DRC)
Coopérative des Apiculteurs et Vendeurs du Miel au Kivu-C.A.V.M.K/COOP-CA (DRC)
Congo Basin Conservation Society-CBCS (DRC)
Agriculture et construction pour le développement-ACOD (DRC)
Centre de Recherche pour l'Environnement et le Droit de l'Homme-CREDDHO (DRC)
Alerte Congolais pour l'Environnement et le Droit de l'Homme-ACEDH (DRC)
Association pour la conservation et la protection des écosystèmes des lacs et l'agriculture durable-
ACOPELAD (DRC)
Association des mamans anti-bwaki-AMAB (DRC)
BEIE (DRC)



Marseille, September 09, 2021

Dr Bruno Oberle
Director general

IUCN World Headquarters
Rue Mauverney 28
1196 Gland - Switzerland

[Open letter : IUCN should make a public statement and put in place an ad hoc group on the Tilenga/Kingfisher/EACOP oil projects](#)

Dear Dr Oberle,

We are respectfully writing to you to call your attention to a grave situation that requires urgent action in order to avoid further preventable damage to our Common Home. We are seeking your support to help stop the massive [Lake Albert oil project](#) in Uganda and Tanzania and safeguard the promise of a sustainable future in the heart of Africa.

The Lake Albert project is located in the ecosensitive and biodiverse Albertine Rift in Uganda. It consists of the upstream Tilenga and Kingfisher oil projects as well as the planned East African Crude Oil Pipeline (EACOP). The project is being developed by France's TotalEnergies, China's China National Offshore Oil Corporation (CNOOC) as well as the Ugandan and Tanzanian governments. We hope that you can help us avoid the preventable ecological tragedy posed by the Lake Albert oil project (Tilenga/Kingfisher/EACOP) and ensure that the wellbeing of our brothers and sisters takes precedence over profits.

At this moment, humanity is at a crossroads. Our actions or inaction today will have lasting effects for centuries to come. United in solidarity with the most vulnerable, we Catholics and other people of faith in solidarity with secular international and local organisations and overall civil society observing the arbitrariness of TotalEnergies and its partners, especially in a year when the UN dedicated the next decade for ecosystem restoration, we implore you to take urgent action in line with the science for all of Creation.

Faith-based organisations across the world have worked together this year to initiate [the Healthy Planet, Healthy People Petition](#) so that the political leaders participating in COP26 in Glasgow take action for all of Creation. This comes against the background of the two environmental crises that we are facing on earth: biodiversity loss and climate change. In the past five years, the Catholic community has been very active in reversing the financial flows from the fossil fuel industry by divestment from fossil fuels and reinvestment into new clean energy and technologies that don't harm the environment. In the past years, 254 Catholic institutions divested from fossil fuels.

It is unequivocal that human influence has warmed the atmosphere, ocean and land. Widespread and rapid changes in the atmosphere, ocean, cryosphere and biosphere have occurred. According to the recently-released [IPCC report](#), as humanity, we risk climate change spiralling out of control. Ending investment in fossil fuels and fossil fuel infrastructure is absolutely critical to help us avoid further massive losses and damages in the nearest future.

Global surface temperature will continue to increase until at least the mid-century under all emissions scenarios considered. Global warming of 1.5°C and 2°C will be exceeded during the 21st century unless deep reductions in CO₂ and other greenhouse gas emissions occur soon. Importantly, the goals of the historic Paris Climate Agreement are still within reach. We need to act boldly and ambitiously together and make no more biodiversity loss achievable.

Scientific reports and research state that **a third of oil reserves, half of gas reserves and over 80% of current coal reserves need to remain in the ground in order to avoid catastrophic climate change.** The report of the International Energy Agency (IEA) “Net Zero by 2050 Roadmap” released this year in May stated that **no new investments in fossil fuels should be made further; there also should not be any new oil and gas fields approved for development and no new coal mines or mine extensions are required.** The recent IPCC report alarmingly tells us that we have about one decade left to dramatically decrease our carbon pollution if we want to avoid tragic and irreversible climate change and less than five years to put up the energy infrastructure to facilitate the transition to green energy that would help forestall that.

Put plainly, **there has never been a worse time to develop the Lake Albert oil project (Tilenga/Kingfisher) and to build the world’s largest heated crude oil pipeline, the EACOP,** so that we can burn up to 1.7 billion barrels of oil and generate over 34.3 million extra tons of carbon emissions each year. **The world simply cannot afford another massive oil project like the Tilenga/Kingfisher/EACOP one.**

ABOUT THE EACOP

The EACOP is a proposed 1,443-kilometer pipeline that will transport oil from Hoima in Uganda to the port of Tanga in Tanzania. If completed, it will be the longest heated crude oil pipeline in the world. Extraction of 1.7 billion barrels is threatening to take place at two oil fields: the Kingfisher field, operated by CNOOC Ltd, and the Tilenga field, operated by TotalEnergies. The EACOP, which is slated to be operationalised in 2025, is expected to transport 216,000 barrels of oil per day at peak production.

Both the extraction sites and the EACOP pose serious and severe environmental and social risks to protected wildlife areas, water sources and communities throughout Uganda and Tanzania.

EACOP/TILENGA RISKS

Extraction at the Tilenga oil fields in the Albertine Graben will directly impact Murchison Falls National Park, posing a serious threat to biodiversity and rare and endangered species (see red list species impacted attached). Moreover, [important tributaries](#) of the Nile flow nearby.

Further, according to [WWF and CSCO Uganda](#), more than 500 square kilometers of habitat for African elephants and Eastern Chimpanzees—species considered endangered by IUCN, and which have already disappeared in several African countries— will be severely degraded by the construction of the EACOP. Approximately 1,950 km² of IUCN Category IV protected areas and key biodiversity areas combined will be cleared for the pipeline.

[Commenting on the EACOP project](#), world-renowned environmentalist, author and 350.org Co-founder Bill McKibben said, “The proposed route looks almost as if it were drawn to endanger as many animals as possible.”

It is notable that nearly a third of the pipeline would also traverse through the Lake Victoria basin, Africa's largest lake and a source of the Nile. This has put the lake at risk of oil pollution [The danger of oil leaks into the lake is increased by the risk of earthquakes](#). The pipeline will also cross more than 200 rivers and thousands of farms before reaching the Indian Ocean — where its version of the Exxon Valdez disaster would pour crude oil into some of Africa's most biodiverse mangroves and coral reefs.

Needless to say, the Tilenga, Kingfisher and EACOP projects' environmental, biodiversity, climate change and social risks have raised serious concern. This massive concern about the project by international panelists and personalities is not unfounded; local groups and communities have also expressed their concerns regarding the impact the project will have on their lives, speaking up despite promises of compensation and employment.

Though the Lake Albert project including the EACOP is still under development, human rights violations against communities, particularly from resettlement, [have already been documented](#). So has intimidation and repression against local activists. [More than 100, 000 people](#) have been affected by the compulsory land acquisition for the Tilenga and EACOP projects. The people wait for years before receiving their compensation, leading to human rights violations.

For instance, the EACOP-affected households have waited for their compensation since 2018/2019 and they are yet to be paid to date. This is not only against Ugandan laws, but international best practices as well. When payment of compensation to communities is delayed, the payment often loses value. In practice communities are then often unable to acquire new assets (land) of equivalent value.

Moreover, the use of cut-off dates through which the Lake Albert oil-affected communities are stopped from using their land for key economic purposes such as growing perennial food and cash crops has negative impacts. For instance, the Tilenga/EACOP oil-affected households have suffered food insecurity and loss of family incomes due to the practice of stopping them from fully and productively using their land before compensation. Moreover, with reduced incomes, families are unable to take their children to school, with girls being most affected.

As such, the Tilenga, Kingfisher and EACOP projects are facing significant local community and civil society resistance. Notably, a coalition of over 40 international and local civil society organizations called [STOP-EACOP](#) has been formed to elevate the local communities' concerns and put a stop to the EACOP and its twin upstream Tilenga and Kingfisher oil projects that stand to be climate change catalysts.

Despite Total's claims of its "commitment to implement action plans designed to produce a net positive impact on biodiversity in the development of these projects" as well bring development to local communities, the series of events that have unfolded so far show that this project is unsustainable both for people and the environment.

[The Tilenga, Kingfisher and EACOP projects expose starkly the problem of climate injustice and inequity.](#)

As Pope Francis states in the Laudato Si' Encyclical, *"this inequity affects not only individuals but entire countries; it compels us to consider an ethics of international relations. A true "ecological debt" exists, particularly between the global north and south, connected to commercial imbalances with effects on the environment, and the disproportionate use of natural resources by certain countries over long periods of time. [...] We note that often the businesses which operate this way are multinationals. They do here what they would never do in developed countries or the so-called first world. Generally, after ceasing their activity and withdrawing, they leave behind great human and environmental liabilities such as unemployment, abandoned towns, the depletion of natural reserves, deforestation, the impoverishment of agriculture and local stock breeding, open pits, riven hills, polluted rivers and a handful of social works which are no longer sustainable"*.

Not only will the Tilenga, Kingfisher and EACOP oil projects devastate communities, endanger wildlife and further heat the planet, it is also economically reckless (for the region, the world, and investors). The projects are not compatible with a future where the world has redirected its investments into renewable energy.

As [it has been established](#) that the burning of fossil fuels is a major contributor to global warming (in 2018, 89% of global CO2 emissions came from the fossil fuels industry), **it is our responsibility to transition to renewable sources of energy as quickly as possible. Investing in new fossil fuel supply infrastructure like Tilenga/Kingfisher/EACOP means betting on the world not reaching the Paris agreement goal.** We simply cannot support new fossil fuel projects and still expect to mitigate climate change.

A CALL TO INVEST IN GREEN ALTERNATIVES

It is estimated that **the world spends less than \$90 billion a year on conservation and nature protection. In comparison, governments spend more than \$5 trillion every year on subsidies for fossil fuels.** In Uganda's case, tourism contributes 7.7% of the country's GDP but accounts for less than 1% of the annual budget. This, despite the fact that investing in renewable energy, tourism, small-scale agriculture, fishing and reforestation programs will provide [nearly four million](#) jobs to local communities, boost Uganda's GDP [by 10%](#), and provide a cleaner environment which will benefit the whole world.

We need deeper investment in the great potential of the tourism and other green economic sectors, which are currently threatened by the Tilenga/Kingfisher/EACOP projects. Investment in tourism and other green economic sectors could expand Uganda's economy in a sustainable and inclusive manner. This could bring significant environmental, economic and social benefits in return to all.

OUR DEMANDS TO THE IUCN

As a movement united in solidarity for our common home, we come to you, the International Union for Conservation of Nature (IUCN), to *Unite with us for Life and Livelihoods*. We call on you to help send a strong message to say that we must act on the recommendations of the IPCC and the IEA, and that countries of the Global South must not be pushed into investments that do not serve their people.

The new corporate colonialism of extracting as much profit as possible – while externalizing the human and ecological costs – must end. **The disappearance of biodiversity and encroachment of critical ecosystems such as IUCN designated areas cannot go unnoticed anymore. It is time for IUCN to take a bold stand.**

We call on you to help stop the Tilenga/Kingfisher/EACOP project and safeguard the promise of a sustainable future in the heart of Africa. To this end, we ask you to:

1. Adopt and publicly declare as soon as possible an IUCN position to oppose the Tilenga/Kingfisher/EACOP project and in support of biodiversity protection in Uganda and Tanzania.
2. Engage with the governments of Uganda and of Tanzania to promote a biodiversity protection policy, to replace the current destructive policy.
3. Create an ad hoc working group to follow through on the above.
4. Invite the [Stop EACOP coalition](#) representatives to brief the ad hoc group on an ongoing basis.

We sincerely hope that IUCN will help usher in "a new era of environmentally sound economic development" where social and ecological justice reigns supreme; where the wellbeing of our brothers and sisters and our common home takes precedence over profits.

Together we can co-create a unique precedent where nature is over profit. This can inspire many frontline communities to seek and find environmental and climate justice globally and internationally.

In prayer and solidarity,

Tomas Insua
Executive director
Laudato Si' Movement

Endorsement By:

- Bank Track (Netherlands)
- Save Virunga (Netherlands)
- Innovation Pour le Développement et la protection de l'Environnement (DRC)
- Community Transformation Foundation Network (Uganda)
- Urgewald (Germany)
- Corporate Europe Observatory (Belgium)
- deCOALonize (Kenya)
- Friends of Lake Turkana (Kenya)
- Rainforest Rescue/Rettet Den Regenwald (Germany)
- Association For Conservation of Bugoma Forest (ACBF)- (Uganda)
- Just Share (South Africa)
- Green Climate Campaign Africa (Uganda)
- Environment Governance Institute (Uganda)
- Africa Institute of Energy Governance-AFIEGO (Uganda)
- CCFD-Terre Solidaire (France)
- Forum des Engagés pour le Développement Durable-FORED (DRC)
- Forum Global des Chercheurs des Alternatives-FGCA (DRC)
- Justus Plus-JP (DRC)
- Innovation pour le Développement et la Protection de l'Environnement-IDPE (DRC)
- Association des Filles Mères-AFM (DRC)
- Organisation de la santé pour le développement-OSD (DRC)
- Mamans pour la Lutte contre les Traumatismes-ALAMUT (DRC)
- Bureau de Développement Communautaire-BDC (DRC)
- Association Coopérative Vie Future-ACOOVF (DRC)

- Action Humanitaire pour le Développement Durable-AHDD (DRC)
- Charity Distressed Children-CDC (DRC)
- World Peace Protection-WPP (DRC)
- Fondation de l'Est des jeunes entrepreneurs du Congo-FEJEC (DRC)
- Fédération des Comités des Pêcheurs Individuels du Lac Edouard-FECOPEILE (DRC)
- Fédération des comités de pêcheurs du lac Albert-FECOPEL (DRC)
- Leave It In the Ground (Germany)
- Price Of Oil (Swaziland)
- Price Of Oil (USA)
- Women For Green Economy Movement-WoGEM (Uganda)
- Milieudefensie-Friends of the Earth (Netherlands)
- Strong Roots Congo (DRC)
- Andy Gheorghiu Consulting
- SJDDH (DRC)
- SORADEC (DRC)
- Eco Action Families (UK)
- The Australia Institute (Australia)

Annex

Murchison Falls National Park's red list species impacted:

Scientific name	Common name	Year	Class_name	Red List status
<i>Necrosyrtes monachus</i>	Hooded vulture	2016	AVES	Critically endangered
<i>Gyps rueppelli</i>	Rüppel's vulture	2016	AVES	Critically endangered
<i>Trigonoceps occipitalis</i>	White headed vulture	2015	AVES	Critically endangered
<i>Gyps africanus</i>	White-backed vulture	2016	AVES	Critically endangered
<i>Pan troglodytes</i>	Chimpanzee	2016	MAMMALIA	Endangered
<i>Ptilopachus nahani</i>	Nahan's partridge	2004	AVES	Endangered
<i>Torgos tracheliotos</i>	Lappet-faced vulture	2016	AVES	Endangered
<i>Aquila nipalensis</i>	Steppe eagle	1999	AVES	Endangered
<i>Balearica regulorum</i>	Grey-crowned crane	2013	AVES	Endangered
<i>Psittacus erithacus</i>	Grey parrot	2012	AVES	Endangered
<i>Ardeola idae</i>	Madagascar pond heron	2010	AVES	Endangered
<i>Hippopotamus amphibius</i>	Hippo	2008	MAMMALIA	Vulnerable
<i>Loxodonta africana</i>	African elephant	1996	MAMMALIA	Vulnerable
<i>Panthera leo</i>	Lion	2016	MAMMALIA	Vulnerable
<i>Giraffa camelopardalis</i>	Giraffe	2016	MAMMALIA	Vulnerable
<i>Panthera pardus</i>	Leopard	2016	MAMMALIA	Vulnerable
<i>Caracal aurata</i>	African golden cat	2015	MAMMALIA	Vulnerable
<i>Phataginus tricuspis</i>	White-bellied pangolin	2014	MAMMALIA	Vulnerable
<i>Smutsia temminckii</i>	Temminck's pangolin	2014	MAMMALIA	Vulnerable
<i>Smutsia gigantea</i>	Giant ground pangolin	2014	MAMMALIA	Vulnerable
<i>Polemaetus bellicosus</i>	Martial eagle	2013	AVES	Vulnerable
<i>Sagittarius serpentarius</i>	Secretarybird	2006	AVES	Vulnerable
<i>Calamonastides gracilirostris</i>	Papyrus yellow warbler	2016	AVES	Vulnerable
<i>Balaeniceps rex</i>	Shoebill	2014	AVES	Vulnerable



IUCN
Rue Mauverney 28
1196 Gland
Switzerland

Tel. +41 22 999 0000
Fax +41 22 999 0002
director.general@iucn.org
www.iucn.org

Mr Tomas Insua
Executive Director
Laudato Si' Movement

23 November 2021

Subject: Tilenga, Kingfisher, and East African Crude Oil Pipeline (EACOP) oil projects

Dear Mr Insua,

We thank the Laudato Si' Movement for the letter of 9 September 2021, and appreciate your dedication to conservation in relation to the Tilenga/Kingfisher/EACOP oil projects.

IUCN is aware that the ongoing developments in the Albertine region are a cause for concern with regard to conservation. IUCN further recognises that the impact is not only linked to biodiversity and climate change, but also affects economic development. We have been in dialogue with the Government of Uganda and have had preliminary discussions with the Government of Tanzania, in addition to other stakeholders, to find approaches to collectively address these issues.

IUCN has further offered the application of existing recommendations, and guidance from the scientific knowledge, tools, and experiences to address these issues. Through this collaboration, we acknowledge the growing interests by both Governments, and we also encourage the work of civil society to help safeguard nature, climate and economic development.

Earlier this year, Mr Dickens Kamugisha, Chief Executive Officer of Africa Center for Energy Governance (AFIEGO), wrote to IUCN on a similar subject. We understand that AFIEGO is also a co-signatory to your 9 September letter. In our response of 30 September 2021 to Mr Kamugisha, we detailed the various efforts put in place by the Government of Uganda in relation to the Tilenga, Kingfisher and East African Crude Oil Pipeline (EACOP) oil projects. We trust that Mr Kamugisha will share those details with you.

IUCN recognises that extractives industries can be significant contributors to the global economy, and this makes them an influential force in shaping how global conservation and development goals are attained. Based on these considerations, the Secretariat has developed the IUCN Extractives Sector Operational Framework, which guides the Secretariat's engagement on these issues. For further information on this, please visit our [website](#).

IUCN commits to furthering dialogue with the Governments of Uganda and Tanzania, and will continue collaborating with IUCN Members, Commissions, and wider stakeholders on this important issue.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'B. Oberle', with a long horizontal line extending to the right underneath the name.

Dr Bruno Oberle
Director General



IUCN
Rue Mauverney 28
1196 Gland
Switzerland

Tel. +41 22 999 0000
Fax +41 22 999 0002
director.general@iucn.org
www.iucn.org

Mr Dickens Kamugisha
Chief Executive Officer
Africa Center for Energy
Governance (AFIEGO)
P. O. Box 34913
Kampala
Uganda

30 September 2021

Subject: SUPPORTING GOVERNMENT OF UGANDA TO IMPLEMENT THE 2016 WCC RECOMMENDATION-102 TO SAFEGUARD PROTECTED AREAS FROM EXTRACTIVES

Dear Mr Kamugisha,

The International Union for Conservation of Nature (IUCN) Secretariat extends its compliments to the African Center for Energy Governance (AFIEGO) and we appreciate the great collaboration as our Member.

I acknowledge receipt of your letter dated 16 August 2021 requesting the Secretariat to use all the available opportunities to advise the Government of Uganda, which is also an IUCN Member, to stop the conduct of oil and gas activities in protected and other critical conservation areas in the country.

I would like to further re-affirm IUCN's commitment towards supporting its Members to implement existing resolutions and recommendations. IUCN is aware that the ongoing developments in the Albertine may impede the necessary conservation action that the country aspires to achieve. IUCN further recognises that the impact is not only linked to biodiversity and climate change, but also affects economic development. We have been in dialogue with the Government of Uganda and other stakeholders to find approaches to collectively address these issues. IUCN has further offered the application of existing recommendations, and guidance from the scientific knowledge, tools, as well as experiences to address these issues. Through this collaboration, we acknowledge the great effort the Government has made, and also join you to take further action in ensuring we safeguard nature, climate and economic development. Below are some of the updates that we are aware of, on efforts put in place by the Government in this regard:

- a. Amending the Wildlife Act (2019) to integrate provisions for due diligence and compliance to environmental standards while undertaking industrial activities in protected areas;
- b. Review processes to address the inconsistencies with regard to the mapping of the Ramsar sites and other important biodiversity areas;
- c. Setting up committees to guide oversight and ensure implementation of the Environmental Impact Assessments
- d. Deliberating engagements with project affected persons, with a particular focus on local communities and vulnerable groups

Building on these efforts, and the recognition for more practical action, we commit to continue our dialogue with the Government of Uganda, specifically the Ministry of Water and Environment, which is the host and chair of the IUCN Uganda National Committee. We will bring this issue to the attention of the Committee for further discussion and guidance. IUCN will also continue to play a facilitating role in raising awareness about these issues, and working with our Members to encourage compliance with the resolution, and up-take of the key recommendations for action.

IUCN recognises that extractives industries -- such as oil and gas, mining and construction materials -- are significant contributors to the global economy, and this makes them an influential force in shaping how global conservation and development goals are attained. Based on these considerations, the Secretariat has developed the IUCN Extractives Sector Operational Framework, which guides the Secretariat's engagement on these issues. For further information on this, please visit our [website](#).

We look forward to working with AFIEGO and relevant stakeholders on this issue of utmost importance.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'B. Oberle', with a horizontal line underneath it.

Dr Bruno Oberle
Director General

From: [Piet Wit](#)
To: [DE WEVER Luc](#)
Subject: Re: Letter to council on CC.
Date: 09 February 2022 12:43:14
Attachments: [IUCN and Climate Change. Letter to council.docx](#)

Dear Luc,

The Chimbo Foundation would like you to bring the letter written by the former Chair of CEM to the attention of the IUCN-Council.
Please find attached the letter.

Yours sincerely,

On behalf of the Chimbo Foundation

Piet Wit
Advisor to the Board of Chimbo

CEM and Climate Change

The perceived need for a Commission on Climate Change

Piet Wit, Chair CEM 2008 – 2016
February 2022

Introduction

The WCC Marseille has adopted a motion to create a Commission on the Climate Change Crisis. Proponents came in particular from Australia and Hawaii.

A short historical overview

At the time of WCC Barcelona (2008), IUCN's secretariat only employed one junior staff member to address the challenge of Climate Change. She was an associate expert from Finland. Her country sponsored her assignment with IUCN.

In the Commission on Ecosystem Management, Angela Andrade who was under Hillary Masundire CEM's focal point for Latin America, had represented CEM-IUCN at different international UN-gatherings on CC.

When the contract of the Finnish Expert expired, she was not interested in extending it because of the lack of interest and support at IUCN's secretariat. The steering committee of CEM decided that it was unacceptable and even ridiculous that IUCN's leadership did not recognise the importance of this issue and its potential impact on virtually everything we care for in this world. Angela Andrade, who was CEM's deputy Chair at that time, represented CEM and IUCN at the different international UN-meetings where governments came together to discuss the impacts of CC and what appropriate policies are needed to combat it. On behalf of CEM-IUCN Angela produced and distributed much appreciated brochures, first on cases studies (Clearing House mechanisms), then on lessons learnt and guidelines. She kept IUCN on board.

CEM published papers on "ecosystem based adaptation to Climate Change", as a fundamental approach to tackle causes and impacts of CC.

It is only after all that that IUCN's secretariat nominated one internal staff member to deal with climate change issues in IUCN. The person was based at the Washington-office.

IUCN's council put together a task force on CC (in which Angela represented CEM); All other commissions created experts groups to deal with climate change for their respective mandates for instance the work of WCPA on Natural Solutions to Climate Change . Nature-based solutions, one of the pillars of IUCN's present programme, is very much indebted to the work of the commissions. All Commissions reports in Marseille included important outcomes on Climate Change..

In conclusion: Thanks to the work of the commissions IUCN became an appreciated partner during international CC discussions and policy making, by doing so they also laid the foundations for the Nature based solutions paradigm that is now emerging in all IUCN-programmes.

No need to say that with Angela Andrade doing her second term as Chair of CEM, CC will remain very high on CEM's agenda, supported by a group of high-level international experts. CEM's approach will be strengthened with a specialist group on Climate Change and Biodiversity, policy and practice.

The new Commission on the Climate Change Crisis

The decision of IUCN's Assembly to establish a commission to address the issue of Climate Change is based on the urgency of the problem, not on a lack of IUCN-commissions addressing the issue. It is my impression that the members were insufficiently informed about the amount and the quality of the work on Climate Change that has been going on in IUCN's commissions over the last decade. I feel that this is an unfortunate decision for three main reasons.

- Climate change is not to be treated in a separate silo. Combatting CC should be integrated in every unit and programme of IUCN.
- Not recognising and even denying the excellent work done on CC not only by IUCN commissions (such as CEM, SSC WCPA, CEESP or WCEL) but also by other IUCN-components, is discouraging and counterproductive. Such a denial is frustrating and demotivating our top-scientists and top-practitioners that as commission members provide their expertise to IUCN voluntarily in order to further the cause of conservation and to sustain our planet in an ecologically healthy state.
- It is putting an additional strain on IUCN's already limited resources

How to go forward

I recommend that at first instance a Council-led Task Force on CCC should be established to guide the process towards its eventual establishment.

This Council's task force should analyse the work done and going on in the existing commissions and evaluate where omissions are and identify opportunities for synergy. This task force should also identify potential synergy with other entities within IUCN (notably including member-organisations) that are actively involved in CC-issues: Bottom-up and Top-down, from international policy making to nature based solutions applied at local level. This Task Force should have its own budget to function. The task force's mandate should not exclude the formulation of recommendations to adapt or even redress the decision of the WCC-Marseille. Recommendations to be submitted for adoption at the next WCC. Following IUCN's mission, this task force should stimulate members, commissions, and secretariat to continue to address the causes and consequences of Climate Change and to enlighten all partners on the results of their activities. The TF should not take over the work on climate change done by the existing commissions as that should remain an integral part of the work of every commission.

Piet Wit
Oudemirdum, The Netherlands



Director General's Report to Council & Strategic Objectives 2022

February 2022

Overview

Part I: DG Strategic Objectives 2021: Results

Part II: DG Strategic Objectives 2022



Part I: DG Strategic Objectives 2021 – Results

Overview



Council document C102/2.2

Reporting against DG Strategic Objectives for 2021; Council Document C102/2.2

1. Strategic Leadership in Conservation
2. Fundraising and Financial Management
3. Operational and Change Management
4. Programme Management
5. External Liaisons and Public Image
6. People Management



Director General's Strategic Objectives for 2021

Introduction:

This document presents the Director General's Strategic Objectives for 2021, which have been formulated in line with his vision for IUCN, presented at the 102nd Council (1 December 2020) in the Director General's Report to Council, and with:

- the One Programme Charter;
- the IUCN Council Handbook (Item 562 v1.1 October 2018) that establishes that the Director General's performance objectives are to be formulated along five core areas ("perspectives");
- the IUCN Council's response to the External Governance Review (2019) that established the need to add "People Management" as a sixth core area.

The Director General (DG)'s vision for IUCN, which brings together both inward- and outward-facing perspectives, underscores the 2021 objectives presented here and those that will follow across the quadrennium. This vision can be summarised as follows:

Inwards:

- Efficiency needs to be at the heart of IUCN's operations
- IUCN needs to re-think its finances and income streams
- A greater sense of "one Secretariat" is needed worldwide

Outwards:

- IUCN should become a more relevant and influential political actor in the international arena, showing how nature offers a sustainable way forward
- The strength of the Union lies in its expertise, its networks and its capacity to mobilise

In 2021, the DG will focus on nine high-level priorities that are structured according to the five plus one core areas established in the IUCN Council Handbook for the performance objectives of the DG:

1. Strategic Leadership in Conservation (1.1. and 1.2.)
2. Fundraising and Financial Management (2.1. and 2.2.)
3. Operational and Change Management (3.)
4. Programme Management (4.)
5. External Liaisons and Public Image (5.1. and 5.2.)
6. People Management (6.)

DG's 2021 Objectives

1. Strategic Leadership in Conservation

1.1. By the end of 2021, the DG's initiatives will have begun implementation and will be contributing to:

- I. Mobilise the Union (Members and Commissions);
- II. Raise IUCN's political profile and visibility in the global arena;
- III. Extend IUCN's influence beyond the conservation community into the agricultural, finance and education sectors.

1. Strategic Leadership in Conservation



DG Strategic Objective	Result
1.1: The DG's Initiatives will have begun implementation and will be contributing to:	
i) Mobilise the Union (Members and Commissions)	<ul style="list-style-type: none"> • Met with 52 National / Regional Committees (Africa: 10; Asia + Oceania: 13; Europe: 8; North America: 2; S. & Central America: 19) • Members conferences and engagements around strategic initiatives <ul style="list-style-type: none"> <u>Contributions for Nature</u>: Member survey, data testing, Congress events <u>Nature-based Recovery</u>: Member conferences and survey, Congress events <u>Post-2020 initiative</u>: Members conference, Congress events
ii) Raise IUCN's political profile and visibility in the global arena	<ul style="list-style-type: none"> • Strategic Initiatives <ul style="list-style-type: none"> - <u>Agriculture & Land Health</u>: To accelerate action towards sustainable agriculture - <u>Contributions for Nature</u>: To enable the Union to demonstrate its contribution to the global goals for nature - <u>Finance for Nature</u>: To transform and redirect financial flows towards nature - <u>IUCN Academy</u>: To train the future generation of nature conservation - <u>Nature-based Recovery</u>: To influence recovery packages - <u>Post-2020</u>: To ensure adoption of an ambitious and powerful Global Biodiversity Framework - <u>Stockholm+50</u>: To strengthen IUCN's central role in conservation globally • IUCN Congress: 3 Ministerial meetings, Meeting with Indigenous Peoples organisations, numerous bilaterals with Members • Statements at G20, P4G Seoul Summit, World Food day amongst other. • UNFCCC COP26 impact: 'Nature' featured in outcome text

1. Strategic Leadership in Conservation



DG Strategic Objective	Result
1.1: The DG's Initiatives will have begun implementation and will be contributing to:	
iii) Extend IUCN's influence beyond the conservation community into the agricultural, finance and education sectors	<ul style="list-style-type: none">• <u>Agriculture and Land Health:</u><ul style="list-style-type: none">- Engaged with FAO at UN Food Systems Summit• <u>Finance for Nature:</u><ul style="list-style-type: none">- Established partnerships and initiatives with finance industry• <u>IUCN Academy:</u><ul style="list-style-type: none">- Awarded inaugural Professional Certification on IUCN Global Nature-based Solutions Standard- MoUs with top universities worldwide
1.2: The IUCN Secretariat will have:	
i) Built momentum for the Post-2020 agenda, positioning the IUCN Congress as a springboard and a platform to raise ambition and commitment levels	<ul style="list-style-type: none">• DG delivered speech at Sept OEWG 3.1• 116 events at IUCN Congress directly linked to post-2020 framework• 22 Resolutions explicitly linked with post-2020 framework• IUCN Congress laid the ground for DG statement for 1st part of CBD COP15 (October)• IUCN Congress laid the ground for DG speech at UNFCCC COP26

2. Fundraising, Financial Management



DG Strategic Objective	Result
2.1: The IUCN Secretariat will have:	
i) Developed a Resource Mobilisation Strategy that: (A) envisages new business models and clear pathways for diversifying IUCN's income streams; (B) provides a rationale for investing in IUCN as a Framework Partner; (C) includes regional / country level components	<ul style="list-style-type: none">• Developed and rolled out updated, fit-for-purpose new Resource Mobilisation Strategy• Case for support for Framework Partners developed• Tailored country profiles developed• Multi-year framework partnerships for the period 2021-24 renewed with: Korea, Finland, Norway, Sweden, Denmark• Voluntary contribution renewed with US State Department• Finance for Nature business models• Private sector engagement model – under development
ii) Sought to attract new Framework Partners	<ul style="list-style-type: none">• Denmark re-joined as a framework partner after having left in 2012• Sweden increased annual unrestricted funding• New voluntary contribution from Italy• Laid groundwork for new framework partners

2. Fundraising, Financial Management

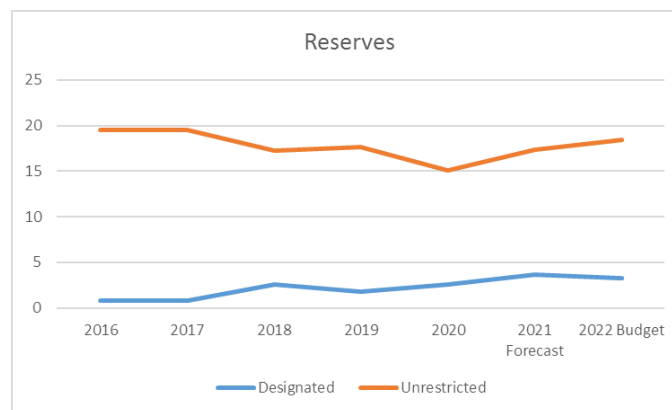
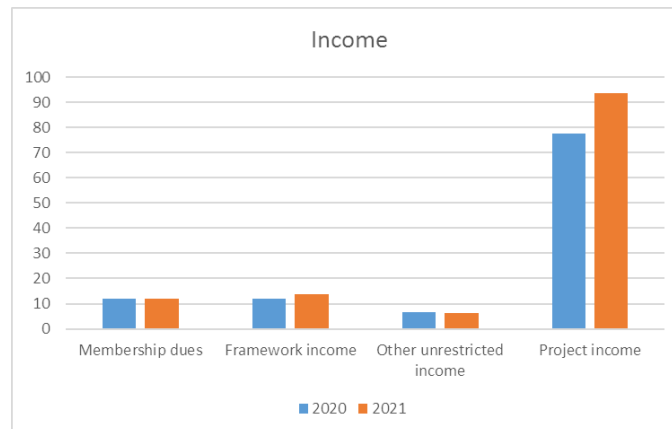


DG Strategic Objective	Result
2.1: The IUCN Secretariat will have:	
iii) Deployed new funding mechanisms for its “Knowledge Products”.	<ul style="list-style-type: none">• Conducted a data audit and assessments to support strategic development of new income streams
2.2: The IUCN Secretariat will have:	
i) Taken steps to improve its cost recovery from projects, particularly aimed at the costs of corporate functions	<ul style="list-style-type: none">• Revised planning and budgeting cycle – including two leadership workshops (May and Sept)• New formula-based project costing and budget framework• New Overhead policy• Informal conversations with donors on the need for larger overheads
ii) Defined means to direct core funding (unrestricted) towards innovation	<ul style="list-style-type: none">• Developed new budgeting framework (please refer to 2022 Workplan and Budget)• Executed via new planning and budgeting approach

2021 Forecast Result

	2020	2021
	CHFm	CHFm
Membership dues	12.1	12.0
Framework income	12.1	13.6
Other unrestricted income	6.7	6.3
Project income	77.6	93.6
Total income	108.5	125.5
Staff costs	53.6	56.0
Other operation costs	13.3	9.2
IUCN activities	27.3	32.7
Implementing partner activities	15.8	24.2
Total expenditure	110.0	122.1
Operating result	-1.5	3.4
Reserve transfers	-0.8	-1.1
Result for the year	-2.3	2.3

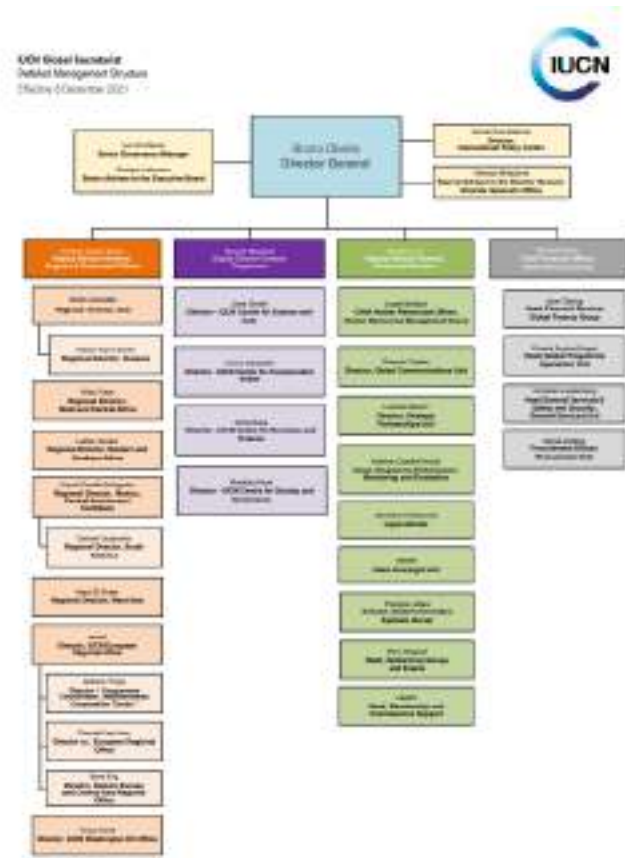
Forecast result for the year is a **surplus of CHF 2.3m**, reversing the deficit realised in 2020



3. Operational, Change Management



DG Strategic Objective	Result
3: The IUCN Secretariat will be making operational and managerial improvements through the:	
i) Appointment of a Deputy Director General	<ul style="list-style-type: none"> Appointment of 3 Deputy Director Generals, each in charge of: Programme, Regionals and Corporate Services.
ii) Continuous oversight of the Business Continuity Plan	<ul style="list-style-type: none"> Active COVID Task Force Monitoring financial health and project implementation rate on a monthly basis Enhanced Global Information Systems were tested and rolled out to ensure work from home requirements were met Delivered a successful hybrid Congress, with all necessary COVID measures in place



[IUCN organisational chart](#)

3. Operational, Change Management



DG Strategic Objective	Result
3: The IUCN Secretariat will be making operational and managerial improvements through the:	
iii) Review of its capacity and structural efficiency	<ul style="list-style-type: none">• Secretariat restructuring with ultimate objective of efficiency gains and breaking of silos• Developed management arrangements for Regional Hubs• Progress monitoring on monthly basis by the Executive Board• New project typology and assessment of the real cost of portfolio implementation• Internal Control self-assessment for all regions and HQ based on COSO Standard
iv) Deployment of an Internal Communications Strategy	<ul style="list-style-type: none">• Executive Board meeting minutes are circulated to all Secretariat staff on a weekly basis• Developed an internal communications strategy for short/medium term.• Ongoing implementation of Phase 1 of strategy• Phase 2 to be refined and implemented in 2022.
v) Implementation of the Information Systems Strategy	<ul style="list-style-type: none">• Scoping exercise for document management system done• Upgrading systems• On track to initiate common regranting tool, connected to project portal

4. Programme Management



DG Strategic Objective	Result
4: The IUCN Secretariat will have:	
i) Developed a 'Nature 2030 Contributions Platform' that offers a means to capture Union-wide contributions to the IUCN Programme	<ul style="list-style-type: none">• Contributions for Nature platform launched at Congress• Beta version – tested with Members – to go live in Q1 2022• Business models under development• Strong engagement with external partners to ensure interoperability
ii) Improved its M&E capacities and tools	<ul style="list-style-type: none">• Results framework and associated data model for managing performance• Developing a clear theory of change (ToC) and common taxonomy of offerings• Annual plan monitoring: developed management dashboard & other tools• Strengthened organisational performance and assurance capacity• Strengthened project portfolio design and pipeline management capacity• Updated enterprise risk management framework• Resourced Programme Performance Monitoring and Evaluation (PPME) function

5. External Liaisons, Public Image



DG Strategic Objective	Result
5.1: The IUCN Secretariat will have:	
<p>i) Established novel partnerships with private sector, education and government entities.</p>	<p><u>Agriculture:</u> -Working with FAO at UN Food Systems Summit - Established partnerships with IKEA, Ferrero Group, and Pernod Ricard to channel investments to sustainable and regenerative agriculture.</p> <p><u>Finance for Nature:</u> -Developed potential products with finance industry -Became official knowledge partner of the Task Force on Nature-related Financial Disclosure (TNFD)</p> <p><u>IUCN Academy</u> - MoUs with top universities worldwide</p>
<p>ii) Expanded the IUCN Patrons of Nature initiative</p>	<ul style="list-style-type: none"> • Began working to establish China circle • 2 new Patrons of Nature recruited



5. External Liaisons, Public Image



DG Strategic Objective	Result
5.2: The IUCN Secretariat will have:	
i) Deployed an External Communications Strategy	<ul style="list-style-type: none">In place since 2015, regularly updated
ii) Launched a significant upgrade to the IUCN website	<ul style="list-style-type: none">Underway; due for launch Q2 2022
iii) Launched the Open Project Portal for greater transparency and accountability regarding the Secretariat's project portfolio	<ul style="list-style-type: none">Launched in Q1 2021Data is updated and quality assured on a quarterly basis.
iv) Upgraded the way IUCN's 'publishing house' is steered and managed	<ul style="list-style-type: none">Analysis on current structure done.Implementation planned for 2022



6. People Management



DG Strategic Objective	Result
6: By the end of 2021:	
i) Staff will have been supported through the COVID-19 crisis	<ul style="list-style-type: none">• Held mental health and wellness webinars• Globally consulted flexible work policy developed and implemented• Staff regularly updated on health and safety measures, vaccinations, etc
ii) The DG will be actively involved in strengthening the political leadership role of Regional Directors	<ul style="list-style-type: none">• Hired four new Regional Directors with very strong background (for Asia, North America, SUR, ORMACC)• Launched Region-hosted Town Halls, hosted by Regional Directors on a rotational basis• Working closely with all Regional Directors
iii) A staff mobility /rotation programme will have been rolled-out	<ul style="list-style-type: none">• Planned for 2022
iv) Investments will have been made in staff development programmes	<ul style="list-style-type: none">• New performance management system designed, based on extensive consultation with all staff; to be rolled out in 2022



Part II: DG Strategic Objectives 2022

Overview

In accordance with the framework laid out in the [Council Handbook §62](#), the 2022 DG Strategic Objectives are grouped around the following core areas:

1. Strategic Leadership in Conservation
2. Fundraising and Financial Management
3. Operational and Change Management
4. Programme Management
5. External Liaisons and Public Image
6. People Management

1. Strategic Leadership in Conservation

- 1.1. IUCN's influence on global policy stage is further strengthened.
 - Support the development of an ambitious Post-2020 Global Biodiversity Framework (GBF) by providing scientific and technical expertise
 - Lead the development of strategic and focused messaging for the three Rio Conventions (CBD, UNFCCC, UNCCD)
- 1.2. Substantial contribution to the development of metrics for the value of nature and impact on nature (i.e. defining 'nature positive')
- 1.3. The use of the existing Knowledge Products is analysed and opportunities for improvement are identified
- 1.4. Strengthen Union's work in high-seas and ocean conservation
 - Biodiversity Beyond National Jurisdictions (BBNJ)
 - Sustainable management of fisheries, coastal and large marine ecosystems

2. Fundraising and Financial Management

In line with Resource Mobilisation Strategy deployed in 2021 –

2.1. Implementation of Overhead Policy across portfolio

2.2. Strengthen engagement with framework partners and new recruitments

2.3. Management and recruitment of Patrons of Nature and strengthening engagement with philanthropic institutions

2.4. Targeted engagement with key bilateral donors and the European Commission

2.5. Implementation of private sector engagement model

3. Operational, Change Management

3.1. Integrated corporate functions with Regional Hubs and Centres

3.2. Streamline corporate policies and improve monitoring practices

3.3. Work closely with Commission Chairs to ensure alignment of annual workplans in accordance with the new, data-driven planning and budgeting process.

3.4. Implementation of revised risk management framework

3.5. Review of country and regional office distribution and resourcing arrangements

4. Programme Management

4.1. Develop consistent, systematised way of tracking progress against targets

4.2. M&E Community of practise (part of integrated corporate functions)

4.3. Implementation of project costing and budgeting framework.

4.4. Implementation of results-based budgeting

4.5. Ensure data-driven approach to planning and reporting across the Union –

- Through the Contributions for Nature Platform and joint data-driven planning with Commissions

5. External Liaisons, Public Image

5.1. Review and update of membership value proposition

5.2. Building on Congress and UNFCCC COP26 momentum, further strengthen member engagement on initiatives to ensure a focused Union voice

5.3. Branding assessment and strategy implementation

5.4. Strengthen social media engagement

6. People Management

6.1. Implementation of new annual performance management system

6.2. Secretariat wide data & evidence based decision making culture

6.3. Strengthen staff training offering and information sessions



Thank you



Resolution 110 – Establishing a Climate Change Commission

Report of the Working Group on Implementation of
Resolution 110

BACKGROUND AND PROCESS

- **RESOLUTION 110** (summary only):-
 - CALLS on IUCN Member to agree to establishing a new Commission with the working title “The Climate Crisis Commission”
 - REQUESTS Council to provide guidance on the process to establish an interim Commission Chair and Steering Committee
 - DIRECTS the Steering Committee to submit a proposal to Council
- President convenes small working group to advise Council how to frame this process
- **WORKING GROUP**:- Imen Meliane, Marco Vinicio Cerezo, Maud Lelievre, Angela Andrade, Christina Voigt, Michael Wilson, Brendan Mackey and Stewart Maginnis.
- **MODE OF DELIVERY**:- three meetings and extensive email exchange
- **CHALLENGE**:- 50 years since new Commission established – few readily available institutional practices to follow
- **REPORT**:- focuses on options for establishing the Interim Steering Committee & Interim Chair

HOW DOES RESOLUTION 110 INTERFACE WITH IUCN STATUTORY GUIDANCE ON CREATING A NEW COMMISSION?

- **OPTION A:-** The Interim Chair and the Interim Steering Committee are appointed prior to an election by the membership of the Chair. The election process for the Chair will be determined by the Council after receiving a proposal from the Interim Steering Committee. Once elected, the Chair would follow the normal procedure of submitting a Steering Committee to the Council for approval
- **OPTION B:-** Resolution 110 has not yet established the new Commission but set in motion a process. If this is the case – two ways forward
 - The IC and ISC represent the start of the process of establishing a “**provisional Commission**” under Article 74 of Statutes (therefore in place until next WCC) ... OR....
 - The IC and ISC are NOT the governing body of the “**provisional Commission**”. They are a temporary mechanism to provide Council with proposals on how to establish the provisional Commission
- **ADVISES** Council to establish which interpretation is valid, informed by Legal Adviser’s analysis

OPTIONS FOR SELECTION OF INTERIM CHAIR AND STEERING COMMITTEE

- Whatever option, **direct appointment** of the ISC and IC by Council is preferable, but different approaches as to how this might be facilitated;
 - by Council at its 107th meeting (immediate nomination & appointment) OR
 - by Council at its 108th meeting following a selection process (through either nomination or expression of interest)
 - Detailed scenarios for both processes outlined in the report
- **Selection Criteria:-** Several options – Article 73 regulation is foundational but what other parameters, if any, are needed?
- **Size of ISC:-** several views – other Commissions' SCs range from 7 to 23: *2 options:-*
 - An ISC of 15 – 30 but not less than 12 – based primarily on ensuring representation
 - ISC as a small core group (based on working efficiency) with an option to co-opt other inputs / expertise as needed



OPTIONS FOR SELECTION OF INTERIM CHAIR AND STEERING COMMITTEE

- **Timelines and duration of ISC:-** dependent on which framing option (A or B) is selected and how Council decides to facilitate - but ranges from:-
 - 6 months – OPTION A and appointment triggered at C107
 - Up to next World Conservation Congress – OPTION B
- **Reporting framework:-**
 - **OPTION A** – one off-report that addresses draft mandate/ TOR, criteria for membership, element of work plan (including gap analysis), resource plan, pathway to operationalise the new Commission including process for election of Chair and appointment of the Steering Committee
 - **OPTION B** – a series of periodic reports back to Council including, *inter alia*, guidance on establishing a provisional Commission structure.
- **Other Considerations**
 - Difference between TOR and Commission mandate (distinct or the same thing?)
 - If Council-led preparatory work needed to help orientate CCC mandate and avoid duplication etc

IUCN World Conservation Congress 2021

Resolutions and Decisions which call for action from the IUCN Council

Introduction

In total, 12 Resolutions and 3 Decisions are calling on the Council for actions. The following table of contents lists these Resolutions and Decisions. The operative paragraphs that specifically call on the Council to do something have been extracted from the Resolutions in order to present an exhaustive list of actions required from the Council and are presented in the body of this document.

Secretariat focal points have been assigned to follow-up on the implementation of Resolutions and as part of their role, they will be monitoring progress on actions called for and animating exchanges with Members and Commissions as appropriate.

Contents

Introduction	1
Resolution 001 — Archiving Resolutions and Recommendations meeting retirement criteria, consolidating policy and future reviews	2
Resolution 002 — Strengthened institutional inclusion concerning indigenous peoples	2
Resolution 061 — Partnerships and further development of a Global Ecosystem Typology	2
Resolution 065 — Enhancing knowledge of natural resource conservation and alternative sustainable energy models through faith-based organization networks	3
Resolution 104 — Next IUCN World Park Congress	3
Resolution 110 — Establishing a Climate Change Commission	3
Resolution 113 — Restoring a peaceful and quiet ocean	3
Resolution 114 — Integrated solutions to the climate change and biodiversity crises	3
Resolution 119 — Renunciation of the Doctrine of Discovery to Rediscover care for Mother Earth	4
Resolution 120 — Towards a Policy on Natural Capital	4
Resolution 123 — Towards development of an IUCN policy on synthetic biology in relation to nature conservation	4
Resolution 137 — Affirming the right of Indigenous Peoples and local communities to sustainably manage and utilise wild resources in the context of COVID-19	4
Decision 145 — Establishment, operating rules and oversight of National Regional and Interregional Committees	5
Decision 147 — Development of a new 20-year Strategic Vision, inclusive of a Financial Strategy, and Strategic Plan for the Union	5
Decision 148 — Enabling effective attendance and participation of Members in future sessions of the World Conservation Congress	5

Resolution 001 — Archiving Resolutions and Recommendations meeting retirement criteria, consolidating policy and future reviews

4. REQUESTS Council and the Director General to:

- a. continue to work intersessionally to review and refine the criteria used to initially populate the archive in the light of feedback from the online discussion, to review the implementation of active Resolutions and Recommendations and to recommend to the next Members' Assembly, applying these criteria, a list of Resolutions and Recommendations for retirement and archiving, together with the criterion for which each is to be retired and archived;
- b. undertake a policy review before the next Members' Assembly of all active Resolutions and Recommendations, and archived Resolutions that have established IUCN policy that remains active and in force, with a view to assembling (and potentially proposing consolidation of) Resolutions that deal with the same or closely related issues to help ensure that IUCN's policy positions are collated, clear and accessible; and
- c. consider the need for, and modalities of a mechanism for the ongoing review of Resolutions and Recommendations adopted in future Members' Assemblies, with a view to moving to the archive those that are implemented, obsolete, or for which a specified interval has elapsed or a milestone has been achieved, while ensuring their continued policy currency and relevance.

Resolution 002 — Strengthened institutional inclusion concerning indigenous peoples

2. CALLS ON the Director General and Council to promote the full and effective participation of indigenous peoples' organisations, in the ongoing work of the Union and to strengthen these organisations through regional focal points;

(...)

4. CALLS ON Council to assess IUCN's compliance with the United Nations Declaration on the Rights of Indigenous Peoples in IUCN's work and programmes;

Resolution 061 – Partnerships and further development of a Global Ecosystem Typology

2. ENCOURAGES Council to:

- a. promote and support Members, including indigenous peoples, local communities, and public actors, Commissions, and public and private partnerships, in applying the GET to support global, regional and national efforts to assess and manage risks to ecosystems;
- b. support adaptation to national and regional levels of the IUCN criteria and categories for Red Lists of Ecosystems, as well as continued development of national Red Lists of Ecosystems to enhance implementation of action for conservation and sustainable use of ecosystems and their biological diversity;
- c. support application of Red List of Ecosystems criteria to assess risk of collapse in the world's thematic priority ecosystems; and
- d. as part of the IUCN Annual Report, report on progress on development of the Red List of Ecosystems database, integration of the Red List of Ecosystems approach, as well as in IUCN position and policy products for UN Sustainable Development Goals and Biodiversity Targets; and

Resolution 065 – Enhancing knowledge of natural resource conservation and alternative sustainable energy models through faith-based organization networks

CALLS ON the Director General, Council and Members to:

- a. support cooperation between faiths and relevant stakeholders while working towards common goals of natural-resource conservation and sustainable living practices; and
- b. encourage relations between faith-based organisations and environmental groups, as the latter may provide guidance to facilitate the knowledge and practice already present in faith-based groups.

Resolution 104 – Next IUCN World Park Congress

5. INVITES the Council, Members, Commissions and partners of IUCN to support the preparation and delivery of the next IUCN World Parks Congress.

Resolution 110 – Establishing a Climate Change Commission

2. REQUESTS Council to provide guidance on the process to establish an interim Commission Chair and Steering Committee;

Resolution 113 – Restoring a peaceful and quiet ocean

1. REQUESTS Council to establish an Inter-Commission Panel of Experts, comprised of Species Survival Commission (including specialists of cetaceans, mysticetes and odontocetes from SSC), World Commission on Protected Areas (WCPA) and the International Maritime Organization (IMO) members and representatives of the underwater noise-generating sectors, to seek an integrated approach to abating anthropogenic underwater noise pollution, in cooperation with entities such as the Global Alliance for Managing Ocean Noise (GAMEON) initiative and the Maritime Environment Protection Committee under the International Maritime Organization;

Resolution 114 – Integrated solutions to the climate change and biodiversity crises

2. ENCOURAGES Council and all relevant components of the IUCN, avoiding any duplication of work, to:

- a. create a comprehensive and integrated climate change and biodiversity policy framework to help guide and coordinate work in these areas across all IUCN components that is coherent with the findings of the UNFCCC and the CBD and commensurate with the urgency and scale of the climate and biodiversity crises, in order to represent an accelerated and ambitious IUCN response;
- b. in cooperation with the other relevant organisations, take the initiative to contribute to 'learning platforms' to share latest knowledge on climate change and biodiversity, in coordination, and avoiding duplication, with other similar platforms;
- c. to propose options to develop a global partnership on climate change and biodiversity conservation to mobilise IUCN's membership and youth towards greater ambition and action; and
- d. call on the Members of IUCN and the experts to urge their governments at all levels and their private sector organisations to speed up an equitable transition to sustainable energy mix, to phase out their dependence on fossil fuels, and to end their subsidies for fossil fuels;

Resolution 119 – Renunciation of the Doctrine of Discovery to Rediscover care for Mother Earth

2. REQUESTS Council, in alignment with the IUCN Programme 2021–2024, to establish an IUCN Truth and Reconciliation Working Group, to explore and explain best practices for involving Indigenous Peoples in co-stewardship of protected natural areas, conservation of nature, and sustainable use of species, and other appropriate activities for the care of Mother Earth;

Resolution 120 – Towards a Policy on Natural Capital

2. REQUESTS Council to establish an inclusive mechanism to consider the proposed non-binding Principles widely among Members.

Resolution 123 – Towards development of an IUCN policy on synthetic biology in relation to nature conservation

2. REQUESTS the Council to, for this purpose, create a working group composed of IUCN Members (NGOs, governments and indigenous peoples' organisations) ensuring a balance among genders, regions, perspectives and knowledge systems, as defined in Annex section II;

3. REQUESTS the Council to establish a drafting and participatory review process for the working group to undertake the development of the IUCN policy on synthetic biology in relation to nature conservation, as defined in Annex section III; and

(...)

Section II – terms of reference for the establishment of the working group

a. the Council will request nominations from IUCN Members (NGOs, governments and indigenous peoples organisations) and IUCN Commission members, ensuring equal representation of genders, regions, opinions, ethics and knowledge systems, to join a working group;

Resolution 137 – Affirming the right of Indigenous Peoples and local communities to sustainably manage and utilise wild resources in the context of COVID-19

1. CALLS ON the Director General, Council and all constituents of IUCN to recognise the right of Indigenous Peoples and local communities (IPLC) to sustainably use and manage their natural resources, wild species of animals, plants and fungi, within the framework of wildlife and nature conservation laws of their respective countries;

2. URGES the Director General, Council and all constituents of IUCN to ensure that responses to COVID-19 (and any future pandemics) should be well-considered and socially, economically and environmentally just, so as not to disadvantage the world's most vulnerable people, particularly IPLCs who depend upon wild resources for their food security, food sovereignty, livelihoods, cultural traditions and customary use;

3. FURTHER URGES the Director General, Council and all constituents of IUCN to work to ensure that the utilisation of wild species is legal and effectively managed, sustainable, and poses no significant risk of pathogen spillover;

4. REQUESTS the IUCN Council and relevant Commissions to work on guidance as appropriate to assessments and policies designed to ensure that the use, consumption and

trade of wild species is legal and effectively managed, sustainable, and poses no significant risk of pathogen spillover, with particular regard for the rights and needs of IPLCs;

Decision 145 – Establishment, operating rules and oversight of National Regional and Interregional Committees

Request the next IUCN Council to study these reflections, in consultation with representatives from Members, National/Regional/Interregional Committees and the Global Group for National and Regional Committee Development, taking into account the comments received from Members during the online discussion and at Congress, as summarised in the report of the Governance Committee of the Congress; and

Authorise the next IUCN Council, in consultation with representatives from Members, National/Regional/Interregional Committees and the Global Group for National and Regional Committee Development, to develop proposals for consultation with the Members and submission to an electronic vote by IUCN Members during the intersessional period.

Decision 147 – Development of a new 20-year Strategic Vision, inclusive of a Financial Strategy, and Strategic Plan for the Union

REQUESTS the IUCN Council, as a matter of priority, to establish an intersessional Council working group including IUCN Members to lead and work with the Director General:

a. to define a consultative process to undertake the following:

- i. undertake a global situational analysis of IUCN that takes into account all points raised in the external review;
- ii. develop options to address the points raised in the External Review of Aspects of IUCN's Governance, including strengthening Council's capacity to carry out its oversight and governance roles, and if needed, reviewing its membership models and any other needed organisational change;
- iii. develop a long-term (20 years) integrated Strategic Vision that includes a Financial Strategy, and Strategic Plan and other implementation plans, as needed, that follow the four-year planning process of the Union; and
- iv. establish a clear roadmap to ensure that the Union effectively and efficiently fulfils its mandated objectives, including by actively engaging its membership, while ensuring financial sustainability;

b. to consult with the IUCN membership during the process, including sharing the proposed process, the composition of the working group, and the situational analysis and the outcomes of that strategic planning process and options developed in a.ii; and

c. to submit the Strategic Vision, Financial Strategy and Strategic Plan and options developed in a.ii. to a vote by the Members before the end of the next World Conservation Congress.

Decision 148 – Enabling effective attendance and participation of Members in future sessions of the World Conservation Congress

1. CALLS ON the Director General, the President and the Council to ensure that more emphasis is put on implementation of Article 21 (a) in the organisation of the future sessions of the World Conservation Congress;

2. REQUESTS the Council to ensure that the financial support of Member organisations for the next session of the World Conservation Congress (2024/2025) is not conditioned by their vote in the current session of the Congress;

(...)

4. REQUESTS the Council to prepare draft revisions to the IUCN Statutes and formulate proposals to be presented to Members with a view to enhancing the remote participation of Members and the use of online votes during Congress, and to ensure that IUCN is more agile in its response to extraordinary circumstances;

(...)

6. DIRECTS the Council to call for nominations to the Advisory Group in the three months following the close of the World Conservation Congress;

7. REQUESTS the Council, following receipt of nominations, to determine the composition of the Advisory Group taking into consideration experience with the modalities of IUCN, relevant knowledge, geographical representation and diversity, gender and generational balance;

8. FURTHER REQUESTS the Council to announce the composition of the Advisory Group within no more than three months after the receipt of nominations;

9. CHARGES the Council to communicate proposals for revisions of the Statutes to Members, organise an online discussion and revise the proposals as per the result of these discussions; and

International Policy Centre – November 2021

IUCN World Conservation Congress 2021 Resolutions and Decisions which call for action from the Director General

Introduction

In total, 80 Resolutions¹ and 6 Decisions are calling on the Director General for actions. The following table of contents lists these Resolutions and Decisions. The operative paragraphs that specifically call on the Director General to do something have been extracted from the Resolutions in order to present an exhaustive list of actions required from the DG and are presented in the body of this document. Some of these calls will necessitate punctual action from the DG, for instance writing a letter to a president with a specific request, while others are more general and require the involvement of the IUCN Secretariat or specific thematic or regional programmes.

Secretariat focal points have been assigned to follow-up on the implementation of Resolutions and as part of their role, they will be monitoring progress on actions called for and animating exchanges with Members and Commissions as appropriate. Thirty-one Resolutions and two Decisions are highlighted below for they deserve special consideration by the Director General (and designated Secretariat focal points) in their follow-up. Some of these ask for punctual and timed actions which necessitate coordinated follow-up.

Table of Contents

Introduction	1
Resolution 001 - Archiving Resolutions and Recommendations meeting retirement criteria, consolidating policy and future reviews	5
Resolution 002 - Strengthened institutional inclusion concerning indigenous peoples	5
Resolution 003 - Transforming global food systems through sustainable land management that is aligned to the UN SDGs.....	5
Resolution 004 - Urgent action against the grass <i>Cortaderia selloana</i> outside of its natural distribution range	6
Resolution 006 - Declaration of priority for the conservation of tropical dry forests in South America	6
Resolution 008 - Protecting rivers and their associated ecosystems as corridors in a changing climate	7
Resolution 009 - Protecting and restoring endangered grassland and savannah ecosystems	7
Resolution 013 - Supporting the Lower Mekong Basin countries with the transboundary management of water resources, ecosystems and biodiversity	7
Resolution 014 - The importance of a cross-border approach to prioritise biodiversity conservation, adaptation to climate change and risk management in the Río de la Plata Basin	7

¹ For the Marseille World Conservation Congress, Members adopted 137 Resolutions and Recommendations, which have now become part of IUCN's global conservation policy.

Resolution 015 - Cooperation on transboundary fresh waters to ensure ecosystem conservation, climate resilience and sustainable development	8
Resolution 017 - Protection of natural flows of water for the conservation of wetlands.....	8
Resolution 018 - Valuing and protecting inland fisheries.....	9
Resolution 019 - Stopping the global plastic pollution crisis in marine environments by 2030.....	9
Resolution 022 - Establishment of a mid-frequency active (MFA – 1 to 10 KHz) sonar moratorium for maritime military exercises conducted in Macaronesia	9
Resolution 023 - Reducing impacts of incidental capture on threatened marine species.....	9
Resolution 025 - Ecosystem conservation, restoration and remediation in the ocean	10
Resolution 026 - International cooperation on marine pollution from sunken vessels.....	10
Resolution 028 - Updating of the legislation to stop the pollution of oceans caused by the discharging of wastewater by ships	10
Resolution 030 - Enhancing the resilience of coastal areas in the face of climate change, biodiversity crisis and rapid coastal development	10
Resolution 031 - The implementation of nature-based solutions in the Mediterranean Basin.....	10
Resolution 032 - Ocean impacts of climate change.....	10
Resolution 033 - Promoting biodiversity preservation through environmentally friendly energy transformation measures	11
Resolution 034 - Ecological integrity in the post-2020 global biodiversity framework.....	11
Resolution 035 - Promoting IUCN leadership in the implementation of the UN Decade on Restoration 2021–2030	11
Resolution 036 - Declaration of global priority for conservation in the Amazon Biome.....	12
Resolution 037 - Strengthening the Global Judicial Institute on the Environment and the Global Institute of Prosecutors for the Environment.....	12
Resolution 040 - Implementing international efforts to combat the sale of illegal wildlife products online	12
Resolution 041 - Ensuring funding to secure rights and secure ecologies	12
Resolution 042 - Protection of the environment in relation to armed conflict.....	13
Resolution 043 - Enhancing implementation of the Convention on Biological Diversity through National Biodiversity Strategies and Action Plans (NBSAPs)	13
Resolution 044 - Climate crisis legal toolkit.....	13
Resolution 046 - Creation of the Ombudsperson for Future Generations	13
Resolution 048 - Contributions of the Conservation-enabling Hierarchy to the post-2020 CBD framework.....	13
Resolution 049 - Mainstreaming the Cerrado in international cooperation and global environmental funds	14
Resolution 050 - Measuring the effectiveness of environmental law using legal indicators	15
Resolution 051 - Regional agreement on access to information, public participation and access to justice in environmental matters in Latin America and the Caribbean	15

Resolution 053 - Promoting sustainable and ethical mining practices in Africa	15
Resolution 054 - Engaging the private sector to combat wildlife trafficking	15
Resolution 055 - Guidance to identify industrial fishing incompatible with protected areas	15
Resolution 057 - Accounting for biodiversity: encompassing ecosystems, species and genetic diversity.....	16
Resolution 059 - Combatting the illegal trade in lion body parts and derivatives	16
Resolution 060 - Promotion of the IUCN Global Standard for Nature-based Solutions.....	16
Resolution 064 - Promoting conservation through behaviour-centred solutions.....	16
Resolution 065 - Enhancing knowledge of natural resource conservation and alternative sustainable energy models through faith-based organisation networks	16
Resolution 067 - Call for Nature in Cities agendas and Strengthening the IUCN Urban Alliance.....	17
Resolution 071 - Wildlife-friendly linear infrastructure.....	17
Resolution 073 - Ecological connectivity conservation in the post-2020 global biodiversity framework: from local to international levels	17
Resolution 074 - Geoheritage and protected areas.....	17
Resolution 075 - Transboundary cooperation for conservation of big cats in Northeast Asia.....	18
Resolution 077 - Effects of the increase in the use of paper as a substitute for plastic on plantations of timber species.....	18
Resolution 080 - Recognising, reporting and supporting other effective area-based conservation measures.....	19
Resolution 081 - Strengthening national spatial planning to ensure the global persistence of biodiversity.....	19
Resolution 082 - Reducing marine turtle bycatch: the important role of regulatory mechanisms in the global roll-out of Turtle Excluder Devices.....	19
Resolution 085 - Rewilding	20
Resolution 087 - Urgent measures to safeguard the globally important Atewa Forest, Ghana	20
Resolution 090 - Continental conservation priority for the jaguar (<i>Panthera onca</i>).....	20
Resolution 096 - Maximising return on conservation investments and sustainable development: eradicating invasive alien species (IAS) to conserve island biodiversity and benefit society.....	21
Resolution 101 - Addressing human-wildlife conflict: fostering a safe and beneficial coexistence of people and wildlife.....	21
Resolution 104 - Next IUCN World Parks Congress	22
Resolution 105 - Conserving and protecting coral reefs through the post-2020 global biodiversity framework.....	22
Resolution 107 - Reducing the impact of fisheries on marine biodiversity	22
Resolution 108 - Deforestation and agricultural commodity supply chains.....	23
Resolution 111 - Protection of Andes-Amazon rivers of Peru: the Marañón, Ucayali, Huallaga and Amazonas, from large-scale infrastructure projects	23

Resolution 113 - Restoring a peaceful and quiet ocean	23
Resolution 114 - Integrated solutions to the climate change and biodiversity crises.....	23
Resolution 115 - Protecting environmental human and peoples’ rights defenders and whistleblowers	24
Resolution 116 - Develop and implement a transformational and effective post-2020 global biodiversity framework.....	24
Resolution 117 - Actions to strengthen food sovereignty and security of indigenous peoples and peasant communities.....	24
Resolution 118 - Recognising and supporting indigenous peoples’ and local communities’ rights and roles in conservation.....	25
Resolution 123 - Towards development of an IUCN policy on synthetic biology in relation to nature conservation	25
Resolution 124 - Taking action to reduce light pollution.....	25
Resolution 125 - Setting area-based conservation targets based on evidence of what nature and people need to thrive	25
Resolution 127 - Strengthening the protection of primary and old-growth forests in Europe and facilitating their restoration where possible	25
Resolution 128 - Acting for the conservation and sustainable use of marine biological diversity in the ocean beyond national jurisdiction	26
Resolution 129 - Avoiding the point of no return in the Amazon protecting 80% by 2025	26
Resolution 130 - Strengthening sustainable tourism’s role in biodiversity conservation and community resilience.....	26
Resolution 131 - Ensuring adequate funding for the IUCN Red List of Threatened Species	26
Resolution 132 - Controlling and monitoring trade in croaker swim bladders to protect target croakers and reduce incidental catches of threatened marine megafauna.....	26
Resolution 134 - Protecting the Lower Congo River from large hydro-electric dam developments ...	27
Resolution 137 - Affirming the right of Indigenous Peoples and local communities to sustainably manage and utilise wild resources in the context of COVID-19	27
Decision 140 – Establishment of an elected Indigenous Councillor position	27
Decision 141 – Modification of the term “Regional Councillor”	28
Decision 144 – Clarification of conditions for readmission of former State Members	28
Decision 146 – Functions of the IUCN Treasurer	28
Decision 147 – Development of a new 20-year Strategic Vision, inclusive of a Financial Strategy, and Strategic Plan for the Union.....	30
Decision 148 – Enabling effective attendance and participation of Members in future sessions of the World Conservation Congress.....	30

Resolution 001 - Archiving Resolutions and Recommendations meeting retirement criteria, consolidating policy and future reviews

4. REQUESTS Council and the Director General to:

- a. continue to work intersessionally to review and refine the criteria used to initially populate the archive in the light of feedback from the online discussion, to review the implementation of active Resolutions and Recommendations and to recommend to the next Members' Assembly, applying these criteria, a list of Resolutions and Recommendations for retirement and archiving, together with the criterion for which each is to be retired and archived;
- b. undertake a policy review before the next Members' Assembly of all active Resolutions and Recommendations, and archived Resolutions that have established IUCN policy that remains active and in force, with a view to assembling (and potentially proposing consolidation of) Resolutions that deal with the same or closely related issues to help ensure that IUCN's policy positions are collated, clear and accessible; and
- c. consider the need for, and modalities of a mechanism for the ongoing review of Resolutions and Recommendations adopted in future Members' Assemblies, with a view to moving to the archive those that are implemented, obsolete, or for which a specified interval has elapsed or a milestone has been achieved, while ensuring their continued policy currency and relevance.

Resolution 002 - Strengthened institutional inclusion concerning indigenous peoples

1. CALLS ON the Director General to ensure that the values and approaches of indigenous peoples, especially those concerning indigenous women and rights of indigenous peoples, are included within the institutional plans of IUCN;

2. CALLS ON the Director General and Council to promote the full and effective participation of indigenous peoples' organisations, in the ongoing work of the Union and to strengthen these organisations through regional focal points;

3. URGES the Director General and WCPA to:

a. consider the development of mechanisms for the full and effective participation of indigenous peoples' organisations (IPOs) and the regional focal points in the Union, including in the formulation, implementation and monitoring of policies, projects and guidelines for the management of protected natural areas and indigenous territories, adopting an inter-cultural approach; and

b. incorporate indigenous peoples and know their views on protected areas, to develop knowledge-based policies, directives, standards and best practice guidelines regarding solutions to the challenges facing the management of protected areas, with the full participation of indigenous peoples;

Resolution 003 - Transforming global food systems through sustainable land management that is aligned to the UN SDGs

1. CALLS ON the Director General to:

a. improve and deliver information for supporting improvement of food systems, both using the value of nature and reducing the threats to nature, including information on soil biodiversity, management practices, land health related to agricultural systems, and agricultural landscape functionality;

- b. accelerate IUCN's field action on sustainable agriculture, Land Degradation Neutrality and Landscape Restoration, as major components of IUCN's contribution to the UN Decade on Ecosystem Restoration, in cooperation with other competent organisations;
- c. invest in developing partnerships with key stakeholder groups in the food and agriculture sector to promote sectoral transformation;
- d. promote land health and soil biodiversity in relevant policy fora; and
- e. structure IUCN's engagement in agriculture to transcend current IUCN thematic programme areas and connect across all of IUCN's relevant work on science, policy and practice;

Resolution 004 - Urgent action against the grass *Cortaderia selloana* outside of its natural distribution range

1. URGES the Director General to continue to inform IUCN Members about the threat that invasive alien species pose to biodiversity;

Resolution 006 - Declaration of priority for the conservation of tropical dry forests in South America

ASKS the Director General to:

- a. call on all states, and in particular those in South America to:
 - i. make efforts to assess the conservation status of TDF ecosystems, involving indigenous peoples and local communities and following the IUCN Red List of Ecosystems protocols;
 - ii. determine the biological and economic value of the ecosystem functions of these forests in socioeconomic development and adaptation to climate change strategies;
 - iii. establish as a priority the increase in the amount of TDF land protected by various legal mechanisms; and
 - iv. promote economic and social incentive processes and mechanisms to safeguard TDFs in sustainable agricultural production schemes;
- b. urge the United Nations international organisations and programmes, especially the Food and Agriculture Organization of the United Nations (FAO), the United Nations Environment Programme (UNEP), the United Nations Development Programme (UNDP), the United Nations Framework Convention on Climate Change (UNFCCC), the Convention on Biological Diversity (CBD), the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES), and the International Tropical Timber Organization (ITTO), to take into account the fragile condition and state of deterioration of TDFs in South America and establish and/or promote joint agendas that include actions for the conservation, effective management, restoration and sustainable use of these ecosystems involving indigenous peoples and local communities; and
- c. call on the IUCN Regional Office for South America (IUCN-Sur) and the IUCN Commission on Ecosystem Management (CEM) to promote a regional strategy, through one or more events, with the participation of the Members, specialists in ecology and the effective management of TDFs, and indigenous peoples and local communities, aimed at exerting an influence on states, the private sector and civil society in order to help support the conservation of these ecosystems.

Resolution 008 - Protecting rivers and their associated ecosystems as corridors in a changing climate

1. ENCOURAGES the Director General, Commissions, Members and states to promote the inclusion of river protection and connectivity within the post-2020 global biodiversity framework and the monitoring of Sustainable Development Goal Target 6.6;

Resolution 009 - Protecting and restoring endangered grassland and savannah ecosystems

1. CALLS ON the Director General to support actions to address urgent issues relating to conversion and degradation of these ecosystems;

Resolution 013 - Supporting the Lower Mekong Basin countries with the transboundary management of water resources, ecosystems and biodiversity

1. REQUESTS the Director General to:

a. work proactively with all relevant stakeholders to strengthen partnerships within the Lower Mekong Basin countries;

b. advance understanding, knowledge and learning to better conserve and sustainably manage water resources, ecosystems and biodiversity; and

c. advocate for appropriate policy changes at national and regional levels, such as transboundary management of water resources, ecosystems and biodiversity, to enhance sound ecosystem stewardship;

2. CALLS ON the Director General, Commissions and Members to:

a. advocate for increased sustainability use of water resources, ecosystems and biodiversity between Lower Mekong Basin countries;

b. contribute to initiatives and cooperation frameworks aimed at reducing the negative impacts of regional economic development on biodiversity and environment; and

c. raise awareness concerning unsustainable socio-economic development and the overuse of groundwater in the Mekong Delta

Resolution 014 - The importance of a cross-border approach to prioritise biodiversity conservation, adaptation to climate change and risk management in the Río de la Plata Basin

ASKS the Director General to:

a. call on South American states to:

i. increase their efforts to assess and conserve the Río de la Plata Basin ecosystems, weighing up the rationalisation of human resources and skills and contributing to sustainable development;

ii. limit the rapid expansion of the industrial agricultural frontier, to the detriment of the indigenous territories, including those of the Ayoreo People who live in voluntary isolation, in the best interests of the conservation of the ecological functions of the Río de la Plata Basin and its ecosystems' contributions to humans;

iii. promote policies to manage transboundary resources favouring an ecosystem-based approach, aimed at the use of transboundary waters in an equitable,

- reasonable and optimal manner, considering the principles of “profit sharing” and “eliminating damage in the context of joint responsibility”;
- iv. conserve the Paraguay-Paraná River Corridor as a global reference system based on its conditions of free flow and the connectivity of flood plains;
 - v. develop a comprehensive review of the dams planned in the upper Pantanal, bearing in mind their possible impact and their contribution to the network’s energy efficiency;
 - vi. develop strategies to strengthen the capacities of civil society and governments in the management of aquatic ecosystems and their ecotones, as well as cities, in order to foster the empowerment and development of resilient communities, in a context marked by change and climate variability;
 - vii. design an integrated approach for the comprehensive risk management of disasters and the adaptation to climate change and to take measures aimed at promoting the conservation and restoration of aquatic ecosystems, the adaptation of cities, the reduction of risks for vulnerable populations, applying nature-based solutions with a focus on the Basin and actions aimed at vulnerable ecosystems, cities and communities; and
 - viii. establish as a priority the increase in protected areas in various legal forms, taking into account the participation of young people and women who are considered to be a fundamental element in the implementation of the planned measures as well as pillars of the culture of the Basin inhabitants;

b. urge the international organisations and programmes carried out by the United Nations, the United Nations Food and Agriculture Organization (FAO), the United Nations Environment Programme (UNEP) and the United Nations Development Programme (UNDP) to prioritise solutions that address the high fragility and deteriorated state of the ecosystems in the Río de la Plata Basin and to establish and/or promote joint agendas that include actions to strengthen the knowledge about and conservation of these ecosystems and to strengthen the communities; and to promote an interinstitutional and transboundary platform for the socio-environmental monitoring of the Basin with standardised indicators, and trustworthy reports and journals on state of integrity of the ecosystems; and

c. ask the IUCN Regional Office for South America (IUCN-Sur) and the relevant Commissions to promote regional events, with the participation of the Members and specialists to ensure greater understanding of the complex systems to support the life in and the vulnerabilities of the Basin.

Resolution 015 - Cooperation on transboundary fresh waters to ensure ecosystem conservation, climate resilience and sustainable development

1. REQUESTS the Director General to ensure that the IUCN Secretariat contributes to strengthening the governance of transboundary waters, in particular by disseminating information on the role of the Watercourses Convention, the Water Convention and the Ramsar Convention on Wetlands, and by building capacity for acceding and implementing them;

Resolution 017 - Protection of natural flows of water for the conservation of wetlands

1. REQUESTS that the Director General, in collaboration with the Commission on Ecosystem Management (CEM), draws from the Global Wetlands Outlook to highlight the present situation of the loss and deterioration of wetlands in river basins and coastal regions, as well as the construction of artificial structures that prevent the natural flow of water;

2. ALSO REQUESTS the Director General, in collaboration with the Commission on Environmental, Economic and Social Policy (CEESP), to ensure that IUCN programmes protect remaining natural wetland habitats and restore functioning wetland ecosystems, promote wetland habitats as nature-based solutions to flood mitigation and carbon sequestration, and develop Communication, Education and Public Awareness (CEPA) activities on the importance of protecting and restoring the natural flow of water and its connectivity;

Resolution 018 - Valuing and protecting inland fisheries

1. URGES the IUCN Director General, Commissions, Members and states to:

a. support more explicit inclusion of inland fisheries in the post-2020 biodiversity framework, especially through the post-2020 zero draft target 5 (ensure by 2030 that the harvesting, trade and use of wild species, is legal and at sustainable levels) or through the finalised equivalent of this target, and through reference to inland fisheries in SDG Targets 14.4, and 14.6 (regulate harvesting and prohibit subsidies contributing to overfishing), or in 15.1 (sustainable use of freshwater ecosystems);

b. support assessment of inland fisheries in the SDGs, such that the national status of inland fisheries should not decline from their current state, or should be improved where the existing state is degraded;

c. enhance the collection of data to document the status and trends of inland fisheries; and

d. strengthen IUCN's focus on sustainable inland fisheries as part of IUCN's programmes on species, water and ecosystem management;

Resolution 019 - Stopping the global plastic pollution crisis in marine environments by 2030

1. ASKS the Director General, according to the IUCN Programme 2021–2024, and Members to take action and to encourage the implementation of the measures detailed below;

Resolution 022 - Establishment of a mid-frequency active (MFA – 1 to 10 KHz) sonar moratorium for maritime military exercises conducted in Macaronesia

2. REQUESTS the Director General to convey this Resolution to all states with EEZs in the region, as well as to the European Parliament.

Resolution 023 - Reducing impacts of incidental capture on threatened marine species

1. REQUESTS the Director General and the Species Survival Commission (SSC) to:

a. by 2022 produce a comprehensive analysis of the impacts of non-selective fisheries on ETP species, involving all Commissions and addressing small-scale artisanal to industrial fleets, as well as a full range of marine taxa (e.g. invertebrates, fishes, reptiles, mammals, seabirds); and

b. by 2023 support the implementation of effective policies involving all stakeholders, including governments, civil society, local communities, and the private sector, and development of a 'toolbox' of potential solutions adaptable to individual situations, to reduce and, wherever possible eliminate, bycatch of marine taxa, particularly of threatened and depleted species;

Resolution 025 - Ecosystem conservation, restoration and remediation in the ocean

1. REQUESTS the Director General and the whole of IUCN to:
 - a. promote ecosystem conservation, restoration and remediation for all marine environments, including those beyond the coastal zone and below the photic zone; and
 - b. provide extensive support for the IUCN Red List of Ecosystems;

Resolution 026 - International cooperation on marine pollution from sunken vessels

1. ENCOURAGES the Director General to explore a collaboration with Members with a view to producing a toolkit to evaluate the threat of oil pollution from shipwrecks and to identify possible solutions; ...

Resolution 028 - Updating of the legislation to stop the pollution of oceans caused by the discharging of wastewater by ships

3. ASKS the Director General and all Members and Commissions, and in particular the World Commission on Environmental Law (WCEL), to strive to achieve the objectives contained in this motion.

Resolution 030 - Enhancing the resilience of coastal areas in the face of climate change, biodiversity crisis and rapid coastal development

1. RECOMMENDS that the Director General and Commissions:
 - a. increase their efforts to promote coastal resilience by providing tools for anticipatory coastal planning and nature-based adaptation, risk reduction and resilience building;
 - b. collaborate with interested donors and governments to strengthen the impact assessments and safeguards applied to coastal projects; and
 - c. support the establishment of a global coastal forum to facilitate establishment of coastal site networks, including World Heritage and Ramsar sites, and development of guidance on conservation management of working coastal wetlands and on restoration of coastal ecosystems;

Resolution 031 - The implementation of nature-based solutions in the Mediterranean Basin

5. ASKS the Director General of IUCN and the Regional Offices involved in promoting NbS in the Mediterranean Basin, to ensure the sharing of experiences in this area and the networking of the stakeholders involved.

Resolution 032 - Ocean impacts of climate change

1. CALLS ON the Director General and all components of IUCN to include ocean mitigation and adaptation in all relevant climate change-related programmes and to support the actions listed below;

Resolution 033 - Promoting biodiversity preservation through environmentally friendly energy transformation measures

1. REQUESTS the Director General to cooperate with Commissions, Members, Committees and affiliates in providing guidance and technical cooperation;

Resolution 034 - Ecological integrity in the post-2020 global biodiversity framework

1. CALLS UPON IUCN Members, Governments, NGOs, indigenous peoples and intergovernmental organisations, to work with CBD Party governments and other stakeholders to ensure that the post-2020 global biodiversity framework to be adopted at the 15th Meeting of Conference of Parties to CBD (COP15, China):

a. recognises that maintaining and restoring ecological integrity is critically important and on a par with preventing the conversion of ecosystems, as a measure to address the biodiversity and climate crises, ensure resilience, and maintain other values critical to sustainable development;

b. includes an explicit, measurable target to maintain the current levels of, and where possible enhance, ecological integrity in ecosystems of all types (marine, freshwater, terrestrial), especially those of high biodiversity, by ensuring they are effectively managed, at relevant scales, potentially with biome-specific goals on integrity;

c. prioritises the critical need to secure the integrity of the last-remaining highly intact ecosystems on the planet; and

d. recognises that, where levels of ecological integrity are already reduced, they should be protected from further loss, and where possible increased via restoration; and

2. CALLS UPON the Director General of IUCN, and thereby the IUCN Secretariat, to promote the elements of paragraphs 1 a to 1 d, above, in discussions, advocacy, and advice relevant to the adoption of the post-2020 global biodiversity framework through the CBD.

Resolution 035 - Promoting IUCN leadership in the implementation of the UN Decade on Restoration 2021–2030

2. REQUESTS the Director General to promote implementation of the UN Decade on Ecosystem Restoration 2021–2030, in the context of the IUCN Programme 2021–2024, by:

a. championing the raising of ambition on ‘ecosystem restoration’ across a full range of ecosystem types, in line with the CBD post-2020 global biodiversity framework, and ensuring that ecosystem services are also restored;

b. advising and assisting governments and stakeholders in the development of effective and efficient ecosystem management strategies, plans and policies;

c. facilitating engagement, integration, cooperation and synergies among bottom-up communities of action working on restoration of specific ecosystem types;

d. providing assistance to governments and other stakeholders in effectively tracking, monitoring and adaptively managing ecosystem restoration using IUCN and partner tools and knowledge, while championing and supporting the leadership, knowledge and good practices of indigenous peoples and local communities in conserving and restoring land, freshwater, coastal, and marine ecosystems; and

e. developing an open knowledge platform, building on best practices, to share lessons learned about sustainable management and restoration by ecosystem type, to track progress

and to facilitate quantitative meta-analysis of sustainable management and restoration effectiveness and effects;

Resolution 036 - Declaration of global priority for conservation in the Amazon Biome

1. RECOMMENDS that the Director General and Members recognise the Amazon Biome as the largest continuous tropical forest and freshwater ecosystem representing a fifth of the world's forests playing an important role in supporting global and continental climate stability and safeguarding 10% of the world's biodiversity;

2. ASKS the Director General to declare the Amazon Biome as threatened and therefore as a priority region for conservation and fire prevention, due to the global and local benefits it provides in tackling climate change, protecting biodiversity, and ensuring sustainable development;

3. REQUESTS the Director General and state governments to recognise the crucial role of indigenous territories for the conservation of the Amazon and the rights of indigenous people as stipulated in the United Nations Declaration on the Rights of Indigenous People (UNDRIP) including the right to respect International Labour Organization (ILO) Convention 169, supporting the implementation of a Free, Prior and Informed Consent (FPIC) process with local, traditional and indigenous communities in matters that affect them;

Resolution 037 - Strengthening the Global Judicial Institute on the Environment and the Global Institute of Prosecutors for the Environment

1. REQUESTS the Director General and WCEL to continue their commitment to and support of GIPE;

Resolution 040 - Implementing international efforts to combat the sale of illegal wildlife products online

1. REQUESTS the Director General, in collaboration with the Commissions, to facilitate efforts to reduce and eliminate cyber-enabled wildlife trafficking by:

- a. assisting IUCN Members to convene a cross-sector workshop to review progress and best practices in tackling cyber-enabled wildlife trafficking;
- b. reviewing examples of national legislation addressing cyber-enabled wildlife trafficking and making recommendations on best practices; and
- c. contributing to awareness-raising efforts about cyber-enabled wildlife trafficking;

Resolution 041 - Ensuring funding to secure rights and secure ecologies

1. CALLS ON the Director General to work with State and non-State Members, Commissions, Regional Offices and the Secretariat to:

- a. recognise the importance of funding for indigenous peoples and local communities to govern, manage, care for and sustainably use their territories and areas;
- b. facilitate dialogue between non-governmental organisations, indigenous peoples' organisations and government membership on how to mobilise additional resources; and
- c. undertake resource mobilisation with donors to finance this shift to securing collective tenure and indigenous rights, in accordance with relevant national legislation;

Resolution 042 - Protection of the environment in relation to armed conflict

1. CALLS ON the Director General to strongly encourage the United Nations Security Council to address the issue of wildlife trafficking and environmental protection in mandates for UN peacekeeping operations, as appropriate;

Resolution 043 - Enhancing implementation of the Convention on Biological Diversity through National Biodiversity Strategies and Action Plans (NBSAPs)

1. REQUESTS the Director General, within the context and remit of the IUCN Programme 2021-2024:

- a. to develop IUCN guidelines on how to reflect the post-2020 global biodiversity framework in relevant planning processes, including NBSAPs;
- b. to promote the development of a financial mechanism to support the development and implementation of NBSAPs; and
- c. to develop global strategies for collaboration and technology transfer, and to provide training to assist in capacity building for implementation of established NBSAPs by all stakeholders;

Resolution 044 - Climate crisis legal toolkit

1. REQUESTS the Director General and World Commission on Environmental Law (WCEL) to create a climate action toolkit to assist interested national, sub-national and local actors, as appropriate, to implement relevant climate mitigation and adaptation actions, from which State Members can identify those most appropriate for their governance structure, judicial system and ecosystem, to inform relevant policies and legislation;

Resolution 046 - Creation of the Ombudsperson for Future Generations

4. ASKS the IUCN Director General to put forward this proposal to the United Nations.

Resolution 048 - Contributions of the Conservation-enabling Hierarchy to the post-2020 CBD framework

1. ENCOURAGES the Director General, Commissions and all Members to work, as appropriate, with their national-level and other counterparts engaged in the CBD to encourage them to consider the following elements in its discussions, advocacy and advice relevant to the adoption of the post-2020 global biodiversity framework through the CBD:

- a. explicit mention of those irreplaceable and/or culturally indispensable biodiversity features that are vitally important to protect (for example, sacred sites);
- b. explicit reference to the Conservation-enabling Hierarchy of sequentially preferred actions (avoid, minimise, remediate, offset, additional conservation actions) as an operational structure for assessing biodiversity losses and gains from human activities, with the aim that the latter outweigh the former (i.e. seeking net gain); and
- c. a requirement that conserving existing wildlife and natural habitats should be prioritised, and that any biodiversity losses due to economic development should be addressed in order of sequentially preferred actions and at least compensated for by comparable biodiversity gains, consistent with IUCN's Biodiversity Offsets Policy;

Resolution 049 - Mainstreaming the Cerrado in international cooperation and global environmental funds

ASKS the Director General to:

a. recommend to the governments of Bolivia, Brazil and Paraguay that they take immediate action to increase the representation of the Cerrado in their protected area networks and promote strategies and mechanisms of land-use planning that safeguard the ecological integrity of the biome in the long term;

b. call on the European Commission and European Union (EU) Member States to include semi-forest or non-forest ecosystems in the scope of the 'EU Communication (2019) on stepping up EU Action to protect and restore the world's forests', mostly to:

- i. assess additional demand-side regulatory and non-regulatory measures to ensure deforestation-free supply chains, associated with commodity imports in the EU;
- ii. help partner countries to implement sustainable forest and non-forest-based value chains and promote sustainable bio-economies; and
- iii. develop and implement incentive mechanisms for smallholder farmers to maintain and enhance ecosystem services and products provided by sustainable management and agriculture;

c. mobilise the Global Environment Facility (GEF) and the Green Climate Fund (GCF) to:

- i. allocate regular support for sustainable land-use practices in the Cerrado biome in their national projects;
- ii. strengthen financing mechanisms, such as the Small Grants Program (SGP) funding, to broadly reach Community Based Organisations (CBO) in the Cerrado; and
- iii. promote sustainable mechanisms to catalyse regeneration of ecosystems, and to create positive incentives for investments in sustainable management and sustainable forest and non-forest-based value chains to further leverage and increase funding;

d. encourage the Critical Ecosystem Partnership Fund (CEPF) and the Dedicated Grant Mechanism (DGM) for Indigenous Peoples and Local Communities (IPLCs), as well as other public and private donors, to:

- i. increase their support for the Cerrado hotspot; and
- ii. boost positive incentives for investments in sustainable management and sustainable forest and non-forest-based value chains; and

e. implement a more effective communication strategy and institutional approaches among international conservation community networks to:

- i. recognise the high conservation value of the Cerrado's biodiversity endemism, and the importance of its high adaptive capacity to extreme events such as fire, drought, floods, in the global climate change scenario;
- ii. acknowledge local communities and indigenous peoples' rights and capability to use non-forest timber products, maintaining their territories and areas in a well-conserved condition; and
- iii. encourage the development of markets for sustainable natural products to value the ecosystem as a provider of income and cultural heritage.

Resolution 050 - Measuring the effectiveness of environmental law using legal indicators

1. CALLS ON the World Commission on Environmental Law (WCEL) and its members, supported by the Director General, to develop experiments and training in the creation of legal indicators on nature conservation, with the participation of law professors, lawyers, judges, prosecutors and the administrative services responsible for the enforcement of environmental law;
2. ASKS the Director General to invite the United Nations to add legal indicators to the existing indicators on the sustainable development goals;

Resolution 051 - Regional agreement on access to information, public participation and access to justice in environmental matters in Latin America and the Caribbean

3. CALLS ON the Director General, through the corresponding programmes, the Commission on Environmental Law and the Commission on Environmental, Economic and Social Policy, with the available resources, to:
 - a. provide technical support to all members in Latin America and the Caribbean, including states and government bodies, in the implementation of the Escazú Agreement;
 - b. support the development of the skills of IUCN Members in Latin America and the Caribbean in issues such as: access to information, access to justice, citizen participation, environmental impact assessment and strategic environmental assessment processes, the rights of environmentalists and human rights; and
 - c. share with the members in Latin America and the Caribbean material created by IUCN on the rights to access environmental materials (manuals, guidelines, and publications), and promote events and activities in order to ensure wide dissemination and the building of capacities in the entire region.

Resolution 053 - Promoting sustainable and ethical mining practices in Africa

1. REQUESTS the IUCN Director General, as well as the United Nations Environment Programme (UNEP) to convey to ICMC the urgent need for supply-chain stewardship with respect to mining activities in Africa;

Resolution 054 - Engaging the private sector to combat wildlife trafficking

1. CALLS ON the Director General, in cooperation with Commissions and Members, to:
 - a. inventory and identify priorities for strengthening and expanding the various private-sector initiatives and partnerships underway to fight wildlife crime in various sectors; and
 - b. develop a strategy to further engage key private-sector industries, working with relevant international organisations;

Resolution 055 - Guidance to identify industrial fishing incompatible with protected areas

1. CALLS ON the Director General and the Commissions to provide guidance to countries to ensure that 'industrial fishing' is not being allowed in MPAs and OECMs to the extent that it is not compatible with the conservation objectives and the management goals of these areas, using Recommendation 6.102 Protected areas and other areas important for biodiversity in

relation to environmentally damaging industrial activities and infrastructure development (Hawai'i, 2016);

Resolution 057 - Accounting for biodiversity: encompassing ecosystems, species and genetic diversity

1. REQUESTS the Director General, Commissions, Members and partners to engage, and to mobilise resources to facilitate such engagement, with the UNSD, other partners and leading global initiatives:

a. in the development and implementation of the SEEA to describe accounting for biodiversity at ecosystem, species and genetic levels, building on current advances in accounting for ecosystems, including the development and maintenance of relevant classifications (e.g. the IUCN Red List of Ecosystems and the IUCN Red List of Threatened Species); and

b. in the application of accounting to support the derivation of indicators of biodiversity change (e.g. with respect to the Aichi Biodiversity Targets, indicators for the post-2020 global biodiversity framework, and the SDGs) and to underpin the production and organisation of data for assessments of biodiversity and ecosystem services;

Resolution 059 - Combatting the illegal trade in lion body parts and derivatives

2. REQUESTS the Director General to support an initiative for further robust, evidence-based research, that applies rigorous and replicable methodology, into the extent and drivers of the trade in African lion parts and derivatives in Africa and East/South-East Asia, and its impact on wild lion populations in Africa and on those of other big cats globally – information that is required to better inform decision-making and intervention measures; ...

Resolution 060 - Promotion of the IUCN Global Standard for Nature-based Solutions

1. CALLS ON the Director General to:

a. promote the NbS concept throughout IUCN;

b. establish a robust, science-led, inclusive and transparent governance mechanism to:

- i. guide and manage periodic reviews and the future development of the IUCN Global Standard for NbS; and
- ii. ensure and enhance the integrity and credibility of the IUCN Global Standard for NbS in its application; and

c. ensure the IUCN Secretariat prioritises support for the promotion and implementation the IUCN Global Standard for NbS, its uptake and governance;

Resolution 064 - Promoting conservation through behaviour-centred solutions

1. CALLS ON the Director General to work closely with Members to employ BCD within conservation initiatives and planning;

Resolution 065 - Enhancing knowledge of natural resource conservation and alternative sustainable energy models through faith-based organisation networks

CALLS ON the Director General, Council and Members to:

- a. support cooperation between faiths and relevant stakeholders while working towards common goals of natural-resource conservation and sustainable living practices; and
- b. encourage relations between faith-based organisations and environmental groups, as the latter may provide guidance to facilitate the knowledge and practice already present in faith-based groups.

Resolution 067 - Call for Nature in Cities agendas and Strengthening the IUCN Urban Alliance

4. CALLS ON the Director General to champion the work and further development of a strong IUCN Urban Alliance through supporting its activities, including:

- a. developing and promoting the Urban Nature Index knowledge product;
- b. establishing science-based targets work to measure and understand the positive and negative impacts that cities have on ecosystems and natural, geological and biological diversity, around the world;
- c. compiling and developing case studies of nature-based urban interventions and solutions that have resulted in tangible benefits to the health and well-being of urban people and nature and overall to resilient city management;
- d. promoting research into ways of scaling up and extending the implementation of such case studies, and ensuring they are widely communicated through platforms such as #NatureForALL, Panorama Solutions and CitiesWithNature, as well as other communication and education alternatives and strategies, including to decision makers; and
- e. reviewing and strengthening the governance arrangements of the IUCN Urban Alliance, including enabling the chair to be drawn from Members, Commissions or Council;

Resolution 071 - Wildlife-friendly linear infrastructure

1. CALLS ON the Director General and Members to emphasise in the IUCN Programme 2021–2024 provision of scientific, technical and policy approaches to avoid impacts of linear infrastructure on the environment, and to mitigate impacts when necessary;

Resolution 073 - Ecological connectivity conservation in the post-2020 global biodiversity framework: from local to international levels

1. CALLS ON the Director General to clearly integrate connectivity conservation into the IUCN Programme 2021–2024, including formal/informal cooperation, enabling policies/mechanisms, and public/private sector engagement for funding and implementation;

Resolution 074 - Geoheritage and protected areas

1. REQUESTS the Director General and WCPA to:

- a. mobilise IUCN Regional Offices and the IUCN Global Programme in support of national efforts to collect, compile and publish data on geoheritage and geodiversity in protected areas, including proper inventories, research, and sustainable management and protection of geological substrate, landforms and active geological processes;
- b. support the development of a detailed study envisaging the establishment of a future IUCN initiative on Key Geoheritage Areas, as a complement to the existing Key Biodiversity Areas

programme, in order to protect geoh heritage sites of global conservation significance and move towards more integrated nature conservation;

c. encourage work, including by protected area managers, to enhance the information and proper interpretation of geodiversity and geoh heritage in order to increase the awareness of visitors of all natural features inside natural cavities and protected areas and the ways in which geological, biological and cultural elements are often inter-linked; and

d. engage with the Commission on Ecosystem Management (CEM) to encourage a concerted effort to conduct ecosystem Red List assessments of geologically interesting ecosystems, and to incorporate geoh heritage assessments as part of the normal procedure for red-listing and ecosystem assessments;

Resolution 075 - Transboundary cooperation for conservation of big cats in Northeast Asia

1. REQUESTS the Director General, SSC, WCPA and the Commission on Ecosystem Management (CEM) to provide support to:

a. working with relevant government authorities, and within existing established agreements, create a Russian-Chinese Natural Reserve 'Land of Big Cats' including the Biosphere Reserve 'Kedrovaya Pad' (Russia), National Park 'Land of Leopard' (Russia) and North East National Park of Tiger and Leopard (China) for conservation of Amur tiger and Far Eastern leopard, as well as a number of other transboundary Russian-Chinese nature reserves in the Amur river basin;

b. develop mid-term action plans for established transboundary reserves; and

c. promote research and sharing of knowledge for conservation and rehabilitation of Far Eastern leopard populations in partnership with the SSC Cat Specialist Group, the Eurasian Center for Conservation of Far Eastern Leopards (Russia), the Feline Research Center of the National Forestry and Grassland Administration (China), and other organisations with relevant scientific knowledge or capacity;

Resolution 077 - Effects of the increase in the use of paper as a substitute for plastic on plantations of timber species

CALLS ON the Director General to address national and regional governments in paper-producing areas to ask them to implement the following actions:

a. ensure that the planting of pulpwood trees is carried out within the framework of sustainable regional planning or land-use programmes, following credible management rules and regulations or certifications, also aimed at improving ecological values and compatible with nature conservation plans in the land used;

b. encourage paper manufacturing companies to adopt sustainable forest management criteria and credible forest certifications that include regional ecological considerations and that gradually replace the plantations with non-native species with others containing native species, ecologically related to the country's own ecosystems;

c. also encourage the collaboration between manufacturers, suppliers and retailers in order to guarantee sustainable practices across the entire supply chain;

d. generate environmental education campaigns specifically aimed at consumers, promoting products that reinforce efficient use of resources through regenerative design, which can include the use of reusable products such as recycled bags and paper, and the reduction in the demand for single-use products;

- e. continue encouraging the use of recycled paper and/or fibre of sustainable origin to cover the new demand for paper packaging; and
- f. allow for progress to be made in research into and the implementation of materials that have a lower impact on the environment than plastic, and into the use of native species that have better ecological benefits and efficiency of materials as part of a more circular bio-economy, in order to safeguard forests now and in the future.

Resolution 080 - Recognising, reporting and supporting other effective area-based conservation measures

1. CALLS ON the Director General, Secretariat, Commissions and Members to:
 - a. support the recognition and reporting of OECMs, working with the full range of governance authorities to operationalise CBD Decision 14/8;
 - b. engage with the appropriate governance authorities and other partners to assess potential OECMs using the IUCN Technical Report 'Recognising and Reporting OECMs'; and
 - c. secure and strengthen overall capacity related to OECMs and monitor threats and conservation measures at the site level;

Resolution 081 - Strengthening national spatial planning to ensure the global persistence of biodiversity

2. REQUESTS the Director General and Commissions and their Specialist Groups to:
 - a. support the development or updating of spatial conservation plans at national level, specifically by:
 - i. identifying and mapping sites of significance for the global persistence of species and ecosystems (KBAs), for multiple taxonomic groups and ecosystems;
 - ii. incorporating these and existing KBAs, plus other important sites identified with tools such as Spatial Biodiversity Planning, or sites important for regionally/nationally red listed species;
 - iii. identifying corridors linking these sites, to provide the required connectivity where appropriate;
 - iv. incorporating climate change models to predict the future of KBAs and identify where corridors are needed to allow for migration and adaptation; and
 - v. identifying socio-political and cultural factors of importance in proposed protected areas and other sites of conservation value to ensure successful implementation, while protecting and strengthening the rights of indigenous and local communities in the landscape;

Resolution 082 - Reducing marine turtle bycatch: the important role of regulatory mechanisms in the global roll-out of Turtle Excluder Devices

1. REQUESTS the Director General to raise awareness of the importance of adoption and implementation of TEDs in tropical shrimp fisheries in all relevant national, regional and international fora, and with national governments, the United Nations Food and Agriculture Organization (FAO), and regional fisheries management bodies;

Resolution 085 - Rewilding

1. CALLS ON the Director General, in consultation with CEM and SSC, to establish with urgency an inter-disciplinary and cross-Commission working group involving diverse representatives from the Secretariat, Commissions (including relevant thematic Specialist Groups), Members, the CEM Rewilding Task Force (and any successor body), rewilding practitioners and other relevant experts to:

a. agree, based on the work of the CEM Rewilding Task Force, a clear definition and understanding of rewilding, including adopting rewilding principles, and to work with the CEM Rewilding Task Force, SSC Specialist Groups on Conservation Translocation, Invasive Species, Wildlife Health, and Conservation Genetics, as well as the IUCN Sustainable Use and Livelihoods Specialist Group (SULi), to develop parameters and guidelines for applying rewilding approaches that reflect the need for careful assessment of the relative risks and rewards to ecosystems and local communities affected by land-use changes; and

b. submit to Council an evidence-based IUCN Policy on rewilding, appropriately cross-linked to existing IUCN policy on ecosystem restoration, to guide the Director General, Commissions, Members and other agencies on best practice;

2. ENCOURAGES the Director General, Commissions and Members to use this Policy to promote rigorously planned and participatory rewilding approaches as a way to reinstate or enhance ecosystem function(s) and viable species populations;

Resolution 087 - Urgent measures to safeguard the globally important Atewa Forest, Ghana

6. REQUESTS the Director General, in view of the extreme urgency of the situation in the Atewa Forest, to provide a special report to the next session of the World Conservation Congress on the implementation of this Resolution.

Resolution 090 - Continental conservation priority for the jaguar (Panthera onca)

1. ASKS the Director General to:

a. call on the countries in the jaguar's distribution range from the United States to Argentina, to commit to conserving the jaguar as a focal, emblematic species of America, including to:

- i. recognise this species' ecological value as an indicator of the good status of the ecosystems;
- ii. prioritise its protection, conservation incentives and dissuasive measures, as it faces increasing in habitat loss;
- iii. work to minimise the conflict between humans and the jaguar, placing particular emphasis on the participation of local communities and the indigenous and African American peoples, as well as all relevant local stakeholders;
- iv. implement strict measures to control the poaching of this species and its exploitation as a pet and its use in circuses and shows, and to apply all strategic planning measures, including intelligence measures in the entire trade chain, legal reinforcement and the regional and national policies required to combat trafficking networks that trade in the jaguar and its parts;
- v. effectively manage the pressures caused by hunting the jaguar's natural prey;
- vi. ensure that in the inclusive, participatory planning, with a budget for the execution and the monitoring of the management units in the jaguar's distribution range, the need for implementing connected corridors for the populations of this species and its natural prey is considered, and that these corridors are integrated into territorial management plans, including differentiated incentives and sanctions;

- vii. strengthen the integration of protected natural areas and buffer zones, with private natural areas and biological corridors into the territorial management of the jaguar, including cross-border territories;
- viii. carry out research into the relations between the conservation of the jaguar as a predator, healthy ecosystems and the prevention of zoonotic diseases;
- ix. collaborate with the Organization of American States (OAS) in the development of a strategy in synergy with the Convention on Nature Protection and Wildlife Preservation in the Western Hemisphere, a legal instrument that supports the protection of jaguars and their habitat in the Americas;
- x. integrate considerations regarding the conservation and sustainable use of biodiversity in the productive and service sectors (agriculture, livestock farming, tourism and infrastructure), with particular emphasis on projects that have a large impact in regions of greatest importance for the conservation of the jaguar, its habitat and prey;
- xi. call on countries to develop and implement conservation plans for the species at a national level and to allocate technical and financial resources to allow their implementation; and
- xii. promote the development of financial mechanisms to encourage the reversal of the impact on nature across the jaguar's range and financial sustainability in the long term;

Resolution 096 - Maximising return on conservation investments and sustainable development: eradicating invasive alien species (IAS) to conserve island biodiversity and benefit society

1. CALLS ON the Director General and Commissions to:

a. request Members, governments and relevant Rio Conventions (CBD, United Nations Framework Convention on Climate Change – UNFCCC, United Nations Convention to Combat Desertification – UNCCD) to incorporate policies related to the post-2020 targets and the 2020–2030 International Decade for Ecosystem Restoration, that promote the increased scale, scope and pace of IAS eradications from islands worldwide;

b. promote and support transfer of knowledge products that inform prioritisation of efforts, including the Threatened Island Biodiversity Database, IUCN Red List of Threatened Species, and Global Invasive Species Database, and to track returns on investments to biodiversity, people and communities, and sustainable development; and

c. support an alliance committed to coordinating engagement of science, policy, funding, communication and on-the-ground action toward IAS eradication, with the application of traditional ecosystem knowledge and the efforts of civil society, governments, funders, NGOs, and various experts, including indigenous people and local communities;

Resolution 101 - Addressing human-wildlife conflict: fostering a safe and beneficial coexistence of people and wildlife

1. CALLS ON the Director General and Members to support explicit recognition of HWC as a conservation and livelihood concern in the post-2020 global biodiversity framework of the Convention on Biodiversity and to ensure broad and active participation of IUCN Members in its Task Force on HWC, including the mapping of HWC hotspots and promoting an integrated approach to HWC management (e.g. by applying the SAFE Systems Approach to achieve dual human development and biodiversity objectives without exacerbating HWC);

Resolution 104 - Next IUCN World Parks Congress

1. REQUESTS the Director General and the Chair of WCPA to monitor and report on progress of the implementation of The Promise of Sydney;
2. DECIDES to convene the next IUCN World Parks Congress during the inter-sessional period between the 2024 and 2028 World Conservation Congresses;
3. REQUESTS the Director General to call for proposals from suitably qualified countries to host the next IUCN World Parks Congress;
4. REQUESTS the Director General and the Chair of WCPA to establish, at an appropriate time, an International Steering Committee to determine the theme and scope of the Congress;

Resolution 105 - Conserving and protecting coral reefs through the post-2020 global biodiversity framework

1. CALLS ON IUCN Members, government agencies, and intergovernmental and non-governmental organisations to:
 - a. explicitly recognise and incorporate the unique contribution of coral reefs in efforts to achieve existing international goals, including the CBD Aichi Targets, the Paris Climate Agreement and the UN Sustainable Development Goals (SDGs), and to strengthen regional and global cooperation in this regard;
 - b. work towards the prominent inclusion of coral-reef ecosystems in the post-2020 global biodiversity framework, noting this may be as a measurable, outcome-based 2030 target, as well as in the monitoring frameworks or any other elements of the framework, and to prioritise coral-reef integrity and functioning, including the provision of ecosystem services;
 - c. engage in ICRI's Global Coral Reef Monitoring Network, including through participation in regional networks and the application of indicators and best practice identified through the Network, to strengthen local and global monitoring capacity; and
 - d. encourage and support the identification of financing mechanisms for coral-reef ecosystems, to support remedial measures, monitor coral reef status, improve governance mechanisms, and implement resilience-based management for coral reefs with a view to achieving relevant global goals; and
2. REQUESTS the Director General and Secretariat, to promote all elements of paragraph 1 above, and most urgently paragraph 1b, in IUCN's provision of advice to CBD Parties relevant to the adoption of the post-2020 global biodiversity framework.

Resolution 107 - Reducing the impact of fisheries on marine biodiversity

1. REQUESTS the Director General and Commission Chairs to:
 - a. establish, in 2021, a Task Force to reconcile fisheries and conservation that:
 - i. involves all IUCN Commissions and all IUCN Regions;
 - ii. takes account of Antarctica and the Southern Ocean; and
 - iii. draws on relevant reports from peer organisations (e.g. IPCC Special Report on the Oceans and Cryosphere in a Changing Climate);
 - b. produce, by 2022, a scientific and technical Situational Analysis on the effects of fisheries on biodiversity, involving a Consultative Workshop, and taking an inclusive approach, to cover:
 - i. diverse fisheries (e.g. small-scale, artisanal, women's, indigenous, non-selective, invertebrate, distant-water); and

- ii. diverse issues (e.g. spatial management, efficacy of legal instruments, perverse incentives, economic dependencies, human well-being and rights, climate change impacts); and
- c. convene, in 2023, a second Consultative Workshop to consider the findings of the Situational Analysis and to propose policy to IUCN and implementing parties;

Resolution 108 - Deforestation and agricultural commodity supply chains

5. REQUESTS the Director General and IUCN Commissions to work with FAO, the International Tropical Timber Organization (ITTO), and other members of the Collaborative Partnership on Forests to contribute to combating illegal timber trade and promoting legal and transparent supply chains; and

6. URGES the Director General and the Commissions, especially the Commission on Environmental, Economic and Social Policy (CEESP), to assess and make recommendations on the adverse impacts of agricultural, mining (extractive minerals) and fossil-fuel subsidies on deforestation, ecosystem conversion and degradation and biodiversity loss, and the lives of indigenous peoples, as well as their incentivisation of corruption.

Resolution 111 - Protection of Andes-Amazon rivers of Peru: the Marañón, Ucayali, Huallaga and Amazonas, from large-scale infrastructure projects

1. CALLS ON the Director General to:

a. send a letter to the President of Peru conveying the appeal in operative paragraph 3 of this Motion regarding the importance of maintaining the free-flowing nature (current connectivity status) of the Marañón River and of compliance with Peru's environmental and social standards for large infrastructure projects, as well as the importance of creating a legal framework for the protection of emblematic free-flowing rivers in Peru; and

b. offer, as far as possible, technical support to Peruvian organisations that are IUCN Members, as well as to the Peruvian Government, in relation to the content of this Motion;

Resolution 113 - Restoring a peaceful and quiet ocean

6. REQUESTS the Director General, with the assistance of the Inter-Commission Panel of Experts established under paragraph 1 of this Resolution, to provide a progress report at the next session of Congress on the implementation of this Resolution.

Resolution 114 - Integrated solutions to the climate change and biodiversity crises

1. REQUESTS as a matter of urgency, the Director General and Commissions, in line with the IUCN Programme 2021–2024, to:

a. intensify efforts to pursue, monitor and adaptively review integrated approaches to solving the biodiversity and climate crises;

b. ensure that enhanced climate change mitigation and adaptation initiatives promote biodiversity conservation, sustainable management, and the sustained protection of ecosystem integrity and promote improved synergies between climate and biodiversity initiatives;

- c. prioritise the urgent protection/conservation, sustainable management and restoration of carbon-dense ecosystems while considering the benefit of sequestered carbon in long-lived products of those ecosystems;
- d. focus restoration action on regeneration and rehabilitation of natural ecosystems, especially those with high biodiversity value and carbon intensity value, and buffering and reconnecting primary ecosystems;
- e. support indigenous peoples and local communities to conserve natural ecosystems, in order to maintain their heritage and livelihoods; and
- f. emphasise conservation of threatened, endemic and evolutionary and functionally distinct species;

Resolution 115 - Protecting environmental human and peoples' rights defenders and whistleblowers

1. ENCOURAGES the Director General to work with State and non-State Members, including Indigenous Peoples Organisations, women organisations and national NGOs, Commissions, Regional Offices, National Committees, the Secretariat and International Organisations, including International Financial Institutions, to:

- a. enhance knowledge, collection of disaggregated data and awareness concerning environmental defenders and whistleblowers, and protection mechanisms linked to other current efforts, such as civil society organisations and networks, the UNEP policy on promoting greater protection for environmental defenders, the Office of the United Nations High Commissioner for Human Rights, and national governments;
- b. review the IUCN Programme 2021–2024 in terms of intersections with environmental defender issues including in its programme on business and biodiversity engagement;
- c. develop an IUCN policy and action plan on environmental human rights defenders and whistleblowers, in collaboration with defenders and whistleblowers and their organisations;
- d. as part of the IUCN Annual Report, report on the development and implementation of the activities related to the policy and action plan on environmental defenders and whistleblowers;
- e. engage in direct dialogue with individual State Members to conduct independent fact finding, when relevant, and to improve systematic protection of defenders; and
- f. mobilise resources with interested donor countries to finance activities in support of environmental defenders and whistleblowers;

Resolution 116 - Develop and implement a transformational and effective post-2020 global biodiversity framework

1. CALLS ON the Director General and all of IUCN to continue to contribute to the development of the post-2020 global biodiversity framework, by actively promoting the recommendations included in this Resolution, and to fully support the global biodiversity framework once adopted through the implementation of the IUCN Programme 2021–2024 Nature 2030 and the Addendum;

Resolution 117 - Actions to strengthen food sovereignty and security of indigenous peoples and peasant communities

1. ASKS the Director General to:

a. promote more discussions in the relevant Commissions on the relationship between food security, food sovereignty and indigenous peoples, peasants, and small farming and rural communities, taking into account the role of traditional and local knowledge, of protected and conserved areas, and of peasants' rights to land and other natural resources as set out in UNDROP, based on the universality, indivisibility and interdependence and interrelatedness of all human rights; and

b. disseminate UNDROP to all Members, and remind State Members of the importance of disseminating and implementing UNDROP, based on the universality, indivisibility and interdependence and interrelatedness of all human rights;

Resolution 118 - Recognising and supporting indigenous peoples' and local communities' rights and roles in conservation

1. REQUESTS the Director General to assemble a task force coordinated by the Commission on Environmental, Economic and Social Policy (CEESP), with the participation of the IPO Members of IUCN, to develop guidance and strategies for all Members to support indigenous and local community-led conservation efforts with reference to material already available, considering the diverse and unique knowledge systems of indigenous peoples and local communities, including the diversity of systems of knowledge with and about the environment;

Resolution 123 - Towards development of an IUCN policy on synthetic biology in relation to nature conservation

1. REQUESTS the Director General, Commission Chairs and Members to initiate an inclusive and participatory process to develop an IUCN policy on the implications of the use of synthetic biology in nature conservation to be debated and voted on by the next 2024 Conservation Congress. This should follow the process described in Annex section I and for the proposed policy;

4. CALLS UPON the Director General and Commissions to remain neutral on all aspects of synthetic biology until the formal adoption of an IUCN policy on synthetic biology, remaining cognisant as new understanding develops during the process.

Resolution 124 - Taking action to reduce light pollution

1. CALLS ON the Director General to assist efforts of Members and Commissions to reduce light pollution;

Resolution 125 - Setting area-based conservation targets based on evidence of what nature and people need to thrive

1. CALLS ON all components of IUCN to recognise the evolving science, the majority of which supports that protecting, conserving and restoring at least half or more of the planet is likely necessary to reverse biodiversity loss, address climate change and as a foundation for sustainably managing the whole planet, and CALLS on the Director General to widely communicate this science in all relevant international fora;

Resolution 127 - Strengthening the protection of primary and old-growth forests in Europe and facilitating their restoration where possible

1. REQUESTS the Director General to develop a favourable context for conservation by:

- a. securing an agreement on a practical understanding relevant for all regions of Europe; and
- b. catalysing completion of a comprehensive map of primary and old-growth forests across Europe showing location, natural habitats, maturity level and protective status;

Resolution 128 - Acting for the conservation and sustainable use of marine biological diversity in the ocean beyond national jurisdiction

2. CALLS ON the Director General, Commissions and Secretariat to provide technical support and to promote and support these actions; ...

Resolution 129 - Avoiding the point of no return in the Amazon protecting 80% by 2025

1. CALLS ON the Director General and Members to support the area-based conservation targets, in order to protect, conserve and sustainably manage at least 80% of the Amazon by 2025, in partnership with and recognising the leadership of indigenous peoples in the Amazon, ensuring their free, prior and informed consent, and with the full recognition of their rights, as set out in UNDRIP, to their lands, territories and waters, as a measure to ensure ecosystem integrity, halt deforestation, biodiversity loss and land-use change, and prevent the point of no return being reached;

Resolution 130 - Strengthening sustainable tourism's role in biodiversity conservation and community resilience

1. CALLS on the Director General to commit dedicated attention for nature-based tourism by:
 - a. including Sustainable Tourism as a topic; and
 - b. integrating nature-based tourism events and activities into future Congresses and IUCN conferences;

Resolution 131 - Ensuring adequate funding for the IUCN Red List of Threatened Species

1. REQUESTS the IUCN Patrons of Nature and the Chair of the Species Survival Commission (SSC) to collaborate closely with the Director General on fundraising for the Red List;
2. CALLS ON donors, especially those that are IUCN Members, including State Members, to respond generously to the Director General's fundraising initiative for the Red List;
- (...)
4. FURTHER REQUESTS the Director General to ensure, within available resources, that the RLU has the capacity to process species assessments in English, French, Portuguese and Spanish.

Resolution 132 - Controlling and monitoring trade in croaker swim bladders to protect target croakers and reduce incidental catches of threatened marine megafauna

1. REQUESTS the Director General and the Species Survival Commission (SSC) to:
 - a. by 2023 produce an analysis on the impacts of the demand for and trade in fish maws on croaker species and threatened marine megafauna and evaluate the effectiveness of listing

croakers in the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES); and

b. promote the consideration of incidental catches of marine megafauna in developing effective policies that specifically address this problem as a targeted subset of Resolution 7.027 that urges all IUCN Members to act to reduce the pressure on threatened species from non-selective fishing gears and methods;

Resolution 134 - Protecting the Lower Congo River from large hydro-electric dam developments

2. CALLS on the Director General to send a memo to the President of the Democratic Republic of the Congo encouraging him to:

a. support protection and restoration of Lower Congo ecosystems;

b. balance development by enacting legal protections and governance for the Lower Congo; and

c. ensure that all contracts involving major infrastructure projects impacting the Lower Congo include a provision for local stakeholders to be included in planning, and have their concerns incorporated into further discussions, according to Resolution 7.008 Protecting rivers and their associated ecosystems as corridors in a changing climate (Marseille, 2020), and require all investors to adhere to the performance standards of the International Finance Corporation; and

Resolution 137 - Affirming the right of Indigenous Peoples and local communities to sustainably manage and utilise wild resources in the context of COVID-19

1. CALLS ON the Director General, Council and all constituents of IUCN to recognise the right of Indigenous Peoples and local communities (IPLC) to sustainably use and manage their natural resources, wild species of animals, plants and fungi, within the framework of wildlife and nature conservation laws of their respective countries;

2. URGES the Director General, Council and all constituents of IUCN to ensure that responses to COVID-19 (and any future pandemics) should be well-considered and socially, economically and environmentally just, so as not to disadvantage the world's most vulnerable people, particularly IPLCs who depend upon wild resources for their food security, food sovereignty, livelihoods, cultural traditions and customary use;

3. FURTHER URGES the Director General, Council and all constituents of IUCN to work to ensure that the utilisation of wild species is legal and effectively managed, sustainable, and poses no significant risk of pathogen spillover;

Decision 140 – Establishment of an elected Indigenous Councillor position

(ix) Amend Article 37 of the Regulations as follows: (existing text, if any, to be removed in ~~strike through~~; proposed new text **in bold**)

Part IV – The World Conservation Congress

Elections: Regional Councillors **and Indigenous Councillor**

At least nine months before each ordinary session of the World Congress the Members in Categories A, ~~and B and C~~ shall be invited by the Director General to submit to the Election Officer, the names of candidates for election as Regional Councillors **and Indigenous Councillor**. Such invitation shall be accompanied by a list of the Regional Councillors **and Indigenous Councillor** in office, indicating those who are eligible for re-election.

Decision 141 – Modification of the term “Regional Councillor”

(ix) Amend Article 37 of the Regulations as follows: (existing text, if any, to be removed in strike through; proposed new text in bold)

Part IV – World Conservation Congress

Elections: ~~Regional Councillors~~ **elected from the Regions**

At least nine months before each ordinary session of the World Congress the Members in Categories A, ~~and B and C~~ shall be invited by the Director General to submit to the Election Officer, the names of candidates for election as ~~Regional~~ “Councillors **elected from the Regions**”. Such invitation shall be accompanied by a list of the ~~Regional~~ Councillors **elected from the Regions** in office, indicating those who are eligible for re-election.

Decision 144 – Clarification of conditions for readmission of former State Members

(i) Amend Article 14 of the IUCN Statutes as follows: (existing text, if any, to be removed in strike through; proposed new text in bold)

Part III – Members

Readmission

(a) States or political and/or economic integration organisations shall re-join IUCN by notifying the Director General of their adherence to these Statutes, effective upon payment of the first year’s membership dues

(b) Any former Member of IUCN Government agency, national and international non-governmental organisation, indigenous peoples’ organisation and affiliate meeting the qualifications for membership may be readmitted by the Council, in accordance with the Regulations.

Decision 146 – Functions of the IUCN Treasurer

(i) Amend Article 20 of the IUCN Statutes as follows: (existing text, if any, to be removed in strike through; proposed new text in bold)

Part V - The World Conservation Congress

Functions

20. The functions of the World Congress shall be *inter alia*:

(...)

(c) to receive and consider the reports of:

(i) the Director General on the activities **and the financial affairs** of IUCN during the period since the preceding session of the World Congress;

~~(ii) the Director General with the Treasurer on the financial affairs of IUCN;~~

~~(...)~~

(ii) Amend Article 88 of the IUCN Statutes as follows: (existing text, if any, to be removed in ~~strike through~~; proposed new text **in bold**)

Part IX - Finance

88. The Director General shall:

(...)

~~(d) with the Treasurer, submit to each ordinary session of the World Congress, a report on the consolidated accounts of IUCN together with the auditors' reports for the relevant years;~~

~~(e) 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;~~

(...)

(g) ~~keep the Treasurer informed~~ **in the event** of unforeseen expenses and important variations from the projected income **inform the Council** and, if necessary, submit amended budgets to the Council **for approval** ~~in agreement with the Treasurer.~~

(iii) Amend Article 89 of the IUCN Statutes as follows: (existing text, if any, to be removed in ~~strike through~~; proposed new text **in bold**)

~~89. The Treasurer may object on financial grounds to any proposed alteration of the budget, and shall inform the Council of such objection shall:~~

(a) provide advice on the financial affairs of IUCN and report to the World Congress and the Council as described in the Regulations;

(b) be kept informed by the Director General about IUCN's financial situation between sessions of the Council.

(iv) Amend Article 88 of the IUCN Regulations as follows: (existing text, if any, to be removed in ~~strike through~~; proposed new text **in bold**)

Part IX - Finance

Financial Powers of the Director General

88. The Director General, ~~in consultation with the Treasurer,~~ shall:

(a) as necessary, establish detailed financial policies and procedures, which may differ according to the requirements of the States in which IUCN is operating;

(b) have the power to accept grants, donations and other payments on behalf of IUCN, subject to any instruction by the Council;

(c) designate the banks in which the funds of IUCN shall be kept;

(d) be responsible for ensuring that the legal requirements of business operation are met in all States where IUCN is operating;

(e) maintain an appropriate level of reserves; and

(f) implement appropriate risk management strategies.

(v) Amend Article 90 of the IUCN Regulations as follows: (existing text, if any, to be removed in ~~strike through~~; proposed new text **in bold**)

90. In keeping IUCN accounts and controlling expenditure, the Director General shall:

(...)

(d) confer ~~in person~~ with the Treasurer and external auditors each year on the annual audit of the financial statements of IUCN.

Decision 147 – Development of a new 20-year Strategic Vision, inclusive of a Financial Strategy, and Strategic Plan for the Union

REQUESTS the IUCN Council, as a matter of priority, to establish an intersessional Council working group including IUCN Members to lead and work with the Director General:

a. to define a consultative process to undertake the following:

- i. undertake a global situational analysis of IUCN that takes into account all points raised in the external review;
- ii. develop options to address the points raised in the External Review of Aspects of IUCN's Governance, including strengthening Council's capacity to carry out its oversight and governance roles, and if needed, reviewing its membership models and any other needed organisational change;
- iii. develop a long-term (20 years) integrated Strategic Vision that includes a Financial Strategy, and Strategic Plan and other implementation plans, as needed, that follow the four-year planning process of the Union; and
- iv. establish a clear roadmap to ensure that the Union effectively and efficiently fulfils its mandated objectives, including by actively engaging its membership, while ensuring financial sustainability;

b. to consult with the IUCN membership during the process, including sharing the proposed process, the composition of the working group, and the situational analysis and the outcomes of that strategic planning process and options developed in a.ii; and

c. to submit the Strategic Vision, Financial Strategy and Strategic Plan and options developed in a.ii. to a vote by the Members before the end of the next World Conservation Congress.

Decision 148 – Enabling effective attendance and participation of Members in future sessions of the World Conservation Congress

1. CALLS ON the Director General, the President and the Council to ensure that more emphasis is put on implementation of Article 21 (a) in the organisation of the future sessions of the World Conservation Congress;

3. URGES the Director General to make all necessary efforts to raise funds to support the participation of Members that would not otherwise be able to attend the Congress and exercise their voting rights;

IUCN World Conservation Congress 2021

Resolution which calls for action from the IUCN President

Only one Resolution adopted in Marseille expressly calls on the IUCN President for action. It is listed below.

Resolution 123 – Towards development of an IUCN policy on synthetic biology in relation to nature conservation

Section II – Terms of reference for the establishment of the working group

b. the President, drawing on the advice of the IUCN Vice-Presidents and Commission Chairs, will appoint the members of the working group on synthetic biology from among the names nominated;



107th Meeting of the IUCN Council

8-10 February 2022 (virtual)
18-19 May 2022 (in person), IUCN headquarters, Gland, Switzerland

Agenda Item 3 - Follow-up to 2021 Congress Resolutions/Decisions

Working Group on implementation of [Resolution-110 – Establishing a Climate Change Commission](#)

Final report

Table of Contents

- 1) BACKGROUND:..... 2
- 2) OPTIONS FOR SELECTION OF INTERIM CHAIR AND STEERING COMMITTEE:..... 2
 - 2:i. Options for the selection process of the Interim Chair (IC) and Interim Steering Committee (ISC) 4
 - 2:ii. Selection Criteria 5
 - 2:iii) Size of the Interim Steering Committee..... 6
- C) TIMELINES AND DURATION FOR THE WORK OF THE ISC 7
 - Reporting..... 7
- D) OTHER CONSIDERATIONS..... 7

1) BACKGROUND:

IUCN members voted Resolution 110 “establishing a Climate Crisis Commission” at the World Conservation Congress in Marseille on September 10th 2021. The broad process laid out in Resolution 110 is that Council guides the establishment of an interim body (an interim Commission Chair and Steering Committee) with a mandate to provide a **“proposal to Council presenting recommendations for the new Commission’s Terms of Reference (avoiding duplication with regard to existing bodies), mode of operation, membership and leadership”**.

In order to trigger the implementation of the resolution, both to respect Members’ wishes and to enable IUCN to play a role in a fast-changing environment, IUCN President, Razan al Mubarak, convened a small working group¹ to advise Council how to frame this process. The Working Group’s mandate was to consider and prepare proposals to equip Council, when it met at its 107th meeting, to take an informed and timely decision in an efficient and inclusive way. The President requested the Group to prepare a report by 24th January that would address i) a gap analysis on climate change work within the Union and suggestions for ii) the mandate of the “Climate Crisis Commission”, iii) its Interim Chair, Steering Committee and membership.

The Working Group met virtually on three occasions, on December 16, 2021 and on January 18 and 19, 2022. During its first meeting it considered how best to approach the President’s request. This was important, as it has been 50 years since IUCN established an entirely new Commission and there are few readily available institutional procedures to follow. Critically, the Working Group considered that IUCN Members, via the Resolution’s operative text, had conferred consideration of the new Commission’s Terms of Reference to the Interim Steering Committee and therefore that the most useful contribution the Working Group could make was guidance on the establishment of the Interim Steering Committee and Interim Commission Chair and, time allowing, some inputs on the gap analysis. In this respect, the Working Group informed the President that it could provide advice to the Council about guiding the work of the Interim Steering Committee and IC but that we should also be careful to respect the direction laid out in operative paragraph 3 of the Resolution.

The scope of this report therefore primarily focuses on options for how Council might wish to proceed in the establishment of the Interim Steering Committee and Interim Chair. During its work the Group has also identified, but been unable to resolve, a small number of procedural questions that will require guidance from IUCN Legal Adviser. These are outlined in this report. Given, that at the time of writing, this guidance was not yet available alternate options are presented for Council’s consideration.

2) OPTIONS FOR SELECTION OF INTERIM CHAIR AND STEERING COMMITTEE:

Resolution 110 is clear in its intent; Council establishes an interim body (the ISC), that body considers the new Commission’s TORs, its mode of operation, its membership and leadership (with a caveat of avoiding duplication with other existing bodies) and then submits its proposals back to Council for its final decision. What is not clear however is

¹ The Working Group consists of Imen Meliane, Marco Vinicio Cerezo, Maud Lelievre, Angela Andrade, Christina Voigt, Justice Michael Wilson, Brendan Mackey and Stewart Maginnis. A Chair for the Working Group was not appointed.

how this then interfaces with statutory guidance on the creation of a new Commission outlined in Article 74. It states that

“The World Congress shall establish the 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. The Council may establish a provisional Commission, pending a decision by the next ordinary or extraordinary session of the World Congress, provided that its mandate does not encroach on that of an existing Commission”.

This would indicate that Council has no final authority to create or abolish Commissions, or amend Commission mandates, but can only make proposals to the World Conservation Congress. Similarly, any new resultant Commission would only be “provisional” pending a decision by the members at the next Congress. Within the Working Group, there were two interpretations of how the Members instructions in Resolution 110 interface with the Statutory Guidance in Article 74 which has implications for the scope, appointment procedure and remit of the Interim Steering Committee:

The first interpretation (which will be referred to here as OPTION A) is that, in accordance with Resolution 110, the Interim Steering Committee is composed of “an Interim Commission Chair” and an Interim Steering Committee for the Climate Crisis Commission. Both the Interim Chair and the Interim Steering Committee are appointed prior to an election by the membership of the Chair. The election process for the Chair will be determined by the Council after receiving a proposal from the Interim Steering Committee. Once elected, the Chair would follow the normal procedure of submitting a Steering Committee to the Council for approval.

An important function of the Interim Steering Committee and the Interim Commission Chair is to give Council a proposal by which Council can then decide the manner in which the Commission Chair and Steering Committee is elected. Under this interpretation, the provision in Article 74 that governs how Council can initiate the creation of a new Commission (referred to as a provisional Commission) is not relevant, as Members through Resolution 110 have already voted to establish the Climate Crisis Commission at the World Conservation Congress in Marseille.

The second interpretation (OPTION B) is that Resolution 110 has not yet established a new Commission but set in motion a process to do so. In this situation, two ways forward exist:

1. The Interim Chair (IC) and Interim Steering Committee (ISC) are seen as the start of the process of establishing a provisional Commission under Article 74 of the IUCN Statutes. This would mean that their work would continue until the World Conservation Congress decides on the establishment of the Commission at its next ordinary or extraordinary session. In this case, the appointment of the IC and ISC may be for a time period of potentially several years.
2. The IC and ISC are temporary and not the governing body of the “provisional Commission” under Article 74. Their main task would be to provide proposals for Council on how to establish the provisional Commission, including ToR, membership profile etc according to IUCN Res.110, paragraph 3. Their initial time span ends with the submission of the proposals to Council and does not exceed a few (e.g. 6-12) months. Upon the receipt of the proposals by the ISC, Council would need to decide on how to proceed, e.g. establishment of a provisional Commission, extending the time period for this or other interim arrangements until the next session of the World Conservation Congress, or any other arrangement.

The Working Group however felt that it is important that the IUCN Council decides on which of these interpretations is valid, informed by an analysis by the Legal Adviser, as this has implications for many of the subsequent recommendations as to how to proceed. The proponents of the original motion furthermore noted that while the Interim Steering Committee can also seek clarification on the interpretation of Article 74, that Council should proceed forthwith to implement the Resolution by appointing the Interim Steering Committee and the Interim Chair in full alignment with the Statutes, ensuring that due process is followed, especially given the lack of detailed procedures or recent precedents.

2:i. Options for the selection process of the Interim Chair (IC) and Interim Steering Committee (ISC)

While the Working Group discussed a range of options, including a vote by IUCN Members, there was consensus that in order to enable swift and effective action, **direct appointment** of the ISC and IC by Council is preferable. However, the Working Group members could not agree on a preferred way forward for such direct appointment and provides below a set of alternative options for consideration by Council.

- a) **Direct appointment by Council at its 107th meeting:** Council members should come to the 107th meeting prepared to nominate and agree on appointing an IC and a small core group of ISC members to begin the work and to authorise the ISC to second and appoint additional ISC members as needed. The nominations for the ISC and IC need to take in consideration the criteria presented at point 2ii below.
- b) **Direct Appointment at its 108th meeting following a selection process by Council:** Such appointment can be made via one of the options below:
 - **Nomination:** Based on the criteria presented below, individual Council members could nominate one candidate for the IC and one for the ISC, while providing confirmation of nominees' willingness to serve. The proponents of the motion proposed that as part of this option, candidates can be proposed by the IUCN Member organisations who were the original motion's sponsors, and who as the sponsors took on a duty to support implementation of the resolution. To exclude them from the process would be at odds with a long standing policy of engaging Members in the implementation of resolutions, especially those they sponsored.
 - **Expression of Interest (EOI):** under this option Council would issue an open call for expressions of interest to serve on the ISC or as the Interim Chair. This would facilitate the acquisition of a wider range of skills, talents and competencies that may not be immediately available within the IUCN family. Council may want to give some thought as to specific requirements for candidates to submit, e.g. an awareness of the dire emergency that presently threatens the survival of key ecosystems and humanity, an understanding that immediate action by IUCN is necessary to provide solutions to the climate crisis, letter of support from an IUCN Member organization. For IC candidates, Council may consider requesting proposals for a vision for the Commission.

Two scenarios of how these approaches could be put into effect in a selection process are proposed:-

- a) **For Direct Appointment at the 107th Council meeting** the process could unfold as follows:
 - a. Council would appoint one of the nominees proposed by Councilors to the Interim Chair position. The proponents of the motion request that no

restrictions are placed by Council that would prevent giving full consideration to any nominees.

- b. No later than 3 months the Chair's appointment by Council, the Interim Chair nominates the Co-Chair and prepares a summary list to compose the interim committee (to a maximum of 25 nominees)
 - c. No later than 6 months after the Interim Chair's appointment, Council appoints the ISC based on the Chair's list of nominees. Council could also authorize the ISC to co-opt additional inputs or appoint additional ISC members as needed, until the next World Conservation Congress.
- b) For **Direct Appointment at the 108th Council meeting** (either via nomination or EOI), the process adopts the following approach:
- a. Initial screening of qualifications and willingness to serve could be undertaken by the Secretariat following established procedures used for similar appointments / recruitments.
 - b. A sub-group of Councillors acts as a selection committee and interviews interested and qualified candidates, reporting back to Council with a shortlist that does not exceed more than 20 candidates for the ISC and no more than 4 for the IC. The sub-group of Councillors should be geographically diverse and have a good understanding of climate change and climate policy.
 - c. Appointment of candidates via a full vote of Council no later than the 108th meeting with those nominees receiving the most votes being appointed to serve.

The proponents of the original motion asked that their objection to several aspects of this scenario, namely those that could be interpreted as limiting full Council oversight and engagement, to be noted and taken into account.

2:ii. Selection Criteria

Overall, the Interim Chair (IC) should be a well-respected person with authoritative knowledge of the climate crisis in its multiple dimensions, its nexus with the biodiversity crisis, and the ability to build and achieve strategically coherent consensus and a comprehensive understanding of IUCN, its components, processes, and organisational culture. The person should understand IUCN and have a commitment to building cohesion across the Union's components.

ISC members should have collectively the necessary knowledge and expertise of the climate crises, including issues concerning mitigation, adaptation and climate resilient development, and the role of nature-based solutions in these. The Council may equally take in consideration the IUCN governance expertise and experience, while safeguarding regional representation and the inclusion of the vital voices of Indigenous Peoples and Youth.

Overall, the criteria for the selection of members should be guided by those laid out in Article 73 of the Regulations². Building on this the Working Group highlights the following criteria for both IC and ISC candidates:

1. Institutional and professional eligibility with respect to avoidance of conflict of interest
2. Diversity: geographical, gender, age, background
3. Knowledge of IUCN and its component parts

² "The selection of the members of the Steering Committee shall reflect consideration of technical qualification, of geographic representation, diversity of points of view, and gender equity".

Different members of the Working Group suggest that the IC should meet some or all of the following additional criteria, though there was strong disagreement on some criteria listed below among the group:

1. Inclusive leadership, strategic planning and organizational management skills combined with transparency in actions/communication;
2. Experience in leading and motivating a volunteer network to harness and optimize the contributions of a volunteer organization;
3. Ability to work across cultures, disciplines, etc.;
4. Available time for the full discharge of the Interim Commission Chair's duties.
5. Technical competence and a demonstrated track record in terms of recognised climate change expertise, including, inter alia, bilateral and multilateral channels for climate finance, nexus between nature conservation and climate change, international climate change governance, private sector engagement, renewables, carbon capture and storage.³
6. Knowledge of IUCN structure, governance and processes and understanding of IUCN institutions, as well as familiarity with IUCN's work on climate change and biodiversity.

There was a sharp difference in opinion as to whether the Interim Chair should also have been (or alternatively should not have been) an original proponent of Motion 003.

2:iii) Size of the Interim Steering Committee

At present, steering committee numbers for other Commissions range from 7 to 23. It is recommended that the final number of members of the ISC should be defined by Council according to the number of nominations and be sufficient to enable diversity and representation of the regions. On the more specific details, the views of the WG differed:

One view expressed by the proponents was that the size of the ISC should be of a number that allows for broad consideration of the final proposal and coordination with interested members and, as stated in resolution 110 "Regional and National IUCN Committees and broader civil society". They offered two approaches to help Council define the optimal size of the ISC.

- 1) In order to represent all regions, the origin of the members (State or NGOs) and indigenous peoples, the number of members should not be less than 12. A ISC of 15 to 30 members, is recommended.
- 2) If representation or range of expertise does not accommodate such an arrangement there is consensus that establishment of a small core group, with scope to co-opt other inputs might be a viable option.

The other view expressed was that best practice in terms of effective working group size suggests that a small team of 7-9 members is ideal. If representation or range of expertise does not accommodate such an arrangement there is consensus that establishment of a small core group, with scope to co-opt draw upon other inputs might be a viable option.

³ Note that normally, the technical qualifications referred to in Article 73 of the Regulations relate to a mandate of the Commission adopted by the World Conservation Congress. In this case, absent such adopted mandate, Council may wish to define how it will identify such areas of expertise: e.g. informed by the gap analysis suggested by the President. Such task can be taken by a working group set under the PPC.

C) TIMELINES AND DURATION FOR THE WORK OF THE ISC

The Working Group has no single recommendation for the timeline, target reporting date and duration for ISC. It will depend on two Council decisions, the first being their response to the Legal Adviser's analysis vis à vis OPTION A (temporary precursor to the new Commission) or OPTION B (Council to decide on whether to establish a provisional Commission until the next World Conservation Congress, or any other arrangement). The second Council decision that will determine the timeline is whether direct appointments of the ISC and IC take place at the 107th Council meeting or at a subsequent Council meeting, as discussed in Section 2.i.

If the ISC and IC are appointed according to OPTION A then their mandate would be relatively short-lived, coming to an end with the submission of the proposal to Council. Alternatively, if the ISC and IC are appointed after the 107th meeting, following the process of nomination, screening, selection interviews and Council vote, the timeline would be extended by possibly 6 months, or maybe more, depending on whether Council choose to follow OPTION A or OPTION B. OPTION B would also mean that the work of the ISC would continue until the World Conservation Congress and in this case, the appointment of the IC and ISC would be for a time-period of potentially several years.

Reporting

Reporting milestones and requirements would vary according to these scenarios. This could range from a one-off delivery under option A that would address:

- a) A draft mandate / Terms of Reference for the new Commission;
- b) Criteria for membership;
- c) Elements of a work programme based on, among other things, a gap analysis and a situation analysis;
- d) A resource mobilisation plan;
- e) Process for establishing the new Commission with regard to the election of the Chair, the appointment of the Steering Committee;
- f) Recommended pathway by which the Council can establish the new Commission in a timely manner consistent with the resolution's intent.

Alternatively, under Option B, the ISC and IC would provide proposals for Council on how to establish the provisional Commission, including ToR, membership profile etc according to Res.110, paragraph 3. Upon the receipt of the proposals by the ISC, Council would need to decide on how to proceed, e.g. establishment of a provisional Commission, extending the time period for this or other interim arrangements until the next session of the World Conservation Congress, or any other arrangement. The proponents object to this reporting system that will facilitate delay of up to four years before the Commission is established.

D) OTHER CONSIDERATIONS

Council may wish to discuss the difference between TORs and mandate and decide on how the mandate of the Commission be drafted although there are different perspectives among the Working Group as to whether this is an issue of contention based on the intent of the original motion. Council may wish to undertake some preparatory work to orient and inform the mandate of the Commission, ensuring no duplication of work, and to give clear instructions to the ISC for developing the TORs of the Commission. Such work may be best undertaken by the Programme and Policy Committee (PPC).

Council may wish to consider on the merits of issuing clear guidance as to whether the IC and ISC members are eligible to serve on the provisional Steering Committee (under Option A) or are eligible to stand for the subsequent election as Chair of the Climate Crisis Commission by IUCN Members (under Option B). The proponents oppose the Council proposing qualifications for the Climate Crisis Commission or the Steering Committee. Resolution 110 directs the interim Steering Committee to prepare recommendations for the Council as to the Climate Crisis Commission's "leadership".

Council may wish to discuss what it needs to put forward as proposals for adoption by the next ordinary or extraordinary session of the World Conservation Congress. Council may therefore consider its recommendation on the establishment of the Commission, including a proposal for its mandate and election of its Chair at next ordinary or extraordinary session of the World Conservation Congress, in accordance with Article 74 of the IUCN Statutes.

Given the length of the debates, the precision of the terms, and the importance of the subject, it seems necessary that the text be officially transcribed by the Secretariat in the three languages of the Union.



Lessons learned from the Motions process
IUCN World Conservation Congress, Marseille, France
3-11 September 2021

20 January 2022

Motions Working Group (prior to Congress): Said Damhoureyeh, Mamadou Diallo, Hilde Eggermont, Will Gartshore, Michael Hošek, Sixto Incháustegui, Teina Mackenzie, Jon Paul Rodríguez (Chair), Anaid Velasco, and Jan-Olov Westerberg.

Congress Resolutions Committee (established during the first seating of Congress): Said Damhoureyeh, Jean-Baptiste D'Isidoro, Béatrice Galin, Hilde Eggermont, Will Gartshore, Michael Hošek, Malan Lindeque, Teina Mackenzie, Jon Paul Rodríguez (Chair), and Anaid Velasco.

Secretariat staff – Members' Assembly and Motions Team: Luc De Wever (Members' Assembly Manager), David Goodman, Michelle Kimeu (Members' Assembly Deputy Manager), Sonia Peña Moreno (Motions Coordinator), Céline Preitner, and Victoria Romero.

Introduction

Motions are key instruments available to IUCN Members to bring attention to major conservation and other policy-relevant issues around the world and guide the development of the Union's policy and principles. As such, they are monitored closely by the membership and examined at every step of the process. The Motions Working Group (MWG) and Congress Resolutions Committee (CRC) strived to keep the highest standards of fairness and transparency, as well as to abide by IUCN Statutes and Regulations, but we recognize that improvements are always possible.

In this document, we focus on a few themes that stood out to us, and provide some recommendations for the future. They reflect the collective views of the MWG/CRC and Secretariat staff involved in the motions process.

The MWG and CRC unanimously agree that the Secretariat's staff – Motions Team and Assembly – was impressive and should be commended. Same with the many people involved in supporting the contact groups. These were all absolutely key players. We are deeply grateful to all for their contributions.

Major conclusions from this exercise include the need to strengthen communication and provide more guidance to all involved in the motions process (Fig. 1), specifically:

- improvement of the information and guidance (as well as tools) available to Members for preparation and submission of motions;
- provision of more detailed feedback from MWG/CRC to Members, especially regarding rejection or edits to motions;
- development of a range of simple tools (e.g., webinars, infographics, written documents) that explicitly define the role and expectations of facilitators and other actors; and
- initiate preparations of non-Secretariat participants in the motions process several months ahead of time of Congress.

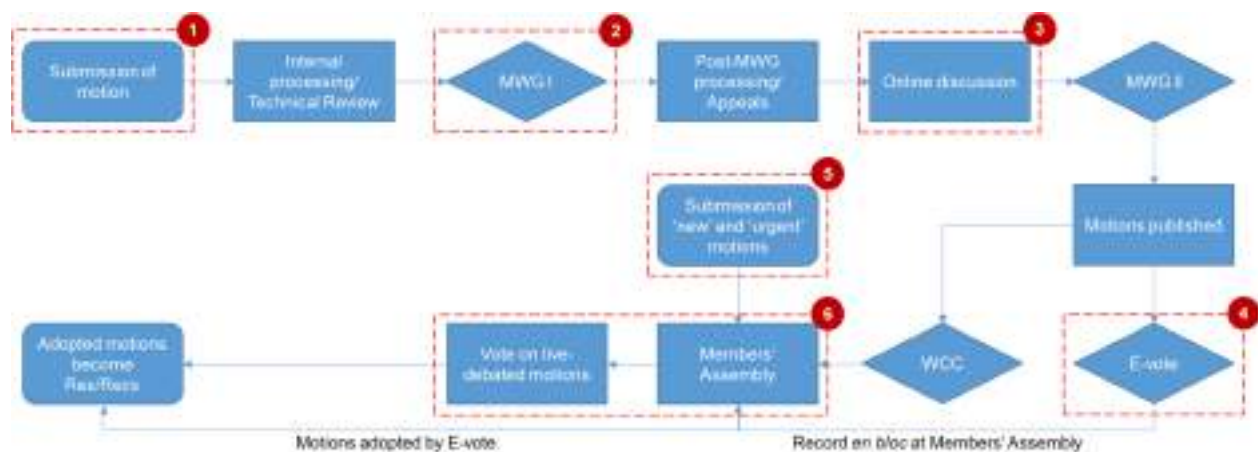


Figure 1. The IUCN Motions Process

General observations:

- An overwhelming number of motions was submitted for the Marseille Congress which could indicate an ever-increasing interest but also a misunderstanding about the aim of the motions process (what are motions for).
- While the revision of the motions process after 2012 resulted in fewer motions submitted in 2016 relative to previous Congresses, this no longer applied in 2019 for the Marseille Congress.
- The development of a document that describes in a simple way the various channels through which Members can shape IUCN policy should be considered, in particular to address the perception that every issue needs a motion. A webinar (or a series of webinars) could also be planned. Particular emphasis should be placed to the interlinkages with the IUCN Programme and how to contribute to it, as well as the role of Council in guiding policy intersessionally.

- Bring attention to active Resolutions and Recommendations that are not being fully implemented, and emphasise that correcting this does not require new motions, but rather actions to properly implement them.
- Emphasize that Members need to be in good standing to participate in the motions process (submission, co-sponsor, online discussion, voting), including that their status may change abruptly on 1 January and that it can take a few weeks for payments to be reflected in the IUCN Portal.
- Clarify (including with the Assembly Team) how the processes for “policy motions” vs “governance motions” are different, and be explicit about which is which. For the Marseille Congress there were some motions (e.g., 003 – Establishing a Climate Change Commission) that landed in a “grey area,” and which may have been handled better had there been more clarity from the outset.
- The use of shared documents (e.g., Google docs) worked very well for several processes. Consider expanding their use, possibly using additional functionalities with Microsoft Teams if that is preferable from an IT/data protection perspective.
- The entire motions process needs to be better documented and the documentation made available in the Union Portal (or a similar shared space) for future Congresses. If there is information in *Confluence*, an online collaboration tool that is relevant to the process, it should also be in the Union Portal, where it is accessible to all.
- Information on who is in the MWG/CRC, and especially disclosure of conflict of interests and recusals of members of the MWG/CRC, should be easily traceable/openly published.

Submission of motions: *the submission of motions takes place through an electronic system specifically designed for this purpose, using a template and during a set period.*

- Reconsider how best to further encourage Members to submit their motions ahead of time and not on the final day of the period set for this phase.
- Instructions on how to draft Motions, including the sequence of the operative paragraphs depending on who is called on to carry out the actions set out in the Motion, could help focus the content and intention.
- A number of comments during the online discussion inquired about the sources of the information presented in the preamble of motions. Consider asking this information upfront in the online submission form through a comment box where sponsors can list the references. This could also facilitate the work of the technical reviewers.
- In addition to the technical aspects of the submission of motions, more thought could be given to the admissibility criteria of motions. From the exercise of retiring Resolutions and Recommendations, their sheer number constitute a considerable challenge to assess their implementation status, especially in older Resolutions. Currently, motions can be submitted by a Proponent and a minimum of five co-sponsors from at least two IUCN regions – that is 6 organizations out of 1400+ (less than 0.5% of the membership). While not intending to limit the democratic rights of Members, requiring a larger number of Members to submit a Motion could stimulate their debate and subsequent implementation (for instance, in the online discussion of the Marseille motions, 61 motions received 20 or fewer comments from members, and only 139 out of 1378 organizations participated).

Box 1: Issues related to the system

- ✓ Ensure that Affiliates are not listed in the proponent and co-sponsor lists.
- ✓ When a proponent is selected from the list, remove that Member from the list of potential co-sponsors so that the user cannot select the same Member for both.
- ✓ Automatically populate the proponent/co-sponsor implementation fields based on the list of proponent and co-sponsors selected.
- ✓ The system should make the proponent and co-sponsors a static list after the motion submission, and not reload from the on-line system each time the page is loaded, or else co-sponsors can be lost if they drop out of good standing during the process (a risk on 1 January).
- ✓ Ensure the system effectively closes at the agreed time (maybe a “grace period” of 15 mins).
- ✓ Do not use the number of the node as the motion number. If needed, motions should be numbered on a first come, first served basis, starting at number 1 or letters to avoid confusion once the motions are accepted by the MWG.

Technical review: *The technical review is a simple process through which Secretariat staff, and Commission members as needed, assess motions on scientific and technical grounds, through an online form. The reviews inform the MWG in its consideration of motions’ admissibility.*

- Consider shortening the form used for the technical review and aligning it more closely with rule 54 to assist the MWG in their decisions.
- When the Reviewer chooses “merge” they should select from a list which motion it should be merged with.
- When the Reviewer chooses “accept with changes” they should be prompted to provide some draft text or to be very specific about which kind of changes and to which parts of the motions. However, where changes require significant re-drafting, work should not fall on the reviewer or the MWG, for that matter, to “make the motion right.” Consideration should be given to how to involve Members in this part of the process.
- The Motions Team should continue to provide training to Technical Reviewers (e.g., through a webinar) and encourage Reviewers not to be afraid to reject motions.

Motions Working Group: *The MWG meets soon after the submission of motions closes to review, assess and decide on the admissibility of motions based on the criteria in the IUCN Statutes. The MWG also meets after the Online Discussion to decide on the motions that are sent to e-vote and those that are remitted to the Members’ Assembly.*

- The length of the MWG meeting, especially the first one, should consider the number of motions submitted. Time constraints can result in sub-optimal assessment of motions, including inconsistency in the application of the admissibility criteria and poorly merged or edited motions. Consider adding an initial session, perhaps half day, discussing the rules and criteria in detail.
- Additional resources (more staff) are required in order to take more meticulous notes on the decisions and ensure that the Motions Team is equipped to answer Members' questions.

Box 2: Logistical challenges of the motions process

Of 221 motions received by MWG by the deadline on 28 August 2019, 128 were put to the online discussion. Of 20 new and urgent motions received by CRC by 4 September 2021, 9 were accepted. This means that roughly half of motions submitted by Members were rejected by the MWG and CRC. Members did not feel that the feedback that we provided was not sufficiently personalized. The time required to provide detailed feedback to several dozen motions is probably prohibitive, but perhaps it is necessary for MWG to extend the length of the meeting for screening motions and be more specific on responses to Motion sponsors.

- Require the MWG to clearly articulate the rationale for their decisions, beyond invoking the rule(s) of the Statutes on which the decision is taken. It would be desirable that for motions that are rejected or merged, the personalised messages that will go to Members be approved at the end of the meeting. The load could be distributed among MWG members and may require at least a half day of work. The use of a shared file (e.g. Google docs) is recommended.
- Build into the online system a feature to send out the MWG's decisions to Members, as this took more than a week of Motions Team work in 2019.

Additional considerations

Composition of MWG:

- It is unclear if it is standard practice that the Chair of the MWG (who then typically Chairs the CRC) should have served in the MWG in the past. But if it is not, it should be strongly encouraged.
- Likewise, if it is possible for at least two or three MWG members to have prior experience as well, that would help, too. It is a complex process that benefits from such past experience. Naturally, the Secretariat Motions Team provides continuity between Congresses, and bring their experience, but it would be desirable if new MWG members accept the role with the expectation that they may be asked to serve at a future Congress. In any case, would be useful to offer training tools that the MWG can use ahead of the first meeting.

Travel costs of additional members of MWG:

- It has not been the practice to cover the Congress costs for the additional members of the MWG (i.e., non-Councilors nominated by Members) so consideration should be given for Council to cover fully or partially their costs to enable their participation at Congress – especially in cases where their respective organizations cannot fund them or are not eligible for the sponsored delegates package.

Appeals: *the proponent and cosponsors of a motion can appeal against the decision of the MWG regarding its classification, exclusion or amendment before the online discussion, to the Congress Preparatory Committee acting as Appeals Body.*

- Preparation of the appeal files/documentation for the Appeals Body takes a significant amount of time from the Motions Team. Bringing additional staff specifically charged with compiling the information related to appeals and supporting the Appeals Body in their deliberations and communications should be considered.
- Consider having a member of the Appeals Body as an observer in the first MWG meeting.

Online discussion: *all motions are discussed in writing, in an online forum. All constituents of IUCN can take part assuming different roles. Each motion discussion has a qualified facilitator.*

- Select the Facilitators more carefully.
- Consider initiating the process for designating facilitators well ahead of the motion submission phase. Ideally several months and provide minimum training ahead of time on the general topic of facilitation.
- Agree on the criteria for replacing facilitators more quickly if they are deemed to be “inactive.”
- The outcome of the online discussion is important, and there should be some accountability. Consider professional facilitation or build facilitation time in the Congress budget so that Secretariat staff dedicate some time to this task, and only recruit IUCN staff.
- Provide training or an introduction session to the Facilitators to better explain their role and the expectations, as well as to show them how the system works, the use of facilitation tools like square brackets, strikethrough and bold text.
- Better communicate the role of the different constituencies in the online discussion – especially what Commission Members and National and Regional Committees are and are not allowed to do.
- Consult the Legal Advisor when Members challenge any process, as these challenges are likely to resurface at Congress if unaddressed.
- Consider changing the format of the online discussion altogether. With the pandemic, and the hybrid Congress we have learned that it is possible to have virtual contact groups using the existing technology (Zoom, Teams, etc.). If the original intent of having an online discussion is to emulate the contact groups of an in-person meeting, consider the virtual meetings from the outset – or a mix between an online Forum and a virtual meeting. This comes with its own set of challenges (see below) but could prove a “solution” for stimulating debate.

If future online discussions continue to be carried out as an online Forum, i.e., in writing:

- In future systems, consider making features available only as needed to avoid confusion. For example, hide the “edit” button and the “report to the MWG” which caused confusion.
- Automate versioning of the motions.
- Consider ways to encourage Members to participate in the discussion earlier and not dump their comments into the portal on the last day of each reading.
- Consider whether to try something other than a “like” feature to encourage Members to support each other’s proposals.
- Further encourage the use of the “like” function (indicating if possible the name of the member organization giving the “like”), or provide the possibility to reply to comments.
- Consider allocating a subset of discussions to each member of the Motions Team to monitor more closely during the discussion to catch issues, inactive Facilitators, etc.
- Motions proponents should be automatically subscribed to “follow” the motion, to receive email notifications when comments are submitted in “their” motion discussion. In a number of cases, comments required further explanation for the sponsors.
- Consider the use of Zoom meetings or similar into the process to resolve conflicts.

Electronic vote: following the online discussion, the MWG puts the majority of motions to an electronic vote. Only a few motions will go on to the Members’ Assembly to be further discussed and voted.

- Reconsider how votes are reflected on motions with amendments. Some Members were concerned that if they voted “no” on an amendment but “yes” on the motion, the record would suggest that they voted against the motion if the amendment was adopted (and they all were), as the second vote would not be counted. This issue was raised with the Membership Unit at the time.
- Consider expanding the electronic vote. The voting process in the plenary needs attention. There were more complex motions with different options decided by e-voting before the Congress than the motions decided in Marseille including the New and Urgent ones.

World Conservation Congress

Members’ Assembly:

- Amendment to the statutes to be considered to allow Contact Groups to start ahead of time without the need of the 1st sitting of the Members’ Assembly taking place before the start of the Forum as was the case this time round. One of the possible solutions would be for Members to approve the Resolutions and Steering Committees during the online e-vote for motions that takes place ahead of Congress. The reason for this is that the composition of each committee is known as per rules 15 and 20.
- Virtual contact groups are more inclusive and with proper planning of the system to use, e.g., registration of Members for the contact groups, it is worth considering that virtual contact groups are maintained for future Congresses and even online discussions of motions prior to the electronic vote,

replaced with virtual contact groups – which would provide Members with more possibilities for Member engagement and interaction.

- To ensure that the Secretariat is able to deliver on all the motion amendments, new text, translation and publication in the three languages for vote in good time and accurately, consider that all contact groups stop on the eve of the last day and not have contact groups on the closing day of the Members' Assembly, to allow the translators and documentation team enough time.
- Amendment to the Statutes to move the time for new and urgent motions so that it opens two weeks before Congress and is open for one week. This would allow the MWG/CRC more time to work through proposals received and communicate to Members in a more timely and transparent manner. This would allow more time for the appeals process as well.

Discussion of Motions during the Members Assembly:

Members expressed concern with the inconsistent manner in which session chairs handled debates and voting on motions in the Assembly. This generated the perception that chairs were not familiar with the rules of procedure and did not practice how to handle points of order and amendments proposed from the floor. It would be desirable to better inform and prepare chairs in this role. Likewise, the rulings of the legal counsel were perceived to be unclear and not always convincing.

Organisation of contact groups and the registration system

- The entirety of the Motions Team needs to be in the same place. In an already challenging setting such a first hybrid Congress, the burden on the Motions Core Team was considerably heavier having to coordinate with team members in different time zones, and with little information pre-Congress.
- Assuming that a virtual or hybrid Congress becomes more normal, at least for some of its components, the work flow around contact groups needs to be better integrated into the registration system and official programme. Concretely, this means ensuring that access to virtual contact groups is linked to the registration and that only the right constituencies can in fact participate (access the video conferencing link), as set out in the Statutes. In Marseille, the Motions Team had to manually create a “firewall” to comply with the Rules of Procedure, which led to significant challenges and delays in communication and distribution of the links.
- Scheduling 60+ contact groups and ensuring the availability of the Facilitator and Motion Manager for each is a large undertaking, especially if some people are offsite. Someone outside of the core Motions Team could do it.
- Consider making the Governance Committee and its Secretariat support responsible for the complete governance motion workflow, including contact groups. This would take considerable pressure off the Motions Team, remove a substantial coordination task, and potentially add more clarity to the process for Members.
- A brief introduction to the rules of the contact groups and to the process of motions in general should be made at the beginning of the contact groups. Special attention should be given to the submission of amendments (e.g., explaining that all amendments must be discussed either in contact group or in plenary).

New and urgent motions

- Preferably move the process for new and urgent motions to an online system (submission, automatic acknowledgement of receipt message, technical review, and response from CRC).
- As during the first meeting of the MWG, when the CRC meets to decide on the admissibility of new and urgent motions, additional resources from the Motions Team need to be made available to capture their rationale – especially for rejections – in order to convey the decision to the co-sponsors in more detail than one or two lines. As in 2019, after the original submission process, many Members were understandably frustrated with what they say as an opaque process in which they never received a satisfying explanation for why their motion was rejected.
- If it is decided to continue working with Word/PDF documents via email, the submission form must be very explicit in the instructions that references to “Regions” refer to the Statutory Regions (in the sense of Articles 16 and 17) and not IUCN’s operational regions as they are listed on the IUCN website (not the Congress website).
- If new and urgent motions are submitted with Word/PDF documents, it should be made clear that the limit for the number of characters is with spaces, and that footnotes are not accepted.

Documentation and translation

- Consider working with the Documentation Team and translators to translate motions after each contact group meeting, rather than waiting until a consensus is reached, which for the most difficult ones is on the last day of the Congress. Alternatively, the Documentation Team should consider hiring more translators (possibly remote) for the final 24-48 hours of the Congress. Another option is to assign this role to IUCN staff distributed throughout Secretariat offices around the world, so they work on translations around the clock.

Concluding remarks

There is ample room to improve the IUCN motions process. In the time since it moved to an online setting, there have been considerable advances in technology, and in communications. Some of the challenges that we faced stem from literally moving the motion process from how it was on paper to paperless/virtual, with little change to anything else. While some aspects are seemingly simplified, like submitting a motion, others become more difficult as a result (how to deal with an ever-increasing number of motions). Perhaps it is time to consider the motions process and IUCN’s policy cycle differently, like a continuous process rather than one which is determined and measured by Congresses every four years. Ultimately, this process and its resulting Resolutions and Recommendations, must be owned by the Union as a whole, so responsibility to improve it from beginning to end as well as to strengthen it, should be on all of us.



107th Meeting of the IUCN Council

8-10 February 2022 (virtual)
18-19 May 2022 (in person), IUCN headquarters, Gland, Switzerland

2022 Work Plan and Budget

Origin: Director General

REQUIRED ACTION

Council is invited to approve the 2022 Work Plan and Budget on the proposal of the Director General, taking into account the recommendations of its Programme and Policy Committee and Finance and Audit Committee.

The 2022 Work Plan and Budget was submitted on 24 December 2021 and was discussed by the Programme and Policy Committee / PPC (with emphasis on the Work Plan) and the Finance and Audit Committee / FAC (with emphasis on the Budget) on 13 January 2021.

The 2022 Work Plan and Budget has subsequently been revised to address the recommendations of the PPC and FAC. A decision will be taken under Item 6 of the plenary meeting of the Council in February 2022.

Table of Contents

Part I. 2022 Workplan	3
Introduction.....	3
1. State of the project portfolio	3
1.1. Overview	3
1.2. Donors.....	6
1.3. Delivery models.....	6
1.4. Members and Commissions.....	7
1.5. Programme Areas	8
1.6. Sustainable Development Goals.....	9
2. Programme Investment Framework and Innovation	10
3. Membership & Commission Engagement.....	12
The Budget for 2022	14
1. Introduction.....	14
2. Budget summary	16
3. Implementation of the Financial Plan 2021-2024.....	18
4. Analysis of the 2022 budget by organisational structure	19
5. Investments	21
6. Risks Inherent in the Budget 2022.....	22
Annex 1: IUCN Budget Architecture and Funding Model	24

Part I. 2022 Workplan

Introduction

Building on post-COVID recovery momentum, the timing of the ‘Nature 2030’ IUCN Programme is impeccable as it comes out with a strong call for mobilisation of the entire Union. The Union must continue securing equitable governance of natural resources and ensuring that nature’s contributions to human health and well-being are recognised – across all sectors. A systemic, global issue such as biodiversity loss and climate change require a global and coordinated response. The Union has the required scientific knowledge from the local to transboundary level and can support decision-makers across sectors to enhance political will. What is more, the IUCN Programme for the first time sets its ambition in a decade long timeframe (2021–2030), in line with United Nations 2030 Agenda for Sustainable Development and the post-2020 global biodiversity framework, which further reinforces the fact we are all in it for the long run.

The Work Plan is the annual overarching strategic planning document, highlighting key aspects of delivery in 2022. The purpose of the Workplan is to provide assurance that the work of the Secretariat is progressing in line with the targets set out in the IUCN Programme 2021-2024. In 2021, the Director General restructured the management of the thematic programmes with the ultimate objective of improving coordination and collaboration, and of providing the IUCN infrastructure the necessary agility to respond to the fast-paced external context. A new functional structure¹ now consists of four centres, namely the Centre for Conservation Action, Centre for Economy and Finance, Centre for Science and Data, and Centre for People and Governance.

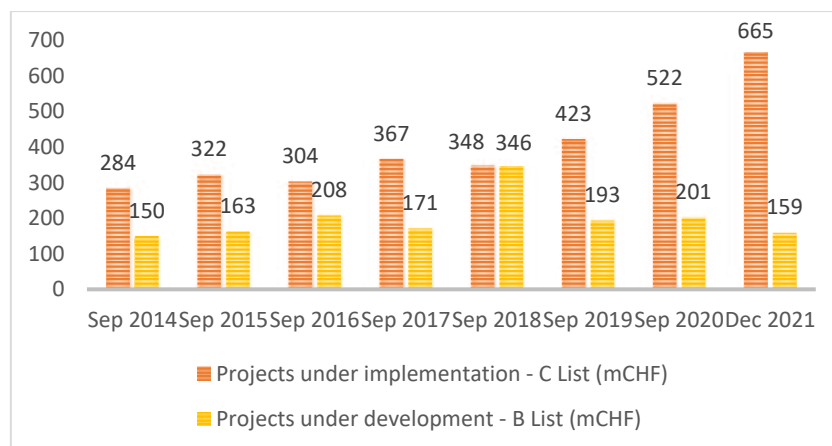
The present document sets out what the Secretariat will do in 2022 and embodies its 2022 workplan and budget. Part I contains the Work Plan for 2022, the second year of implementation of the IUCN Programme 2021-2024 and its five Programme Areas: People, Land, Water, Oceans, and Climate. Part II provides details on its associated budget.

1. State of the project portfolio

1.1. Overview

In 2022, the value of the project portfolio value will continue its upward trend compared to previous years increasing from CHF 723m to CHF 824m (see Figure 1). This amount is broken down into two types of projects, namely the B and the C lists projects. The B List refers to all projects that are under negotiation with donors (or “proposal” status per IUCN’s Project Guidelines and Standards). The C List refers to projects that are under implementation (or “contract” status per IUCN’s Project Guidelines and Standards). The C List represents a total of 394 projects for a total value of CHF 665m. The 2022 pipeline (B List) includes 113 projects for a total value of CHF 159m.

Figure 1: Project Portfolio Value



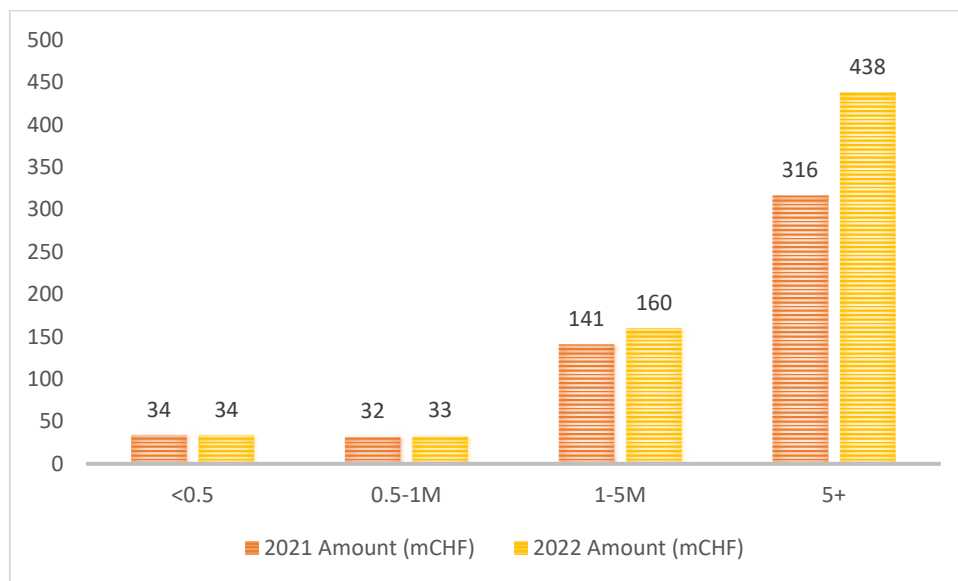
¹ The new structure was presented to Council at its 106th meeting on 11 September 2021 in Marseille, France.

Table 1: Basic portfolio information for C List projects 2021-2022

	C List ²		B List ³	
	2021	2022	2021	2022
Number of projects	347	394	127	113
Average duration (yrs)	4.07	4.01	2.90	3.24
Median duration (yrs)	3.76	3.83	3.76	3.83
Average project value (mCHF)	2.00	1.69	0.77	1.41
Median project value (mCHF)	0.28	0.25	0.28	0.25
Portfolio value (mCHF)	523	665	201	159

As presented in 2 below, projects under CHF 5m have slightly increased (from CHF 206m to CHF 228m), while the overall value for project over CHF 5m has increased significantly for 2022 (from CHF 316m to 438m). This demonstrates IUCN's ability in securing funding for large scale projects.

Figure 2: Project budget per project size in 2021 and 2022 for C list



IUCN's project budget is recorded at three levels that are mutually exclusive: national, regional and global (Figure 3). Of the 2022 budget, 81% will be implemented at the national and regional level, meaning that most resources are allocated where effective implementation will happen.

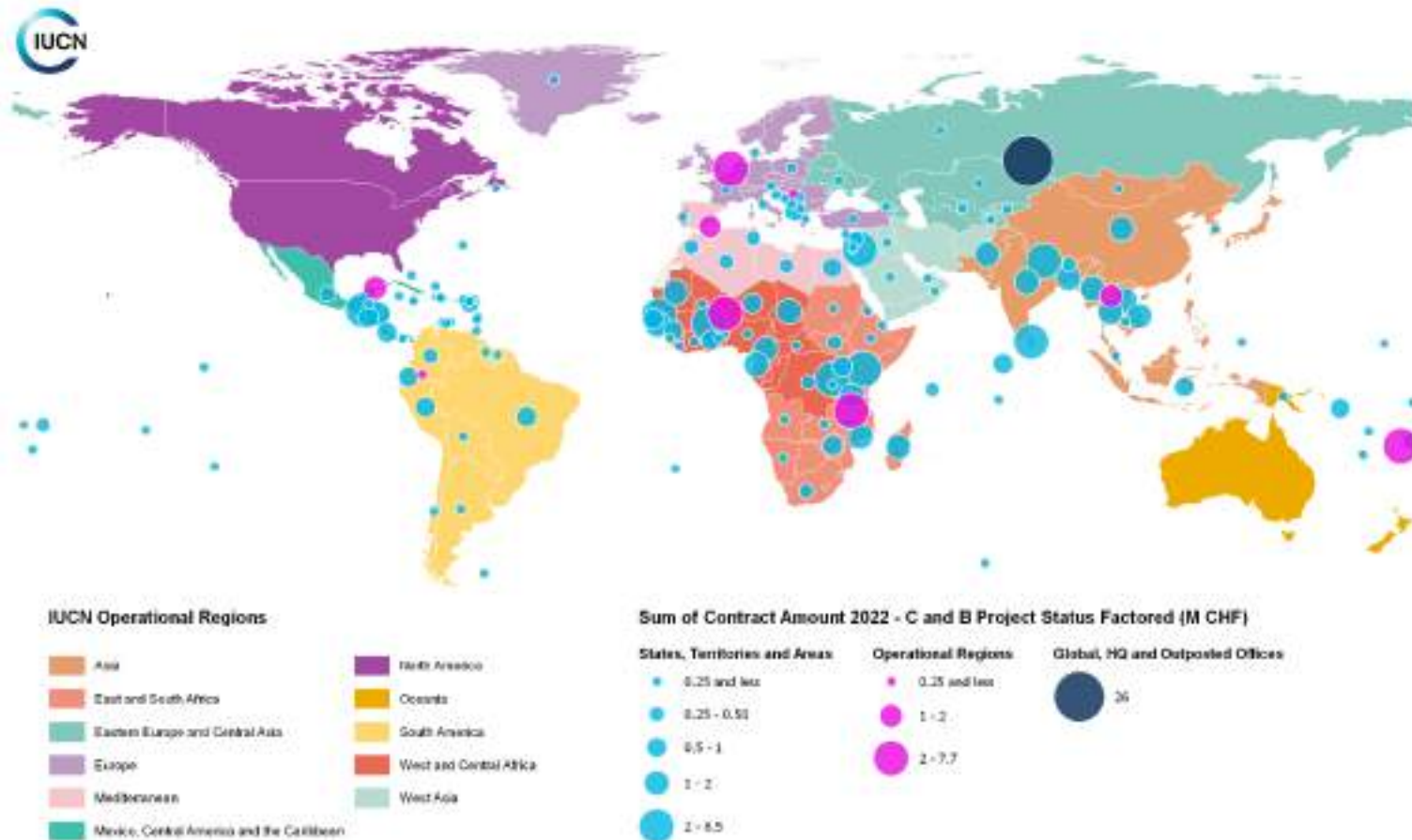
Table 2: 2022 Budget by location for C List and B List factored-in projects

Level	2022 Factored contract amount (mCHF)	%
National	88	64
Global	27	19
Regional	24	17
TOTAL	139	100%

² Based on annual budget data for C List projects, only restricted funding. Framework funded projects were excluded from the analysis.

³ Based on annual budget data for B List projects, only restricted funding.

Figure 3: 2022 Project budget per Statutory State, Operational Region and Globally tagged projects⁴



Disclaimer: Names, frontiers, boundaries and other designations of geographical entities used and shown on this map do not imply the expression of any opinion, official endorsement or acceptance by IUCN. To facilitate visual representation, the Global circle was positioned at Monaco's world's economic center of gravity.

1.2. Donors

More than half (52%, or 119 projects out of 394) of the total portfolio is supported by Multilateral Organizations. Governments are also strong supporters, providing 37% of the budget. A large majority (89%) of the 2022 portfolio is therefore funded by Multilateral and Government donors with high accountability requirements, which calls for maintaining a good performance on the Programme, while continuing the strengthening of the organization globally.

Table 3: Portfolio value and share for C List projects 2021-2022

Donor type	Sum of Total Contract Amount 2021 Budget (mCHF)	%	Sum of Total Contract Amount 2022 Budget (mCHF)	%
Multilateral Organizations	229	44%	349	52%
Governments	220	42%	247	37%
Foundations	35	7%	39	6%
Private	17	3%	14	2%
International NGOs	-	0%	12	2%
National NGOs	-	0%	3,7	1%
Academic	-	0%	0.13	0%
Other	22	3%	-	0%
Total	523	100%	665	100%

In 2022, a little more than two-thirds (69%) of the total C List budget is supported by the top 10 donors presented in the table below. The top three are multilateral donors (the European Commission, The Green Climate Fund and The Global Environment Facility) which together fund 43% of the total C List budget for 2022. It is worth noting that the GCF project portfolio budget increased significantly from CHF 1.8m in 2021 to CHF 15.9m in 2022. This GCF portfolio – which is increasingly underpinned by innovative finance mechanisms - will support the deployment of nature-based solutions in response to the climate emergency.

Table 4: Top 2022 donors - C List

Donor	Acronym	2022 Budget (mCHF)
European Commission ⁵	-	23,5
Green Climate Fund	GCF	15,9
Global Environment Facility	GEF	13,3
US Agency for International Development	USAID	5,6
Kreditanstalt für Wiederaufbau	KfW	5,2
United Nations Environment Programme	UN Env.	5,0
Bundesministerium für Umwelt, Naturschutz und nukl	BMU	4,6
Deutsche Gesellschaft für Internationale Zusammena	GIZ	4,4
Agence française de développement	AFD	4,3
United Nation Development Programme	UNDP	2.0

1.3. Delivery models

In 2022, the ventilation of the portfolio value across delivery models continues to demonstrate the importance of stand-alone projects and the implementing agency role of IUCN, which account for 76% of the budget (40% for single projects and 36% as implementing agency).

⁵ This line includes contributions from DG Development (CHF 9.7m); European Commission (CHF 6.2m), EuropAid (CHF 4.4m), DG Environment (CHF 2.7m), and DG Research and Innovation (CHF 0.5m).

Table 5: % of portfolio value by delivery model for C List projects 2021-2022 (CHF)

Delivery Models Categories	2021 Budget (mCHF)	%	2022 Budget (mCHF)	%
Programmatically-aligned single projects ⁶	223,7	43%	269,0	40%
Implementing Agency ⁷	149,5	29%	237,0	36%
IUCN Thematic Initiatives ⁸	126,7	24%	131,1	20%
Generation and direct application of scientific knowledge ⁹	14,6	3%	19,6	3%
Non-aligned stand-alone projects ¹⁰	8,2	2%	8,5	1%
Total	523	100%	665	100%

Projects included in IUCN's pipeline (B List) will reinforce the portfolio in a similar fashion should they all materialize in 2022.

Table 6: % of portfolio value by delivery model for B List projects 2021-2022

Delivery Models Categories	2021 Budget (mCHF)	%	2022 Budget (mCHF)	%
Programmatically-aligned single projects	92,4	46%	64,7	41%
Implementing Agency	91,2	45%	51,2	32%
IUCN Thematic Initiatives	13,4	7%	39,4	25%
Generation and direct application of scientific knowledge	2,6	1%	2,7	2%
Non-aligned stand-alone projects	1,2	1%	1,0	1%
Total	200,8	100%	159,1	100%

1.4. Members and Commissions

Portfolio design and implementation is done in cooperation and collaboration with Members, Commissions and National & Regional Committees as relevant. While there is scope to improve the accuracy of how the Secretariat tracks and accounts for Member and Commission member involvement in portfolio delivery, and we have provisioned to make these improvements in the Project Portal in 2022, our current data demonstrates 135 projects (out of 394 C list projects) work directly with members, 46 with commissions and 10 with Regional or National Committees. Furthermore, the changing nature of the IUCN portfolio – with an emphasis on larger projects with bold ambitions such as GEF and GCF, means that the Secretariat's role is confined to overall "implementation" with execution (i.e. direct delivery) being allocated to members and other local partners. An example of this is the GEF-funded Inclusive Conservation Initiative which is co-implemented with IUCN member Conservation International and direct delivery (i.e. execution) being undertaken by IUCN Indigenous Peoples Organisation members and other IP and community organisations. Equally, projects that support the development and application of IUCN knowledge products such as the Green List and the Nature-based Solutions Standard are implemented closely with the Commissions, in these two cases with WCPA and CEM respectively.

⁶ Time-bound and immediately focused in terms of geographic or political outcomes (easy to understand as the archetypal standard project). Typical characteristics include: - aligned broadly with one or more IUCN intersessional targets; usually implemented and execution a single IUCN cost centre; a single (donor) award (though extension and second phases are possible).

⁷The IUCN Secretariat's role is strongly defined in terms of assurance and oversight provider. In most of these cases, IUCN makes a grant to executing agencies (third parties). It not only disburses the funds, but also supervises their work and becomes accountable for providing control and oversight and primarily focuses on the management, monitoring, and provision of technical and fiduciary quality assurance of work undertaken (executed) by third parties.

⁸ The criteria for this type of initiatives include: a single "brand"; a common Theory of Change; shared higher-level objectives; multiple level and multiple country delivery; multiple cost centre implementation/ execution; multiple (donor) awards/ projects; typically, the total value of all associated grants exceeds CHF 10 million (excluding leverage /co-finance).

⁹ Initiatives that involve the development, maintenance and application of IUCN knowledge according to institutionally endorsed knowledge-related standards and procedures (e.g. ISTAP, Red List Standard, etc).

¹⁰ These projects or grants do neither clearly nor exclusively deliver against one or more of IUCN's intersessional targets. They are characterised by: implemented and executed by a single IUCN cost centre; a single donor award; involves activities outside IUCN's normal skills profile.

1.5. Programme Areas

The 2022 budget continues to contribute to the five Programme Areas of the 2021-2024 IUCN Programme: People, Land, Water, Oceans and Climate. Land accounts for the largest portion with 42% of budget allocation for 2022. The rest of the 2022 budget is distributed fairly equally across the 4 other Programme Areas (from 12% in Oceans to 18% in People). Budget allocation variations between 2021 and 2022 are small, slight increase are observed under Land, Water and Climate and small decrease under People and Oceans¹¹. The recently approved Addendum to Nature 2030 Programme on post-COVID recovery and health now provides a basis to further guide portfolio development. Although it is still too early to capture this in figures generated from the Project Portal, several project concepts that build on the One Health concept are currently under development. In addition, to the portfolio's financial resources, programme delivery is also supported by several strategically positioned secondments which enhances IUCN's capacity in this area. Through this vehicle, IUCN is, for example, able to support and give priority to ongoing systematic engagement and cooperation with the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES).

Figure 4: 2021 and 2022 budgeted expenditure per IUCN five Programme areas for C List and B List factored-in.

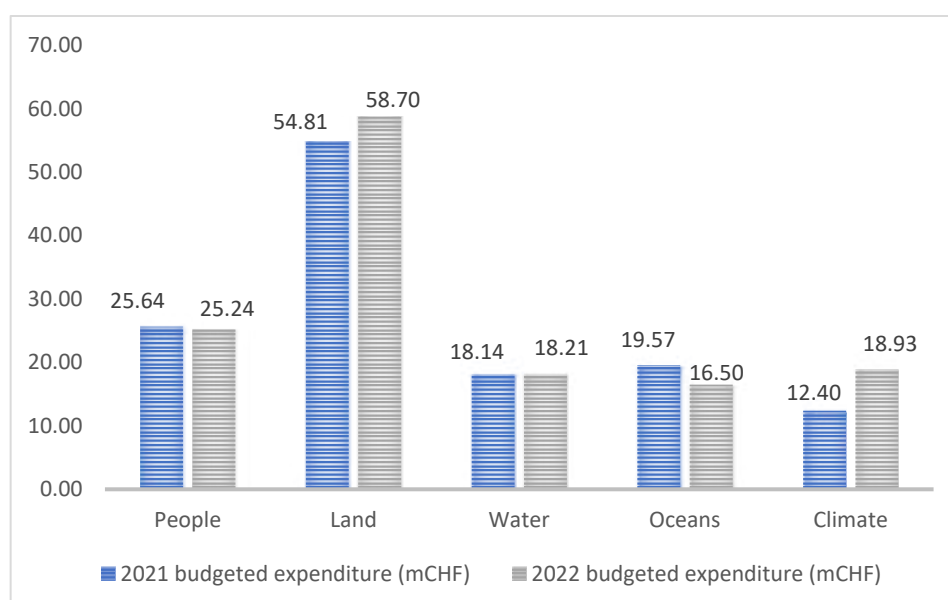


Table 7 provides 2022 budget allocations for each programme area and its respective impact targets.

Table 7: 2022 Budget Allocations per Programme Area and Impact Target for C List B List Factored (mCHF)

Programme Area	Impact Target (IT)	2022 Budget Allocation (mCHF)	% of 2022 Budget
People	IT1.1 - Fully realised rights, roles, obligations and responsibilities to ensure just and inclusive conservation and sustainable use of nature	6.97	5.0%
	IT1.2 - Equitable and effective governance of natural resources at all levels to benefit people and nature	15.24	11.0%
	IT1.3 - Enhanced realisation and enforcement of the environmental rule of law	3.03	2.2%
Sub-total People		25.24	18.2%
Land	IT2.1 - Ecosystems are retained and restored, species are conserved and recovered, and key biodiversity areas are safeguarded.	49.10	35.4%

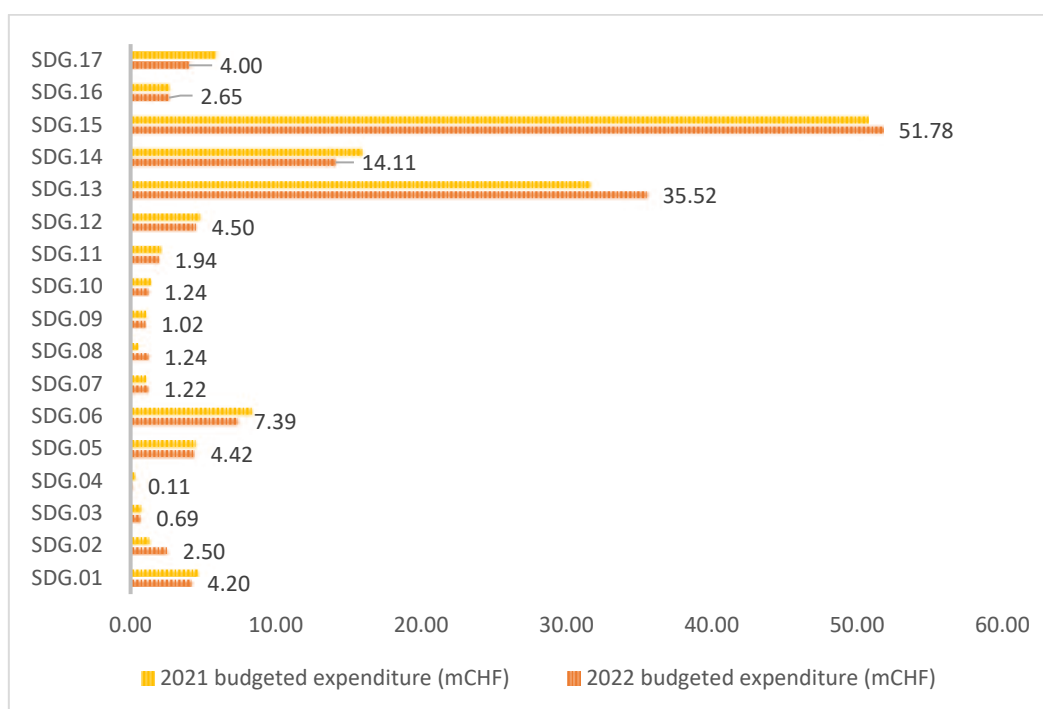
¹¹ It is worth noting that while this snapshot is showing negative variance between 2022 and 2021 for both People and Oceans, the overall trend is positive for all five Areas. Variations are mainly due to the temporal component of portfolio management, i.e. this data provides a snapshot of the portfolio at two given dates and do not necessarily demonstrate trends over the planning cycles, with new projects being created and old ones closing on a regular basis.

	IT2.2 - Thriving production landscapes are sustainable, and nature's value and benefits are safeguarded in the long term.	8.87	6.4%
	IT2.3 - Nature and people thrive in cities while delivering solutions for urban challenges and a sustainable ecological footprint.	0.73	0.5%
Sub-total Land		58.70	42.4%
Water	IT3.1 - The loss of freshwater species and decline of freshwater ecosystem health is halted, and restoration initiated.	3.55	2.6%
	IT3.2 - Equitable access to water resources and all associated ecosystem services are secured.	6.11	4.4%
	IT3.3 - Water governance, law and investment decisions address the multiple values of nature and incorporate biodiversity knowledge.	8.55	6.2%
Sub-total Water		18.21	13.1%
Oceans	IT4.1 - The loss of marine species and decline of marine ecosystem integrity is halted, and restoration initiated.	6.49	4.7%
	IT4.2 - Uses of marine natural resources generate overall positive biodiversity outcomes and sustain livelihood benefits for coastal communities.	6.97	5.0%
	IT4.3 - Ocean and coastal processes are maintained as a key foundation for planetary stability.	3.04	2.2%
Sub-total Oceans		16.50	11.9%
Climate	IT5.1 - Countries use Nature-based Solutions and innovations in financing to scale up effective adaptation to the impacts of climate change.	11.35	8.2%
	IT5.2 - Countries scale up Nature-based Solutions to reach climate mitigation targets.	2.11	1.5%
	IT5.3 - Responses to climate change and its impacts are informed by scientific assessment and knowledge to avoid adverse outcomes for nature and people.	5.47	3.9%
Sub-total Climate		18.93	13.7%
Programme Support		0.97	0.7%
TOTAL		138.55	100%

1.6. Sustainable Development Goals

All IUCN projects are mapped against the Sustainable Development Goals (SDGs) they contribute to. The 2022 IUCN budget allocation to the SDGs is similar to the one from 2021, demonstrating programme continuity overall. Project portfolio contribution to *SDG 15 Life on Land* remains the highest, accounting for around 37% of all budget allocation. *SDG 13 Climate action* accounts for the second highest allocation with 26% of all project portfolio budget. The three SDG 15, 13 and 14 account for almost three quarters (73%) of the overall project portfolio budget.

Figure 5: 2021 and 2022 budgeted expenditure per SDG¹² (CHF)



2. Programme Investment Framework and Innovation

A two-stage process was introduced to IUCN’s annual planning and budgeting cycle. The first stage allowed for stock-taking and analysing where IUCN stands with regards to strategic objectives, performance and assurance. The stock-taking exercise built on recent reviews and evaluations, financial performance as well as progress monitoring of IUCN activities globally. It helped assess the overall performance of IUCN and the external trends that may have an influence on the work of the Union.

During stage 1, prioritisation criteria were also discussed and used to steer the discussion throughout the process. Those informed the preparation of the 2022 ambition and target setting and ultimately fed into the 2022 planning and budgeting principles and guidelines:

- **Transparency in the Decision-Making**
All Units and Regions indicated how they plan to use Membership Dues, Framework Funding and Overheads. This helped to better understand expenditure and needs across the organisation.
- **Utilisation of Overheads and Projects Planning**
Going forward, all projects need to budget and charge costs as direct costs to the extent possible, allowing for the overheads to be used for maintaining and growing the organisation’s core functions and institutional capacity around the world, and to provide a buffer for risk management. We will enhance transparency and accountability on how direct and indirect costs are budgeted and used. Negotiations with key donors will take place in order to agree on possible concrete cost recovery arrangements.
- **Effective and Efficient Operations**
IUCN will strengthen its corporate functions in a way that is efficient and effective. We will achieve institutional agility to remain relevant, adapting to a changing environment.
- **An Institution that Responds to New Challenges**

¹² Percentages calculated from 2021 and 2022 budget values for C List and B List factored-in. Data extracted on 16/12/21.

IUCN will invest in innovation including the development of new ideas across the Secretariat, optimising, where relevant, the application and use of IUCN knowledge products and in doing so securing new sources of revenue to sustain their maintenance and development.

- **Clear deliverables and result based management**
IUCN will strengthen its result-based management by building clear linkages between our projects, activities and outcomes, as well as set institutional priorities.
- **Risk Management and Financial Stability**
IUCN will strengthen its financial reserves to mitigate higher levels of risk and to ensure long-term financial stability. Generation of planned annual surpluses will be essential in this respect.
- **Resource Mobilisation**
We will strengthen resource mobilisation, recognising diverse capacities across the organisation and building capacities for IUCN Secretariat to manage larger funds, especially GEF/GCF.
- **Cooperating with our Members and Commissions**
IUCN Secretariat will strengthen its cooperation with Members, including maintaining and increasing the number of Members and mobilising the power of the “Union” in influencing policy, both with governments and the private sector.
- **One Integrated Team**
Strengthening the one Secretariat Team by promoting integration in the way we work, whilst recognising diverse challenges and opportunities across the Secretariat. Internal communication and integrated corporate support will be strengthened to enable strong coordination among IUCN staff functions.

The second stage included an annual planning meeting with all Heads of Units and Regions and the Executive Board. Annual planning discussions led to the decision of which 2022 priorities would be taken forward. These priorities, initiatives and overarching themes have also been presented to and approved by Council in early 2021, as part of the DG Report to Council; and to the IUCN Members Assembly as part of the DG Report to Congress in Marseille, September 2021. Investment priorities and innovation development efforts are furthermore aligned with the objectives of the Union and the means to achieve those, as prescribed in Article 3 of the IUCN Statutes and Regulations, as well as Article 79 which lays out the obligations of the Director General, which include ensuring the financial health of the organisation.

These priorities, found in this document, informed the methodology and drafting of workplans and budgets.

The programme investment and innovation approach has been adapted in 2022, moving from a systematic allocation of unrestricted framework funding to a more strategic and targeted allocation to drive programmatic and innovative developments in specific work areas. This approach is intended to deliver solid results while ensuring strategic alignment with IUCN 2021-2024 Programme.

Framework funding will be used to enable innovation and development across the organisation. As part of the planning and budgeting process, Unit Managers were invited to prepare business plans according to four programmatic and innovation categories.

Portfolio Development

Investment in this category is meant to help IUCN's units grow their project portfolio to ensure strategic alignment with the Programme, strategic positioning and overall sustainability of the organisation. Portfolio growth could materialise in different forms depending on institutional needs, ranging from financial growth to programme area and SDGs coverage among others.

Member and Commission engagement in programme delivery

Related to the above, investment in this category will aim at increasing Members and Commissions' engagement in IUCN's programme delivery. This includes the roll out of phase 2 of the Contributions for Nature platform - the digital platform offering a useful vehicle for member engagement around programme delivery. This investment is also intended to build on the new sub-national government membership category and the work of the Urban Nature Alliance; part of the investment will focus on establishing IUCN as a major conservation partner with urban municipalities globally.

Thematic Innovation for Programme Development

Investments in this category will be made along three streams. The first one will focus on supporting the adoption of a truly global and transformative Post-2020 Global Biodiversity Framework; whilst strategically positioning IUCN to actively contribute to its implementation. Following the first part of CBD COP15 Kunming, there are two imperatives: i) to accelerate implementation action consistently across the agreed targets, and ii) to ensure that other (non-conservation) sectors are co-opted to support delivery of the targets. Part of the reason these have not materialised fully is that there is no practical economy-wide framework that can help different sectors identify where they can make significant contributions in their planning process. This investment will aim to deliver and apply such a framework, optimising the use and application of IUCN knowledge products and tools.

The second stream aims to optimise the role of nature in climate finance. In line with the Union's position at UNFCCC COP26, IUCN is making the case for a more significant share of climate finance globally to be directed towards nature and, at the same time, position IUCN to increase the flow of its own revenues derived from climate financing. This work will be built around gaining broader support for this case, including through effectively mobilising and positioning the utility of its tools and knowledge products.

The third stream will be around science and data. Investments under this category will help IUCN in developing the required organisational capabilities and business models to strengthen its scientific and data value proposition. It will also enable IUCN to tap into growing assurance markets and keep abreast of external developments and trends in innovation.

Technical and thematic input to international and regional policy engagement

In 2022, a number of key international policy processes will convene to advance the sustainable development and environmental governance agenda. Investment in this category will aim to increase and improve the quality of IUCN's technical input to international and regional policy processes such as i) engagement of technical and regional colleagues into the three Rio Conventions – CBD, UNFCCC, UNCCD, ii) engagement on international policy where IUCN advice is regularly sought – RAMSAR, CMS, CITES, World Heritage, or iii) to support relevant regional policy processes.

Moreover, it is expected that investments in this category would strengthen IUCN's positioning and influence in the global policy debate (e.g. High Seas Marine Protected Areas, expansion of the global extent of protected and conserved areas, amongst other).

3. Membership & Commission Engagement

A Union of more than 1,500 diverse Members, together with an unmatched global network of conservation experts under the IUCN Commissions, has the credibility to play a leading role in the global effort to redefine our relationship with nature. Membership and commission engagement is at the very core of the Union's vision and mission. To improve and foster engagement in 2022, the Secretariat has set the following strategic priorities:

- *Strategic engagement* through a more tailored value proposition and services to Members.
 - Define and implement clear **value propositions** tailored to the different types of Members.
 - **Recruit** new Members, including States and subnational governments.
 - **Implement** key actions identified in the **Membership strategy**.
 - Provide appropriate **corporate services** for IUCN's Members in terms of communication (e.g. convenings and online consultations), tools and platforms (e.g. Union Portal, Contributions for Nature Platform) and services to Members (e.g. online voting and new opportunities for effective remote participation in Union debates and decision-making processes, Resolutions follow-up and capacity building, amongst other).

- *Joint annual planning with Commissions*
 - In line with its revised, **data-driven approach to annual planning and budgeting**, in 2022 and going forward, the Secretariat will ensure close cooperation with Commissions in the development of joint annual workplans against which the Secretariat and Commissions' activities will be monitored. The Secretariat will work closely with the Commissions to ensure the **use and application of IUCN knowledge products is scaled up and optimised in a strategic and coordinated manner** that ensures their financial sustainability.
- *Working with Members* on the implementation of IUCN Resolutions and Programme delivery.
 - Prepare and disseminate position **statements on conservation**, drawing on the expertise of Members.
 - **Influence global environmental policies** and assist in the development of mechanisms for debating and resolving international environmental issues.
 - Support Members and National, Regional and Interregional Committees with their work, and participate in meetings as requested by Members.
- *Supporting Members* through capacity strengthening, information and expert support.
 - Provide support to **strengthen Members' institutional capacity**.
 - Provide support to Members on project development and access to multilateral funding (e.g. GEF/GCF)
 - Provide a forum for discussion of conservation issues and developing **expert networks** and information systems to support IUCN Members.
- *Cooperation and coordination* amongst members, and between members and the Secretariat.
 - Promote **cooperation amongst IUCN Members** by facilitating meaningful engagement between – for example – national NGOs and respective State Members to further global goals for nature, collectively and collaboratively.
 - Strengthen **coordination between the Secretariat and IUCN Members**, in particular through:
 - Effective operation of regional offices and membership focal points that support Programme Centres in their interaction with Members on project development, advocacy, influence and policy development.
 - A proactive Membership Unit that serves as the interface between the Secretariat, the IUCN Members, Commission members and National, Regional and Interregional Committees worldwide.

The Budget for 2022

1. Introduction

The 2022 budget represents the second year of implementation of the 2021-2024 Financial Plan.

Budget summary

A surplus of CHF 1.0m is budgeted for 2022. This exceeds the planned surplus in the 2021-2024 Financial Plan by CHF 0.5m. The increase in the surplus is attributed to increases in the levels of corporate costs funded by the project portfolio. The total expenditure budget is CHF 145m, a significant increase on the forecast for 2021 (CHF 122m). This is driven by a growing project portfolio, a reduced impact of Covid 19 on implementation rates and a focus on delivery.

In both 2020 and 2021 implementation levels were impacted by Covid-19 which delayed certain activities. The impact was greatest on work performed by implementing partners. Although further delays cannot be ruled out, implementation levels steadily increased during the last 6 months of 2021 and this is expected to be maintained throughout 2022.

Targeted investments will be made in 2022 in programme development and innovation, together with investment in initiatives to increase operational efficiency and organisational effectiveness.

External context

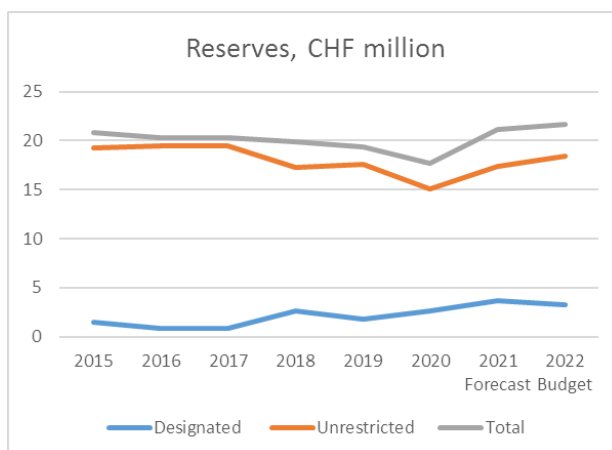
The Covid-19 emergency continued to impact programme implementation during the course of 2021. With the rollout of vaccination programmes the impact has steadily declined and this positive trend is expected to continue, assuming vaccine resistant strains do not emerge.

Funding remains strong, driven by donor support for the IUCN Programme and the increased recognition of the role nature can play in combatting climate change and mitigating its impact.

Overall Financial Situation

IUCN's overall financial situation is improving. In 2020 unrestricted reserves declined to CHF 15.1m as a result of unforeseen Congress costs and the need to make provision for Congress losses. The 2021 forecast shows an increase of CHF 2.3m in unrestricted reserves. This trend will be maintained in 2022, assuming that the budgeted surplus of CHF 1.0 million is realised.

Figure 7: IUCN reserves



A growing portfolio and the expansion of grant making programmes and projects implemented through partner organisations has increased the level of financial risk taken on by IUCN. It is therefore essential that IUCN builds reserves to support higher levels of risk.

Figure 8 shows income trends over the last 6 years together with the forecast for 2021 and the budget for 2022. The most significant change is the growth in project restricted income which reflects the growth in the project portfolio.

Figure 8: Income trends, CHF million

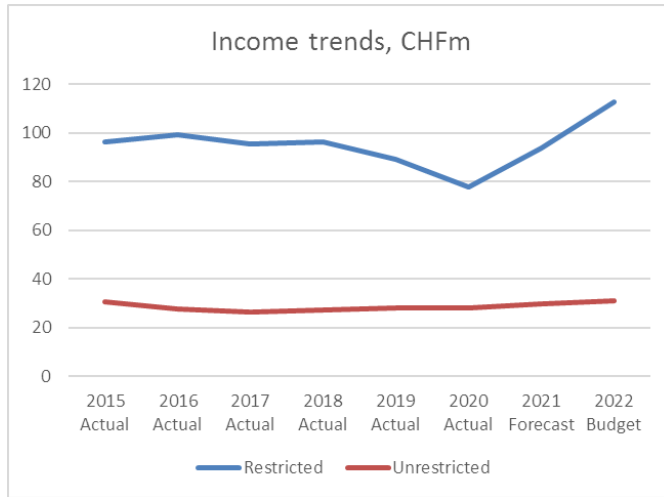
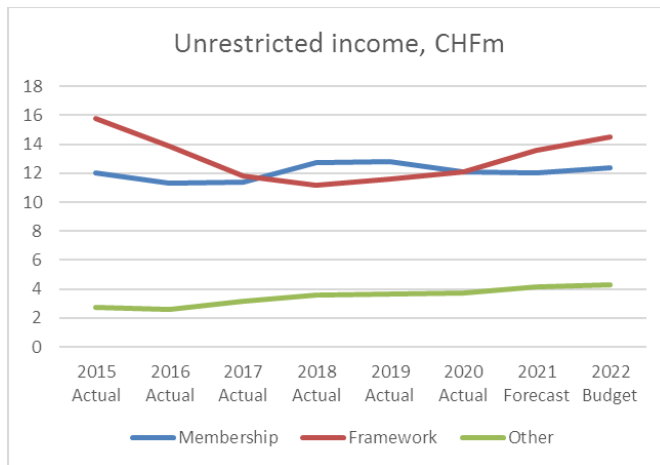


Figure 9 provides an analysis of the unrestricted income trend, broken down into its three main components: membership dues, framework income and other unrestricted income.

Figure 9: Unrestricted income trends, CHF million



Membership dues are stable. Membership dues declined in 2021 following the rescission of Members at the 2021 Congress. A modest increase is expected in 2022.

Framework income declined significantly over the period 2015-2018 but has since recovered, with growth in both 2021 and 2022.

2. Budget summary

Table 9 shows the budget for 2022. The budgeted result for 2022 is a surplus of CHF 1.0 million. Income is budgeted at CHF 145.6m and expenditure at CHF 145m. Reserve movements (described in section c below) bring the budgeted result to CHF 1.0m. Each major budget line is described below the table.

Table 9: Budget summary

	2020	2021	2022	2022
	Actual	Forecast	Budget	Plan
Income				
Unrestricted income				
Membership dues (net of provisions)	12.1	12.0	12.4	13.3
Framework income	12.1	13.6	14.5	12.6
Other unrestricted income	6.7	6.3	6.1	8.2
Total unrestricted income	30.9	31.9	33.0	34.1
Restricted income				
Project income	77.6	93.6	112.6	108.9
Total restricted income	77.6	93.6	112.6	108.9
Total income	108.5	125.5	145.6	143.0
Expenditure				
Staff costs				
Funded by project income	29.2	31.5	29.9	32.5
Funded by unrestricted income	24.4	24.5	27.2	27.3
Total staff costs	53.6	56.0	57.1	59.8
Other operating costs				
Funded by project income	5.3	5.2	7.7	6.7
Funded by unrestricted income	8.0	4.0	5.2	6.3
Total other operating costs	13.3	9.2	12.9	13.0
Project activities				
IUCN activities	27.3	32.7	30.2	69.7
Implementing partner activities	15.8	24.2	44.8	
Total project activities	43.1	56.9	75.0	69.7
Total expenditure	110.0	122.1	145.0	142.5
Operating result	-1.5	3.4	0.6	0.5
Transfers from/(to) designated reserves	-0.8	-1.1	0.4	0.0
Surplus/(deficit)	-2.3	2.3	1.0	0.5

a) Income

Unrestricted income is budgeted at CHF 33.0m.

Membership dues are budgeted at CHF 12.4m. This exceeds the forecast for 2021 of CHF 12.0m which takes into account provisions for amounts owed by Members who were rescinded at the 2021 Congress. The 2022 budget reflects the new membership dues scale approved by Congress and the reassessment of Members in the categories National and International Non-Government Organisations and Indigenous Peoples Organisations.

The amount budgeted is after deduction of a provision of CHF 1.0m for late payment or defaults.

Framework income is budgeted at CHF 14.5m. The budget is based on existing contracts with framework partners and does not include new agreements that may be entered into during the course of 2022.

Other unrestricted income is budgeted at CHF 6.1m. Other unrestricted income includes income from Patrons of Nature (CHF 1.4m), rental and service fee income from 3rd parties (CHF 1.5m), the in-kind value of tax exemptions (CHF 1.6m) and other sundry income (CHF 1.6m). Total unrestricted income is in line with the forecast for 2021.

Restricted income is budgeted at CHF 112.6m. IUCN recognises restricted income as expenditure is incurred and contractual obligations are fulfilled, hence income realisation is dependent on delivery. The total amount is significantly higher than the 2021 forecast (CHF 93.6m). The increase reflects the growth in the project portfolio, particularly in respect of GEF and GCF projects and also expected increases in implementation levels for the portfolio as a whole which will be driven by a focus on delivery and monthly monitoring.

b) Expenditure

Staff costs are budgeted at CHF 57.1m, compared to a forecast of CHF 56.0 for 2021. The increase reflects the increase in the level of unrestricted income and increased investment in both corporate and programmatic activities. CHF 29.9m is funded by project income through direct charging of staff time to projects, and CHF 27.2 by unrestricted income.

Other operating costs are budgeted at CHF 12.9m of which CHF 7.7m is funded by project income and CHF 5.2m by unrestricted income. Operating expenditure includes provisions of CHF 0.5m for foreign exchange losses and project losses.

Other operating costs were low in 2021 due to significant savings in discretionary costs such as travel and also as a result of foreign exchange gains of CHF 0.5m.

Project activities

IUCN project activities are budgeted at CHF 30.2m compared to a 2021 forecast of CHF 32.7m. **Implementing partner activities** are budgeted at CHF 44.8m compared to a 2021 forecast of CHF 24.2m. The significant increase in implementing partner activities is due to: 1) implementation delays in 2021 due to Covid 19; and 2) further growth in the GEF and GCF portfolios during 2021 which will lead to higher expenditure levels in 2022.

Figure 10 shows the evolution of project expenditure over the last 7 years. Expenditure levels declined in 2020 but have since recovered. Growth is strongest in implementing partner activities, driven by a growing GEF/GCF portfolio, but also as a result of a focus on large scale initiatives involving partner organisations.

Figure 10: Trends in project expenditure, CHF million



c) Transfers from/(to) designated reserves

Transfers from/(to) designated reserves are budgeted at CHF 0.4m in aggregate and comprise the amounts shown in Table 10.

Table 10: Reserve transfers

	2021	2022
CHF m	Forecast	Budget
World Conservation Congress and convenings	-	(0.5)
External and Governance Review	(0.1)	(0.1)
Other	(1.0)	1.0
Total expenditure	(1.1)	0.4

An allocation of CHF 0.5m has been made for the next Congress and for other convening events. An allocation of CHF 0.1m has been made for the External Review which takes place every four years.

An allocation of CHF 1.0m to designated reserves is included in the forecast result for 2021. This will be used to support organisational change process which started in 2021 that will continue into 2022. The funds are, therefore, carried forward from 2021 and budgeted to be utilised in 2022. The funds will support strengthening the regions and the newly established programme centres, and for investment in corporate functions across the Secretariat.

3. Implementation of the Financial Plan 2021-2024

The 2022 budget represents the second year of implementation of the Financial Plan 2021-2024. The Plan sets out a series of targets. Table 11 - taken from the Financial Plan - shows the targets set and progress made after taking into consideration the 2022 budget.

Table 11: Progress against Financial Plan targets

Target	Value	Period	2022 progress
Increase membership dues	10%	2021–2024	Increase of 2.5% compared to 2020
Maintain current level of framework income	0%	2021–2024	Increase of 19.7% compared to 2020
Increase value of project portfolio: <ul style="list-style-type: none"> • GEF/GCF • Other 	15% 5%	Year-on-year	Increase of 10% in aggregate compared to 2021 budget
Increase annual level of restricted income and expenditure	10%	Year-on-year	Increase of 20% budgeted compared to 2021 forecast.
Increase level of operational costs funded by cost recovery	From 63% to 70%	2021–2024	The budget level for 2022 is 54%. The lower percentage reflects the increase in framework funding not foreseen in the Financial Plan. Work on the full cost recovery model will be taken forward in 2022 with the objective of increasing the level of recovery.
Non-staff operating costs not to exceed 20% of total operating costs	20%	2021–2024	The budgeted level of non-staff operating costs for 2022 is 20%, in line with the target.
Grow income from foundations and philanthropy	From 9% to 12% of total income	2021–2024	2021 income from foundations and philanthropy is forecast at 7%

Target	Value	Period	2022 progress
Grow income from private sector	From 3% to 5% of total income	2021–2024	2021 income from the private sector is forecast at 3%
Increase reserves	CHF 3m	2021–2024	The forecast result for 2021 is a surplus of CHF 2.3m. The budgeted surplus for 2022 is CHF 1.0m.

4. Analysis of the 2022 budget by organisational structure

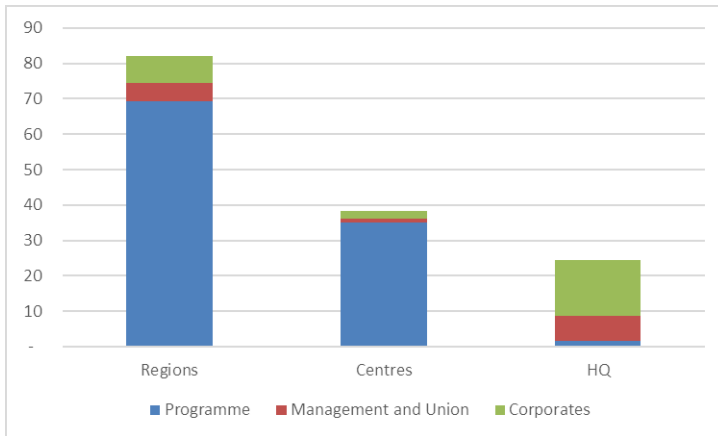
Table 12 below presents the 2022 budget by organisational structure and function at a high level. The organisation is presented in 3 blocks: regions, centres and headquarters. Headquarters supports both regions and centres as many corporate functions are centralised, eg global leadership; planning, monitoring and evaluation; global services such as finance, HR and IT. The term “Headquarters” denotes staff based in Gland, Switzerland as well as staff based in other offices that have a headquarters role.

Table 12: Analysis of the 2022 by organisational group, CHF million

	Staff costs	Other costs	Total operating expenditure	Total Project IUCN's Activities	Total Project activities through implementing partners	Total Expenditure	
Regional programmes							
Expenditure							
Programme	14.0	0.9	14.9	20.8	33.5	69.2	84%
Management and Union	3.3	0.6	3.9	0.8	0.6	5.3	7%
Corporates	5.0	2.2	7.2	0.2	0.0	7.4	9%
Total expenditure	22.4	3.6	26.0	21.8	34.2	82.0	100%
Centres							
Expenditure							
Programme	15.3	0.8	16.1	8.3	10.6	34.9	91%
Management and Union	1.1	0.1	1.2	0.0	-	1.2	3%
Corporates	1.8	0.4	2.2	0.0	-	2.2	6%
Total expenditure	18.2	1.2	19.5	8.3	10.6	38.3	100%
Headquarters							
Expenditure							
Programme	1.3	0.2	1.5	0.0	-	1.6	6%
Management and Union	4.9	2.2	7.2	0.0	-	7.2	29%
Corporates	10.2	5.5	15.8	0.0	-	15.8	64%
Total expenditure	16.5	7.9	24.4	0.1	-	24.5	100%
Total							
Expenditure							
Programme	30.7	1.8	32.5	29.1	44.1	105.7	73%
Management and Union	9.3	2.9	12.2	0.8	0.6	13.7	9%
Corporates	17.1	8.1	25.1	0.2	0.0	25.4	18%
Total expenditure	57.1	12.8	69.9	30.2	44.8	144.8	100%

Taking the organisation as a whole, programme functions account for 73% of the budget, management and Union functions 9% and corporate functions 18%. Corporate functions include service functions such as finance, administration, human resources and information systems, as well as legal, oversight, global communications and partnerships. Figure 11 presents the above information graphically.

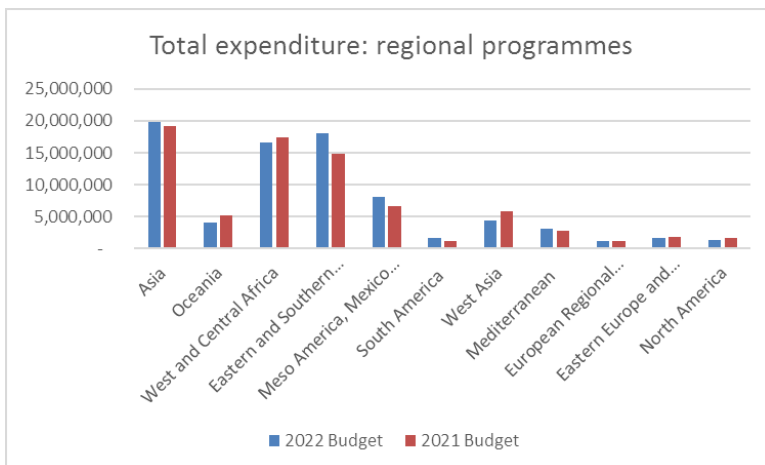
Figure 11: Analysis of 2022 budget by organisational group and function



Corporate costs are funded by a variety of mechanisms including allocations from unrestricted income and also through the project portfolio where costs may be charged as direct costs or indirect costs, depending on their nature. Direct charging is budgeted to increase by CHF 1.5m compared to 2021 through the introduction of new allocation methodologies. See also Annex 1: IUCN Budget Architecture and Funding Model.

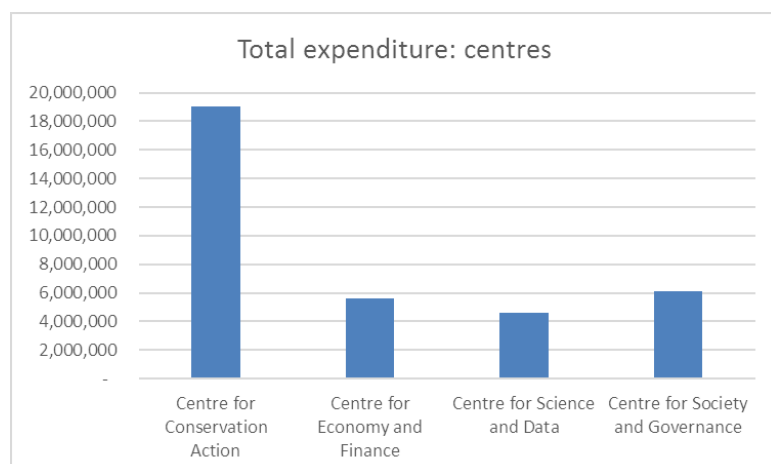
Figure 12 provides a breakdown of the budget for the regions and figure 13 a breakdown of the budget of the centres.

Figure 12: Regional programme budgets



Regions with the highest level of expenditure are Asia, West and Central Africa, and Eastern and Southern Africa, which together account for 68% of total regional expenditure.

Figure 13: Centre budgets



The Centre for Conservation and Action accounts for 54% of the total expenditure for centres. The centre manages large grant making projects as well as other high value projects.

5. Investments

The majority of IUCN's investments are programmatic in nature and are funded by framework income (see Workplan section 2).

Other investments are shown in Table 13.

Table 13: Planned investments

Area	Amount	Description
Strengthening resource mobilisation and relationship management	CHF 500k	Continuation of investment started in 2021. The capacity of the Strategic Partnerships Unit was strengthened in 2021. The objective is to increase the level of unrestricted funds to support programme innovation and to grow flexible programmatic funding. This will be achieved by targeting new framework partners, philanthropy and the corporate sector.
Strengthening accountability and transparency on the use and allocation of resources	CHF 300k	Continuation of investment started in 2021. The capacity of the Planning, Monitoring, Evaluation and Risk function (PMER) was increased in 2021. This will be maintained in 2022 to further build assurance, measure performance and leverage learning.
Document management	CHF 200k	Continuation of investment started in 2021. As part of a broader digitalisation strategy, investment will be made in the development of a document management system. A scoping exercise was performed in 2021. In 2022 a system will be selected and implementation will start.
Information Technology (IT) investments	CHF 850k	Investment will continue to be made in IUCN's IT infrastructure and applications. The Global Area Network will be upgraded over the course of 2022, security will be strengthened and existing applications will be leveraged through a continuous improvement process.
IUCN Website	CHF 60k	IUCN's new website will go live in 2022. The total cost is estimated at CHF 300k, which will be depreciated over 5 years (CHF 60k p.a.).
Organisational change	CHF 1,000k	Strengthening the regions and the newly established programme centres, and targeted investment in corporate functions across the Secretariat.

6. Risks Inherent in the Budget 2022

The main risks for 2022 are:

1. Delays in project implementation

Project expenditure is budgeted at CHF 113m, a 21% increase on the 2021 forecast of CHF 94m. The increase reflects a growing portfolio and the expectation that it will be possible to implement activities in accordance with project plans. However, the outlook for the Covid-19 pandemic remains uncertain. IUCN may continue to face implementation challenges, particularly if the work of implementing partners is constrained by restrictions on work and travel imposed by governments.

Delays in project implementation would result in lower levels of cost recovery and an increase in the risk of staff costs not being fully funded. It would also result in a reduction in the funding of corporate costs by the project portfolio, meaning a higher portion would have to be funded from unrestricted income.

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

Risk Level: Medium

Risk Owner: Centre and Regional Directors

2. Projects in development not realised or delayed

A total of CHF 14m of project expenditure is budgeted to come from contracts not signed as at 15 December 2021. This is significantly lower than the comparative level for the 2021 budget (CHF 29m), and represents a reduction in risk.

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

Risk Level: Low

Risk Owner: Centre and Regional Directors

3. Non-payment of membership dues

Members may decide to withdraw from IUCN or delay payment of membership dues. This could happen for a variety of reasons. The 2021 Congress approved a new scale of membership dues for all categories of Members. This included a change in the methodology for the calculation of dues for National and International Non-Government Organisations and Indigenous People's Organisations. This resulted in a significant increase in the level of dues for some Members and a reduction for others. This could lead to delays in payment or withdrawal of Members.

Risk response: A provision of CHF 1.0m has been included in the 2022 budget for non-payment of membership dues. Membership engagement and implementation of the Membership strategy are key priorities for 2022, including strengthening IUCN's value proposition.

Risk Level: Medium

Risk Owner: Deputy Director General – Corporate Functions

4. Exposure to foreign exchange fluctuations

Several of IUCN's Framework contributions (Sweden, Norway, Finland, France, US) are received in currencies that are not closely aligned with the Swiss franc. It is possible that the actual Swiss franc value of contributions will be lower than projected in the 2022 budget. In addition, IUCN receives and spends funds in a variety of currencies for projects and this creates a foreign exchange risk.

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

project budget, a natural hedging strategy is adopted whereby project assets and liabilities are balanced to the extent possible. A general provision of CHF 0.3m is also included in the budget for exchange gains and losses.

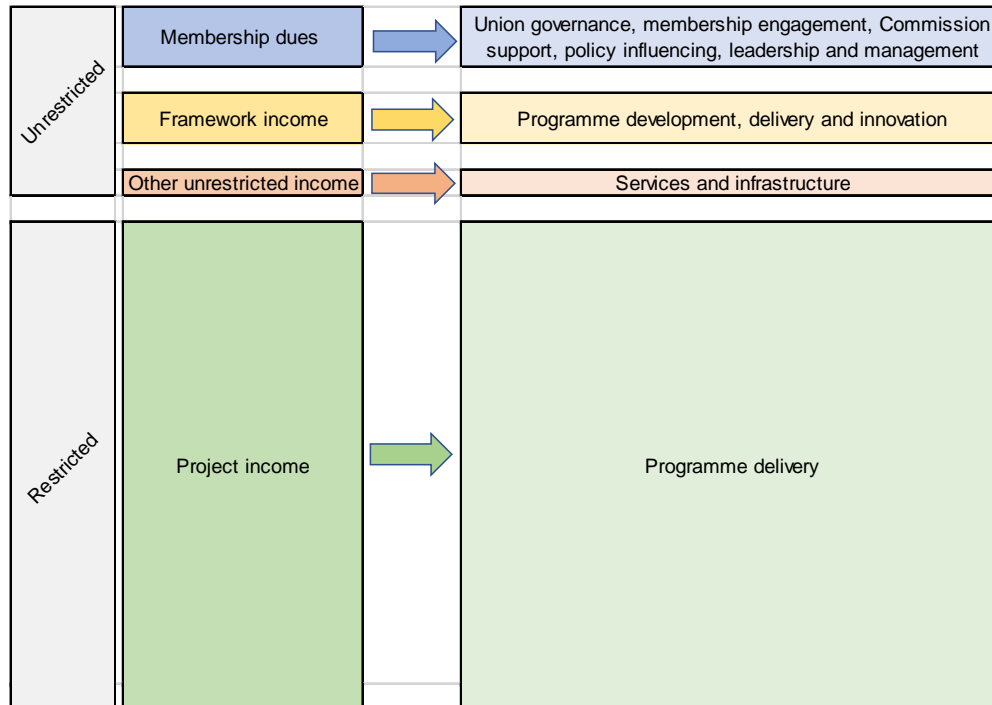
Risk Level: Low.

Risk Owner: Chief Finance Officer

Annex 1: IUCN Budget Architecture and Funding Model

IUCN's budget architecture can be depicted as shown in figure 14.

Figure 14: IUCN budget architecture



The architecture shows which funding source funds which costs.

The following principles have been applied:

Unrestricted income

Membership dues are used primarily to fund Union functions such as Governance, Membership engagement, and support to the IUCN Commissions. They are also fund international policy work, management and leadership, global communications (branding, IUCN website, media relations etc.), the Office of the Legal Advisor, Union systems and risk provisions.

Framework income is unrestricted programmatic funding. Consequently, it is used primarily to fund functions that further the implementation of the 2021-2024 Programme, such as programme development and coordination; programme innovation and knowledge generation; and relationship management and collaboration.

Other unrestricted income is used primarily to fund services and infrastructure as the most significant element relates to rental and service fee income.

Restricted income

Project restricted income is income generated from the IUCN project portfolio. It funds the associated project expenditures, including IUCN staff costs associated with project delivery and indirect project costs.

IUCN's intention over the course of 2022 and future years is to increase the level of corporate costs funded by the project portfolio, thereby limiting subsidisation from other funding sources. This will be supported by the roll out of a new overhead policy. This will allow for a greater proportion of Membership dues to be invested in activities that advance the development and impact of the Union. It will also increase the financial resilience of IUCN and support long term financial sustainability.

From: [WELIKALA Nihal](#)
To: [DE WEVER Luc](#); [BATES Rick](#)
Subject: Fw: Presentation to FAC on Strategic issues
Date: 04 February 2022 10:44:29

Dear Luc ,

Rick and I have agreed that my comments on financial strategy to the FAC on 1 February should be circulated to Council members , to facilitate discussion during the limited time available at the meeting.

I shall be appreciative if you could send this on.

Thank you ,

Nihal

- An appropriate starting point of the discussion on financial direction is the change in emphasis and direction resulting from the “ Retail to wholesale “ project strategy of 2016. This was introduced partly as a strategic response to the earlier significant decline in framework funding .

Under this strategy , project emphasis switched to larger projects funded by GEF and GCF and the scaling up of the portfolio . The strategy succeeded in achieving these objectives , but an unchanged model is now testing the limits of financial and risk sustainability. This strategy had at least four lasting effects on IUCN’s financial model , which it is timely to address now.

1. Positioning.

The question has been asked whether the right balance has been struck between IUCN’s role as project implementation agency and its role in acquiring and disseminating scientific knowledge .

This is an important matter for the Secretariat and Council to discuss and decide.

In my view , FAC has a narrower , more specific role to play , namely to opine on the financial implications of any changes , bearing in mind that project revenues contribute over half of total revenues presently.

2. The project risk profile .

Four features are worth noting :

A. Portfolio volumes in aggregate amount to around CHF 850 m and are projected to continue growing . This amounts to nearly 50 times the present level of reserves.

B. Project volumes individually are also large e.g. Nepal and Sri Lankan projects approved in 2021 are each around double the amount of total reserves. Concentration risk is high .

C. IUCN’s project role is changing to a partnership model , working with members. While this has advantages , it also carries new risks. There needs to be clarity on responsibility , both contractually and in terms of relationships with funders, if things go wrong. Additionally, where the partnering member is also the sovereign government , the partnership becomes more complex and unequal.

D. Project rewards have not kept pace with the rapid growth in portfolio scale and risks. As a result, reserves growth has been very muted and the level of reserves needed to cushion potential losses from a growing portfolio, is too low.

The reasons for the mismatch between risk and reward need to be well understood and remedied, if project expansion is to be sustained.

In summary, the limits of sustainability of the project growth model now need to be clearly defined.

3. The changing roles of HQ and the regions.

The increased scale of projects appears to have led to a more centralised model of management, with a scaling down of regional office staff numbers.

Thus, total staff numbers decreased by 191 or 19% to 831 in the period 2016 to 2022, of which 190 were from regional offices.

However, total staff costs, which comprise over 80% of total costs, increased during the same period from CHF 52m to 57 m.

The significantly higher unit costs of Gland based staff, as detailed in the Attachment sent earlier, may be an important contributor.

The recent trend of staffing and investment costs of each, has been requested.

HQ provides a wide range of centralised services. The regions provide services on the ground in some 45 countries. The important role of the regions has been confirmed both by Council and Congress.

Whether and how these roles are changing and the effectiveness and affordability of the present staffing model in performing these respective roles, needs reappraisal.

4. Reserves.

Reserves provide a cushion against two types of risk.

A. Known risks, which are not quantified and provided for in the financials.

Examples are the potential loss of framework or project funders, unexpected project losses or losses arising from foreign exchange positions or the investment portfolio of CHF 17 m or from legal cases or IT risks.

B. Unknown risks. e.g. prior to 2020, who would have included a pandemic as a major risk? Perhaps the financial consequences of the economic, social and political fallout is worth evaluating now.

Two challenges arise:

1. Quantifying the reserves target. This is a complex task which involves consideration of the above factors and review of best practices.

2. Formulating and implementing a time bound plan to bridge the gap between where we are and where we ought to be.

This is an even more complex challenge, involving "out of the box" thinking on matters such as revenue diversification, cost efficiencies and risk mitigation.

In short, what is the business model which is likely to sustain IUCN financially for the long term or the twenty year period proposed recently by WCC?

Process.

1. Investment.

You need to spend money to earn money. Since resources are scarce, investment needs to be supported by a well defined, documented and monitorable process. This should ensure that funds invested are repaid within an acceptable time frame and are available to fund the

next round of investments in a virtuous cycle.

2. The role of FAC .

The Council has the statutory obligation to set direction and provide oversight of implementation by the Secretariat . On financial matters , this is delegated to the FAC .

The task is complex and capacity is limited by time constraints of part time volunteers , lack of domain skills in certain areas and limited access to granular information.

The regulations recognise these limitations and permit Council and FAC to draw on external expertise where necessary .

In my view , this is essential , given the complexity of the strategic task ahead . Costs need to be explored , but they are likely to be affordable in the context of budgeted expenditure.

The cost of not doing so is likely to be much higher.

IUCN Statutory region	#	Organisation name	Acronym	IUCN Statutory State	Website	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application
Africa	1	Institut des Sciences de l'Environnement	ISE	Senegal	http://ise.ucad.sn/	National NGO	1) NG/24682 Centre de Suivi Ecologique, Senegal 2) NG/1506 Association Sénégalaise des Amis de la Nature, Senegal	ISE
	2	Care for Wild Rhino Sanctuary	CFWRS	South Africa	https://www.careforwild.co.za/	International NGO	1) NG/26004 Conservation Outcomes, South Africa 2) NG/26039 Kilimanjaro Animal Centre for Rescue, Education and Wildlife (C.R.E.W.), Tanzania	CFWRS
Meso and South America	3	Fundaciòn de Conservaciòn Tierra Austral (Tierra Austral Conservation Foundation)	FTA	Chile	www.fundaciontierraaustral.cl	National NGO	1) NG/25644 ASI Conserva Chile, Chile 2) NG/25716 Fundacion Mar Adentro, Chile	FTA
	4	Oficina de protecciòn del ambiente de la Municipalidad de Curridabat (Curridabat Municipality)	MC	Costa Rica	https://www.curridabat.go.cr	Subnational government	n/a	MC
	5	Unión Regional de los Pueblos Indígenas de la Amazonía de la Provincia de Atalaya (Regional Union of the Indigenous Peoples of the Amazon of the Atalaya Province)	URPIA	Peru	N/A	Indigenous peoples organisations	1) NG/25478 Eco Redd, Peru 2) IN/25493 Green Fund, Peru	URPIA
North America & the Caribbean	6	Reseau de milieux naturels protégés (Network of protected natural landscapes)	RMN	Canada	https://rmnat.org/	National NGO	1) NG/24708 Regroupement national des conseils régionaux de l'environnement du Québec (RNCREQ), Canada 2) NG/754 Nature Québec, Canada	RMN
	7	Sea Shepherd Legal	SSL	United States of America	https://seashepherdlegal.org	National NGO	1) ST/24748 Ministère de la Forêt, de l'Environnement et de la Protection des Ressources Naturelles, Gabon 2) IN/25930 SharkProject International, Switzerland	SSL
	8	International Indian Treaty Council	IITC	United States of America	http://www.treatycouncil.org/	Indigenous peoples organisations	1) NG/25609 National Whistleblower Center, USA 2) NG/25944 Rasmussen Family Foundation, USA	IITC
South and East Asia	9	The Hong Kong Bird Watching Society	HKBWS	China	https://cms.hkbws.org.hk	National NGO	1) GA/461 Agriculture, Fisheries and Conservation Department, Hong Kong Special Administrative Region, China 2) NG/620 Wild Bird Society of Japan, Japan	HKBWS
	10	Lok Sanjh Foundation	LSF	Pakistan	https://loksanjh.org	National NGO	1) NG/25340 HRD Network, Pakistan 2) NG/1358 SPO Strengthening Participatory Organisation, Pakistan	LSF
	11	Centre for Sustainable Rural Development	SRD	Viet Nam	http://www.srd.org.vn/	National NGO	1) NG/25381 Center for Environment and Community Research, Viet Nam 2) NG/25142 Centre for Marinelife Conservation and Community Development, Viet Nam	SRD
Asia	12	The Royal Commission for AlUla	RCU	Saudi Arabia	https://www.rcu.gov.sa/en	Government Agency	n/a	RCU

West	13	Al Ain Zoo	AAZ	United Arab Emirates	https://www.alainzoo.ae	Government Agency	n/a	AAZ
Oceania	14	Coalition of Legal Toothfish Operators, Inc.	COLTO	Australia	https://www.colto.org/	National NGO	1) IN/213 BirdLife International, United Kingdom 2) NG/410 World Wide Fund for Nature - U.K., United Kingdom 3) IUCN Councillor - Peter Cochrane	COLTO
East Europe, North and Central Asia	15	Shoqata E Kerkimeve Urbane (Urban Research Institute)	URI	Albania	http://www.uri.org.al	National NGO	1) IN/211 International Commission for the Protection of the Alps, Liechtenstein 2) GA/25865 National Agency of Protected Areas, Albania	URI
	16	ArAves nature conservation NGO	ArAves	Armenia	https://www.araves.org	National NGO	1) NG/1105 PROVITA, Venezuela 2) NG/1335 Centre for Biodiversity Conservation & Research, Georgia 3) NG/25287 Wildlife Trust of India, India 4) NG/26055 Asociación Ecológica de San Marcos de Ocotepeque, Honduras	ArAves
West Europe	17	European landowners' Organization	ELO	Belgium	https://www.europeanlandowners.org	National NGO	1) IN/1063 International Council for Game and Wildlife Conservation, Hungary 2) GA/25841 Royal Belgian Institute of Natural Sciences, Belgium 3) IUCN Councillor - Hilde Eggermont	ELO
	18	Enaleia	Enaleia	Greece	https://enaleia.com/	National NGO	1) NG/912 The WILD Foundation, United States of America 2) NG/992 Peruvian Society for Environmental Law, Peru	Enaleia
	19	Centre d'études et d'expertise sur les risques, l'environnement, la mobilité et l'aménagement (Center for Studies and expertise on Risks, Environment, Mobility, and Urban and Country Planning)	CEREMA	France	https://www.cerema.fr	Affiliate	1) AF/1313 Conservatoire du littoral, France 2) Comité national des Membres de l'IUCN en France, France	CEREMA
	20	Institut océanographique Paul Ricard (Paul Ricard Oceanographic Institute)	IOPR	France	https://www.institut-paul-ricard.org	National NGO	1) NG/53 Muséum National d'histoire naturelle, France 2) AF/25956 Institut de Recherche pour le développement, France	IOPR
	21	Wilhelma, Zoologisch-Botanischer Garten Stuttgart (Wilhelma, the Zoological and Botanical Garden Stuttgart)	Wilhelma	Germany	https://www.wilhelma.de	National NGO	1) NG/25348 Zoo Leipzig GmbH, Germany 2) NG/25420 Zoologische Gesellschaft für Arten- und Populationsschutz, Germany	Wilhelma

From: [Chris Mahon](#)
To: [DE WEVER Luc](#); [OVER Sarah](#)
Cc: [Tamas Marghescu](#); [H. de IONGH Hans](#); zavarzin1972@gmail.com; [GARN BLOM Ann-Katrine](#); [Ancuta Fedorca \(Cotovelea\)](#)
Subject: ICENCA proposed draft by-laws
Date: 10 January 2022 12:16:44
Attachments: [Draft ICENCA by-laws for GCC January 2022.docx](#)
[Interregional Steering Committee Members for GCC.docx](#)

Dear Sarah and Luc,

Welcome back to work and to 2022!

After much work by many contributors and some considerable time, please find attached the proposed revised draft by-laws for the Interregional Committee for Europe, North and Central Asia as duly considered by its Steering Committee (membership list also attached) and leadership team.

We hope this is in time for the approval we seek by the meeting of the Governance and Constituency Committee and the subsequent meeting of IUCN Council in February.

Please advise accordingly.

We shall report progress at the next meeting of the ICENCA Steering Committee on the morning of the 22nd February 2022, to which you are welcome to attend.

Kind regards,

Chris

Chris Mahon
Co-Chair, ICENCA

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**Draft By-Laws for the
IUCN Interregional Committee for the
West Europe, East Europe, North and Central Asia
statutory regions**

(the “Interregional Committee for Europe, North and Central Asia”, the “Interregional Committee”, “the Committee” or “ICENCA”)

Preamble	3
1. Establishment of the IUCN Interregional Committee.....	5
2. Purpose and activities.....	5
3. Membership	6
4. Organisation	6
5. Member’s Assembly	6
Composition.....	6
Function	7
Quorum and Voting	7
Holding of Meetings	7
6. The Steering Committee.....	7
Composition.....	8
Quorum and voting.....	8
Roles in the Steering Committee.....	8
Role of the Co-Chairs	8
Role of the Co-Secretaries	9
Role of the Treasurer	9
Holding of Meetings	9
Suspension and expulsion of a member of the Steering Committee.....	10
7. Observers.....	10
8. IUCN Programme within both regions of the Committee	10
9. Communication and use of IUCN’s name and Logo	11
10. Interregional Committee Operations	11
11. Regional Conservation Forum	12
12. World Conservation Congress	12
13. Amendments	12
14. Dissolution of the Committee.....	12

Preamble

Whereas,

Interregional, Regional and National Committees of IUCN Members are core components of IUCN, facilitating cooperation among Members within a country and a region, and supporting coordination with other components of IUCN and participation of Members in the programme and governance of IUCN,

Whereas,

Participation of the Members in their national and regional programmes and in the governance of IUCN is essential for programme growth and development,

Whereas,

Members are enabled to participate in the preparation and evaluation of IUCN Programmes and strategies and to prepare for each World Conservation Congress;

Whereas

Regional Councillors are currently elected in the two regions West Europe, East Europe, North and Central Asia by the global membership of IUCN, they need to be connected on a continuous manner in particular with the members in their region in order to inform their members about the work of the IUCN Council and to receive feedback of members about what they should represent in Council. (Two Way communications);

Whereas,

“West Europe” and “East Europe, North and Central Asia” are two IUCN statutory regions with a great importance for both IUCN and the global environment and which have built long lasting collaboration through, amongst others, the Working Group for National Committee Development (WGNCD) consisting of representatives from both regions;

Whereas,

The Working Group for National Committee Development (WGNCD) has discussed the possibilities in the forming of an Interregional Committee for the two statutory regions West Europe, East Europe, North and Central Asia.

Whereas,

An electronic consultation of all Members in both statutory regions took place from autumn 2018 until October 2019, allowing Members to express their views and raise questions in relation with the proposition to establish an Interregional Committee for West Europe and East Europe, North and Central Asia.

Whereas

The electronic survey showed that a majority of IUCN Members in each statutory region expressed their support for the establishment of an IUCN Interregional Committee covering both regions, as authorized under Part VII of the IUCN Statutes (Article

28-01-2020

DRAFT By-Laws - Interregional Committee for West Europe, East Europe, North and Central Asia

66 and 67(b)) and section VI of the Regulations.

Whereas

Based on the recommendation of the working group for National Committee Development (WGNCD) a Steering Committee for the “Interregional Committee for Europe, North and Central Asia” (ICENCA) was established through an open round of applications by IUCN members in the respective statutory regions. At its constitutive meeting held at the World Conservation Congress in Marseille in September 2021, the Steering Committee representing both statutory regions agreed to establish the Interregional Committee for “Europe, North and Central Asia” (ICENCA) and to operate in accordance with the following by-laws.

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1. Establishment of the IUCN Interregional Committee for West Europe, East Europe, North and Central Asia

1.1 A majority of the Members in each of the IUCN statutory Regions of "West Europe" and of "East Europe, North and Central Asia" hereby establish the IUCN Interregional Committee of "Europe, North and Central Asia" covering both statutory regions as a forum of Members.

2. Purpose and activities

2.1 The purpose of the Interregional Committee is

- (i) to facilitate cooperation and information exchange amongst Members within and amongst the Regions covered by the Committee, as well as with the other components of IUCN (National and Regional Committees, Council, Commissions and Secretariat) as to guide and facilitate the One Programme Approach;
- (ii) to share best conservation practices amongst the Members of the Committee, and with other components of the Union and other regions.

2.2 The Interregional Committee should, funding permitting, further work to:

- a) Encourage suitable partners to become or remain Members of IUCN;
- b) Take positions relevant to the objectives of IUCN on behalf of the Committee on issues of interest and concern to IUCN Members in the regions of the Committee;
- c) Undertake advocacy and awareness-raising activities on behalf of IUCN Members in the regions of the Committee;
- d) In cooperation with the Secretariat and Commissions, facilitate the development of common activities, awareness processes, education and training to strengthen the skills and expertise of IUCN Members;
- e) Motivate actions for the conservation and sustainable management of nature, and for the wellbeing of present and future generations in Western Europe, Eastern Europe and North and Central Asia;
- f) Facilitate and promote discussion, communication and exchange of information among the Members in the regions of the Committee on the environment through forums, networks or other channels;
- g) Support the implementation of the decisions reached at the World Conservation Congress in relation to the regions of the Committee;
- h) Support the development and implementation of the regional Programme within the One Programme framework
- i) Promote communication between Commissions, the Secretariat, National Committees and Members in the regions of the Committee;
- j) Encourage the establishment of National Committees in the regions of the Committee, and to support development and work of the National Committees;
- k) Assisting in the review process of motions for discussion at IUCN's World Conservation Congress;
- l) Actively support the Secretariat in the planning and execution of the Regional

Conservation Fora.

- m) Facilitating the communication between Regional Councillors and the membership in the two regions, so as to ensure that Members are informed about the activities of the IUCN Council and to provide Regional Councillors in advance of Council meetings with mandated positions which would enable them to represent these positions in Council.

3. Membership

- 3.1 The membership of the Interregional Committee is open to all IUCN Members in the statutory regions of West Europe and East Europe, North and Central Asia.
- 3.2 Every IUCN Member in good standing in the above-mentioned regions shall be automatically enrolled as a Member of the Interregional Committee and have the right to vote on all decisions of the Committee and on the election of the Co-Chairs and the Steering Committee.
- 3.3 The Interregional Committee will endeavour to ensure that it represents the interests of all IUCN Members within the two IUCN statutory regions and to support the active participation of the IUCN Members in each of the two regions.
- 3.4 Any IUCN Member in the regions of the Committee has the right to disassociate itself from any decision of the Committee or statement of the Committee, and, if requested, the Committee shall clearly indicate that disassociation as provided for in IUCN's Regulation 66 (e) and communicate this to the Members.

4. Organization

- 4.1 The Member's Assembly of the Interregional Committee shall be the highest organ of the Interregional Committee.
- 4.2 A Steering Committee shall be adopted by the Members Assembly based on a process of open and transparent nominations, authorized to manage the affairs of the Interregional Committee in between meetings of the Members' Assembly.
- 4.3 The Interregional Committee shall be self-governing and autonomous and shall not undertake or impose financial obligations or liabilities upon IUCN or its Members, which is not responsible for commitments entered by the Interregional Committee.
- 4.4 The work of the Interregional Committee shall be conducted with transparency. Agendas, minutes and programmes of work of the meetings being held shall be shared with all Members in the regions of the Committee, the Council and the Secretariat.

5. Member's Assembly

Composition

- 5.1 The Member's Assembly shall consist of the representatives of the voting members of the Interregional Committee.

Function

- 5.2 The Member's Assembly may adopt its own operational procedures consistent with these by-laws.
- 5.3 The Member's Assembly shall define or approve policies as set forth in section 5.
- 5.4 The Member's Assembly shall adopt
 - a. Two individuals, one from each of the regions, to serve as the Co-Chairs of the Member's Assembly and as the Co-Chairs of the Steering Committee;
 - b. Two individuals one from each of the regions, to serve as the Vice-Chairs of the Member's Assembly and as the Vice-Chairs of the Steering Committee in case of absence of the Co-Chair from their region;
 - c. Two individuals one from each of the regions, to serve as the Co-Secretaries of the Member's Assembly and as the Co-Secretaries of the Steering Committee;
 - d. Ten additional individuals, five from each region to be members of the Steering Committee.

Quorum and Voting

- 5.5 All adoptions and decisions taken by the Member's Assembly shall be taken by a simple majority of votes cast for the statutory regions of "West Europe" and of "East Europe and North and Central Asia" (double majority).
- 5.6 All matters within the competence of the Members of the Interregional Committee may be decided either i) at the Member's Assembly or ii) by electronic voting.
- 5.7 Half of the Members of each of the regions of the Committee, whether in person or by proxy, shall constitute a quorum. In case of electronic voting, all IUCN Members receiving the voting material are considered to be participating to the vote.
- 5.8 Only Members of the Interregional Committee, who are also Members of IUCN, have the right to vote. Each Member shall be entitled to one vote.

Holding of Meetings

- 5.9 The Members of the Interregional Committee shall meet in the form of a Member's Assembly at least once every four years, when possible, at the occasion of the IUCN Regional Conservation Fora. Meetings and voting can be held online.
- 5.10 The Steering Committee decides upon the place and form of the Members Assembly.
- 5.11 The Chair may convene additional meetings upon request of 5 regular members or of its Steering Committee
- 5.12 The Co-Chairs or their Vice-Chairs preside over the meetings and have general responsibility for implementing the decisions of the Interregional Committee.

6. The Steering Committee

- 6.1 The Steering Committee shall manage the daily affairs of the Interregional Committee in between meetings of the Members Assembly.

Composition

- 6.2 The members of the Steering Committee are:
- a. The two Co-Chairs;
 - b. The two Vice Chairs;
 - c. The two Co-Secretaries; and
 - d. Ten additional individuals, five from each region.
- adopted by the Members' Assembly as set forth in clause 5.4.
- 6.3. There shall be a total of 16 elected members of the Steering Committee. To the extent possible, they shall reflect a balance of gender, age and expertise in line with IUCN's diversity principle. In addition, there shall be a minimum of two elected members from each of the statutory regions.
- 6.4. Additional members may be appointed by the elected members of the Steering Committee considering any gaps in skills, gender or representation as well as representation from other strategic institutions. If two members are appointed, they should not come from the same region.
- 6.5 A maximum of two Members of the Steering Committee may be from the same State.
- 6.6. The adopted members of the Steering Committee shall not be members of the IUCN Council.
- 6.7 Each member of the Steering Committee will serve for an initial term of four years and shall be eligible for re- adoption by the Members Assembly for another term but not exceeding two consecutive terms. The time served to fill the balance of the term following a vacancy as set forth in clause 6.8, shall not be counted.
- 6.8 The Steering Committee may fill vacancies for any member of the Steering Committee that may occur for the balance of the term concerned.
- 6.9 A member of the Steering Committee may terminate his/her mandate through written resignation.

Quorum and voting

- 6.10 Half of the members of the Steering Committee, whether in person or by proxy, shall constitute a quorum.
- 6.11 Decisions of the Steering Committee shall be taken by a simple majority of votes cast.

Roles in the Steering Committee

Role of the Co-Chairs

- 6.12 The Co-Chairs, or Vice-Chairs, shall preside over meetings of the Member's Assembly and the Steering Committee, and have general responsibility for promoting the implementation of the decisions of the Committee.
- 6.13 The functions and responsibilities of the Co-Chairs shall be to;

- a) Represent the Committee and ensure implementation of the decisions of the Committee;
- b) Monitor and ensure the application of the Operational Guide for IUCN National and Regional Committee and of Logo Rules for IUCN National and Regional Committees currently applicable and include corresponding feedback in the annual report;
- c) With support of the Co-Secretaries, convene meetings of the Member's Assembly and of the Steering Committee and preside over those meetings;
- d) Disseminate official communications in the name and on behalf of the Committee
- e) Serve as the liaison between the Committee and the Director General of IUCN, or their designated nominee responsible for liaising with the Interregional Committee and convey the communications of the Director General of IUCN or of the designated nominee responsible for liaising with the Interregional Committee to the members of the Interregional Committee, as provided for in Regulation 68;
- f) Ensure preparation and presentation of an annual report covering the activities of the Committee and transmission to all the Members of the regions of the Committee, the Director General and the IUCN Council;
- g) Maintain contact with IUCN Members, National Committees, ECARO and EURO offices, the Council Members, Commissions members in both regions, and IUCN Secretariat through the Director General or the designated nominee responsible for liaising with the Interregional Committee;
- h) Act as mediator in the resolution of problems between Members of the regions of the Committee, where necessary;
- i) Endeavour to ensure the full participation of the Members in both regions

Role of the Co-Secretaries

6.14 The Co-Secretaries shall send invitations to the different meetings, prepare the agenda and record written minutes of all the meetings of the Member's Assembly and of the Steering Committee, to the Director General of IUCN and to the IUCN Council. The Co-Secretaries shall prepare an annual report of the Interregional Committee in English for the approval of the Steering Committee before transmission to the Director General of IUCN and the IUCN Council.

Role of the Treasurer

6.15 If elected by the Steering Committee from within its composition, the Treasurer shall be responsible for all funds raised by, and the financial affairs of the Interregional Committee in line with the regulations and guidelines established by the Committee and within the framework of IUCN regulations.

Holding of Meetings

6.16 The Steering Committee will meet at least twice a year. The main form of the meetings shall be by teleconferencing. The intention shall be to organise a physical meeting in one of the regions at least once during the term of 4 years. Special meetings may be convened at the discretion of the Co-Chairs or if requested by five or more members of the Steering Committee

- 6.17 The Interregional Committee will, funding permitting, cover the costs of transport and accommodation for the meetings of the Steering Committee. In addition, Members will be reimbursed for their expenses in the way adopted by the IUCN.

Suspension and expulsion of a member of the Steering Committee

- 6.18 If a member of the Steering Committee is absent at two or more consecutive meetings without good reasons or acts in a manner seriously inconsistent with that member's duties, the Co-Chairs or two other members of the Steering Committee may propose that the Steering committee suspend that member. If, after due process, the Steering Committee considers that they are valid grounds, it may decide on the expulsion of a member appointed by the Steering Committee or propose the expulsion of an elected member to the Members' Assembly for its decision.

7. *Observers*

- 7.1 A member of the Council resident in a State within one of the statutory regions of the Committee, shall be invited to participate in the meetings both of the Member's Assembly and the Steering Committee, as well as other activities of the Interregional Committee without voting powers but with speaking rights.
- 7.2 Individuals who have been appointed as a member of a Commission resident in a State within one of the statutory regions of the Committee, may be invited to participate in the meetings of the Member's Assembly and other activities of the Interregional Committee, as appropriate and without voting rights but with speaking rights.
- 7.3 The Director General or the IUCN Secretariat official nominated by the Director General to be responsible for liaison with the Interregional Committee, and the IUCN Legal Advisor have the right to attend.
- 7.4 The Regional Directors of the regional offices [ECARO and EURO] or their nominee, shall be invited to participate in all the meetings of the Interregional Committee. without voting rights but with speaking rights.

8. *IUCN Programme within both regions of the Committee*

- 8.1 The Interregional Committee may adopt its own programmatic policies consistent with the policies and objectives of IUCN and may exchange views on conservation with IUCN Members in the regions of the Committee or internationally.
- 8.2 The Interregional Committee shall adopt the "One Programme Approach" model and work with the Secretariat offices within the regions, with Members in the region, and with National Committees where they exist or directly with Country Focal Points or Members where no National Committee exists, and Commissions to raise the profile of IUCN, formulate, coordinate, implement and monitor the Programme of IUCN within the regions of the Committee.
- 8.3 The Interregional Committee shall promote the active engagement of Members in

both regions of the Committee and participate in the formulation, implementation, monitoring and reporting of the IUCN regional Programmes and agree to a written work plan with respect to the implementation of the Programme of IUCN within both regions of the Committee. Members are entitled to raise matters of concern to the Steering Committee for it to discuss and, if necessary, raise with IUCN Council.

- 8.4 The Interregional Committee may assist its members with respect to the realization of the rights and obligations of IUCN Members, as set forth in Article 12 of the Statutes of IUCN.

9. *Communication and use of IUCN's name and Logo*

- 9.1 Once recognized by the Council of IUCN as an Interregional Committee, the Interregional Committee, may use the name of IUCN and the logo of IUCN in conjunction with the name of the regions covered by the Interregional Committee in accordance with Logo Rules for IUCN National and Regional Committees currently applicable, and subject to the conclusion of a license agreement with IUCN.
- 9.2 Once recognized by the Council of IUCN as an Interregional Committee, the Committee may take positions, announce policies, and issue statements in the name and on behalf of the Committee on matters relevant to the objectives of IUCN and arising solely within the statutory regions of the Committee. Such recommended policies, positions or statements, as agreed by the Interregional Committee Members Assembly, shall be solely in the name and on behalf of the Interregional Committee and shall not commit IUCN to any financial, legal or policy obligation.
- 9.3 The Committee shall align its messages with the principles, values and general policy approved by the World Conservation Congress, with the rulings and guidance of the IUCN Council to elaborate that policy, and with official statements issued from time to time by the Director General to implement the policy.
- 9.4 The Co-Chairs of the Committee shall communicate such positions and policies at once upon their adoption by the Committee to the Director General of IUCN or to the IUCN Secretariat official nominated by the Director General to be responsible for liaison with the Committee. Should the Director General find that such positions and policies may be inconsistent with the objectives, rules and regulations of IUCN, the Co-Chairs of the Interregional Committee shall make all reasonable efforts to resolve such problems, and if the problems cannot be resolved with the Director General, Director General and/or the Co-Chairs of the Committee may address the issue to the Council of IUCN.

10. *Interregional Committee Operations*

- 10.1 The Interregional Committee shall not be a legal entity in itself.
- 10.2 The Interregional Committee shall not undertake any activities, including but not limited to direct projects implementation or fundraising, which are inconsistent with the IUCN programme or which would be in competition with activities and work undertaken or monitored by IUCN Members, National Committees, the Secretariat or

Commissions.

In particular, the Interregional Committee will - in accordance with the Operational Guide:

- a) coordinate its fundraising activities with the Secretariat in a spirit of openness and transparency;
- b) When proposing to work outside its own State or Region as set forth in Regulation 66bis, undertake prior, meaningful consultation with its counterpart Committee(s) in the country(ies) or Region(s) concerned (hereafter referred to as "focal" country(ies) or region(s)) in order to avoid conflicts and to ensure that its activities are consistent with the IUCN Programme, including any agreed regional or national programmes or work plans.

11. Regional Conservation Forum

- 11.1 The Interregional Committee shall, in so far as possible, facilitate and encourage the participation of all IUCN members in the IUCN Regional Conservation Forum and any other fora of IUCN Members within the Region of the Committee.

12. World Conservation Congress

- 12.1 The Interregional Committee shall, in so far as possible, facilitate and encourage the effective participation of its Members in the World Conservation Congress especially in the formulation of common positions on issues.

13. Amendments

- 13.1 These by-laws may be amended by an affirmative vote of two-thirds of the IUCN Members in good standing, for each statutory Region of the Committee, by those attending a Members Assembly.
- 13.2 Any IUCN Member in the regions of the Committee may propose an amendment to these by-laws, and the Chair of the Interregional Committee shall circulate the proposal to all IUCN Members in both regions, to the Regional Directors of the [ECARO and EURO] and to the Director General of IUCN. Three months after the Chair of the Committee has circulated the proposed amendment, it may be voted upon by an electronic ballot of all the Members of the Committee.
- 13.3 Where an amendment fundamentally changes the current by-laws of the Committee, the Chair shall highlight this in his/her communication about the proposed amendment. The Director General, after consideration of the proposed changes, shall advise the Interregional Committee on their conformity with IUCN Statutes and Regulations, and if not satisfied of that conformity, shall inform Council at its next meeting so that Council may reconsider its recognition.

14. Dissolution of the Committee

- 14.1 Should the Members of the Interregional Committee decide to dissolve the Committee, they should inform the Council, through the Director General.

28-01-2020

DRAFT By-Laws - Interregional Committee for West Europe, East Europe, North and Central Asia

Signed and dated

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Interregional Steering Committee, Europe, North and Central Asia 2021-24/5

Co-Chair West Europe - **Chris Mahon (United Kingdom)** IUCN National Committee UK/The Sibthorp Trust

Co-Chair East Europe, North and Central Asia - **Tamas Marghescu (Hungary)** International Council for Game and Wildlife Conservation

Vice Co-Chair West Europe – **Hans de Iongh (The Netherlands)** Leo Foundation and previous IUCN Council Member

Vice Co-Chair East Europe, North and Central Asia – **Alexei Zavarzin (Russian Federation)** All-Russian Society of Nature Protection/IUCN Commission on Education and Communication

Co-Secretary West Europe – **Ann-Katrine Garn (Denmark)** IUCN National Committee Denmark/Copenhagen Zoo

Co-Secretary East Europe, North and Central Asia - **Ancuta Fedorca (Romania)** - Fundatia Carpati

1 Steering Group Member West Europe – **Davija Jata (Belgium)** Royal Belgian Institute for Natural Sciences

2 Steering Group Member West Europe – **Thomas Tennhardt (Germany)** Naturschutzbund Deutschland (Nature and Biodiversity Conservation Union)

3 Steering Group Member West Europe - **Anna Espadalé Gelis (Spain)** Generalitat de Catalunya (Government of Catalonia)

4 Steering Group Member West Europe - **Nida Al Fulaij (United Kingdom)** People's Trust for Endangered Species

5 Steering Group Member West Europe - **Cécile Erny (France)** Association Française des Parcs Zoologiques (French Association of Zoological Parks)

1 Steering Group Member East Europe, North and Central Asia **Ruben Khachatryan (Armenia)** Foundation for the Preservation of Wildlife and Cultural Assets

2 Steering Group Member East Europe, North and Central Asia **Tamar Pataridze (Georgia)** - previous IUCN Council Member

3 Steering Group Member East Europe, North and Central Asia - **Petko Tzvetkov (Bulgaria)** - Bulgarian Biodiversity Foundation

4 Steering Group Member East Europe, North and Central Asia - **Stiliyan Geraskov (Bulgaria)** Union of hunters and anglers in Bulgaria

5 Steering Group Member East Europe, North and Central Asia - **Roman Jashenko (Republic of Kazakhstan)** Institute of Zoology

Gender equality status 16 Members: 9 male - 7 female

Invited Councillors elected from the regions

West Europe

Hilde Eggermont (Belgium)

Sonia Castañeda Rial (Spain)

Maud Lelievre (France)

East Europe, North and Central Asia

Carl Amirgulashvili (Georgia)

Vilmos Kizsel (Hungary)

Samad-Jon Smaranda (Romania)

Invited Regional Office representatives

Alberto Arroya Schell (Regional Office for Europe, Brussels)

Boris Erg (East Europe, North and Central Asia Office, Belgrade)

Antonio Troya (Mediterranean Office, Malaga)

Invited representatives of the 7 IUCN Commissions

Regional Vice-Chair, Species Survival Commission (SSC)

Regional Vice-Chair, Commission on Environmental, Economic and Social Policy (CEESP)

Regional Vice-Chair, Commission on Ecosystem Management (CEM)

Regional Vice-Chair, Commission on Environmental Law (CEL)

Regional Vice-Chair, Commission on Education and Communication (CEC)

Regional Vice-Chair, World Commission on Protected Areas (WCPA)

Regional Vice-Chair, Climate Change Commission (CCC)

Invited representatives of the Secretariat

Sarah Over Communications Manager, Union Development Group

Constantine Makris Membership Relations Officer



IUCN Membership Dues

Background slides on key facts



General principles on membership dues in the statutes

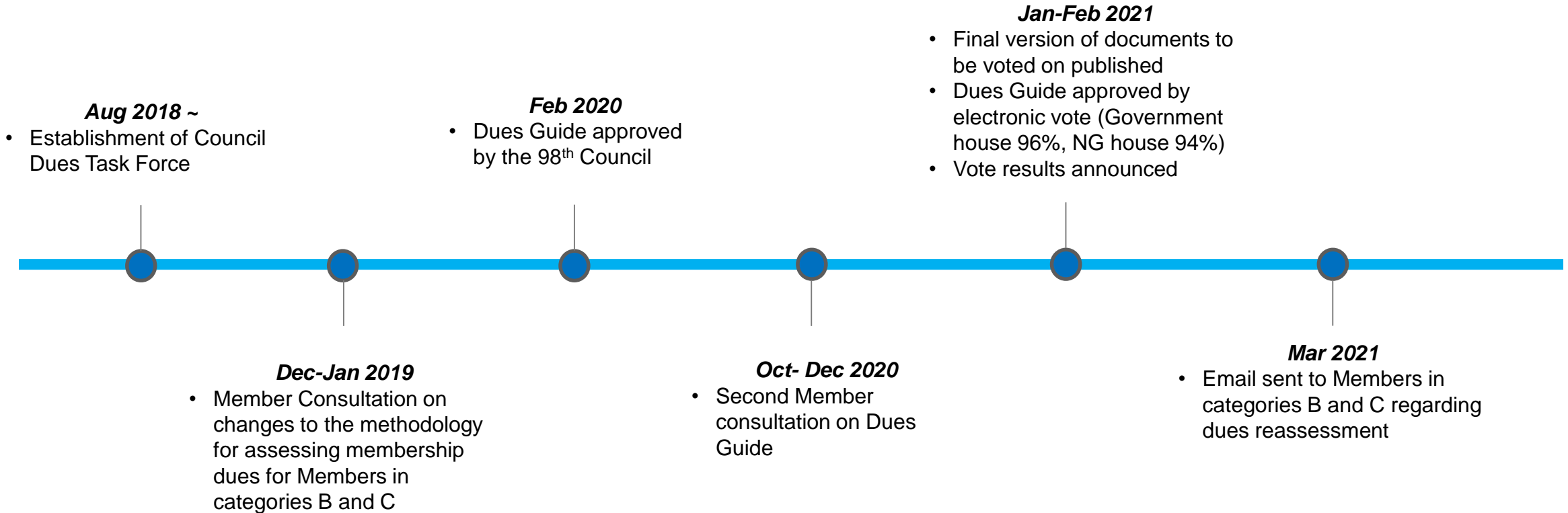
IUCN Statutes and Regulations

- **Art 20 (f) Statutes** - It is one of the functions of the IUCN World Conservation Congress to determine the dues of Members of IUCN.
- **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.
- **Regulation 23:** “Dues for Members in Categories B, C and D shall be established by the World Congress on the proposal of the Council”.
- **Rights and obligations of Members**
 - Article 12 (c) Members shall have the obligation inter alia: ...
 - (iii) to pay membership dues as prescribed in the Regulations; and
 - (iv) to provide to IUCN such information as is required for the calculation of their dues.

[Dues Guide](#) – adopted by the IUCN membership during Congress.



Timeline of the latest adopted dues guide





Reassessment – Dues Guide

Notion of reassessment introduced in 2017-2020 Dues Guide

Every four years, after the IUCN World Conservation Congress, the classification of Members in Category B and C 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.

Total expenditure methodology introduced in new Dues Guide

Re-assessment of membership dues

Every four years, after the IUCN World Conservation Congress, the Secretariat undertakes a re-assessment of the dues groups for Members in Category B and C. In 2021, after the approval of the Dues Guide at the Congress, each Member will be required to submit to the Secretariat, a declaration of total expenditure for the last three years, together with their annual audited financial statements for those three years. This information will be used by the Secretariat to calculate the average total expenditure for that period and to determine their dues group for the next quadrennial or until a new Dues Guide is approved by Members. This exercise will be completed on time for the 2022 invoicing in November 2021. If a Member does not submit the information required, the Secretariat will use the latest financial statements available from public sources to determine the level of total expenditure of the Member. Failing that, the organisation will be reclassified into the dues group immediately above the one it is currently in.



19 January 2022

To: Dr. Bruno Oberle, Director General, IUCN
Razan Al Mubarak, President, IUCN

CC: Susan Lieberman, Regional Councillor, IUCN

Re: Member Dues Structure

Dear Director General Oberle and President Al Mubarak:

We write to you as the Executive Committee of the IUCN National Committee for the USA. We represent the interests and engagement of US Members in the Union and wish to encourage the Secretariat and the Council to reconsider the IUCN dues structure and computation process that have, in our view, adversely affected many of our Members and threaten to weaken the Union.

The new dues structure was presented to Members late on 24 December 2019, Christmas Eve, with a deadline of 23 January 2020 for commenting, not long after the holiday period, making it difficult for Members to respond. This was not a meaningful consultation and the draft dues guide was adopted by Council without real member engagement. Compounding the problem was the later message to Members indicating that if they did not provide a current financial statement or budget for their organization, their new dues would be increased only to the next higher level, a procedure that was not followed in dues reassessment .

It is likely that some Members did not respond, not only because of the holidays and limited comment period, but because the new dues structure seemed to suggest that, for the most part, dues would either decrease or only increase slightly. There was no suggestion in any communication from the Secretariat regarding changes in how the Secretariat would compute or recompute the dues levels for Members.

The method of computing the new dues structure only came into sharp focus once new invoices were received. What appeared to have occurred is that IUCN, absent new financial statements from Members, investigated the financial records of each Member and assessed new dues based on the entire organizational budget, even though some organizations devote only a small percentage of their budget to conservation issues or to supporting the IUCN Programme. This is particularly true for public institutions such as zoos and aquaria and has ramifications for many other Members. We do not find this approach acceptable and it evidenced a lack of transparency on the part of the Secretariat.



124 Comstock Knoll Drive
Ithaca, NY 14850
USA

+1 607-255-6139
cpd55@cornell.edu



As an example, some Members that are conservation centers within a university are now being assessed dues based on the entire university's budget, without prior coordination with the Member. This is in contradiction to: (1) the process they followed when applying and being accepted as a Member, (2) the statement from IUCN that dues might be increased by one level only, and (3) best practices of transparency and communication.

This is also an issue that some large philanthropic foundations are facing. Many fund work in conservation and the environment, but also in the arts, humanities, medicine, education, etc. Thus, only a small fraction of their activities might be related to the IUCN mission. Furthermore, the assets of such organizations and foundations include funds that are to be granted and distributed. These are not operating funds. [This is also the case, by the way, for some grantmaking conservation NGO members.] Thus, for IUCN to simply review such organizations' IRS 990 forms and calculate new dues based, presumably, on Line 18 is manifestly wrong and unfair. And it was done without any consultation with the Members so affected.

The Executive Committee has heard from many US Members who are concerned by this situation. Some have stated they will either leave the Union (one has already notified it is withdrawing and another is ready to) or reduce their membership to Affiliate status.

This unfortunate situation could discourage new organizations from joining IUCN and to push current Members to leave the Union. We strongly encourage the Council to direct the Secretariat to re-compute the dues of all Members whose dues increased significantly without input from, or consultation with, the Member. The Secretariat should communicate with Members in a clear and transparent manner and indicate next steps to rectify this situation for those Members affected. This needs to be done so that IUCN may grow, not just in membership, but in inclusivity, stature, and reputation.

Thank you for your consideration.

With all best wishes,

The Executive Committee of the IUCN National Committee for the USA

Christopher P. Dunn, PhD; Chair
Deborah Hahn
Scott Hajost, Esq.
Healy Hamilton, PhD
Jennifer Luedtke
David Reynolds



124 Comstock Knoll Drive
Ithaca, NY 14850
USA

+1 607-255-6139
cpd55@cornell.edu



107th Meeting of the IUCN Council

8-10 February 2022 (virtual)
18-19 May 2022 (in person), IUCN headquarters, Gland, Switzerland

Agenda Items 8.1 and 8.2

Appointment of the Vice-Presidents and establishment of the standing committees

DRAFT DECISION

The IUCN Council,

Vice-Presidents

On the proposal of the President,

Appoints the following members of the Council as Vice-Presidents of IUCN: (in alphabetical order)

- Ramiro Batzin Chojoj (Guatemala)
- Peter Cochrane (Australia)
- Hilde Eggermont (Belgium), and
- Imen Meliane (Tunisia).

Terms of Reference and membership of the Council's standing committees (FAC, GCC and PPC)

On the recommendation of the standing committees of the Council (provisional membership),

Approves the Terms of Reference of the Finance and Audit Committee (FAC) (Annex 1), the Governance and Constituency Committee (GCC) (Annex 2) and the Programme and Policy Committee (PPC) (Annex 3);

On the recommendation of the President taking into account Council members' expressions of interest and the nominations for chair made by the standing committees (provisional membership),

Appoints the members and chairs of the standing committees of the IUCN Council. (Annex 4)



Finance and Audit Committee of the IUCN Council (FAC)

Terms of Reference (~~2017-2021~~2021-25)

~~[Approved by the Council at its 92nd Meeting, February 2017, modified by Bureau decision B97/2 (August 2021)]~~

Preamble

~~Section 37 of the statutes gives responsibility to Council to "...(ii) provide oversight and guidance on the performance of the components of the Union as a whole and of the Director General in particular, encouraging coherence among its component parts;"~~

~~IUCN's Internal Audit Charter, which describes the Internal Audit's functions Terms of Reference, principles and provisions, was adopted by FAC September 22, 2020.~~

~~The internal audit function is an important part of the oversight process by Council (and by FAC on Council's behalf) of the organization and the Director General. FAC has an important role in maintaining the balance of avoiding conflicts of interest, while ensuring his or her independence. The reporting relationship among the Internal Auditor, FAC and the Director General is described in the Charter, including authority, independence and objectivity.~~

Objective

The Finance and Audit Committee assists the Council in providing strategic oversight on all matters relating to the organizational management of the Union, in particular the financial management, auditing of and fundraising for the Union and internal oversight and legal issues.

Functions⁴

- 1) Advise the Council on financial planning, in particular on the approval of the annual budgets, on the 4 year financial plans to be submitted to Congress and any other plans to ensure the long-term financial stability of the Union.
- 2) Advise the Council on resource mobilization strategies in relation to delivering the IUCN Programme, fulfilling the statutory functions of the Union and ensuring the financial stability of the Union.
- 3) Review and advise Council on the approval of the annual statutory financial statements.
- 4) Review periodic financial management reports and performance against budgets, plans and other targets.
- 5) Approve the accounting frameworks and principles used in the production of the statutory financial statements. Ensure that appropriate financial rules and internal control systems are in place and advise Council accordingly.

~~⁴-Note that in 2019, pursuant to the *Council Response to the 2019 External Review of aspects of IUCN's governance* (point 6.1.3.d), the FAC agreed with the recommendation to amend the FAC ToR to articulate the role and responsibility of the committee with regard to its:~~

~~1. Expectation of the external auditors;~~

~~2. Relationship with the internal auditor function;~~

~~3. Role in overseeing the full range of audits conducted within the organisation; disclosure of financial and related information; as well as any other matters that the FAC feels are important to its mandate or that the council chooses to delegate to it. (FAC Report to Council, 97th meeting, October 2019)~~

~~Despite the FAC's commitment to propose revised ToR to Council for approval at a future meeting, this did not happen before the 2021 Congress.~~

- 6) Provide oversight of treasury management including investment policies and investment portfolios, liquidity management and foreign exchange management and advise Council accordingly.
- 7) Provide oversight of risk management, including the risk management framework and key risks faced by IUCN.
- 8) Advise the Council on the scale of membership dues and other financial aspects.
- 9) Advise on the selection and appointment of the Union's External Auditor for approval by Congress.

10) Provide oversight on all audits conducted on, by or for IUCN to ensure appropriate coordination among external or internal audits and organizational reviews, as well as to ensure all appropriate audit principles and standards are met, and appropriate communication of, and follow through on, recommendations of the audit.

~~10) Provide oversight of the annual statutory audit, including reviewing audit plans and scope, reviewing audit reports and recommendations made by the external auditor and their implementation.~~

~~11)~~

~~12)11) Provide oversight of the work of the Head of Oversight, including review of internal audit plans, review of major findings and recommendations and their follow up.²~~

~~13)12) Provide oversight on legal cases involving IUCN, including monitoring the status of legal cases and providing advice on actions to be taken.~~

~~14)13) Prepare the work of the Finance and Audit Committee of Congress.~~

~~15)14) Exercise the delegated specific functions for which Council decision C/88/7 has given responsibility to the FAC and which Council may adjust as and when appropriate (Appendix 1 hereafter).~~

Modus operandi

- a. The FAC is a standing committee of the IUCN Council established and functioning in accordance with Article 50 (a) of the Statutes and Regulation 59 for the duration of the term 2017-20. See also the commitments and objectives (roles / tasks) of Council members in standing committees [Decision B97/2 \(August 2021\), Annex 2, pp. 5-7](#)
- b. Attached hereafter as Appendix 2 is a calendar presenting an overview of the business of each committee for each year of the term.³ (Attached to the ToR as required by [Decision B97/2 \(August 2021\), Annex 2, p. 6](#))
- c. The role of the chair of a standing committee will be to:
 - i. chair the meetings of the committee with the same authority as defined in Regulation 51 for the Chair of the Council meetings;
 - ii. convene the (virtual) meetings of the committee as necessary between periodic meetings of the Council;
 - iii. request adequate data, proposals and options from the Secretariat on behalf of the committee and in accordance with §122 of the Council Handbook;

² The Head of Oversight will have a dual reporting line to the Director General and to the Chair of FAC on behalf of, and after consultation with, FAC. The Head of the Office of Internal Oversight (OIOS) is functionally and operationally independent but reports to and is organizationally accountable to the Director General for the provision of internal audit and investigation services. FAC approves decisions regarding the appointment and removal of the Head of Oversight. FAC provides oversight of the OIOS to ensure adherence to the principles, standards, and quality of work as described in the IUCN Internal Audit Charter Sept 22, 2020, or as amended in the future. The Chief of OIOS will have unrestricted access to, and communicate and interact directly with FAC.

³ Under preparation for the term 2021-25

- iv. present the results of the committee's deliberations to the Council or, as appropriate, to the Bureau. ([Decision B97/2 \(August 2021\), Annex 2, pp. 7-8](#))
- d. As per Council decision C/88/7, Council committees, working groups and task forces are encouraged to include external individuals in order to bring in needed skills and knowledge. Such individuals may be appointed as members taking into account Regulation 59 (c), or invited as experts to contribute to a specific task or a specific meeting.
- e. The FAC advises Council regarding the content, format and periodicity of the reports it requires from the Secretariat and the Commissions in order to enable it to exercise its functions (in the context of the Strategic Planning and Reporting Framework approved by Council decision C/88/7).

Membership

Chair:

Deputy Chairs:

Members:

Extract from Council decision C/88/7 Annex 2 (Appendix 2):

Statutes, 81: Approving the staff rules

Statutes, 87: Approving the sources of income that are not considered “high profile risk” and refer those that are to Council

Statutes, 88 (c): any comments from Council on the audited financial accounts and the auditors’ report to be circulated to all IUCN Members

Statutes, 98: Council’s consent to obtaining legal status in countries

Regulation 88 (b) and 89 (b): providing any instructions and policy guidelines to the DG with respect to receiving grants, donations and other payments

Regulation 92 (d): approving requests by the DG to designate unrestricted funds for special purposes not foreseen in the financial plan



Governance and Constituency Committee of the IUCN Council (GCC)

Terms of Reference (2021-25)

Objective

The GCC assists and provides advice to the Council with a view to maintaining an effective governance and an engaged membership of the Union.

Functions

- (1) Advise on and assist Council with the recruitment, development and engagement of the Union's Members, the development and engagement of membership structures (National and Regional Committees and Fora) and the Commissions;
- (2) Advise and assist Council on the implementation of the One Programme Charter in relation to governance and stability and development of constituency;
- (3) Advise on and assist Council with the development and strengthening of the Union as whole and the governance of the Union in particular, including statutory reforms as required;
- (4) Advise the Council on any matters related to the selection of the venue and any other preparations for the next Congress until the Congress Preparatory Committee of the next Congress is appointed;
- (5) Advise the Council and assist it with the implementation of Congress decisions falling within the GCC's area of work and the preparation of the work of the Governance Committee and the Credentials Committee of the next Congress;
- (6) Exercise the delegated specific functions for which Council decision C/88/7 has given responsibility to the GCC and which Council may adjust as and when appropriate (Appendix 1 hereafter);
- (7) Advise and assist Council in their function of providing oversight and strategic direction into matters that affect the strength and stability of the Union and all constituent parts.

Modus operandi

- a. The GCC is a standing committee of the IUCN Council established and functioning in accordance with Article 50 (a) of the Statutes and Regulation 59 for the duration of the term 2017-20. See also the commitments and objectives (roles / tasks) of Council members in standing committees [Decision B97/2 \(August 2021\), Annex 2, pp. 5-7](#)
- b. Attached hereafter as Appendix 2 is a calendar presenting an overview of the business of each committee for each year of the term.¹ (To be attached to the ToR as required by [Decision B97/2 \(August 2021\), Annex 2, p. 6](#))
- c. The role of the chair of a standing committee will be to:
 - i. chair the meetings of the committee with the same authority as defined in Regulation 51 for the Chair of the Council meetings;
 - ii. convene the (virtual) meetings of the committee as necessary between periodic meetings of the Council;

¹ Under preparation for the term 2021-25

- iii. request adequate data, proposals and options from the Secretariat on behalf of the committee and in accordance with §122 of the Council Handbook;
 - iv. present the results of the committee's deliberations to the Council or, as appropriate, to the Bureau. ([Decision B97/2 \(August 2021\), Annex 2, pp. 7-8](#))
- d. As per Council decision C/88/7, Council committees, working groups and task forces are encouraged to include external individuals in order to bring in needed skills and knowledge. Such individuals may be appointed as members taking into account Regulation 59 (c), or invited as experts to contribute to a specific task or a specific meeting.
- e. The GCC advises Council regarding the content, format and periodicity of the reports it requires from the Secretariat and the Commissions in order to enable it to exercise its functions (in the context of the Strategic Planning and Reporting Framework approved by Council decision C/88/7).

Membership

Chair:

Deputy Chair:

Members:

Extract from Council decision C/88/7 Annex 2 (Appendix 2):

Statutes, 8: Informing existing Members of applications for IUCN membership

Statutes, 46 (h) and Regulations 61 and 63 (b): Recognizing National and Regional Committees

Statutes, 46 (i) and Regulation 21: transferring IUCN Members between Categories

Statutes, 69 and 71: approving legal personality of and procedures for National and Regional Committees

Statutes 92: Establishing procedures for indemnification of IUCN by any National or Regional Committees

Regulation 64*bis*: Receiving reports of the dissolution of National and Regional Committees (must always be included in the GCC's written reports to Council)

Regulation 65: prescribe the use of the IUCN name and logo by National and Regional Committees

Regulation 66 (d): Receive reports of National and Regional Committees (must always be included in the GCC's written reports to Council)

Regulation 67 (b): Authorizing National and Regional Committees to undertake activities in the name of IUCN



Programme and Policy Committee of the IUCN Council (PPC)

Terms of Reference 2021-25

Objective

The PPC assists the Council in providing strategic oversight of the implementation of, and advice on the development of the IUCN Programme and IUCN policy.

Functions

1. Assist ~~Council with and advises Council in raising IUCN's external policy influence; in its review of and engagement with IUCN policy recommendations and advocacy in intergovernmental fora;~~
2. Assist with and advises Council on the development and strategic oversight of the implementation of IUCN policies;
3. Assist with and advise Council on the development and strategic oversight of the four-yearly IUCN Programme including evaluations;
4. Assist with and advise Council with monitoring the implementation of Congress Resolutions and Recommendations on conservation policy;
5. Keep under review the scientific issues and global trends that affect the Union's Policy and Programme, with the support of the IUCN Commissions and the Secretariat;
6. Advise Council on the proposed annual IUCN Work Plan, including Commissions' Work Plans;
7. Prepare the work of the Programme Committee of the next World Conservation Congress;
8. Advise Council on the preparations of IUCN Congresses other than the World Conservation Congress;
9. Advise Council on private sector engagement in IUCN Programme delivery; and
10. Exercise the delegated specific functions for which Council decision C/88/7 has given responsibility to the PPC and which Council may adjust as and when appropriate (Appendix 1 hereafter).

Modus operandi

- a. The PPC is a standing committee of the IUCN Council established and functioning in accordance with Article 50 (a) of the Statutes and Regulation 59 for the duration of the term 2017-20. See also the commitments and objectives (roles / tasks) of Council members in standing committees [Decision B97/2 \(August 2021\), Annex 2, pp. 5-7](#)
- b. Attached hereafter as Appendix 2 is a calendar presenting an overview of the business of each committee for each year of the term.¹ (to be attached to the ToR as required by [Decision B97/2 \(August 2021\), Annex 2, p. 6](#))
- c. The role of the chair of a standing committee will be to:
 - i. chair the meetings of the committee with the same authority as defined in Regulation 51 for the Chair of the Council meetings;
 - ii. convene the (virtual) meetings of the committee as necessary between periodic meetings of the Council;

¹ Under preparation for the term 2021-25

- iii. request adequate data, proposals and options from the Secretariat on behalf of the committee and in accordance with §122 of the Council Handbook;
 - iv. present the results of the committee's deliberations to the Council or, as appropriate, to the Bureau. ([Decision B97/2 \(August 2021\), Annex 2, pp. 7-8](#))
- d. As per Council's decision C/88/7, Council committees, working groups and task forces are encouraged to include external individuals in order to bring in needed skills and knowledge. Such individuals may be appointed as members taking into account Regulation 59 (c), or invited as experts to contribute to a specific task or a specific meeting.
- e. The PPC advises Council regarding the content, format and periodicity of the reports it requires from the Secretariat and the Commissions, including evaluations, in order to enable it to exercise its strategic oversight of the IUCN Programme (in the context of the Strategic Planning and Reporting Framework approved by Council decision C/88/7).

Membership

Chair:

Deputy Chair:

Members:

Extract from Council decision C/88/7 Annex 2 (Appendix 2):

Regulation 75: Handling appeals from people denied membership of Commissions

Regulation 76: Receiving notice from Commission Chairs of people who will receive Commission awards

Finance and Audit Committee (FAC)

- Rick Bates, Chair
- Norbert Baerlocher
- Sonia Castañeda Rial
- Marco Vinicio Cerezo
- Said Damhoureyeh
- Catherine Iorns
- Ali Kaka
- Vilmos Kizsel
- Jon Paul Rodriguez
- Nihal Welikala, Treasurer
- Jong Soo Yoon
- Director General or his alternate

Governance and Constituency Committee (GCC)

- Vivek Menon, Chair
- Shaikha Salem Al Dhaheri
- Carl Amirgulashvili
- Ramiro Batzin Chojoj
- Ana Di Pangracio
- Sixto Inchausteguí
- Maud Lelievre
- Keping Ma
- Imen Meliane
- Ramon PerezGil
- Samad-John Smaranda
- Gloria Ujor
- Christina Voigt
- Director General or his alternate

Programme and Policy Committee (PPC)

- Sue Lieberman, Chair
- Angela Andrade
- Brian Child
- Peter Michael Cochrane
- Hilde Eggermont
- Lolita Gibbons-Decherong
- Kazuaki Hoshino
- Hasna Moudud
- Ayman Rabi
- Madhu Rao
- Sean Southey
- Bibiana Sucre
- Kristen Walker
- Director General or his alternate



107th Meeting of the IUCN Council

8-10 February 2022 (virtual)
18-19 May 2022 (in person), IUCN headquarters, Gland, Switzerland

Agenda Item 8.5

Additional appointments of members of the Steering Committees of the IUCN Commissions

Chairs of the IUCN Commissions

DRAFT DECISION

The IUCN Council,

On the recommendation of the respective Commission Chair,

Appoints the following individuals as Deputy Chairs or members of the Steering Committee of the IUCN Commissions, in addition to the appointments already made by Council ([decision C106/4 of 11 September 2021](#)):

1. Species Survival Commission (SSC):
 1. Rima Jabado, Deputy Chair, Dubai (new member)
 2. Vivek Menon, Code of Conduct Complaints and Appeals Panel, India
 3. Topiltzin Contreras MacBeath, Freshwater Conservation Committee, México
 4. Ian Harrison, Freshwater Conservation Committee, United States
 5. Greg Mueller, Fungi Conservation Committee, United States
 6. Axel Hochkirch, Invertebrate Conservation Committee, Germany
 7. Amanda Vincent, Marine Conservation Committee, Canada
 8. Domitilla Raimondo, Plant Conservation Committee, South Africa
 9. Paul Smith, Plant Conservation Committee, United Kingdom (new member)
 10. Luigi Boitani, Red List Committee, Italy
 11. Gabriela Lichtenstein, Regional Vice-Chair for Meso and South America, Argentina
 12. Nunia Thomas, Regional Vice-Chair for Oceania, Fiji
 13. Mirza Kusri, Regional Vice-Chair for South and East Asia, Indonesia
 14. Ehab Eid, Regional Vice-Chair for West Asia, Jordan
 15. Jean-Christophe Vié, Regional Vice-Chair for West Europe, Switzerland
 16. Yan Xie, Regional Vice-Chair for China, China
 17. Onnie Byers, Conservation Planning Specialist Group, United States
 18. Axel Moehrensclager, Conservation Translocation Specialist Group, Canada (new member)
 19. Piero Genovesi, Invasive Species Specialist Group, Italy
 20. Dilys Roe, Sustainable use and livelihoods Specialist Group, United Kingdom (new member)
 21. Mike Hoffmann, Member at large, United Kingdom
 22. Asha de Vos, Member at large, Sri Lanka (new member)
 23. Tomas Diagne, Member at large, Senegal (new member)
 24. Russell Mittermeier, Member at large, United States.
2. World Commission on Protected Areas (WCPA):
 1. Allan Valverde, Regional Vice Chair Caribbean and Central America
 2. Sabelo Lindani, Regional Vice Chair East and Southern Africa
 3. Yoshitaka Kumagai, Regional Vice Chair East Asia
 4. Erika Stanciu, Regional Vice Chair Europe
 5. Nizar Hani, Regional Vice Chair

6. Mike Wong, Regional Vice Chair North America
 7. Tatjana Rosen, Regional Vice Chair North Eurasia
 8. Amran Hamzah, Regional Vice Chair Southeast Asia
 9. Florence Palla, Regional Vice Chair West and Central Africa
 10. Paula Bueno, Regional Vice Chair South America
 11. Sonali Ghosh, Regional Vice Chair South Asia
 12. Lou Sanson, Regional Vice Chair Oceania
 13. Stephen Woodley, Thematic Vice Chair Biodiversity Science
 14. Brent Mitchell, Thematic Vice Chair Scaling Solutions
 15. Karen Keenleyside, Thematic Vice Chair People and Parks
 16. Mike Appleton, Thematic Vice Chair Capacity
 17. Nick Salafsky, Thematic Vice Chair Conservation Outcomes
 18. Paola Mejia Cortez, Thematic Vice Chair Conservation Outcomes
 19. Felipe Paredes, Thematic Vice Chair Marine
 20. Cyril Kormos, Thematic Vice Chair World Heritage
 21. Helen Tugendhat, Thematic Vice Chair Governance, Equity and Rights
3. World Commission on Environmental Law (WCEL):
 1. Dr. Patricia Kameri-Mbote, Kenya
 2. Christina Pak, Philippines
 3. Claudia De Windt, Dominican Republic (based in Washington, D.C., US)
 4. Maria Muavesi, Fiji
 4. Commission on Environmental, Economic and Social Policy (CEESP):
Mahnaz Kadhemi (*Regional Vice Chair, West Asia, Bahrain*)
 5. Commission on Education and Communication (CEC):
 1. KENZA Khalaffi (*Regional Vice Chair North Africa, Morocco*)
 2. Diana Garlytska (*Regional Vice Chair for West Europe, Lithuania*)
 3. Karen Keenleyside (*Co-Chair of #NatureForAll*).

This document presents the nominations made by the Chairs of the IUCN Commissions for appointment by Council as Deputy Chair or members of the Steering Committee of their respective Commission. Short biographies of all nominees can be found in the [attachments hereafter](#).

These nominations come in addition to the appointments already made by Council during its 106th meeting in Marseille, September 2021 ([decision C106/4 of 11 September 2021](#)).

The Chair of the Commission on Ecosystem Management (CEM) has made no additional nominations as Council already appointed all members of CEM's Steering Committee.

The Chair of the Commission on Environmental, Economic and Social Policy (CEESP) has announced that she may submit two additional nominations once she will have completed consultations with two candidates.

The Chair of the Commission on Education and Communication (CEC) has informed the Secretary to Council that he may submit one additional nomination.



IUCN Species Survival Commission
 Calle La Joya con Avenida Libertador
 Unidad Técnica del Este, piso 10, oficina 29-30
 Chacao, Caracas 1060
 Venezuela

Tel. +58 212 263.7240

ssc@iucn.org
 www.iucn.org

Razan Al Mubarak
 President
 International Union for Conservation of Nature
 Rue Mauverney 28
 Gland 1196
 Switzerland

11 January 2022

Dear Razan,

I am delighted to share with you the revised proposed slate of members for the SSC Steering Committee. Please replace my 1 November email communication with this letter.

The list below has 25 people, 15 men and 10 women, from 18 countries, and they represent the roles indicated below. There are still gaps in Africa and eastern Europe, that we plan to fill in the coming months, as well as improve our gender balance. Members at large are invited to complement the Steering Committee's skill set and regional representation. Most people below served on the Steering Committee last quadrennium, though some in other roles. New members are indicated.

Jon Paul Rodríguez, Chair, Venezuela
 Rima Jabado, Deputy Chair, Dubai (new member)
 Vivek Menon, Code of Conduct Complaints and Appeals Panel, India
 Topiltzin Contreras MacBeath, Freshwater Conservation Committee, México
 Ian Harrison, Freshwater Conservation Committee, United States
 Greg Mueller, Fungi Conservation Committee, United States
 Axel Hochkirch, Invertebrate Conservation Committee, Germany
 Amanda Vincent, Marine Conservation Committee, Canada
 Domitilla Raimondo, Plant Conservation Committee, South Africa
 Paul Smith, Plant Conservation Committee, United Kingdom (new member)
 Luigi Boitani, Red List Committee, Italy
 Gabriela Lichtenstein, Regional Vice-Chair for Meso and South America, Argentina
 Nunia Thomas, Regional Vice-Chair for Oceania, Fiji
 Mirza Kusri, Regional Vice-Chair for South and East Asia, Indonesia
 Ehab Eid, Regional Vice-Chair for West Asia, Jordan
 Jean-Christophe Vié, Regional Vice-Chair for West Europe, Switzerland
 Yan Xie, Regional Vice-Chair for China, China
 Onnie Byers, Conservation Planning Specialist Group, United States
 Axel Moehrensclager, Conservation Translocation Specialist Group, Canada (new member)
 Piero Genovesi, Invasive Species Specialist Group, Italy
 Dilys Roe, Sustainable use and livelihoods Specialist Group, United Kingdom (new member)
 Mike Hoffmann, Member at large, United Kingdom
 Asha de Vos, Member at large, Sri Lanka (new member)
 Tomas Diagne, Member at large, Senegal (new member)
 Russell Mittermeier, Member at large, United States



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@IUCNssc



@IUCNssc

We also have invited a series of observer, non-voting members, to the Steering Committee. These represent very active partners of SSC, deeply committed, and that constantly engage in our deliberations and activities.

BirdLife International, Stuart Butchart
Environment Agency Abu Dhabi, TBC
Indianapolis Zoo, Rob Shumaker
Re:wild, Barney Long
TRAFFIC, Richard Scobey
Wildlife Conservation Society, Elizabeth Bennett
World Association of Zoos and Aquariums, Clément Lanthier
IUCN Secretariat, Jane Smart, Tom Brooks, Richard Jenkins, Ana Nieto and Dao Nguyen

I include below brief bios of all the voting members, for consideration and approval by Council. Many thanks in advance for your help moving this forward.

Sincerely,



Jon Paul Rodríguez
Chair, IUCN Species Survival Commission

Bios of proposed voting SSC Steering Committee members

Prof **Jon Paul Rodríguez**, *Chair*, is Professor at the Center for Ecology of the Venezuelan Institute for Scientific Investigations (*Instituto Venezolano de Investigaciones Científicas* — IVIC), and he is a founder, past Board Member (1987-2001, 2009-2012) and President (2001-2008, 2013-present) of Provita (a Venezuelan conservation NGO and IUCN Member established in 1987). His undergraduate degree in biology is from Universidad Central de Venezuela in Caracas (1991). He was then awarded a Fulbright scholarship for a PhD in ecology and evolutionary biology at Princeton University (1999), and a Certificate on science, technology and environmental policy from the Woodrow Wilson School of Public and International Affairs (2000). His 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. He is author or co-author of more than 230 publications, including many peer-reviewed articles in acclaimed scientific journals.

Dr **Rima Jabado**, *Deputy Chair*, Dr Rima Jabado is a scientist and conservationist that has spent over 20 years developing and working on conservation initiatives globally. She has extensive experience as a field researcher, director for non-profit organizations, government official, and project manager. She founded the Elasmó Project in 2010 to encourage work in data-poor areas focused on investigating shark and ray fisheries and trade. This work has focused on bridging the gap between science and policy to ensure issues such as bycatch and threatened species conservation are tackled. It combines field work with outreach and advocacy to mobilize and provide solutions at the government and community levels. She has led or supervised projects in over 15 countries and her research has been instrumental in influencing decision makers to implement meaningful measures for the protection of species across a range of fisheries. She has authored/co-authored over 70 scientific, technical, and popular publications, lectured at schools and universities, and appeared in radio and television productions. Rima is a member of the IUCN Marine Conservation Committee, is the Convention on Migratory Species (CMS) Appointed Scientific Councilor for Fish, and sits on the Advisory Committee for the CMS Sharks Memorandum of Understanding as a representative of the Asia region. Rima has received various grants and awards in support and recognition of her work on sharks and rays including a Pew Fellowship in Marine Conservation (2019). She was recently appointed as the Chair of the IUCN SSC Shark Specialist Group.

Vivek Menon, *Chair Code of Conduct Complaints and Appeals Panel*, is a wildlife conservationist, environmental commentator, author and photographer with a passion for elephants. He has been part of the founding of five environmental and nature conservation organizations in India. The winner of the 2001 Rufford Award for International Conservation, the 2018 Whitley Continuation Award and the 2019 Clark R Bavin award for his work to save the Asian elephant, Menon is the Founder and Executive Director of the Wildlife Trust of India as well as Senior Advisor to the International Fund for Animal Welfare. In India, he plays a role in advising the government on natural heritage conservation as a part of several national committees as well as having been part of the Indian delegations to CITES, UNESCO and CMS. Internationally, Menon is the Deputy Chair of the IUCN SSC and Chairperson of its Asian Elephant Specialist Group. He is the Asia President of the Society for Conservation Biology and on the International Jury of the Future for Nature Awards (Netherlands). He is also the author or editor of ten wildlife books including the bestselling Indian Mammals, A Field Guide, scores of technical reports and more than 160 articles in various scientific and popular publications.

Prof **Topiltzin Contreras MacBeath**, *Co-chair Freshwater Conservation Committee*. Former Minister of Sustainable Development for the Government of the State of Morelos in Central Mexico. For the past 36 years he has been Professor of ichthyology and Conservation Biology at the Autonomous University of the State Morelos, in central Mexico, where he is head of the Conservation Biology work group. His main research interests are thus related to freshwater ecosystems and endangered fish species conservation. He has authored 42 research papers, four books, and has collaborations in 28 books. He is involved in many international organizations: he is a founder and Regional Coordinator for Mesoamerica of the IUCN/SSC Freshwater Fish Specialist Group, he is Co-Chair of the IUCN/SSC Freshwater Conservation Committee and serves as a member of the Steering Committee of the Species Survival Commission at IUCN. He is also representative for Latin America of the International Association of Protected Areas (IAPA) based in China. He also served as Director of the Biology Research Center at the Autonomous University of Morelos, where he once held the position of General Director of Research and Graduate Studies, as well as Academic Secretary.

Dr **Ian Harrison**, *Co-chair Freshwater Conservation Committee*, obtained his Ph.D. in systematic ichthyology at the University of Bristol, UK. He has conducted research on marine and freshwater fishes from several parts of the world, including fieldwork in Europe, Central and South America, West and Western Central Africa, the Philippines, and the Central Pacific. He was based at the American Museum of Natural History in New York from 1996 until 2013, and has worked for Conservation International (CI) and IUCN's Species Survival Commission and Global Species Programme since 2008. He is currently the Freshwater Specialist for the CI's Moore Center for Science, where he is helping develop CI's Freshwater Science Strategy as well as CI's broader, institutional-wide Freshwater Initiative. He is the co-Chair of the Freshwater Conservation Committee of IUCN's Species Survival Commission and a member of the Steering Committee of the Species Survival Commission. He served as the Technical Assistant to the Global Chair of the Freshwater Fish Specialist Group of the Species Survival Commission, since early 2014, and was the co-Chair of the Freshwater Specialist Group of IUCN's World Commission for Protected Areas from 2012 to 2020. He was an Associate Editor for the *Journal of Fish Biology* from 2004 to 2016 and has authored 87 papers or book chapters that are published or in press. He is based in Flagstaff, Arizona, where he is an Adjunct Professor in the School of Earth and Sustainability, Northern Arizona University. He has led several workshops at international conferences, presenting the work of both Conservation International and IUCN.

Dr **Gregory Mueller**, *Chair Fungi Conservation Committee*. Gregory serves as Negaunee Foundation vice president of science at the Chicago Botanic Garden. Before joining the Garden, Dr Mueller worked for more than 23 years at The Field Museum as the curator of mycology in the Department of Botany. His research and training programs focus on the biology, ecology, and conservation of fungi, especially mushrooms. He has authored six books and nearly 100 journal articles. He is Chair of the IUCN Mushroom, Bracket, and Puffball Specialist Group; member of the Science Advisory Council for the Illinois Chapter of the Nature Conservancy; member of the Chicago Wilderness Executive Council; and member of the Mayor's (Chicago) Nature and Wildlife Committee. He is lecturer, Committee on Evolutionary Biology at the University of Chicago; adjunct professor, Department of Biological Sciences at the University of Illinois at Chicago; adjunct professor, Biological Sciences, Northwestern University; and research associate, Department of Botany, The Field Museum. Dr Mueller has served as president of the Mycological Society of America and as international coordinator for fungal programs at the Costa Rican National Biodiversity Institute.

Dr **Axel Hochkirch**, *Chair Invertebrate Conservation Committee*, is an associate professor in the Department of Biogeography at Trier University, Germany. He is an expert in insect biodiversity and conservation genetics, and the author or co-author of ca. 180 publications dealing with a broad field of biodiversity-related topics (conservation biology, population genetics, ecology, behavioural biology, taxonomy, phylogenetics, evolutionary biology). Axel has been active in conservation since his youth, having been involved in several conservation projects in Germany, particularly for grasshoppers, bush-crickets and crickets (Orthoptera), but also for dragonflies, butterflies, amphibians and birds. During his civilian service at an NGO in northern Germany (BUND Diepholzer Moorniederung), he became an expert in Orthoptera conservation. In 1996, he received his diploma degree (comparable to master degree) at the University of Bremen on the ecology and conservation of endemic rainforest grasshoppers in the East Usambara Mountains, Tanzania (in cooperation with the IUCN “East Usambara Catchment Forest Project”). In 2001, he received his PhD at the University of Bremen on the evolution, biogeography, behaviour and ecology of grasshoppers in Tanzania. Since 2008, Axel has been based at Trier University, where he is teaching conservation biology, molecular ecology and conservation genetics. He has been the chair of the IUCN SSC Grasshopper Specialist Group since 2010, is the lead author of the European Red List of Grasshoppers, Crickets and Bush-Crickets, and has helped to develop and implement several conservation strategies for threatened invertebrates.

Prof **Amanda Vincent**, *Chair Marine Conservation Committee*. She is firmly convinced that we know enough to tackle conservation problems now, even if more information might be valuable. The main challenge is to mobilize knowledge effectively in management and policy, from community to the United Nations. Amanda is a Professor at the Institute for the Oceans and Fisheries at the University of British Columbia, Canada. She co-founded and is Director of Project Seahorse, a globally-active marine conservation organization, and is Chair of the IUCN SSC Seahorse, Pipefish and Seadragon Specialist Group. She has worked extensively in front line conservation, with a current focus on ending bottom trawling.

Amanda has a Ph.D. from the University of Cambridge (UK) and lots of publications, some of which have (hearteningly) made a difference. More importantly, Amanda and her team have prompted practical gains in marine conservation such as establishing 36 marine protected areas, mobilizing traders to adopt codes of conduct, and generating new global export regulations for marine fishes. Thanks to this work, Amanda has been given a *Whitley Award* for conservation, *Pew Fellowship in Marine Conservation*, a *Rolex Award for Enterprise and the Le Cren Medal* from the Fisheries Society of the British Isles. *Amanda* was honoured with the 2021 *Indianapolis Prize for Animal Conservation* and is a Fellow of the *Royal Society of Canada*. Her background includes field work and extensive rough travel in more than 60 countries.

Domitilla Raimondo, *Co-chair Plant Conservation Committee*, is the Threatened Species Programme Manager at the South African National Biodiversity Institute. She is responsible for the species assessments for South Africa’s National Biodiversity Assessment and has extensive experience assessing the threat status for South Africa’s animal and plant species. Domitilla is the lead author of the “Red List of South African Plants” (2009) and has co-ordinated the Red List assessments for many animal groups. She is dedicated to ensuring that species information feeds into land-use decision making. Domitilla is also involved in species conservation work internationally and serves as the plant representative on the IUCN SSC Red List Committee. She is also the chair of the IUCN SSC Plant Conservation Committee.

Dr **Paul Smith**, *Co-chair Plant Conservation Committee*, is the Secretary General and CEO of Botanic Gardens Conservation International (BGCI). BGCI is the largest plant conservation network in the world, comprising 650 member institutions in >100 countries. BGCI leads the Global Tree Assessment, and recently published the State of the World's Trees Report showing that one third of the world's 60,000 tree species are threatened with extinction. With a career spanning 30 years in conservation, Paul joined BGCI as Secretary General in March 2015. Prior to joining BGCI, Paul was Head of the Royal Botanic Garden, Kew's Millennium Seed Bank (MSB). During his nine years at the helm there, seeds from >25,000 plant species were conserved in the MSB and, in 2009, the MSB achieved its first significant milestone, securing seed from 10% of the world's plant species, prioritising rare, threatened and useful plants. Paul trained as a plant ecologist, and is a specialist in the plants and vegetation of southern Africa. He edited the Ecological Survey of Zambia, is the author of two field guides to the flora of south-central Africa and is the co-author of the Vegetation Atlas of Madagascar.

Prof **Luigi Boitani**, *Chair Red List Committee*. Luigi is Professor Emeritus at the University of Rome - Sapienza, where he has been teaching Animal Ecology and Conservation Biology for over 30 years and Head of the Department of Animal and Human Biology for 10 years. He is also Founder and past-Director of the Master program "Conservation of animal biodiversity". Luigi's primary research focuses on the study of wolf ecology in Italy, modelling of mammal distributions in Italy, Africa and South East Asia, and protected areas design and management in Italy and Africa. He is a member of more than 25 professional organizations, working groups, and Boards of Governors including Founder and President of the Institute of Applied Ecology, Rome. He was president of the Society for Conservation Biology and is now CEO of Fondation Segré in Geneva. Luigi has been involved with IUCN and SSC for many years, including as one of the leaders in the development of the Species Information Service, Red List Committee member, and a member of several Specialist Groups.

Dr **Gabriela Lichtenstein**, *Regional Vice-Chair for Meso and South America*. Gabriela has a MSc in Biology, University of Buenos Aires (1992) and completed a PhD in Behavioral Ecology, King's College, University of Cambridge (1997) and a Post-doc at the Dept of Geography, University of Buenos Aires (2001).

Since 2001 she has been working as an Independent Researcher (Investigadora Independiente) at the National Research Council (CONICET), Argentina, and since 2009 she has also been a Lecturer for Master courses at the University of Buenos Aires and University of San Martin (UNSAM).

During 2007-2015, Dr Lichtenstein was the Chair of the SSC's South American Camelid Specialist Group (IUCN SSC GECS). Her interest in South American camelids started in 1997 while working for IIED-AL when she coordinated research on Community based vicuña management in Peru for the Evaluating Eden Project. From 2001-2005, she took part in the EU funded MACS Project where she studied economic and socio-cultural impacts of vicuna use in Andean countries and their policy implications.

Since 2006 she has been working on a research project on factors affecting the sustainability of guanaco use in Argentina and the development of local incentives for conservation. Research interests also include: managing common pool resources; local participation and empowerment; commodity chain analysis for wild South American fibre and the establishment of trade links to help a fairer and more equitable proportion of benefits to local people. Since 2013 she has been the Director of a project financed by the Ministry of Science and Technology of Argentina on the establishment of a commodity chain for the guanaco fiber

(PA.IS). Dr Lichtenstein has published a large number of research papers, book chapters and technical reports. Her interest in articulating research results with policy led her to collaborate with CITES, FWS, the Vicuña Convention, the Ministry of Science and Technology of Argentina, and national and local management authorities. She is a member of SULI; CEESP; and IASC.

Nunia Thomas, *Regional Vice-Chair for Oceania*. Nunia is the Director of Fiji's only local membership based conservation organization – NatureFiji-MareqetiViti (www.naturefiji.org). Nunia was one of the first recipients of the John D. and Catherine T. MacArthur Foundation scholarship for postgraduate research in conservation and taxonomy for Pacific Islanders under the supervision of international experts. This scholarship was awarded at the University of the South Pacific's Institute of Applied Sciences under the South Pacific Regional Herbarium where Nunia and three other Melanesian students were trained in Herpetology, Botany, Ornithology and Ichthyology from 2003 to 2007.

Nunia's MSc thesis was on the Spatial distribution of the endemic and Endangered Fiji ground frog (*Platymantis vitianus*) and the introduced and invasive cane toad (*Bufo marinus*) on Viwa Island, Tailevu, Fiji. Choosing to specialize in Herpetology, but still maintaining a keen interest in other taxa, Nunia now leads NatureFiji-MareqetiViti towards developing more local taxonomic experts for Fiji through merging science and traditional knowledge, and generating interest among the common Fiji citizen, and interested students about Fiji's unique species and ecosystems.

Nunia firmly believes that local communities should be given the opportunity to work with field ecologists for a better understanding of and support for ecosystem services, particularly in the fragile ecosystems of Oceania. Since starting with NFMV in 2007, Nunia has launched Fiji's first web-based Endangered Species Compendium (on the top 50 endangered species in Fiji) – a resource for Fijian students and teachers, has assisted in the development of species recovery plans for key species in the Fiji National Biodiversity Strategy and Action Plan, reached out and communicated on citizen responsibility for Fiji's biodiversity. Nunia has published and co-authored papers on iguana and frog ecological data, montane cloud forest research and has written technical reports on herpetofauna and invasive species long term monitoring research in Fiji.

Nunia is the current focal point for the Species working group under Fiji's National Biodiversity Strategy and Action plan, the Fiji national NGO focal point for the Communication, Education and Public Awareness of the Ramsar Convention, is technical advisor on the Fiji Protected Areas Committee and the environment chamber member of the Fiji Forest Certification Standards Steering Committee.

Dr Russell A. Mittermeier, *Regional Vice-Chair for North America and the Caribbean*, is currently Chief Conservation Officer of Global Wildlife Conservation. Among the other positions he has occupied, he was Vice-President for Science and Director of the Primate Program at WWF-US (1979-1989), President of Conservation International (1989-2014), and Executive Vice-Chair of Conservation International (2014-2017). Named a "Hero for the Planet" by TIME magazine in 1999, Mittermeier is widely regarded as a world leader in the field of biodiversity and tropical forest conservation. Trained as a primatologist and herpetologist, he has traveled widely to 169 countries on seven continents, and has conducted field work in

more than 30 – focusing particularly on Amazonia (especially Brazil and Suriname), the Atlantic forest region of Brazil, and Madagascar.

Mittermeier has served as Chairman of the IUCN Species Survival Commission Primate Specialist Group since 1977, building it into one of SSC's largest SGs, and has been a member of the Steering Committee of the Species Survival Commission since 1982. He also served as an IUCN Regional Councillor for the period 2004–2012, was elected as one of IUCN's four Vice-Presidents for the period 2009–2012, and then was elected a lifetime Honorary IUCN Member in 2012.

Over the past 15 years, he has become involved in the climate change issue, in particular highlighting the importance of nature-based solutions to climate change and particularly the critical role of tropical forests protection and restoration. He has helped to promote the concept of “avoided deforestation”, now better known as REDD (Reduction in Emissions from Deforestation and Degradation), and particularly the very significant role of the High Forest Cover Low Deforestation Rate (HFLD) countries such as Suriname and Guyana.

Russell Mittermeier has been awarded locally and internationally for his work in Species Conservation. In addition, he has placed considerable emphasis on publishing. His output now includes 43 books and more than 700 scientific and popular articles.

Dr Mirza D. Kusriani, *Regional Vice-Chair for South and East Asia*. Mirza is lecturer in the Department of Forest Resources Conservation & Ecotourism at Bogor Agricultural University, Indonesia. She is an enthusiastic advocate of amphibian and reptile conservation and serves as Chair of the Indonesian Herpetologist Society. Her research is mostly on the biodiversity and ecology of amphibians. Mirza is also passionate on conservation education for children. She leads several conservation education projects in Indonesia through wildlife camps, teacher training and school counselling.

Ehab Eid, *Regional Vice-Chair for West Asia*. Ehab is an expert in biodiversity conservation, zoology, CITES and protected areas management from Jordan and the West Asia region. He holds a master degree in conservation, access and management of species in trade from the International University of Andalucía, Spain, and a B.Sc degree in biological science from the University of Jordan. Ehab Eid developed his experience and knowledge in marine and terrestrial biodiversity as a research assistant at the Marine Science Station of Jordan from 2001 till 2005, followed by the Royal Society for the Conservation of Nature from 2005 until 2013, as the head of research and survey section, and then as the Director of the Royal Marine Conservation Society of Jordan. Currently, he is working as a freelance consultant supporting various international and national entities in advisory works in the environmental field, strategy development, biodiversity conservation, protected areas management planning and fundraising. He has led several training workshops, aiming to raise the skills and knowledge of Middle East conservationist in research methodologies, biodiversity conservation, climate change and protected areas management and has published several peer-reviewed articles, guides and books. His recent publications are the Red List book of Jordan's mammals and the hard corals guide of Jordan. In addition, he has contributed to several Red List assessments for mammals and reptiles in the Arabian Peninsula, and authored several chapters in regional and international bodies such as GEO6 report of West Asia.

Dr Jean-Christophe Vié, *Regional Vice-Chair for West Europe*, is Director General of Fondation Franklinia, a foundation dedicated to the conservation of threatened tree species. He started his new position in January 2018 after 17 years working for the IUCN Secretariat. His

involvement with the Species Survival Commission started 25 years ago as a member of several Specialist Groups (Conservation Planning, Primate and Wildlife Health).

In the year 2000, Jean-Christophe joined the IUCN Secretariat as coordinator of its national programme in Guinea Bissau. In 2001, he moved to IUCN Headquarters where he became Deputy Director of its Global Species Programme. During his time there he developed and supervised a number of programmes including regional and global biodiversity species assessments and the assessment of climate change impact on biodiversity. He also coordinated IUCN input for several international agreements (in particular the Convention on Migratory Species) and supported the SSC network. He also developed initiatives supporting conservation action on the ground such as SOS-Save Our Species and the Integrated Tiger Habitat Conservation Programme.

Before working with IUCN, Jean-Christophe gained extensive field experience in various parts of the world where he spent 15 years overall. He started his career as a wildlife veterinarian with the main focus on primates. He then completed a PhD in ecology. He worked on projects focusing on a wide variety of species such as Arabian Oryx, marine turtles, manatees, giant otters, black caimans, primates and snakes. He was also involved in the design and management of protected areas, public awareness campaigns and studies on the impact of logging and hunting. This led him to interact with a variety of stakeholders such as indigenous communities, local governments and administrations, logging companies, hunters, dam builders, fisheries and the private sector in general. He created and directed a nature conservation NGO (Kwata), still active in French Guiana where he spent 8 years.

He is a French and Swiss national and is the author of a number of scientific articles and several books including analyses of the IUCN Red List of Threatened Species.

Dr **Yan Xie**, *Regional Vice-Chair for China*, is an Associate Research Professor at the Institute of Zoology, Chinese Academy of Sciences, focusing on Amur Tiger and Protected Areas conservation. From 2005-2012, she was the China Country Program Director of the Wildlife Conservation Society (WCS) during which time she led the WCS China Programme working in Qiangtang and Pamir in western China, Amur tiger habitat in north-east China, and a long-term programme on controlling wildlife trade. She served as coordinator of biodiversity studies under the China Council for International Cooperation on Environment and Development, a high level governmental advisory body, for over 10 years, where she made a great contribution to the country's conservation policy. She is dedicated to provide biodiversity information for better conservation decision making — the Conserving China's Biodiversity website and the China Species Information Service (CSIS) have become the most important biodiversity information hubs in China. Yan also led the evaluation of more than 10,000 species for the China Red List. She is a prolific writer with many important conservation books under her belt including A Guide to the Mammals of China published in 2008.

Dr **Onnie Byers**, *Chair Conservation Planning Specialist Group*. Onnie earned her Ph.D. in reproductive physiology from the University of Minnesota and completed a post-doctoral fellowship at the Smithsonian Institution's National Zoo in Washington D.C. She was a member of the National Zoological Park's Mobile Laboratory Research team, and participated in reproductive studies involving cheetah, pumas, tigers and giant panda. Onnie joined the SSC's Conservation Planning Specialist Group in 1991 as a Program Officer, was promoted to the position of Executive Director in 2005, and appointed Chair in 2011.



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In addition to leading the organization, Onnie shares with CPSG's Program Officers responsibility for organization, design and facilitation of a wide range of Species Conservation Planning and other CPSG workshops. Onnie is dedicated to the transfer of these tools and processes to conservationists around the world through the establishment and nurturing of CPSG's Regional Resource Centers and by assisting governments in the use of species conservation planning to reverse the decline in threatened species. Onnie serves on the SSC's Steering Committee and the Conservation and Sustainability Committee of the World Association of Zoos and Aquariums, and is on the Boards of Species 360 and Emerging Wildlife Conservation Leaders (EWCL), and the Amphibian Survival Alliance's Global Council.

Dr **Axel Moehrensclager**, *Chair Conservation Translocation Specialist Group*, is Director of Conservation and Science at the Calgary Zoological Society, Adjunct Professor at the University of Calgary, Adjunct Associate Professor at Clemson University in the United States, Erskine Fellow at New Zealand's University of Canterbury, and Research Associate at Oxford University's Wildlife Conservation Research Unit where he received his PhD. Axel is the Chair of the Conservation Translocation Specialist Group for the International Union for the Conservation of Nature (IUCN) Species Survival Commission. In synergy with the Calgary Zoological Society and other global partners, this group is motivated to amplify translation, policy integration, training, and application of the IUCN Guidelines for Reintroductions and Other Conservation Translocations to help species, ecosystems, and people worldwide. The Centre for Conservation Research that Axel spearheads at the Calgary Zoological Society also specializes in Community Conservation to yield simultaneous benefits for biodiversity conservation and human livelihood in areas such West and East Africa as well as Madagascar. In related capacities Axel serves on the Technical Advisory Committee of the United Nations Equator Prize and as Board Trustee of the UK-based St. Andrews Prize for the Environment.

Dr **Piero Genovesi**, *Chair Invasive Species Specialist Group*, earned a Master degree in biological sciences and a PhD in animal ecology at the University of Rome. He is the head of the wildlife service with the Institute for Environmental Protection and Research in Rome, research associate with the Concordia University and international science advisor with the University of Stellenbosch, Montreal. He was a member of the IUCN Red List Committee from 2011 to September 2013.

Piero has a long history of working in carnivore conservation, supervising the reintroduction of Brown bears in the Italian Alps, and coordinating the publication of national action plans for the wolf, the brown bear and the otter. He has been an active member of the International Association for Bear Research and Management, and has been vice president of the association for several years. He has also been active in animal translocations, coordinating the establishment of national guidelines on animal translocation in 1996, which were revised in 2007. Piero has been an active member of the IUCN Reintroduction Specialist Group since 1996, and has been part of the SSC task force that produced the IUCN Guidelines on Reintroductions and other Conservation Translocations, adopted by IUCN in 2012.

Piero's main area of activity is invasive species. Since 2000, he has chaired of the European section of the IUCN SSC Invasive Species Specialist Group (ISSG), and was nominated chair of the Specialist Group in 2009. The ISSG is a very active network of about 200 leading experts from over 40 countries of the world, which is linked to a broader group of over 1,000 experts and practitioners connected to the Aliens-list. One key area of activity of ISSG is its support of policy making, and in this regard, Piero is a Member of the Liaison Group on invasive alien species of the Convention on Biological Diversity (CBD), a member of the Management Board of the Global Invasive Species Programme (GISP), and collaborates with

several international institutions such as the European Union, the Bern Convention, the European Environment Agency, and the Convention on Migratory Species. He has attended numerous political meetings, in different roles, and has been in the Italian delegation at several meetings, including in 2010 at COP 11 of the Convention on Biological Diversity, in Nagoya.

Between 2000 and 2003, Piero worked at the establishment of a European Strategy on Invasive Alien Species, which was adopted by the Bern Convention in 2003. In 2008-2009, he was the coordinator of the European Environmental Agency programme “Towards an early warning and information system for invasive alien species (IAS) threatening biodiversity in Europe”.

Since 2012, Piero has led the SSC-WCPA Task Force on Invasive Alien Species in Protected Areas, aimed at developing guidelines on the issue. He contributed to the Global Biodiversity Outlook 3, is a partner of the Biodiversity Indicator Partnership, a friend of Target 12 of the Strategic Plan 2020 of the Convention on Biological Diversity, and IUCN Champion of Target 9.

Piero has published books, book chapters, and articles in several high rank journals, including Science, Nature, PNAS, PLoS one, Frontiers in Ecology and the Environments, Conservation Biology, Trends in Ecology and Evolution and Global Change Biology. In 2018, 2019 and 2020 has been included by Web of Science in the list of Highly Cited Researchers, which recognises the most influential scientists in the world. He has been Associate Editor of several journals (Wildlife Biology, Ursus), invited editor of special issues of “Ecology, Ethology and Evolution” and of “Science for Environment Policy”.

Dr Dilys Roe, *Chair Sustainable Use and Livelihoods Specialist Group*, is a Principal Researcher at the London-based International Institute for Environment and Development (IIED) where she leads the Institute’s work on biodiversity and conservation. Her work focuses on the human dimensions of conservation – including understanding and supporting the necessary conditions for effective community-based conservation. A strong element of her current work is on engaging local communities in tackling illegal wildlife trade and, more broadly, enhancing community voices in conservation policymaking and strategies for linking biodiversity conservation with human wellbeing and social justice. Dilys has a PhD in biodiversity management from the Durrell Institute for Conservation and Ecology and the University of Kent. She is a member of the UK Government Darwin Expert Committee (DEC) and Illegal Wildlife Trade Advisory Group, and a Fellow of the UN Environment World Conservation Monitoring Centre. Dilys became the Chair of SULi in January 2019.

Mike Hoffmann, *Member at large*, a South African national, is currently based at the Zoological Society of London (ZSL) where he heads up the organization’s cross-cutting conservation programmes. Prior to joining ZSL in 2017, he served as the Senior Scientist to the SSC, providing high-level technical, scientific and policy leadership to the Commission. A mammologist at heart, he is also a generalist, with extensive experience in international species conservation and biodiversity-related policy. He has experience across inter-governmental (IUCN), non-governmental (ZSL, Conservation International, UNEP-WCMC) and academic (University of Oxford, University of Pretoria) sectors. In IUCN, he has served as Chair of the IUCN Red List Committee, member of the IUCN SSC Afrotheria, Antelope, Bear and Canid Specialist Groups, and as the Red List Authority focal point for canids, and has played a key role in several initiatives, including several situation analyses, various IUCN SSC policy guidelines and statements, the IUCN Green Status of Species standard, and KBAs. He has published more than 75 peer-reviewed papers and edited six books.



Dr **Asha de Vos**, *Member at large*, is a marine biologist, conservationist and ocean educator. She is internationally recognized for her work with a unique population of blue whales in Sri Lankan waters and as an advocate for diversity in marine conservation. She co-founded Oceanswell, Sri Lanka's first marine conservation research and education organization. With Oceanswell, she mentors more than 30 students per year, giving individuals from underrepresented nations training and leading them on research expeditions, writing scientific papers and grant proposals, and running informal gatherings called Marine Conservation Conversations to discuss their research. Asha, a native Sri Lankan, also sits on the country's National Research Council, and is a member of the governing board of Ocean University. She is global winner of the 2018 UK Alumni Awards, was named a 2017 Ocean Hero by Coastal Living Magazine, and was included in WIRED UK's 2017 list of Pioneering Females Across the World. Asha holds a Ph.D. in marine mammal research from University of Western Australia, as well as a master's degree in integrated biosciences from University of Oxford and a bachelor's degree from University of St. Andrews. Her work has been featured in prominent publications such as National Geographic and the New York Times.

Tomas Diagne, *Member at large*, has been working to save threatened and endangered turtle species in Senegal for more than 20 years. He began rescuing endangered African spurred tortoises (*Geochelone sulcata*) as a teenager, and in 1992 he created S.O.S. (Save Our Sulcatas), a nonprofit organization. He co-founded and built a tortoise sanctuary in Rufisque, Senegal, a sanctuary and captive breeding facility for sulcata tortoises that now houses more than 300 individuals and has reintroduced numerous others back to the wild. In 2009 he began building the African Chelonian Institute (ACI) project in order to expand turtle research, captive breeding, and reintroduction to all threatened African turtle species. Tomas is actively involved in freshwater and marine turtle research throughout Africa, including both field research projects and captive reproduction of threatened freshwater and tortoise species in order to return them to the wild. Tomas is the regional vice chair for Africa for the marine turtle specialist and the tortoise and freshwater turtle specialist group and an expert consultant of the UNEP/CMS MoU for conservation of sea turtles in Atlantic Coast of Africa (office based in Dakar). He was also awarded a prestigious Rolex Award for Enterprise in 1998. In addition, Tomas speaks five languages. Areas of expertise: sea turtles, conservation leadership, social media, public speaking, conservation in developing countries, advocacy, education.



IUCN WCPA
Steering Committee Nominations
February 2022

1. **Allan Valverde** Regional Vice Chair Caribbean and Central America
2. **Sabelo Lindani** Regional Vice Chair East and Southern Africa
3. **Yoshitaka Kumagai** Regional Vice Chair East Asia
4. **Erika Stanciu** Regional Vice Chair Europe
5. **Nizar Hani** Regional Vice Chair
6. **Mike Wong** Regional Vice Chair North America
7. **Tatjana Rosen** Regional Vice Chair North Eurasia
8. **Amran Hamzah** Regional Vice Chair Southeast Asia
9. **Florence Palla** Regional Vice Chair West and Central Africa
10. **Paula Bueno** Regional Vice Chair South America
11. **Sonali Ghosh** Regional Vice Chair South Asia
12. **Lou Sanson** Regional Vice Chair Oceania
13. **Stephen Woodley** Thematic Vice Chair Biodiversity Science
14. **Brent Mitchell** Thematic Vice Chair Scaling Solutions
15. **Karen Keenleyside** Thematic Vice Chair People and Parks
16. **Mike Appleton** Thematic Vice Chair Capacity
17. **Nick Salafsky** Thematic Vice Chair Conservation Outcomes
18. **Paola Mejia Cortez** Thematic Vice Chair Conservation Outcomes
19. **Felipe Paredes** Thematic Vice Chair Marine
20. **Cyril Kormos** Thematic Vice Chair World Heritage
21. **Helen Tugendhat** Thematic Vice Chair Governance, Equity and Rights



Allan Valverde (Costa Rica)
Regional Vice Chair Caribbean and Central America

Allan is Director of the Latin American School of Protected Areas (ELAP), professor and tutor at several academic programs at the University for International Cooperation (UCI). He has worked in training processes and capacity building for protected area staff in Colombia, Costa Rica, Chile, Bolivia, Argentina, Brazil, Ecuador, Peru, and Mexico.

He has worked in the design and implementation of projects related to protected areas management protected areas monitoring, valuation of environmental services, implementation of PoWPA.

Valverde worked for more than six years as an officer of the National System of Conservation Areas of Costa Rica at Tortuguero National Park National, serving as public use area manager, environmental education manager, and control and protection.

He holds a Bachelor's degree in protected areas management, a Master's degree in Project Management, a Master's degree program in Protected Areas Management and Eco-regional Development. He is currently finishing a Ph.D. in education.

He has received training and participated in workshops and seminars in Australia, Italia, Japan, Panama, Mexico, Costa Rica, and Germany.

He has also been awarded fellowships from the European Union, the Japanese International Cooperation Agency, and the University for International Cooperation, and was a recipient of the 2021 WCPA Chair Award.



Sabelo Lindani (South Africa)
Regional Vice Chair East and Southern Africa

Sabelo Lindani, is the Managing Director of Contour Enviro Group, an environmental consulting company based in Cape Town, South Africa. He is also the founder of a not-for-profit organization called Youth for the Environment (Y4Enviro), which is about giving youth access into Protected Areas. He has 15 years' experience in the conservation sector where he has served as a Conservation Manager under the Western Cape Nature Conservation Board. In this role he managed conservation teams, tourism development, community engagement as well as the development of environmental plans. He has worked as an Ecological Coordinator for the City of Cape Town where he provided ecological advice and guidance to the Parks Department. He has experience as a conservation trainer and curriculum development and has previously worked as the Head of Training at Green Futures College, where he contributed to the empowerment of young people through skills development, career guidance among other areas.

He has been a member of the World Commission on Protected Areas since 2015 and has been working closely with the Regional Vice Chair of ESARO. He has further served in the steering committee for Capacity Development Group as well as Regional Focal Point for Young Professionals.



Yoshitaka Kumagai (Japan)
Regional Vice Chair East Asia

Dr. Kumagai is currently the Vice President, trustee, and Professor at Akita International University in Japan. He received Bachelor and Master of Science in Outdoor Recreation Resource Management from the School of Forestry, the University of Montana, and Ph.D. in Forest Resource Management from College of Forestry, Oregon State University in the U.S. He has been serving as Regional Vice Chair of IUCN WCPA for East Asia since 2012. His research interest are: carrying capacity, governance, and sustainable tourism in protected areas. He was the chair of the Steering Committee of the 1st Asian Parks Congress which was held in Japan in 2013, a member of the Program Committee of the 7th World Parks Congress which was held in Sydney Australia in 2014, and a member of the Steering Committee of the 2nd Asian Parks Congress which will be held in Kota Kinabalu, Malaysia May 2022. He has been promoting Green List and Nature Based Solution in Asia.



**Erika Stanciu (Romania and Central/Eastern Europe)
Regional Vice Chair Europe**

I started to work in and for protected areas after 12 years of activity in forest management.

I contributed to the establishment of the protected area management system in Romania as the first national park director: established the management team, lead the participatory development of the first management plan of a national park, actively contributed to the development of the first Protected Area Law, strongly advocating for the use of IUCN recommendations for protected area management.

I initiated and coordinated regional projects with a focus on protected area management and forest protection as Team Leader of the Carpathians, Forests and Protected Areas Programme for the WWF Danube Carpathian Programme.

I am now working through Propark Foundation for Protected Areas with protected areas in Romania and Central/Eastern Europe: developing and/or implementing projects and capacity building programmes for protected area practitioners and for protected area stakeholders.

I was Secretary of State for Forests, in the Ministry of Environment, Water and Forests from Romania, as part of a technocratic government.

I was council member and president of the Europarc Federation. I have a very active role in the Romanian coalition of NGOs active in protected area management and nature conservation (Natura 2000 Coalition).



Nizar Hani (Lebanon)
Regional Vice Chair North Africa, West Asia, Middle East

Nizar Hani, Biochemistry Diploma, Master in Agricultural Sciences, PHD student in Ethnobotany, his PHD research includes an ethnobotanical survey of the Shouf Biosphere Reserve, IUCN Green listed Protected Area (PA). Nizar Hani is currently the Director General of Shouf Biosphere Reserve (SBR), the largest PA in Lebanon and covers 5% of its territory. His focus lately is on the forest and landscape restoration programs and all related activities, biomass management, sustainable agriculture, value chains, grazing management, ecotourism, environmental awareness, and local community practical involvement. Nizar Hani recognized in 2021 from Italy with the Knight of the order of the star of Italy because of the effective partnerships that he created with the Italian PAs and Italian nature protection partners as well as IUCN in 2020 awarded him the WCPA Kinton Miller Award for his advanced management of the SBR. He is also the Co-chair of the Lebanon **IUCN national committee**, President of the **Mediterranean Experience of Eco-tourism (MEET)** Association and he is a member of the IUCN Green List EAGL group of West Asia. He is the winner of the UNESCO Youth scientist award in 2013 and the UNESCO (Man and Biosphere Reserve program), Miche I Batisse Award in 2011 as well as awarded the UN volunteers in Lebanon in 2005.



Mike Wong (Canada)
Regional Vice Chair North America

Michael Wong has over 30 years of experience with the federal public service of Canada, as a scientist and senior manager at Environment Canada and Parks Canada. For over 15 years, he directed the development and implementation of natural resource conservation programs in Canada's national parks, marine conservation areas and other protected areas, including UNESCO World Heritage Sites, as the Executive Director for Ecological Integrity at Parks Canada. He has provided leadership in the development and implementation of ecosystem science policies and management programs, nationally and internationally, including the development of Canadian Water Quality Guidelines, Species at Risk Recovery Strategies, the design of Ecological Monitoring and Assessment programs, and ecological restoration and climate change adaptation strategies and guidelines of the IUCN.

He has been the Vice Chair for the North America Region of the World Commission on Protected Areas (WCPA) of the IUCN (2012- present). He also provided leadership in the Inspiring a New Generation theme at the 2014 World Parks Congress and co-chaired the IUCN Task Force for #Nature for All. He studied at Universities of St. Francis Xavier and Ottawa in Canada.

He is a recipient of the 125th Anniversary Confederation of Canada Medal (1992) as well as the Queen Elizabeth II Golden Jubilee Medal (2002) honouring Canadians who have made significant contributions to fellow citizens, to their community and to the country.

More details can be found on my LinkedIn address: <https://www.linkedin.com/in/mike-wong-a36828b8/>



Tatjana Rosen (Caucasus and Central Asia)
Regional Vice Chair North Eurasia

Tatjana (Tanya) Rosen is Conservation Adviser for the Caucasus Nature Fund, which funds and supports protected areas in Georgia, Armenia and Azerbaijan. She is based between the Caucasus and Central Asia, where since 2011 she supports snow leopard and Persian leopard conservation projects and initiatives (especially in Kazakhstan, Turkmenistan, Kyrgyzstan and Tajikistan). Tanya has more than 17 years of experience working on the conservation of carnivores and creating frameworks for their protection. She serves as the CMS Central Asian Mammals Initiative focal point for snow leopards. She holds degrees in International Law (JD, Università Statale di Milano, LL.M Harvard Law School) and wildlife ecology (MSc, Yale School of Environment). Tanya is member of IUCN WCPA Transboundary Conservation Specialist group (previously vice-chair); Connectivity Conservation Specialist Group as well as IUCN SSC Cat Specialist Group.



Amran Hamzah (Malaysia)
Regional Vice Chair South East Asia

Dr. Amran Hamzah is a Professor in Tourism Planning at Universiti Teknologi Malaysia. He had previously served IUCN WCPA as a Deputy Vice-Chair (South-East Asia) from 2011 to 2012 and was Co-Chair of the then TILCEPA from 2012 to 2016. In 2016 Amran was elected as an IUCN Regional Councillor for the term 2016 to 2021. During his term as Councillor, he continued to be active in events and activities related to WCPA Asia and also CEESP. Amran is also one of the founding members of the Asian Protected Areas Partnership (APAP) and had been active in supporting APAP's meetings and activities such as technical workshops. His area of specialization is the interface between tourism and conservation hence his involvement in previous WCPA's activities have been related to sustainable tourism in protected areas, the Asian Philosophy of Protected Areas, community based tourism and World Heritage particularly the Nature-Culture Journey. In addition to the above, Amran have been active in supporting the programmes and activities of the IUCN-WCPA Tourism and Protected Areas Specialist Group (TAPAS) especially its conferences and training workshops in the Asian region, especially during the pandemic.



Florence Palla (Cameroon)
Regional Vice Chair West and Central Africa

Florence Palla studied botany, then the environment, and specialised in nature conservation when she started working in the field in the Dja Biosphere Reserve in Cameroon. She holds a PhD in ecology from the University Pierre et Marie Curie (Paris VI).

She contributed to the establishment and management of the Central African Protected Areas Network (RAPAC) by acquiring regional and international skills to support institutions and services in charge of protected areas. This 14-year experience has enabled her to coordinate numerous regional thematic studies on the monitoring and evaluation of the state of protected areas and conservation policies, as well as the publication of the State of Central African Protected Areas in 2015 and 2020.

Since 2015, she has been coordinating the activities of the technical unit of the regional project (RIOFAC) supporting the Central African Forest Observatory (OFAC), including the observation of national and transboundary protected areas. She is heavily involved in the evaluation of protected area management effectiveness of national protected area systems and the governance of protected area data. She joined IUCN in 2014 as a member of the World Commission on Protected Areas (WCPA) and worked with different thematic groups to contribute to the realisation of IUCN's global vision to adapt it to the context of the Central and West Africa region.



Paula Bueno (Colombia)
Regional Vice Chair South America

Paula is a Colombian national, passionate about oceans and closely connected to mountains, wildlife and protected areas. For more than 15 years she has been working in Latin America in various cooperation initiatives for biodiversity conservation, international negotiation of binding multilateral agreements and alliances with states and organisations, including a strong relationship in networks such as Redparques, the Eastern Tropical Pacific Marine Corridor and IUCN, where she has exercised leadership and coordination roles at regional and global levels. Her knowledge and main lessons learned along the way are related to the capacity to influence policies, especially at the international level, the improvement of protected area management through effectiveness assessments, as well as conceptual and applied developments around territorial governance. She worked for more than 8 years at the National Park Service of Colombia as advisor and coordinator in Cooperation and International Affairs, 4 years with the IUCN Global Protected Areas Programme as senior advisor on governance, where she was co-leader of the governance stream of the 6th World Parks Congress, and currently works as a specialist in policy advocacy at WWF Colombia, also supporting the policy work in other LAC offices. She has collaborated for over 10 years with the IUCN World Commission on Protected Areas, directly advising the South and Meso American regions, the Marine Theme, the Governance and Green List Specialist Groups and the MPA Management Effectiveness Task Force. Through this collaboration, among other things, she has contributed to performance assessments of World Heritage sites, co-authored publications on governance and marine issues, and contributed to the structuring of IUCN central congresses (Jeju 2012, Sydney 2014 and Lima)



Sonali Ghosh (India)
Regional Vice Chair South Asia

A forester by profession I have served for more than twenty-three years in the field of wildlife and natural heritage management in India. I earned a dual master's degree in Wildlife Science and Forestry and a PhD degree in Physical Geography from the United Kingdom. I have co-edited 2 books; Cultural Landscapes of Asia and Wild Treasures- reflections on Natural Heritage in Asia, an Anthology. With my current tenure at Central Zoo Authority and National Zoological Park, Delhi, I have also developed a keen interest in ex-situ conservation and conservation education. I have over 35 peer-reviewed papers and 3 co-edited books but clearly, there are miles to go! I am a Member of IUCN- WCPA(World Commission on Protected Areas), WH (World Heritage), TBPA (Trans-boundary Protected Areas groups), CEM (Commission on Ecosystem management), Asian Rhino Specialist Group, Wilderness Specialist Groups; and have served as UN-IPBES Fellow and Mentor for Coalition WILD. I am also a designated IUCN field evaluation expert for World Heritage Nominations.



Lou Sanson (New Zealand)
Regional Vice Chair Oceania

Lou Sanson has 40 years experience in conservation. He originally trained as a research scientist in mountainland management with Forest Research Institute in New Zealand. He helped establish the Dept of Conservation in 1987 and became the youngest District Conservator at the time. He progressed to Conservator for Southland Conservancy and established Rakiura National Park as NZ's only new National Park established in the last 25 years. He established the NZ SubAntarctic World Heritage Area, 8 Marine Reserves in Fiordland and led the world's biggest rat eradication programme at the time on Campbell Island. Lou ran the NZ Antarctic Programme for 11 years and was a key player in the establishment of the McMurdo Dry Valleys Antarctic Specially Managed Area, the Ross Sea Marine Protected Area and the world's largest Antarctic sedimentary drilling programme (ANDRILL).

For the last 8 years he has run the Dept of Conservation responsible for all NZ's conservation lands and marine protection with a team of 3000 staff and \$600mill annual budget. He has played key roles in international conservation and has strong links to Australian park leaders and Pacific through SPREP. He is looking forward to the role as WCPA Regional Vice Chair for Oceania



Stephen Woodley (Canada)
Thematic Vice Chair Biodiversity Science

Dr. Stephen Woodley is an ecologist, who has worked in the field of environmental conservation a consultant, field biologist, university researcher, and the first Chief Scientist for Parks Canada. In 2011, he began working as Senior Advisor to the Global Protected Areas Program of the International Union for the Conservation of Nature and continues that work as Vice Chair for Science and Biodiversity of IUCN's World Commission on Protected Areas. The focus of the work is to understand the role of protected areas as solutions to the current global conservation challenges.



Brent Mitchell (USA)
Thematic Vice Chair Scaling Solutions

Brent A. Mitchell is Senior Vice President of QLF Atlantic Center for the Environment, a US/Canadian NGO advancing conservation through international exchange, capacity-building, facilitation, and technical assistance in over 50 countries. He is a founding partner in the (U.S.) National Park Service Stewardship Institute and past president of the George Wright Society, the protected area professionals association of North America. A long-time member of IUCN's World Commission on Protected Areas, he leads one volunteer specialist group (on privately protected areas and nature stewardship) and is a member of several others, including the specialist group on protected landscapes and seascapes. He consults for IUCN on the UNESCO World Heritage program, especially on mixed natural and cultural sites, and is also a member of ICOMOS. He is also a member of IUCN's Commission on Environmental, Economic and Social Policy (CEESP).



Karen Keenleyside (Canada)
Thematic Vice Chair People and Parks

An ecologist by training, Karen has over thirty years' professional experience in the environmental field in Canada and internationally, both in the private sector and with the Canadian government. During 15 years with Parks Canada, Karen led the development of evidence-based strategic approaches to ecological restoration, climate change, and urban parks, among other topics. Most recently, she has been bridging natural and social-scientific disciplines to develop collaborative relationships across and find solutions for building and diversifying the constituency of support for conservation.

Karen joined the WCPA in 2007 and has been Thematic Vice Chair for People and Parks since 2016. She was also Vice Chair with the Commission on Education and Communication from 2016 to 2021. Her previous contributions to the work of the WCPA include leading the development of Best Practice Guidelines for Ecological Restoration in 2012, leading the Inspiring a New Generation Stream of the IUCN World Parks Congress in 2014, and actively contributing to the Climate Change Specialist Group from 2008 to 2014.



Mike Appleton (UK)
Thematic Vice Chair Capacity

Mike Appleton's conservation began as manager of an award-winning conservation project on private land in his native UK, followed by six years' developing and delivering vocational conservation training. After joining Fauna and Flora International he worked as a protected area specialist, project manager and regional director, living in Jordan, the Philippines and Cambodia. He then spent 10 years working as an independent protected area specialist before joining his current employer, Re:wild as Director of Protected Area Management.

Mike's work as a conservation practitioner focuses on applied, area-based conservation, working in more than 40 countries to help establish protected areas, create legal frameworks and governance systems, develop management strategies and plans, and build the capacity of staff and organisations. His approach is based on a strong belief in participation, working with local partners to build custom-made solutions that meet local conservation needs, contexts and cultures. He has served as WCPA Vice-Chair for Capacity since 2016, leading a team of members focused on implementation of the WCPA Strategic Framework for Capacity Development, representing WCPA in the Universal Ranger Support Alliance and contributing to a wide range of IUCN and WCPA initiatives, events, partnerships and publications.



Nick Salafsky (USA)

Thematic Vice Chair Conservation Outcomes (Split Position)

Nick Salafsky is the Executive Director of [Foundations of Success](#), a non-profit organization that seeks to improve the practice of conservation. Foundations of Success has worked for over two decades with conservation practitioners around the world to define clear and practical measures of conservation success, determine sound guiding principles and evidence for using conservation strategies, and develop the knowledge and skills of individuals and organizations to do good adaptive management. Nick is also product manager of the [Miradi Adaptive Management Software](#) program and was one of the founders of the [Conservation Measures Partnership](#), a community of practice composed of many of the world's leading conservation organizations and agencies.

Prior to starting FOS, Nick worked for the MacArthur Foundation where he was responsible for environmental grantmaking in Asia and the Pacific. Nick also worked for the Biodiversity Support Program, testing enterprise-based approaches to biodiversity conservation across the Asia/Pacific Region. Nick spent several years in West Kalimantan, Indonesia, conducting interdisciplinary research on the forest gardens, a locally developed agroforestry system, and the behavioral ecology of the red-leaf monkey. Nick has a Ph.D in Environmental Studies and an MA in Resource Economics from Duke University and an AB in Biological Anthropology from Harvard University.



Paola Mejia Cortez (Uruguay)
Thematic Vice Chair Conservation Outcomes (Split Position)

With more than 20 years of experience in Protected Areas and other area-based conservation measures in Latin America, Southeast Asia, and South Africa, Paola has an on-the-ground understanding of different protected area models. She has worked with national protected area agencies, national and international Civil Society Organizations (Wildlife Conservation Society, World Wildlife Fund), and local communities. Through her work, she seeks to improve biodiversity conservation outcomes and associated benefits. She has developed innovative approaches to implement adaptive management within systems of protected areas. Paola promotes the use of meetings between Agencies of Protected Areas on the topic of adaptive management, considering these exchanges as a strategy to support innovations, and contribute to an effective management of protected areas and protected area systems. Since 2017, Paola has been part of the Green List Expert Assessment Group (EAGL) for Peru. She joined Foundations of Success in 2019 and provides coaching in adaptive management and conservation effectiveness to teams across the globe. She has a Masters in Environmental Sciences (Uruguay), Masters in Conservation and Biodiversity Management in the Tropics (Spain) and Bachelor in Tourism with a major in Ecotourism (Ecuador).



Felipe Paredes (Chile)
Thematic Vice Chair Marine

Felipe Paredes is a marine biologist from Chile, with more than 20 years of experience in scientific research, education and marine conservation public policy. He is currently the National Coordinator of the Marine Protected Areas of the Chilean Ministry of Environment, a MPA systems that covers more than 43% of the Chilean oceans. He has extensive experience in marine protected areas, leading the designation, planning and implementation processes of MPAs in Rapa Nui, Juan Fernandez and Chilean Patagonia, among others, and coordinating the National MPA committee of Chile. He also leads a GEF project on marine and coastal ecosystems governance. In 2017 he organized the 4th International Marine Protected Areas Congress IMPAC4 in La Serena, Chile and today coordinates the CPPS Southeast Pacific MPA working group. In 2019 he coordinated the marine theme of IUCN's 3rd Latin American and Caribbean Protected Areas Congress III CAPLAC in Lima, Perú. Felipe is a marine biologist from the University of Valparaiso, Masters in Marine Affairs from the University of Rhode Island and PhD in Marine Biology from the University of Maine.



Cyril Kormos (USA)
Thematic Vice Chair World Heritage

Cyril is Founder and Executive Director of Wild Heritage, a project of the Earth Island Institute. He also serves as IUCN-WCPA Vice-Chair for World Heritage, sits on IUCN's World Heritage Panel and chairs the IUCN-WCPA World Heritage Network. He was a Lui-Walton Innovator's Fellow at Conservation International from 2016-2018 and became a National Geographic Explorer in 2018.

Cyril is also a co-founder of: IntAct: International Action for Primary Forests and a member of the International Union for Conservation of Nature's Primary Forest Task Team.

Cyril has edited several books, including *A Handbook on International Wilderness Law and Policy* (Fulcrum Publishing) and two books in the CEMEX Nature Series: *Earth's Legacy: Natural World Heritage* and *A Geography of Hope: Saving Primary Forests*. He has also published extensively in scientific and policy journals.

Cyril holds a B.A. in English from the University of California, Berkeley, an M.Sc. in Politics of the World Economy from the London School of Economics and a J.D. from the George Washington University Law School. Cyril was a Visiting Scholar at the University of California at Berkeley in the Department of Environmental Science, Policy and Management in 2015-2016.



Helen Tugendhat (UK)
Thematic Vice Chair Governance, Equity and Rights

Helen Tugendhat coordinates the Environmental Governance programme at the Forest Peoples Programme, a human rights organization based out of United Kingdom that works to create political space for indigenous and forest peoples to secure their rights, control their lands and decide their own futures. Helen has worked for over 20 years providing policy advice to indigenous peoples and communities on conservation policy and practice, from preparations for the 2003 World Parks Congress in Durban onwards, and on the application of international and regional human rights frameworks to defend local and national recognition of rights. She has a particular interest in supporting indigenous-led conservation initiatives based on secure tenure, in addition to rights-based approaches to other forms of biodiversity protection. Before joining FPP, Helen was the regional advisor on indigenous peoples' rights for UNDP in the Asia Pacific. Prior to this, she worked for a variety of local human rights and indigenous organisations in Southeast Asia, and for a global indigenous alliance. An Australian, now living in the UK, she has 3 kids, a dog, and a desire to be back on a farm in Oz.

Proposal for Additional IUCN WCEL Steering Committee Members

Additional Members of the IUCN WCEL Steering Committee:

- **Dr. Patricia Kameri-Mbote, Kenya**
- **Christina Pak, Philippines**
- **Claudia De Windt, Dominican Republic (based in Washington, D.C., US)**
- **Maria Muavesi, Fiji**

Dr. Patricia Kameri-Mbote, Kenya



Patricia Kameri-Mbote is the Director of the Law Division, of the United Nations Environment Programme (UNEP). Previously, Patricia was Founding Research Director of the International Environmental Law Research Centre (IELRC), and was the Programme Director for Africa for over 20 years.

Patricia has in-depth knowledge and experience in environmental law acquired at local, national, regional, and international levels. She has consulted for UNEP in the review of programmes, legal instruments, and the rules of engagement of major groups. She has been engaged in the Montevideo Environmental Law Programme since 2007 and is a member of the Governing Board of the International Council on Environmental Law (ICEL).

Patricia is a member of the Senior Counsel Bar in Kenya and has been a Professor of Law at the School of Law, University of Nairobi, where she has taught for over 30 years and served as Dean. She has also taught environmental law at Kansas University, University of Zimbabwe and Stellenbosch University. She served as chair of the Association of Environmental Law Lecturers in African Universities, and has contributed to the development of similar initiatives for North Africa and Middle East and for judges.

Patricia holds doctorate (1999) and Masters' (1996) degrees in law from Stanford University and a higher doctorate from the University of Nairobi (2019). She also holds a Masters' degree from Warwick University (1989) and was awarded an honorary degree in law by the University of Oslo (UiO) in 2017.

Christina Pak



Christina Pak specializes in international development finance and law and policy reform. She is currently a Principal Counsel of the Asian Development Bank and is responsible for managing the Office of General Counsel's Law and Policy Reform Program which designs, processes, and implements technical assistance projects directly to developing member countries relating to legal and judicial reforms. She oversees a diverse portfolio in the areas of environment protection and climate change, gender equality, private sector development, public- private partnerships and digital economy.

Christina leads ADB's judicial capacity building program on environmental and climate change adjudication (www.ajne.org) and Developing Environmental Law Champions Program (www.teachenvirolaw.asia) which aims to improve environmental legal education in Asia and the Pacific. She also co-leads the Legal Readiness for Climate Finance and Climate Investments technical assistance which has been modernizing legal frameworks to attract greater international climate finance and climate investments into ADB's developing member countries (<https://cclr.lexxion.eu/article/CCLR/2018/1/4>).

Additionally, Christina specializes in international arbitration reform and has been assisting various countries in the South Pacific region accede to the New York Convention and put in place implementing arbitration law, including Fiji, Palau, Papua New Guinea and Tonga and assisted Uzbekistan with its new Law on International Commercial Arbitration. Christina also serves as ADB's Accountability Mechanism Policy Counsel and the Office of the General Counsel's technical assistance, partnerships and knowledge focal point and is a member of ADB's Environment and Climate Change, Gender and Governance Thematic Groups.

In her previous role as a project counsel at ADB, she worked on complex multi-sector projects across the Central West, Southeast and East Asia regions. Prior to joining ADB, Christina was a legal counsel and vice president for markets and international banking at a major UK bank in Singapore and a finance associate at a large law firm in New York City.

Christina is a US-qualified lawyer, admitted in the States of New York and New Jersey and received her Juris Doctor from Rutgers Law School and Bachelor of Science in International Environmental Studies from Rutgers University.

Claudia De Windt



International lawyer and expert in political sciences, from the Dominican Republic. Founding Partner & CEO of the Inter-American Institute on Justice and Sustainability (IIJS). Visiting Scholar at The Environmental Law Institute (ELI). Adjunct Professor of Law, American University, Washington College of Law.

Almost two-decade career in the Organization of American States (OAS) -Department of Sustainable Development and Secretariat for Multidimensional Security. Has directed multiple initiatives on environmental law and its links to public policies, the rule of law, human rights, investment, conflict prevention, security, gender perspective and the rights based approach in the 2030 agenda and the Sustainable Development Goals among others. Has advised and participated in countless political and negotiation processes in the multilateral and hemispheric sphere. Led joint efforts with the executive, legislative and judicial branches in addressing the challenges to environmental security and justice, having made significant contributions to the legislation, enforcement and compliance and jurisprudence of the Latin America in this field.

Graduate of Universidad Iberoamericana (UNIBE), Master's Degree in International Legal Studies from the American University Law School and Certificate in Negotiations from the Harvard University School of Law.

Before joining the OAS in 2001, practiced corporate law, in the firm Headrick Rizik Alvarez & Fernández. Judicial interpreter of the Court of First Instance of Santo Domingo, a member of the group of experts in environmental law of the Association Agreement between the European Union and Central America, member of the group of experts of UN Environment on crimes that have serious impacts on the environment and the World Commission on Environmental Law of the International Union for the Conservation of Nature (IUCN). Keynote speaker in national and international forums, addressing heads of state, ministers, parliamentarians, judges among other high authorities.

Maria Muavesi



Maria-Goreti Muavesi is the Senior Environmental Legal Officer at the IUCN Oceania Regional Office in Fiji. She has over 15 years of experience in environmental law and project management. She is a current member of WCEL and the Chair of the Pacific Network for Environmental, the Law Working Group for the Pacific Islands Roundtable (PIRT) for Nature Conservation and Protected Areas. She is admitted as a Legal Practitioner with the High Court of Fiji and is a graduate of the University of the South Pacific (LLB) and the University of Wollongong (Master of Fisheries Policy).

Maria undertakes law and policy research, supports member countries undertake environmental law awareness programmes, builds capacity of Environmental Law Associations and Networks in the Pacific and provides a platform to convene forums for advancing environmental law and the environmental rule of law in the Pacific.

WCEL seeks to appoint Maria Muavesi to the Steering Committee in consideration of her professional legal work and the need for regional and cultural diversity in WCEL's Steering Committee. She will be a non-voting member of the Steering Committee of WCEL and will contribute to WCEL in a voluntary capacity.

Members of the IUCN WCEL Steering Committee (approved by Council on 9 September 2021):

Ex officio:

- Dr. Sheila Abed, Paraguay (former WCEL chair, *ex officio*)
- Justice Antonio Herman Benjamin, Brazil (former WCEL chair, *ex officio*)
- Dr. Parvez Hassan, Pakistan (former WCEL chair, *ex officio*)
- Prof. Nicholas Robinson, USA (former WCEL chair, *ex officio*)
- Sandrine Friedli Cela, Switzerland (IUCN Legal Officer, *ex officio*)
- Dr. Alejandro Iza, Argentina (based in Bonn, Germany) (Director, IUCN Environmental Law Center, *ex officio*)
- Dr. Rose-Liza Eisma-Osorio, Philippines (Chair, IUCN Academy of Environmental Law, *ex officio*)

Ordinary

- Elizabeth Maruma Mrema, Tanzania (based in Montreal, Canada)
- Dr. Nilufer Oral, Turkey (based in Singapore)
- Prof. Dr. Lavanja Rajamani, India (based in Oxford, UK)
- Prof. Dr. Agnes Michelot, France
- Marina Venâncio, Brazil (based in Nairobi, Kenya)
- James Cameron, UK
- Prof. Dr. Denise Antolini, US

Dr. Sheila Abed (ex officio), Paraguay

Renown Paraguayan lawyer. Served as Counselor of the Yacyretá Binational Hydropower Dam from 2016 to 2018 and as the Minister of Justice and Labor of the Republic of Paraguay from 2013 to 2016. Served as Chair of the World Commission on Environmental Law of the International Union for Conservation of Nature (WCEL- IUCN) from November 2004 to September 2012 and was also Special Envoy for Environmental Justice for the United Nations Environment Program (UNEP). Founder and Executive Director of the Institute on Economics and Environmental Law (IDEA) in Paraguay and Chair of the Conservation Alliance for Latin American and the Caribbean (ALCA). Has a law degree from the National University of Asunción; an L.L.M in Environmental Law from the University of Limoges, France and the Catholic University “Nuestra Señora de la Asunción”; and a PhD from the University of Buenos Aires.

Justice Antonio Herman Benjamin (ex officio), Brazil

Appointed Justice of the National High Court of Brazil (STJ) in 2006 by President Luiz Inácio Lula da Silva, Professor Antonio Herman Benjamin was a career Assistant Attorney General of the State of São Paulo for over twenty years, where he headed the Environmental Protection Division for several years. In 2015, Justice Benjamin was appointed Justice of the Superior Electoral Tribunal of Brazil (TSE), having acted as its Electoral Inspector-General ever since. Justice Benjamin was the founding President of both the Brazilian Consumer Law and Policy Institute and Law for a Green Planet Institute. He is former President of the Brazilian Fulbright Alumni Association, member of the UN Secretary-General’s Legal Expert Group on Crimes Against the Environment, and decade-long Councilor of the Brazilian Environmental Council (CONAMA), first appointed by President Fernando Henrique Cardoso and later re-appointed by President Luiz Inácio Lula da Silva. He is both President of the Brazilian Environmental Forum of Judges (FONAMA) and the Environmental Committee of the Summit of Chief Justices of Ibero-America. At the international level, he served as Co-chair of INECE – The International Network for Environmental Compliance and Enforcement. Currently, he is Chair of the Brazil-U.S. Law Society and the IUCN World Commission on Environmental Law - WCEL, and Secretary-General of UN Environment’s International Advisory Council for Environmental Justice. Justice Benjamin was Professor at the Catholic University of Brasília School of Law and is visiting professor of the University of Texas School of Law at Austin since 1994. He received his LL.B. from the Federal University of Rio de Janeiro, his LL.M. from the University of Illinois, and his PhD from the Federal University of Rio Grande do Sul. He is the founder and Emeritus Editor-in-Chief of the Brazilian Consumer Law Review and the Brazilian Environmental Law Review. He has co-drafted several major Brazilian statutes, including the 1990 Consumer Protection Code, the 1992 Anti-Corruption Act, the 1994 Competition Act, the 1998 Crimes against the Environment Act, the 2012 Forest Code, the 2006 Forest Concession Act, and the 2006 Atlantic Forest Act. Professor Benjamin has published over thirty books and articles in Brazil and abroad. During the 2012 Rio+20 Conference, he was coordinator of the UNEP World Congress on Justice, Governance and Law for Environmental Sustainability. Justice Benjamin has

received several awards, honors and other recognitions in Brazil and abroad. He is a Knight (Chevalier) of the National Order of the Legion of Honor (Ordre National de la Légion d'Honneur) of France, a Commander of the Order of King Leopold of Belgium, and Laureate of the Elizabeth Haub Prize for Environmental Law.

Dr. Parvez Hassan (ex officio), Pakistan

Dr Parvez Hassan (a Patron of the GNHRE) is Senior Partner at Hassan and Hassan (Advocates), Pakistan and a Senior Advocate in the Supreme Court of Pakistan. He holds a Doctor of Laws from Harvard University; a Master of Laws from Yale University; and a Bachelor of Laws and Bachelor of Arts from Punjab University.

Parvez has a wide range of international awards and honours, including inclusion on the Global 500 Roll of Honour of the United Nations Environment Program (UNEP) 'in recognition of outstanding practical achievements in the protection and improvement of the environment' conferred in Stockholm, Sweden (1991); Honorary Membership of IUCN – The World Conservation Union for 'outstanding services to conservation of nature and natural resources' conferred at the IUCN – The World Conservation Congress in Amman, Jordan (2000); the Elizabeth Haub Prize (1998) in recognition of his status as 'one of the world leaders in Environmental Law' awarded in Brussels (2000); the 7th International Conference on Environmental Law in Sao Paulo, Brazil, 2003, was held against the backdrop of 'A Tribute to Parvez Hassan'. He was awarded a plaque 'in recognition of his vision, leadership and commitment to a sustainable world' and he won the Wolfgang Burhenne Award for his contribution to environmental law, awarded at the IUCN – The World Conservation Congress in Barcelona, Spain (2008).

Parvez has extensive affiliations to the Government of Pakistan. He drafted the Pakistan Environmental Protection Ordinance, 1983 and is a member of the Pakistan Environmental Protection Council, 1989 – 1998; 2001 – present. He is a member of the Pakistan Marine Pollution Control Board, 1994; Chair of the IUCN Legal Panel that drafted the Pakistan Environmental Protection Act, 1997 and, alongside a wide range of other high level affiliations with the government, has pioneered and led environmental protection and sustainable development issues in Pakistan for over three decades. Parvez is also a well-known human rights activist, and as Acting Chairman of the All Pakistan Lawyers National Co-ordination Committee led the lawyers' movement against General Ziaul Haq in 1983 and was brutalized by the police. He later participated in the lawyers' movement against General Pervez Musharraf in 2007-2008 and was again brutalized by the police and arrested in November 2007.

Parvez has a wide range of past and present regional and international affiliations, including as: Consultant to Asian Development Bank, Manila; Consultant to UN ESCAP, Bangkok; Co-Chairman (with Ambassador Tommy Koh), Advisory Committee, Asia – Pacific Centre for Environmental Law, National University of Singapore; Member of the Asia Pacific Forum on Environment and Development. He was IUCN Regional Councillor for West Asia, 1984 –1987; Deputy Chair of the Commission on Environmental Law, 1989 – 1990; Chair of Commissions, 1993 – 1996; Legal Advisor, 1994 – 1996; Chair, Statutes Review Committee, 1994 – 1996 and was instrumental in the successful adoption of the Revised Statutes by the IUCN World Conservation Congress in Montreal in 1996. He was Member of the Steering Committee, Commission on Environmental Law, 1996 – 2004; Chair of the Commission on Environmental Law, 1990 – 1996, where, under his leadership the IUCN Draft International Covenant on

Environment and Development was finalized and launched at the UN General Assembly in 1995. Dr. Hassan also led the establishment of regional capacity building centres for environmental law and was co-founder of the Asia – Pacific Centre of Environmental Law in Singapore. Parvez has twice been nominated as one of two candidates for the IUCN Presidency.

Alongside numerous other affiliations, both academic and legal, Parvez has a stunning history of public interest litigation, including the internationally-acclaimed case Shehla Zia vs. WAPDA before the Supreme Court of Pakistan, which upheld the right to a decent environment as covered by the constitutionally protected fundamental rights to life and dignity (1994). In February 2011, Parvez was appointed a Mediator by the Supreme Court of Pakistan in the Lahore Canal Road Widening Dispute which had generated a lot of public interest. The eighteen recommendations made by the Mediation Committee appointed by Parvez, including the declaration of the Lahore Canal Road area as a heritage urban park, were all approved by the Supreme Court in its landmark judgment (2011). Parvez has written numerous articles on environment, law and national affairs in law journals and other publications in the U.S., Europe and Pakistan, and has organized and chaired international law conferences and presented keynote addresses all over the world. Parvez is on the Editorial Board of the Asia Pacific Journal of Environmental Law and the Journal of Human Rights and the Environment.

Prof. Dr. Nicholas A. Robinson (ex officio), USA

Professor Nicholas A. Robinson has developed environmental law since 1969, when he was named to the Legal Advisory Committee of the President's Council on Environmental Quality. He has practiced environmental law in law firms for municipalities and as general counsel of the New York State Department of Environmental Conservation. He drafted New York's wetlands and wild bird laws and was inaugurated as the first chairman of both the statutory Freshwater Wetlands Appeals Board and Greenway Heritage Conservancy for the Hudson River Valley. He has served as legal advisor and chairman of the Commission on Environmental Law of the International Union for the Conservation of Nature and Natural Resources, engaged in drafting treaties and counseling different countries on the preparation of their environmental laws. He founded Pace's environmental law programs, edited the proceedings of the 1992 United Nations Earth Summit in Rio de Janeiro, Brazil, and is author of several books and numerous articles. He teaches a number of environmental law courses.

Professor Robinson served as James D. Hopkins Professor of Law during the 1991–1993 academic years.

On March 2009, the Pace University Board of Trustees conferred the position of University Professor for the Environment on Nicholas A. Robinson for his significant contribution to scholarship in the field of environmental law, both in the USA and abroad.

Sandrine Friedli Cela (ex officio), Switzerland

Sandrine Friedli Cela joined the IUCN as Legal Adviser in January 2015 and is very pleased to contribute in her function to the achievement of the IUCN's mission. Prior to this assignment she worked for more than ten years as Legal Counsel in the public and private sector, including with the Swiss Railway Company, Cotecna Inspection, Tamedia Publications romandes and Medicines for Malaria Venture. As Legal Adviser to the Union, she is based at IUCN Headquarters in Gland, Switzerland, and reports to the Director General. In her role, she is in

charge of handling all legal issues affecting IUCN's global Secretariat and other statutory components of the Union. Among her major responsibilities, she provides legal support and advice on the negotiation/drafting of contracts and MOUs; on governance matters; on dispute resolution and the conduct of litigation, and on legal status and related issues arising in IUCN's

relations with the Governments of host countries, the European Commission, the United Nations and other international organizations. Sandrine holds a law degree from the University of Fribourg and an LL.M. in European and International Economic Law from the University of Lausanne, both in Switzerland. She also participated in student exchange programs in the United States, Germany and Italy. Sandrine likes to travel and to discover other countries and cultures.

She likes to work in a international and multicultural environment. She is fluent in French, German, English and Italian and would like to improve her basic knowledge in Spanish.

Dr. Alejandro Iza (ex officio), Argentina

Dr. Iza's broad expertise spans international environmental law, focusing on water resources and marine law. In his academic career, Dr Iza taught public international law, law of European Integration, environmental risks, and international environmental law. In legal practice, at the European Commission (DG Environment), he specialised in complaints relating to EC environmental law, especially involving nature conservation, environmental impact assessment (EIA), wastes, water resources and pollution. An Argentine national, Dr. Iza holds a law degree from the University of Buenos Aires (Argentina), a Master of Laws Degree from the University of London, a Master of International Relations and International Law from the University of Belgrano (Argentina) and a Doctor of Laws Degree from the University of Buenos Aires.

Rose-Liza Eisma-Osorio (ex officio), Philippines

Atty. Rose-Liza Eisma-Osorio is a lecturer at the University of Cebu in the Philippines teaching environmental law, public and private international law, legal research and writing, and human rights law. At the same time, she is the Faculty Adviser and Editor-in-Chief of the Journal of Research in Law and Policy. She is also one of the faculty members who acts as official representative to the IUCN Academy of Environmental Law (IUCNAEL). She is also a member of IUCN's World Commission on Environmental Law (WCEL). She is also one of the founders and managing trustee of the Philippine Earth Justice Center, Inc. (PEJC), which has filed several environmental cases in the Philippines, including the landmark decision of the Supreme Court in Resident Marine Mammals and Dolphins vs. Reyes where she is one of the two lawyers who were recognized as the stewards of the dolphins and whales of Tañon Strait Protected Seascape in Central Philippines against illegal oil exploration in a protected seascape.

Elizabeth Maruma Mrema, Tanzania

United Nations Secretary-General António Guterres, following consultation with the Bureau of the Conference of the Parties to the Convention on Biological Diversity (CBD), announced on 8 June 2020 the appointment of Elizabeth Maruma Mrema of Tanzania as Executive Secretary of the Secretariat of the Convention on Biological Diversity.

Since December 2019, Ms. Mrema has been the Acting Executive Secretary of the CBD Secretariat. Prior to that, Ms. Mrema served as Director of the Law Division at the United

Nations Environment Programme (UNEP) in Nairobi, Kenya. With over two decades of experience at the United Nations, Ms. Mrema brings to the position extensive experience in global environmental law and policymaking, implementation of environmental and sustainable development programmes, and a deep knowledge of multilateral processes. From 2009 to 2012, she served as the Executive Secretary of the UNEP/Secretariat of the Convention on the Conservation of Migratory Species of Wild Animals as well as served as the Acting Executive Secretary of the UNEP/ASCOBANS (Agreement on the Conservation of Small Cetaceans of the

Baltic, North East Atlantic, Irish and North Seas) as well as Interim Executive Secretary of the UNEP/Gorilla Agreement, all based in Bonn, Germany.

Before joining UNEP, Ms. Mrema worked with United Republic of Tanzania's Ministry of Foreign Affairs and International Cooperation. During her time with the Ministry, she also lectured in Public International Law and Conference Diplomacy at Tanzania's Centre for Foreign Relations and Diplomacy.

Ms. Mrema holds a Master of Law degree from Dalhousie University, Halifax, Canada, a Postgraduate Diploma in International Relations and Diplomacy from the Centre of Foreign Relations and Diplomacy in Dar-es-Salaam, Tanzania, and a Bachelor of Law from the University of Dar-es-Salaam, Tanzania.

Dr. Nilüfer Oral, Turkey

Nilüfer Oral is Director of the Centre of International Law (CIL) at the National University of Singapore and is a member of the law faculty at Istanbul Bilgi University, Turkey. She is member of the UN International Law Commission and co-chair of the Study Group on Sea-level rise in relation to international law. She served as climate change negotiator for the Turkish Ministry (2009 – 2016). She has also appeared before the International Tribunal for the Law of the Sea. Dr. Oral served on the IUCN Council, was co-chair of the IUCN-WCEL Oceans Specialist Groups and currently serves as a member of the WCEL Steering Committee. She was also a member of the International Group of Experts for the Global Pact for the Environment, as well as a Distinguished Fellow of the Law of the Sea Institute at UC Berkeley Law; Senior Fellow of the National University of Singapore Law School; and Honorary Research Fellow at the University of Dundee. Dr. Oral is on the editorial board of several international law journals and has published numerous articles edited several books, and has spoken at many international conferences.

Prof. Dr. Lavanya Rajamani, India

Lavanya Rajamani is a Professor of International Environmental Law, Faculty of Law, University of Oxford, and Yamani Fellow in Public International Law, St Peter's College, Oxford. She was formerly a Professor at the Centre for Policy Research, New Delhi, where she now holds a Visiting Professorship. Before that she was a University Lecturer in Environmental Law, and Fellow & Director of Studies in Law at Queens' College, Cambridge. Lavanya holds an LLM from Yale, a DPhil and BCL from Oxford, where she was a Rhodes scholar, and a B.A.LL.B. (Honours) from National Law School, Bangalore, where she graduated at the top of her class with several gold medals.

Lavanya writes, teaches and advises on international environmental law, in particular international climate change law and policy. Her latest book is the second edition of the Oxford Handbook of International Environmental Law (August, 2021) which she co-edited with Jacqueline Peel, University of Melbourne. Her previous book titled, 'Innovation and Experimentation in the International Climate Change Regime', based on a Special Course she delivered at the Hague Academy of International Law, was published in March 2020 as part of

the Collected Courses of the Hague Academy of International Law/ Recueil des Cours. Her book 'International Climate Change Law' (Oxford University Press, UK, 2017), co-authored with Daniel Bodansky and Jutta Brunnée won the 2018 American Society of International Law Certificate of Merit in a Specialized Area of International Law. Her other books include 'Promoting Compliance in the Emerging Climate Regime (CUP, 2011, co-editor), 'Implementation of International

Environmental Law' (Hague Academy of International Law, 2011, co-editor), 'Climate Change Liability: Transnational Law and Practice' (CUP, 2011, co-editor), 'Differential Treatment in International Environmental Law' (Oxford University Press, UK, 2006, author), and she has numerous peer-reviewed articles in law and inter-disciplinary journals.

Lavanya was a KFG Senior Research Fellow at the Berlin-Potsdam Research Group 'The International Rule of Law – Rise or Decline?' and a Sir Frank Holmes Visiting Fellow at the University of Victoria, Wellington. She has held visiting Professorships and taught courses on public international law at Ashoka University, India; international environmental law on the MBA in Green Energy at the Bologna Business School; international climate change law at the National University of Singapore and the University of Aix-en-Provence; human rights and environmental law on the Masters in International Human Rights Law at Oxford; and human rights and climate change law on the Melbourne Law Masters (MLM).

Lavanya serves as Coordinating Lead Author of the chapter on 'International Cooperation' in the Sixth Assessment Report of the Intergovernmental Panel on Climate Change. She has also served as Rapporteur for the International Law Association's Committee on Legal Principles Relating to Climate Change, and as Research Director for the Hague Academy of International Law's Centre for Studies and Research.

Lavanya's academic work on the international climate change regime is informed by extensive practice. She has worked on and tracked the climate negotiations in different capacities, including as a negotiator for the Alliance of Small Island States, and legal advisor to the UN Climate Secretariat, the Danish Ministry of Climate Change and the Indian Ministry of Environment and Forests. She was part of the UNFCCC core drafting and advisory team at the 2015 Paris negotiations, and, was identified by Climate Home News as one of the 'Women to watch ahead of the UN's 2015 Climate Summit.' She is also involved in differing capacities, but in particular in providing the evidence base, in current and prospective climate cases before national and international courts.

Dr. Agnès Michelot, France

Agnès Michelot has been a lecturer and researcher at the University of La Rochelle since 1998, in the Faculty of Law, Political Science and Management.

Her main areas of research are international environmental law, where she publishes particularly on the themes of environmental justice (which includes climate justice), biodiversity law, sustainable management of coastal areas, the status of climate refugees and ecological debt. She is now interested in the principle of ecological solidarity.

All her research and numerous recognitions have earned her other hats.

She served previously as the President of the French Society for Environmental Law since 2013 and an associate of the environment section of the Economic, Social and Environmental Council (CESE) since 2014. She was also a special associate for the United Nations Institute for Training and Research (UNITAR, Geneva) International Environmental Law Training Program from 2005 to 2008. This program is designed to train government personnel in international environmental law.

In connection with her research on transboundary cooperation for the management of protected areas and the results of her thesis, she joined the African Network of the Man and Biosphere Program (MAB) in 1999 at the request of the UNESCO Directorate of Ecological Sciences and

became a consultant for the MAB program. She thus participated in the establishment of the first transboundary biosphere reserve in Africa: the W Biosphere Reserve (Benin, Burkina Faso, Benin) by elaborating the draft international status of this reserve.

Subsequently, given her knowledge of the field and of the law applicable in these three countries, she became head of mission for the harmonization of legislation for the EDF ECOPAS project (European Union, 7th European Development Fund, Program for the Conservation and Rational Use of Contiguous Protected Areas in Benin, Burkina Faso, Niger and their zones of influence).

She was then recruited as a legal expert for the AGIR program (European Union EDF).

She is the author of publications in environmental law and scientific coordinator of the books "Equity and the environment; What models of environmental justice?" in 2012 and "Climate justice: issues and prospects" in 2016. Her work focuses on the consideration of the relationship between social and environmental inequalities by law. She is co-rapporteur with Jean Jouzel of an EESC opinion voted in 2016 on "Climate justice: challenges and prospects for France" which converges with the opinion adopted in 2017 by the European Economic and Social Committee on climate justice. She is also Knight of the Order of the Legion of Honour in France.

Marina Venâncio, Brazil

Junior Deputy Chair of the IUCN WCEL CCSG

Marina Venâncio is a lawyer and Ph.D. candidate in Ecological Law and Human Rights at the Federal University of Santa Catarina (UFSC, acronym in Portuguese). Her doctoral research is focused on the intersection between environmental protection and the human right to food and other topics such as climate change, rural development, biodiversity protection, and ecological law.

Marina has over six years of experience in working with intergovernmental and civil society organizations. She is the Junior Deputy Chair of the IUCN World Commission on Environmental Law Climate Change Specialist Group and is currently working as an environmental law specialist at the UN Environment Programme (UNEP).

James Cameron, UK

James Cameron is an international lawyer, policy adviser and entrepreneur. He is a partner in a new enterprise called Systemiq, offering a service to create system level changes through mobilising capital and talent, and he is the first Executive Fellow at Yale. He has founded, and been on the founding Boards of numerous organisations designed to use international law to protect the environment and achieve sustainable development. He was also formerly a member of the Prime Minister's Business Advisory Group, and Infrastructure UK's advisory board.

Prof. Dr. Denise Antolini, USA

Denise Antolini is a Professor of Law and served as the Associate Dean for Academic Affairs from August 2011 to December 2019. She is on sabbatical the Spring 2020 Semester. She joined the Law School faculty in 1996 and directed the nationally recognized Environmental Law Program for several years. Since 2006, she has spearheaded the Law School Building Excellence Project that led to completion of the construction project for the \$9.3 million Clinical Building in 2019.

She served as a State Water Commissioner and on the Nominating Committee, the inaugural Chair of the Honolulu City Council's Clean Water and Natural Lands Commission, Chair of the State Environmental Council, and Chair of the Hawai'i State Bar Association's Natural Resources Section. Her courses have included torts, environmental law, environmental litigation, domestic ocean and coastal law, IUCN motions seminars, and legal writing.

She received the 2006 University of Hawai'i Board of Regents' Excellence in Teaching Medal. She served as Chair of the American Association of Law School's Environmental Law Section and, from 2005 until 2008, was on the ABA's Standing Committee on Environmental Law.

Dean Antolini was selected by Hawai'i Women Lawyers as the 2002 recipient of the Distinguished Community Service Award. In 2003-2004, she served as the Fulbright Distinguished Chair in Environmental Studies at the Politecnico in Torino, Italy.

In 2016, she was appointed as Deputy Chair of the World Commission on Environmental Law (WCEL) of the International Union for the Conservation of Nature (IUCN). She was elected to the inaugural Executive Committee of the IUCN U.S. National Committee in 2017 and co-coordinates the Hawai'i Hui of IUCN members. She was appointed as the Elections Officer for the IUCN World Conservation Congress in Marseille, France (June 2020).

Dean Antolini graduated from Harbor High School in Santa Cruz, California in 1978; Princeton University in 1982; obtained a Masters in Public Policy at UC Berkeley (1985) and concurrently a J.D. from Boalt Hall School of Law, UC Berkeley in 1986, where she was editor-in-chief of Ecology Law Quarterly. After a two-year federal district court clerkship in Washington, D.C., she spent eight years practicing public interest law with the Sierra Club Legal Defense Fund (now Earthjustice) in Seattle and Honolulu, serving as Managing Attorney of the Honolulu office from 1994 until 1996. Dean Antolini litigated several major citizen suit environmental cases involving coastal pollution, water rights, endangered species, environmental impact statements, and Native Hawaiian rights.

Dean Antolini lives on O'ahu's rural North Shore in the ahupua'a of Pūpūkea. She is a founding and current member of the North Shore Community Land Trust (advisory board), Save Waimea Valley Coalition, Mālama Pūpūkea-Waimea (President, 2005-present), and the Save Sharks Cove Alliance.



**CEESP Steering Committee
2021-2025
Additional Approvals by 107th Council**



Mahnaz Kadhemi (Bahrein), Regional Vice Chair, West Asia

Environmental Citizenship Program, Bahrain Women Association for Human Development

I spent the past 16 years immersed by my passion for preserving our Mother Earth, I had pledged to spend my time enhancing the public awareness of today's critically important environmental issues and strive to educate people to make conscious eco-friendly decisions and lifestyle choices. Among others, my activism is focused on Micro-Plastic pollution and water consumption behavior, in both local, regional and international context.

Although I had spent 36 years in the corporate world (between Corporate Banking and Law), I could not belittle the importance of everyone's foothold and participation into reversing the damage caused by modern society. Such ethos I vow to teach my children and grandchildren - every little conscious gesture matters.

In our initiatives, we are strong believers that the cornerstone to the success of all proposed interventions and solutions is working in alignment with human intrinsic values and our human instinct in believing that the Planet belongs to us all without any barriers

Pending appointments for Africa and Youth positions. Currently under discussions with individuals.

***Members of the IUCN CEESP Steering Committee
(approved by the 106th Council on 9 September 2021)***



Ameyali Ramos (Mexico), Deputy Chair, CEESP

Ameyali Ramos has been working on social and environmental governance, international policy and human rights issues for over 20 years. Ameyali supports Indigenous peoples and local communities in their advocacy for self-determination, rights and opportunities in international and national policy spaces, including the Convention on Biological Diversity, IUCN, and UNFCCC. Ameyali's background in environmental policy (PhD and MSc University of Oxford) and environmental and social governance (BA from University of British Columbia) support her work in influencing global conservation priorities and policies to promote human and environmental well-being. Ameyali is currently Deputy Chair of the IUCN Commission on Environmental, Economic and Social Policy (CEESP), International Policy Coordinator for the ICCA Consortium, and Senior Advisor for the International Savanna Fire Management Initiative (ISFMI). Ameyali is committed to supporting efforts to promote transformative and tangible socio-environmental change grounded in human rights based approaches.



Elise Huffer (Fiji), Regional Vice Chair, Oceania

Elise works as a culture, heritage and development consultant in Fiji and the Pacific Islands. She was formerly the Culture Adviser at the Pacific Community (SPC), for a period of 10 years (2008-2017) providing technical advice on cultural policy, cultural industries and heritage to 22 Pacific Island countries. Prior to joining SPC, Elise was Associate Professor at the University of the South Pacific (USP - a regional university with 12 member States) where she designed and taught the Pacific Studies graduate programme. She is an Adjunct Associate Professor at the Oceania Centre for Arts, Culture and Pacific Studies at the USP and the Vice-Chair Oceania of the IUCN Commission on Environmental, Economic and Social Policy. She is a Fiji citizen and has been living in the Pacific Islands region for 35 years.



Michael Painter (USA), Regional Vice Chair, North America

Michael Painter is an ecological anthropologist, with a Ph.D. from the University of Florida. His long-term research interests have focused on the social and economic factors that shape how people use land and natural resources. After completing his Ph.D., Michael worked at the Institute for Development Anthropology, a private, non-profit research and education institute dedicated to integrating social science perspectives into conservation and development initiatives. He was also a technical advisor to the Botswana Department of Wildlife and National Parks, where he led a team that monitored the impacts of Community-based Natural Resource Management (CBNRM). Michael has worked with the Wildlife Conservation Society (WCS) since 1997, except for a two-year period at the Gordon and Betty Moore Foundation, from 2015-2017. At WCS, Michael played diverse roles, including country director, first in Bolivia, then in Peru, and director of the Amazon program. Upon moving to the US, Michael worked as an associate director of the Latin America and Caribbean program, and director of what was then called the Conservation and Quality of Human Life initiative. In these roles, he focused helping WCS build effective conservation partnerships with Indigenous Peoples and local communities, and undertook several innovative initiatives with Indigenous organizations, supporting their efforts to strengthen their ability to engage more effectively with government agencies, donors, and private companies. He helped establish the Conservation Initiative on Human Rights (CIHR) and has represented WCS in CIHR. He was also part of the group that helped set up the WCS Institutional Review Board, a federally registered body responsible for reviewing human subjects research conducted by WCS, to ensure that the organization complies with all U.S. federal and international standards. In 2015, Michael joined the staff of Gordon and Betty Moore Foundation, where he was a Program Officer in the Andes Amazon Initiative (AAI), of the Environmental Conservation Program. In this role, he worked with grantees to develop proposals and support the monitoring and implementation of the resulting activities. He also assisted in preparing proposals to the Moore board that secured additional funding for AAI to support the consolidation of protected areas and indigenous lands, and address threats posed by poorly planned and implemented large-scale infrastructure. In 2017, Michael returned to WCS as a senior technical advisor. He serves as a member of WCS's Social Safeguards Management Team and chairs the WCS Institutional Review Board, Michael also provides support to field programs on issues related to human livelihoods and governance.



Maria Moreno de Los Rios (Ecuador/Spain) , Regional Vice Chair, Meso & South America

María Moreno de los Ríos is a Spanish-Ecuadorian environmental biologist with more than 15 years of experience in international development work, with emphasis on socio-environmental and gender issues. She has worked with multi- and bilateral agencies (UNDP, AECID) and leading NGOs in South America. Actually, she is Senior Programme Manager for the LAC Hub in Hivos. Between 2017-2021, María was the Regional Governance and Equity Programme Officer in IUCN-SUR and focal point for the CEESP. She led the Amazon Green List project, where the

NRGF was implemented for the first time in LAC and provided close support to the dissemination of the Gender-based violence and environment linkages initiative.

María has been a volunteer in various organizations and networks since she was 14 years old, highlighting the support to the Science Panel for the Amazon, the Core Group of the Network of Women in Conservation of Latin America and the Caribbean, member of the Steering Committee of the Leadership Program for Women in Conservation of Colorado State University, and member of the LAC Women Major Group, among others. María has master's degrees in Ibero-American International Relations and in International Development Cooperation (UPV-HEGOA Institute)



Ritu Dhingra (India), Regional Vice Chair, East and Southern Asia

Ritu Dhingra has over three decades of experience in research related to environmental law, botany, biodiversity, forests, sustainable development, Indian traditions and environmental conservation. She holds a lawyer license from Bar Council of Delhi. She has written three books as a trilogy on environmental jurisprudence, floral biodiversity and Indian traditions and environmental conservation consecutively. She has authored many papers on environmental law, ecofeminism, forest conservation, smart cities, sustainable development, climate change, climate refugees, environmental defenders, loss of biodiversity, traditional knowledge systems, conservation of biodiversity, green energy, customary laws and environmental conservation, Ritu holds a PHD in Environmental laws from The NorthCap University Gurugram, Haryana, India with topic Sustainable Development and Laws Relating to Bio-Diversity and Forest Conservation: An Analytical Study in Indian Perspective. She also has a Bachelor honours degree in botany from University of Delhi, India, Bachelor's degree in law from university of Delhi, India, Master's degree in law from Kurukshetra University, India, Master's degree in sociology from Meerut University, Meerut, India, Post Graduate diploma in Environmental Law and Policy from National Law University Delhi and WWF Delhi, Post Graduate diploma in Ecology and Environment from IIEE Delhi. She has a certificate in Spanish language from Cervantes, Delhi. She had been a practicing lawyer in the High Court of Delhi and Supreme Court of India. She is an environmental law and policy consultant at a legal firm in Delhi. She has drafted and taught courses on law at few universities in Delhi NCR region. She is also the founder of Envirodelhi, an environmental conservation establishment dedicated to promoting sustainable living by promoting innovative ideas. She is a member of IUCN five commissions IUCN World Commission on Environmental law (WCEL), Commission on Environmental, Economic and Social Policy (CEESP), Commission on Education and Communication (CEC), World Commission on Protected Areas (WCPA), Commission on Ecosystem Management (CEM). She is also a member of the European Environmental Law Forum (EELF).



Luc Bas, (Belgium), Regional Vice Chair, Europe

Luc is the Head of Coordination and Strategy at the European Environment Agency. Until June 2021 he was the European Regional Director for the International Union for the Conservation of Nature(IUCN) managing the largest membership-region of IUCN with over 360 governments and ngo's . He was also representing the Union towards the EU institutions, managing the Brussels Office of 15 Staff and providing leadership to the EU Policy Interventions of IUCN. The Brussels office is also responsible for the Development and implementation of the wider European Program which includes leading work on Nature-based-Solutions and uptake in EU programs and policy, providing IUCN knowledge support including Red List of Species and Green List of Protected Areas. Under his leadership IUCN has also become a key bridge builder between environment and farmers and foresters organisations. Early in his career, Luc has worked as an Adviser on international sustainable development policies in both the Belgium Federal and Flemish Governments and represented the Government at the UN Commission on Sustainable Development, the OECD national SD experts panel, the Belgium Federal Council, and at various interregional networks on sustainable development.



Galeo Saintz, South Africa, Chair, Theme on Environmental Peacebuilding

Galeo is an independent conservation, trails and nature-peace advisor. He is founder/co-founder of multiple conservation and trails related initiatives in his home country of South Africa, and Founding Chair of the World Trails Network based in Switzerland, and human-wildlife conflict initiative, the Wild Peace Alliance.

Galeo has orchestrated numerous conservation related expeditions to raise awareness for human-wildlife conflict issues relating to rhino and wolves amongst others. His experience in media includes co-producing the documentary film “Wolf OR-7 Expedition” and overseeing communication channels for multiple NGOs he has helped found. He has coordinated multicounty conferences for trails and consulted in the development of trail standards for Nepal, and shaped the strategic vision for Green Flag Trails International.

His research interest includes the confluence point between nature, peace and economics, conservation funding mechanisms, the confluence between trails and conservation, and trails and technology. He is actively pursuing the development of an international Nature Peace Index. Galeo gives regular public talks and presentations at international congresses. He holds an MSc from Schumacher College, UK.



Jennifer (Jing) Tauli Corpuz (Philippines), Chair, Indigenous People & Environment

Jennifer Tauli Corpuz, from the Kankana-ey Igorot People of Mountain Province in the Philippines, and a lawyer by profession, is the Global Policy and Advocacy Lead for Nia Tero. She is the former coordinator of the Indigenous Peoples’ Rights and Policy Advocacy Program of Tebtebba – Indigenous Peoples’ International Center for Policy Research and Education. She is passionate about developing capacities of the next generation of Indigenous leaders. Jennifer graduated from the UP College of Law and obtained her Master of Laws (LI.M.) from the Indigenous Peoples’ Law and Policy (IPLP) Program of The University of Arizona at Tucson, Arizona. She was the 2012 Indigenous Intellectual Property Fellow at the World Intellectual Property Organization (WIPO), and since then has been an active participant in the WIPO IGC negotiations on the protection of traditional knowledge. She was involved as negotiator and expert for the International Indigenous Forum on Biodiversity (IIFB), representing indigenous peoples, at the negotiations leading to the adoption of the Nagoya Protocol on Access and Benefit-Sharing under the Convention on Biological Diversity (CBD).



Melanie Zurba (Canada), Chair, Theme on Governance, Equity and Rights

Professor Zurba’s (she/her) work focuses on projects that are developed and implemented in collaboration with communities. Professor Zurba has worked collaboratively with Indigenous communities in Canada and abroad on projects focusing on co-management of species and protected areas, shared forest tenure agreements, Clean Environment Commission hearings for water regulation, land use and occupancy mapping studies, food sovereignty, health promotion and wellbeing, and land-based learning and curriculum development. Her work has also contributed to public discussion on what “reconciliation” means in Canada through her work on learning and relationship building through the shared-governance of land. Professor Zurba is also interested in how global policy frameworks affect community participation in the day-to-day management of the environment.



Neil Dawson (UK)Theme on Human Wellbeing & Sustainable Livelihoods

Neil Dawson (Scotland, UK) was a Steering Committee member (2016-2021) for the [IUCN Commission on Environmental, Economic and Social Policy \(CEESP\)](#), for which he chairs the theme on Human Wellbeing and Sustainable Livelihoods. Neil is a [research fellow](#) with [The Global Environmental Justice Group](#) at the University of East Anglia (UEA) in the UK and the European School of Political and Social Sciences (ESPOL) in Lille, France. His research uses mixed-method approaches to explore wellbeing and environmental justice among rural populations, particularly poor and marginalised social and ethnic groups, in sub-Saharan Africa, Asia and South America. Recently Neil’s work has explored the complexity and potential contribution of Indigenous and local communities’ knowledge systems to the governance of biodiversity conservation, climate change, agriculture and sustainable development. Neil gained a PhD from the School of International Development at UEA in 2013, but before working on the social and political dimensions of conservation held several jobs as an ecologist and nature reserve warden, so has now spent 20 years working in conservation in various roles.



Jacob Park (USA), Theme on Economics and Regenerative Finance

Dr. Park is Associate Professor in Castleton University’s College of Business who specializes in the social and environmental dimensions of innovation, entrepreneurship, and international business, with special expertise/interests in emerging economies in Asia-Pacific, Africa, and Caribbean regions. He serves as the Associate Editor at the Journal of Social Entrepreneurship and on the editorial boards of Business Strategy and the Environment journal and Emerald Emerging Market Case Studies. His co-edited book, *Entrepreneurial, Innovative and Sustainable Ecosystems*, was published by Springer in 2018, while the *Crisis of Global Environmental Governance: Towards a New Political Economy of Sustainability* was published in 2008 by Routledge and *Ecology of the New Economy: Sustainable Transformation of Global Information Technology, Communication, and Electronics Industries* was published in 2002 by Routledge/Greenleaf Publishing.



Emmanuel Nuesiri, (Cameroon), Natural Resource Governance Framework

Dr. Emmanuel Nuesiri is an Associate Lecturer at the African Leadership University (ALU) Mauritius. He holds a bachelors' degree in Environmental Science from the University of Buea, Cameroon; masters in Environment and Development from the University of Cambridge, and a

doctorate in Environmental Governance from the University of Oxford. He has teaching and field research experience from Africa, Europe, and the United States. He has been a resource person and consultant for a number of environmental organizations including Fauna and Flora International (FFI), Luc Hoffmann Institute, International Union for the Conservation of Nature (IUCN), UN Economic Commission for Africa (UNECA), UN Food and Agricultural Organization (FAO), and the UN Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES). He has also been a member of IUCN CEESP since 2013, and a member of the NRGF working group since 2015 contributing to the production of the NRGF conceptual papers, the NRGF strategic plans 2016-2020 and 2021-2024, the NRGF-ROAM correspondence analysis, and taking the lead in the design and establishment of the NRGF community of practice, while contributing to the design of the TGER Governance Learning Network and Platform.



IUCN Commission on Education and Communication (CEC)
Additional Steering Committee Nominations
February 2022

Diana Garlytska, Regional Vice Chair for West Europe



Diana Garlytska, Co-Chair of the Steering Committee at CoalitionWILD is a young expert who over 8 years of her career in academia has taught in more than a dozen of countries across Europe and Asia. In 2013 from business analytics at HQ of a multinational corporation in Leipzig, Germany, Diana Garlytska transitioned to teaching and research work in Lithuanian capital, Vilnius. Here she has used every opportunity to enhance her knowledge in the field of environmental economics and develop her skills in teaching, project mandated, proposal writing, research, creative writing, and storytelling. Diana has written several workbooks for BA level students and created her author course on 'Sustainable Business Development'.

Diana Garlytska is IUCN CEC member since 2018, Steering Committee Co-Chair and has been on steering committee of CoalitionWILD since 2019, as well as Federation for European Storytelling consultant since 2022. Thus, her greatest passions are youth engagement in nature conservation, storytelling and academic work. In 2021 Diana Garlytska was a member of Youth workgroup for IUCN Global Youth Summit and co-authored IUCN GYS Outcome Statement. Currently Diana is Youth Task Force member for Stockholm+50 and actively contributes to youth work in environmental policy development. Diana is happiest when traveling and enjoying art in any form.

Kenza Khallafi, Regional Vice Chair for North Africa



Mrs. Kenza Khallafi, is currently the Partnerships Officer and responsible of the education for sustainable programs at the Mohammed VI Foundation for Environmental protection, a non-profit organization based in Morocco that takes action by raising public awareness and education on sustainable development, especially among the youth.

The past ten years, Kenza has been working closely with the Ministry of education of Morocco on developing ESD projects and programs, on accelerating local level actions to make progress towards

the 17 Sustainable Development Goals, and on Empowering and mobilizing youth from preschool to university.

Kenza also work to reinforce cooperation with United nations agencies, international and national organizations and the Hassan II International Center for Environmental Training, the academic branch of the Foundation, launched in 2019, in the areas of environmental education, biodiversity, Action for Climate Empowerment and ocean literacy.

Kenza is member of the Climate Change Competence Center of Morocco (4C) a national platform for dialogue and capacity building for the various actors and a hub for climate change information open to its regional, African, and international environment. Before joining the Foundation, Kenza graduated in Finance from an American University Al Akhawayn based in Ifrane (Morocco) and Bocconi University in Milan (Italy).

Karen Keenleyside, Co-Chair of #NatureForAll



An ecologist by training, Karen has over thirty years' professional experience in the environmental field in Canada and internationally, both in the private sector and with the Canadian government. During 15 years with Parks Canada, Karen led the development of evidence-based strategic approaches to ecological restoration, climate change, and urban parks, among other topics. Most recently, she has been bridging natural and social-scientific disciplines to develop collaborative relationships and find solutions for building and diversifying the constituency of support for conservation.

Karen led the Inspiring a New Generation Stream of the IUCN World Parks Congress in 2014, which was the foundation for the subsequent launch of #NatureForAll in 2016. Since then, she has been instrumental in shaping the strategic direction of #NatureForAll and contributing to its growth and influence. Karen was the Vice Chair responsible for #NatureForAll for both the IUCN Commission on Education and Communication and the IUCN World Commission on Protected Areas from 2016 and 2021. She continues to play a leadership role on both Commissions and is currently one of three global Co-Chairs who are collaboratively leading #NatureForAll.

IUCN Commission on Education and Communication (CEC)

Steering Committee, 2021-2025

(Including the names approved by Council C106 and the three new nominees)

1. Sean Southey, CEC Chair
2. Margaret Otieno, CEC Deputy Chair
3. Katalin Czippan, Strategic Adviser
4. Cheryl Charles, Co-Chair of #NatureForAll
5. Ana Valerie Mandri, Regional Vice Chair for North America and the Caribbean
6. Carlos Estrada, Regional Vice Chair for Mesoamerica
7. Luis Camargo, Regional Vice Chair for South America
8. Eva Ndamono Shataa, Regional Vice Chair for Eastern and Southern Africa
9. Tommy Garnett, Regional Vice Chair for West and Central Africa
10. Aleksey A. Zavarzin, Regional Vice Chair for Eastern Europe and Central Asia
11. Firas T. Abd-Alhadi, Regional Vice Chair for West Asia
12. Hanying Li, Regional Vice Chair for East Asia
13. Vasanti Rao, Regional Vice Chair South and Southeastern Asia
14. Daniela Benavides Reiss, Regional Vice Chair for Oceania
15. Diana Garlytska, Regional Vice Chair for West Europe
16. Kenza Khallafi Regional Vice Chair for North Africa
17. Karen Keenleyside, Co-Chair of #NatureForAll



Council document C107/8.5/2
10 February 2022

IUCN Commission on Education and Communication (CEC)

Steering Committee, 2021-2025

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2. Margaret Otieno, CEC Deputy Chair
3. Katalin Czippán, Strategic Adviser
4. Cheryl Charles, Co-Chair of #NatureForAll
5. Ana Valerie Mandri, Co-Chair of Reimagine Conservation
6. Carlos Estrada, Regional Vice Chair for Mesoamerica
7. Luis Camargo, Regional Vice Chair for South America
8. Eva Ndamono Shataa, Regional Vice Chair for Eastern and Southern Africa
9. Tommy Garnett, Regional Vice Chair for West and Central Africa
10. Aleksey A. Zavarzin, Regional Vice Chair for Eastern Europe and Central Asia
11. Firas T. Abd-Alhadi, Regional Vice Chair for West Asia
12. Hanying Li, Regional Vice Chair for East Asia
13. Vasanti Rao, Regional Vice Chair South and Southeastern Asia
14. Daniela Benavides Reiss, Regional Vice Chair for Oceania
15. Diana Garlytska, Regional Vice Chair for West Europe
16. Kenza Khallafi, Regional Vice Chair for North Africa
17. Karen Keenleyside, Co-Chair of #NatureForAll
18. Marie-Philippe Ouellet, Regional Vice Chair for North America and the Caribbean

Sean Southey, Chair



Sean Southey has over 30 years of experience in the international development and communications field. Sean started his career with 5 years in the Canadian Ministry of Environment, followed by 12 years working with United Nations Development Programme's (UNDP) environment team. His NGO experience includes with ICLEI (Secretary General), Rare (Vice-President) and 10 years as President of PCI Media. He is now Co-Founder and President of Zamia Media. In the past decade he has led the development of over 80 campaigns world-wide and won over 100 awards for impactful campaigns. In 2016, Sean was elected as Chair for the Commission on Education and Communication (CEC). Sean is a dual Canadian and South African citizen and has lived, worked and traveled in over 100 countries. He holds a MSC from the London School of Economics and a BA in Economics from University of British Columbia, and has a wonderful daughter, Safia.

Margaret Otieno, Deputy Chair



Margaret is a passionate hands-on environmental education professional. After graduating from the University of Nairobi, Margaret began her career as a Development Officer with the Anglican Church of Kenya. Between 1995 and 2005 she worked in the positions of Environmental Education Officer and then Programmes Manager at Elsa Conservation Trust. From 2005 to 2007 she was employed as the Manager at African Fund for Endangered Wildlife (Giraffe Centre) before joining the Wildlife Clubs of Kenya from 2008 to date as the National Coordinator and CEO, Wildlife Clubs of Kenya – Nairobi. Margaret is a Board member of Youth for Conservation, Worldlife Kenya, African Fund for Endangered Wildlife and Elsa Conservation Trust. She has also served as the Deputy Chairman for the Kenya Steering Committee-IUCN.

A holder of a PhD in Climate Change and Education for Sustainable Development and an MSc in Environment and Development, Margaret is driven by the belief that sustained education from grassroots to leadership levels is the single most important element in improved environmental protection and conservation.

Katalin Czippán, Strategic Adviser



Katalin Czippán works for the Bavarian Academy for Nature Conservation and Landscape Management (ANL) as the international coordinator of the ELENA project. She also supports for the Budapest Water Summit 2016 by collecting and editing articles to present practical solution that contributes to achieving the targets of UN Sustainable Development Goal on water. She has been also invited by Institute of Executive Training and Continuing Education of the National University of Public Service to develop a training course and a handbook on “Sustainable development” and conduct several trainings.

Previously Ms. Czippán was the Deputy Head of the Strategy Department at the Office of the Ombudsman for the Future Generations. She also served as a Director for Environmental Education and Communication Program Office in Hungary, a governmental institute whose task was to develop strategies and policies for all type of education. 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.

In her early career she was a President and CEO of the IUCN member Göncöl Foundation, where with her colleagues among the 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, prepared the environmental law of Hungary and ran nature-education centres. She is a 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.

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.

Cheryl Charles, #NatureForAll Co-Chair



Cheryl Charles, Ph.D., is an innovator, author, organizational executive and educator. Cheryl is the Co-Founder, President and CEO Emerita of the Children & Nature Network (C&NN). She currently serves as a consultant to the Network, coordinating the Network's international activities.

Cheryl is also Adjunct Faculty and founding Executive Director of the Nature Based Leadership Institute at Antioch University New England (AUNE). Recipient of numerous awards for her leadership, she served as founding National Director of the pioneering K-12, interdisciplinary environment education programs, Project Learning Tree and Project WILD.

Cheryl is author, editor and designer of a wide variety of publications including books, articles, and educational materials. Cheryl has given hundreds of public presentations including scores of keynote addresses; and has facilitated a wide variety of civic, business and educational meetings on a range of topics from developing community leadership to leading the worldwide effort to reconnect children, families and communities with nature.

In 2018, Cheryl served as lead author for #NatureForAll's research synthesis, *Home to Us All: How Connecting with Nature Helps Us Care for Ourselves and the Earth*.

Ana Valerie Mandri Rohen, Co-Chair of Reimagine Conservation



Ana has worked for the non-profit sector for over 19 years. She has successfully led efforts ranging from supporting Indigenous and rural communities with communication, marketing and commerce strategies, to creating financial mechanisms to ensure conservation programs. For the last 15 years, Ana had planned and led an innovative financing program to assure long-term conservation of Mexico's most biodiverse and threatened region.

She served as El Triunfo Conservation Fund's executive director, growing the organization and consolidating it as Mexico's number one regional fund. She has created engagement programs and successful fundraising campaigns, securing a recurrent pipeline of donations from both domestic and

international companies that are currently ensuring conservation and development programs in Chiapas, Mexico.

Ana is also the regional vice-chair of the Commission for Education and Communication of the IUCN and board member of several organizations supporting food and water security and education. She is a fellow member of WeAmerica, a social entrepreneurship program, and co-founder of MAM, an online platform that supports female initiatives in Latin-America.

Ana holds a MSc in Biodiversity, Conservation and Management from the University of Oxford and a BA in Marketing from Tecnológico de Monterrey.

Carlos Estrada, Regional Vice Chair for Mesoamerica



Fundraising Coordinator, Fondo de Conservación El Triunfo A.C. Carlos currently works in the El Triunfo A.C Conservation Fund (FONCET), an organization with the main objective of contributing to the conservation of the Protected Areas of the state of Chiapas.

He is fundraising coordinator with the main objective of managing financial resources from different sources to finance actions necessary to support the conservation and development of protected areas in Chiapas, in turn developing strategies that allow the transmission of values, achievements and aspirations of the organization to make its work known, attract and inspire the active participation of communities, donors and partners.

Luis Camargo, Regional Vice Chair for South America



Luis Alberto Camargo is Founder and Executive Director of Organización para la Educación y Protección Ambiental (OpEPA - Colombia & USA), Co-Founder fo The Weaving Lab, Core member of Regenerative Communities Network and Founder of Colombia Regenerativa, and Director at Thundra Outdoors. Global Change Leader, Young Global Leader (2008), Ashoka Fellow. Prior, he held a number of roles, including Adviser to the Vice-Minister of Environment of Colombia, Adviser to the Department of National Planning, Researcher at Universidad de los Andes and WWF, Wilderness Medicine Instructor at the Wilderness Medicine Institute of the National Outdoor Leadership School (NOLS) as well as wilderness educator in the US. He received a BSc in Mechanical Engineering from Lehigh University and a Master's in Computer Graphics from Pratt Institute.

Eva Ndamono Shataa, Regional Vice Chair for Eastern and Southern Africa



Eva is from Namibia. She is the Founder & CEO of Zadeva Investments, an agribusiness in blue economy specializing aggregating, processing, and distribution (locally and regionally) of fish and shellfish products. Their products are culturally inspired, and their goal is to contribute to food security in Africa. She holds a Master of Environmental Engineering Namibia University of Science & Technology, and is an powerful Youth Climate Activist in her native Namibia and in the region.

Tommy Garnett, Regional Vice Chair for West and Central Africa



Tommy Garnett is a dual citizen of Ireland and Sierra Leone, with a background in Agricultural and Development Economics. Following completion of post-graduate studies in the former USSR, he began his career in 1984, as a high school teacher in Kenya, where he taught Agriculture, Mathematics and Physical Education for 4 years. In 1992, Tommy founded the the Environmental Foundation for Africa, as a charity in the UK, to create awareness about the environmental impacts of the conflict and to empower the local people to protect the integrity of nature in West Africa.

Since then, Tommy traveled extensively in the West and Central Africa region, studying and reporting on the nature and extent of the threats to the Guinean Forest Ecosystem. Tommy has been a member of the IUCN Commission on Education and Communication since 1996. From 2006-2012 he served on the CEC Steering Committee as Regional Vice Chair for West and Central Africa.

Tommy also served as a member of the UN Panel of Experts from 2003-2007, monitoring economic sanctions on Liberia, with the specific task of assessing the socioeconomic, ecological and humanitarian impacts of the sanctions, co-authoring several reports for the UN Security Council during this time. He is a contributing author of CEPA Toolkit for Africa, published by the CEC in 2007.

From 2010, Tommy oversaw the design and construction of the Biodiversity and Renewable Energy Learning Centre (Learning Centre), which was completed and formerly launched in June 2014. A first of its kind in West Africa and situated on the edge of Freetown's Western Area Peninsula Forest

National Park, the centre was current hosts visitors from various sectors and all age group, especially school children, who can now experience nature and sustainability principles first hand.

In October 2016, Tommy joined BirdLife International, to lead its Regional Implementation Team, managing the Critical Ecosystem Partnership Fund's investment portfolio in the Guinean Forests of West Africa Hotspot, spanning eleven countries from the Guinea to the Gulf of Guinea Islands of Sao Tome & Principe.

Aleksey A. Zavarzin, Regional Vice Chair for Eastern Europe and Central Asia



Dr. Alex Zavarzin currently is deputy director of the N.I.Vavilov All-Russia Institute of Plant Genetic Resources in St. Petersburg – the oldest and one of the three top plant gene-banks in the World. Dr. Zavarzin is responsible for the Institute's international collaborations, education and training.

Previously, he combined university professorship with service as vice-dean to the school of biology and soil sciences of SPSU, vice-provost for biology, geography, geoecology and soils and presssecretary of SPSU. Dr. Zavarzin also worked for the All-Russia center for talented children "Sirius" recently established at the former Olympic infrastructure in Sochi. For many years Dr. Zavarzin combined his academic research with work in environmental NGO "Baltic Fund for Nature". Dr. Zavarzin has been an active member in a number of professional societies.

He participated and led many international environmental projects in Russia and NW Europe, sponsored by WWF, Programmes of European Union, UNDP with many of them being implemented under the World Conservation Union (IUCN) guidance. He has wide experience in promoting biodiversity field studies, networking of protected areas, implementation of environmental legislation and transboundary collaboration, enhancing youth involvement into decision making and introducing of education for sustainable development and communication.

Firas T. Abd-Alhadi, Regional Vice Chair for West Asia



Firas T. Abd-Alhadi is a communication specialist with 25 years of experience in designing and implementing communication and promotion strategies/plans. He currently works as the Head of Insurance Awareness Division at the Insurance Administration / Ministry of Industry & Trade of Jordan.

Prior to joining the Insurance Administration in 2007, Firas worked in several communication positions the latest of which being the Regional Communication and Documentation Specialist in EMPOWERS (Euro-Med Participatory Water Resources Scenarios), an EU-funded regional partnership. Although that was not his first encounter with environmental issues, this project that was implemented in Egypt, Jordan and Palestine during 2003-2007 introduced Firas to the practice of building knowledge communities based on multi-level stakeholder platforms as a means to build individual and institutional capacities for better management and conservation of natural resources.

Firas has been associated with the IUCN since 2009 as a communication consultant and environmental writer and a member of the IUCN CEC since 2012 which he represented in a number of events such as the IUCN West Asia Regional Conservation Forum in 2015 and the IUCN World Conservation Congress in 2016.

He is a board member and communication coordinator of the Arab World Association of Young Scientists (ArabWAYS) and is a co/author, editor and translator of several books and articles on water, environment and insurance. Firas holds M.A. in English Literature and a double major B.A. in Arabic and English, both from the University of Jordan in Amman.

Dr. Vasanti Rao, Regional Vice Chair for South and East Asia



Dr (Ms) Vasanti Rao is the Director General of CMS (Centre for Media Studies) - a research based think tank in India. She also directs CMS VATAVARAN – Asia's largest international film festival and forum on environment & wildlife. Vasanti has her PhD in Media Studies from Jawaharlal Nehru University and has double Masters degrees in Psychology and Management. Vasanti specializes in

strategy development, designing, researching and evaluating development programs communication initiatives.

She advises, studies and writes on: the communication media and regulatory issues; mass and new media trends and consumption patterns; strategies for development programs & social issues in popular media (entertainment & NEWS); Communication & Media Research; Behavior & Social Change Communication & Entertainment Education Strategies. Conservation, Gender and Children are three key areas of her concern and passion.

Vasanti has to her credit numerous policy inputs, program evaluations, designing and organizing multi stakeholder events and research based publications.

She has been part of number of government and non-government bodies / committees, including Information & Broadcasting Ministry Committee for drafting the Content Guidelines for the Broadcast Sector, Ad-hoc task force of the Cabinet Secretariat (Prime Minister's Office), Media Advisory Committee of Ministry of Environment, Forests and Climate Change, UNESCO Media Freedom Committee, etc.

Hanying Li, Regional Vice Chair for East Asia



Hanying Li is a passionate development professional with a strong interest in environmental education, communications and public campaigns gained over a period of 21 years. Hanying's professional career includes 15 years of experience working in China on policy advocacy, communications and fundraising. In addition, for over five years she promoted sustainable conservation in the Greater Indian Ocean area and implemented a fundraising strategy in the Asia Pacific region.

Hanying started her career with China Environmental Protection Foundation (CEPF), the first non-profit national foundation dedicated to environmental protection in China, where she was in charge of international cooperation, fundraising and public relations. At CEPF, she supported high-level legislative dialogues between the Environment and Natural Resources Committee of the National People's Congress of China (NPC) and congresses/Parliaments in other countries to develop China's environmental policies and regulations.

She also worked collaboratively with the State Environmental Protection Administration on bilateral policy formation and regional cooperation. In 2008, Hanying joined IUCN, the International Union for the Conservation of Nature, in the Asia region to work with the Mangroves for the Future (MFF) initiative, a multi-partner programme with the goal of promoting coastal ecosystem rehabilitation and long-term sustainable management in the Greater Indian Ocean area after the 2004 tsunami. Based in Thailand, Hanying was actively involved in the managerial and technical oversight of the programme.

In 2011, Hanying was promoted as the IUCN Northeast Asia Programme Coordinator and Acting Head for IUCN China Office, where she was in charge of project development, fundraising and stakeholder coordination in the sub-region, which includes China, Japan, Mongolia, North Korea and South Korea. From February to September 2012, Hanying worked with WWF as the Director for Asia Pacific Growth Strategy. She coordinated the review and restructuring of the Strategy, which aimed to grow unrestricted income for the region. In recent five years, Hanying acts as a bridge to bring into China the advanced experiences on nature education, program design, and trainings, as well as to promote exchange and learning between China and other countries at both government level and NGO level.

Hanying holds an M.S. degree in Organizational Management from the School for International Training, Vermont, U.S.A., and a B.L. degree in International Political Sciences from Peking University, China. Appointed as a member of the IUCN Commission on Education and Communication (CEC) Steering Committee for 2013-2016, Hanying has helped enhancing CEC visibility in China through membership increase and a collaborative strategy on nature education.

Daniela Benavides Reiss, Regional Vice Chair for Oceania



I straddle the environmental and communications/community building fields. In my role as Director of Conciencia, I witnessed first-hand the power of storytelling, and came to understand that I could play a role in bringing great storytelling into environmental constituency support and community building work. Co-founding this environmental education start-up rested on the power of social networks to create a collaboration of 'greenies', artists, architects, musicians and more, to promote an education overhaul that elevated nature and creativity in Peru. We influenced policy, rehabilitated landscapes and created open-source lessons plans and knowledge base.

My Peruvian background also spans work in the Environmental Trust Fund, liaising with large donors like The World Bank and GEF. Working with Digital Storytellers (Australia) allowed me to develop storytelling skills and to work with a huge range of environmental and social organizations and with government. I am honoured to have helped create hundreds of films and campaigns and to have empowered and upskilled thousands to tell their stories. I have the pleasure of being co-lead of Stories For Impact with an amazing woman. We design and deliver leadership and storytelling programs for wide audiences, and bring together communities through online and in-person events. Our classic program, FIND, MAKE, EDIT and SHARE Your Story, is fun and engaging, with participants between the ages of 8 and 88! It's also a popular online program, with dozens of instructional videos (directed and produced by yours truly.) Recent programs include Storytelling for Social Value Suppliers, focused on impact reports, project proposals and public-facing copy. A large component of our work is as community catalysts and bringing value to our community. We leverage social media and digital platforms to foster engagement and we pride ourselves in our high standard for the esthetics, ethics, storytelling and copywriting quality of our communications, Climate Storytellers. From a small start last year, researching climate storytelling with Women4Climate, this

year's pilot program brought together 200-300 climate activists for a workshop series and to join a community of practice (beta).

Climate Storytellers was awarded two events at the capacity building stage at COP26 where participating storytellers premiered their climate films. Restricted travel prompted us to 'pass the mic' to two young EU women climate professionals, who helped facilitate a space to listen to event attendees at COP26 share their climate stories, and the stories of those who couldn't be there. My employment across Peru, the US, SE Asia and Australia has taught me humility, perseverance and empathy. I am grateful to have amazing mentors, and acknowledge the fundamental power of building communities of practice. The IUCN has played a huge role in helping me weave my own network. Diversity is key to environmental work, and we can all play a part in sharing our privilege by including others. Please reach out to join the CEC Oceania or #NatureForAll networks.

Diana Garlytska, Regional Vice Chair for West Europe



Diana Garlytska, Co-Chair of the Steering Committee at CoalitionWILD is a young expert who over 8 years of her career in academia has taught in more than a dozen of countries across Europe and Asia. In 2013 from business analytics at HQ of a multinational corporation in Leipzig, Germany, Diana Garlytska transitioned to teaching and research work in Lithuanian capital, Vilnius. Here she has used every opportunity to enhance her knowledge in the field of environmental economics and develop her skills in teaching, project mandated, proposal writing, research, creative writing, and storytelling. Diana has written several workbooks for BA level students and created her author course on 'Sustainable Business Development'.

Diana Garlytska is IUCN CEC member since 2018, Steering Committee Co-Chair and has been on steering committee of CoalitionWILD since 2019, as well as Federation for European Storytelling consultant since 2022. Thus, her greatest passions are youth engagement in nature conservation, storytelling and academic work. In 2021 Diana Garlytska was a member of Youth workgroup for IUCN Global Youth Summit and co-authored IUCN GYS Outcome Statement. Currently Diana is Youth Task Force member for Stockholm+50 and actively contributes to youth work in environmental policy development. Diana is happiest when traveling and enjoying art in any form.

Kenza Khallafi, Regional Vice Chair for North Africa



Mrs. Kenza Khallafi, is currently the Partnerships Officer and responsible of the education for sustainable programs at the Mohammed VI Foundation for Environmental protection, a non-profit organization based in Morocco that takes action by raising public awareness and education on sustainable development, especially among the youth.

The past ten years, Kenza has been working closely with the Ministry of education of Morocco on developing ESD projects and programs, on accelerating local level actions to make progress towards the 17 Sustainable Development Goals, and on Empowering and mobilizing youth from preschool to university.

Kenza also work to reinforce cooperation with United nations agencies, international and national organizations and the Hassan II International Center for Environmental Training, the academic branch of the Foundation, launched in 2019, in the areas of environmental education, biodiversity, Action for Climate Empowerment and ocean literacy.

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Karen Keenleyside, Co-Chair of #NatureForAll



An ecologist by training, Karen has over thirty years' professional experience in the environmental field in Canada and internationally, both in the private sector and with the Canadian government. During 15 years with Parks Canada, Karen led the development of evidence-based strategic approaches to ecological restoration, climate change, and urban parks, among other topics. Most recently, she has been bridging natural and social-scientific disciplines to develop collaborative relationships and find solutions for building and diversifying the constituency of support for conservation.

Karen led the Inspiring a New Generation Stream of the IUCN World Parks Congress in 2014, which was the foundation for the subsequent launch of #NatureForAll in 2016. Since then, she has been instrumental in shaping the strategic direction of #NatureForAll and contributing to its growth and influence. Karen was the Vice Chair responsible for #NatureForAll for both the IUCN Commission on Education and Communication and the IUCN World Commission on Protected Areas from 2016 and 2021. She continues to play a leadership role on both Commissions and is currently one of three global Co-Chairs who are collaboratively leading #NatureForAll.

Marie-Philippe Ouellet, Regional Vice Chair for North America and the Caribbean



I've always lived my life with one foot in the country and one foot in the city, but when I moved to Quebec City for my studies, I finally found the perfect blend of city life, water, and wilderness. This is the moment when I realized that being close to nature was a priority for me. I finished my bachelor at the Université Laval, and now hold a degree in public communications and a minor in sustainable tourism. As a dreamer who pushes boundaries, I'm constantly following my passions and putting new projects in motion.

When Parks Canada first came into my life, I couldn't have known the amazing array of opportunities that would soon come my way. Among other things, working on the Franklin Expedition program, Northern Parks Outreach and Intergovernmental and international Conservation Collaboration and Communications always with a strong interest in pushing the Young Professional Agenda empowerment the sector - What a dream, make your passion part of your job!

See you somewhere in the outdoors, hiding beside my camera, catching a sunset or laughing with friends and family.



107th Meeting of the IUCN Council

9-10 February 2022, IUCN headquarters, Gland, Switzerland

Agenda Item 9

Criteria for selecting a Host Country for the IUCN World Conservation Congresses

DRAFT DECISION

The IUCN Council,

Approves the criteria for the selection of the host country for the IUCN World Conservation Congresses as outlined in Annex 1.

Background

The IUCN Council had approved a procedure and criteria for the selection of host countries of the IUCN World Conservation Congress in 2013 (see [decisions of the 81st Council meeting](#)). Taking into consideration the experience of the 2016 and 2021 Congress, the Secretariat sees a need to update the selection criteria as presented in Annex 1.

As for previous Congresses, the Secretariat will prepare a detailed statement of requirements that describes for each criterion what is required from a host country and what information interested candidates should submit with their proposals.

IUCN Congresses are increasingly major events in terms of both their size and prestige. It is therefore important for Council to select the venue based on a transparent and fair process.

It is important to note that it has become increasingly challenging to find countries willing to host the Congress, particularly in view of the substantial financial commitment required by IUCN.

Procedure

The Governing Body (Council) and the Secretariat are attributed the following roles:

- Council is to approve the selection criteria and to take the final decision on the Host Country and the dates of the Congress.
- The Secretariat is to prepare the detailed technical requirements, to assess the proposals against the selection criteria set by Council, to conduct site inspections of the venues and host cities for the finalist candidates, to negotiate the draft hosting agreements with the finalist candidates and to prepare an assessment report for Council allowing it to take the final decision.

The process will be carried out according to the following steps:

1. Invitations to express interest in hosting the Congress are sent to all IUCN State Members by the Director General of IUCN, copied to all Members, together with the high level selection criteria as defined below ("High Level Selection Criteria"); non-State Members will be encouraged to transmit the invitation to their respective governments;

2. Interested countries express their interest by the deadline set by the Secretariat and submit a short document outlining how they meet the High Level Selection Criteria;
3. The Secretariat identifies all candidates, which meet the High Level Selection Criteria and informs Council on the list of candidates retained;
4. The Secretariat shares the full statement of requirements that describes in detail what is required from a Host Country;
5. Candidate countries submit detailed proposals with respective guarantee letters;
6. Proposals are ranked by the Secretariat against the requirements and ranking is presented to Council, who decides number of destinations on shortlist (two minimum, three maximum);
7. Site visits carried out by experienced Secretariat evaluation team of shortlisted candidate destinations focusing on areas of concern, and missing information, allowing candidates to submit final amendments to proposals;
8. Secretariat evaluation team re-ranks proposals with rationale based on following information: written updated proposals, information obtained during site inspection, and risk assessment
9. Council selects number 1 choice, subject to final negotiation of any outstanding issues
10. Final negotiation of draft Hosting Agreement with candidate of choice by Secretariat
11. Council formally approves and announces Host Country and Congress dates in line with Article 23 of the Statutes (which reads: "*The Council shall, after considering suggestions of Members, determine the date and venue of each ordinary and extraordinary session of the World Congress. [...]*");
12. The candidate countries, IUCN staff and IUCN Council adhere to the Code of Conduct as presented in Appendix A.

The final acceptance of the Host Country will be subject to four conditions:

1. Selection of the final candidate by the IUCN Council based on IUCN Secretariat evaluation report on the Candidate's technical and financial proposal, the result of the site inspection, the content of the final draft Hosting Agreement, and the risk assessment.
2. The selected candidate has not breached the Code of Conduct for the selection process (Appendix A).
3. Signature of the Hosting agreement by Host country and IUCN at the conditions agreed prior to the Council decision.
4. The candidate selected joins IUCN as a State Member.

In order to allow adequate time to prepare the event, the final decision by Council should be taken at least 2 years prior to the Congress and the selection process should be timed accordingly.

High Level Selection Criteria

1. Guarantee that all IUCN-designated “essential Host Country financial commitments” will be met, including adequate provision for inflationary increases
2. Grant to IUCN an International organisation status or equivalent status/rights, with at minimum exemption from all direct and indirect taxes and duties on revenue from the Congress and import or export from material related to the Congress; exemption from entry requirements and alien registration for IUCN Staff and Council Members, exemption from social security requirements and any other privileges or immunities required for the smooth running of the Congress
3. Openness, transparency and respect including commitment to provide unrestricted access to internet for registered Congress participants and freedom of press for accredited Congress media during Congress
4. Provide commitment that no financial or in-kind support will be provided by the host destination to any other major non-IUCN conservation-related event of 1,000 or more delegates, nor will such events be hosted in publicly-owned or -operated venues in the host country (or, in case of countries with a surface of more than 1 million km², in the same state/province), taking place over the period 9 months prior until 4 months after the IUCN Congress
5. Provide confirmation that all persons entitled to attend the Congress¹ are admitted to the Host Country without discrimination (as required by Article 21(a) of the Statutes of IUCN).
6. Provide evidence of how destination would commit to organising the most sustainable possible event
7. Provide data on the total hotel room capacity of the proposed host city, and track-record evidence of the destination’s ability to allocate at least 7000 rooms for a single event.
8. Confirm acknowledgment and commitment to support the full implementation of the below policies and strategies for the preparation and running of the IUCN Congress:
 - a. [Anti-harassment policy, including bullying and sexual harassment, for IUCN events & Annex 1](#)
 - b. [Gender mainstreaming strategy for IUCN events & Annex 1](#)
 - c. [IUCN Anti-fraud policy](#)
 - d. [IUCN Code of Conduct](#)
 - e. [IUCN Data protection policy](#)
 - f. [IUCN Operational Guidelines for Business Engagement](#)
 - g. [IUCN Procurement Policy](#)

¹ As per the Rules of Procedure of the World Conservation Congress (Rules 28-30),

“28. Participation in the Members Assembly shall be restricted to delegates, to observers and others who may be invited for specific purposes, and to members of the Council, members of the Commissions, the Director General and the Secretariat Staff.

29. The sittings of the World Conservation Forum shall be open to all delegates, observers, members of the Council and of the Secretariat staff, members of the Commissions, special invitees and representatives of the press accredited by the Director General, unless the Members’ Assembly decides otherwise for the next World Conservation Forum.

30. Participation in selected sittings of the World Conservation Forum and in any workshop or technical meeting held in conjunction with the World Congress may be open to the public on such terms as specified by the Council, including registration fees.”
The term delegates refers to representatives of IUCN Members.”

Code of Conduct for the selection process of the IUCN World Conservation Congress host country

All Candidates will be treated equally and fairly.

I. Obligations of Host Country Candidates

1. Until the deadline for submission of the Proposal, no public promotion of the Proposal by the Candidate is permitted.
2. After the submission of the Proposal and prior to the final decision, Candidates must not disclose or promote any details of their Proposal publically (including to IUCN staff or IUCN Council members) other than to the members of the designated evaluation team from the IUCN Secretariat. The Candidate may only promote the fact that they are bidding for the Congress without disclosing any technical or financial details of their proposal.
3. The Candidate is to refrain from lobbying any IUCN staff, Council members, Members or Commission Steering Committee members in favour of their Proposal.
4. **Gifts and Hospitality:** No individual representing the Candidate in the bidding process including but not limited to employees, directors or other representatives should accept or offer gifts, hospitality or benefits of any kind that might be seen to compromise their integrity or to be benefiting the person offering the service or the recipient personally and/or at the cost of IUCN's reputation. However, small gifts with no material value may be received or offered in appropriate situations provided there is no appearance of corruption, fraud or conflict of interest.²
5. The Candidate may not negotiate or sign contracts or agreements with IUCN offices or departments, which could be seen as affecting IUCN's impartiality regarding the selection process.
6. All Candidates must be honest and fair in their dealings with all parts of the Union and IUCN will not tolerate any level of fraud or corruption.

II. Obligations of IUCN Council and Secretariat

1. No IUCN Council member may obtain property, financial advantage or any other benefit including but not limited to soliciting or accepting any gift, hospitality or value in kind (directly or indirectly) from any individual representing the Candidate in the bidding process including but not limited to employees, directors or other representatives of the Candidate that could be seen as affecting the person's impartiality with regard to the selection process in line with the [Code of Conduct for IUCN Councillors](#) and the [IUCN anti-fraud policy](#).
2. No IUCN staff member nor member of the evaluation team may obtain property, financial advantage or any other benefit including but not limited to soliciting or accepting any gift, hospitality (other than for the site inspection) or value in kind (directly or indirectly) from any individual representing the Candidate in the bidding process including but not limited to employees, directors or other representatives of the Candidate that could be seen as affecting the person's impartiality with regard to the selection process in line with the IUCN Code of Conduct and Professional Ethics for the Secretariat and the IUCN Anti-Fraud Policy.

² IUCN Code of Conduct and Professional Ethics, 4.1. Integrity, trustworthiness and accountability, "Offering or accepting payments or special considerations for the purpose of influencing the selection of consultancies or services".

Appendix A

3. No IUCN office or department may negotiate or sign a contract or agreement with the Candidate, which could be seen as affecting IUCN's impartiality with regard to the selection process.
4. No IUCN Council member, no member of a Commission Steering Committee nor any IUCN staff member may provide support to a Candidate in preparing their proposal. Feedback provided during the site inspection (e.g. on misunderstandings of IUCN's requirements, or IUCN's misunderstanding of the host destination's offer, or clarity on missing elements from the initial proposal) is acceptable.
5. Information and answers to questions about the selection process and requirements for hosting the Congress shall exclusively be sent to or by the IUCN Global Events and Convenings Unit to ensure that information is both accurate and shared with all Candidates.
6. IUCN Council members with a nationality or residency in the same country as a finalist country should recuse themselves from the decision-making in Council.

Brief on the proposed collaboration between IUCN and TotalEnergies

1. Key points

- Highest senior management engagement with TotalEnergies (including at Board level) is established which will facilitate IUCN ability to influence the company
- The overarching premise of this engagement is to work with a leading energy major who have already publicly acknowledged impact of their industry, the need for change and who have committed to actions consistent with the ambition of the Paris Agreement to speed their transition to a decarbonised, sustainable energy future.
- The consultation process shows mixed perceptions of the company, notably with distinctly different perspectives from the French vs non-French members. French member concerns could be considered as reasons and foundations for strong collaboration with a view of accelerating TotalEnergies transition from fossil fuels to sustainable energy
- Strategic engagement with TotalEnergies has been discussed with the IUCN Council and the Private Sector Task Force since early 2019
- This engagement is guided by the IUCN [Extractive Sector Operational Framework](#) developed with Council since 2019, and follows IUCN's [Operational Guidelines for Business Engagement](#)
- IUCN French National Committee and French members have been well informed since the start of discussions with TotalEnergies and invited to work directly with the Secretariat in shaping the strategic collaborative framework but have declined this opportunity.
- A monitoring system will be put in place and an exit clause allows IUCN to walk away at any point in the relationship.
- IUCN will publically report on progress and keep the right to express its own views and opinions on TotalEnergies activities and new developments.

2. IUCN positioning on Extractives sector (operational framework) & benefits for the institution

The Secretariat drafted the IUCN Extractives Sector Operational Framework in 2019, to bring greater coherence and consistency to IUCN's work with this important sector. The Framework was discussed with the full Council in March 2019, and with the Private Sector Task Force (PSTF) in subsequent Council Meetings. The overarching objectives as laid out in the Framework are to:

1. Drive the sector toward a low carbon economic development model, while highlighting the risks of any negative consequences on people and nature.
2. Reduce negative impacts from extractive activities on biodiversity, ecosystem services, and natural resource dependent livelihoods; and
3. Aim for the highest possible biodiversity net gain related to extractive sector operations, as well as additional conservation benefits derived from improved land and sea management;

As part of the Operational Framework, IUCN's positioning has evolved to include qualifiers associated with working with companies that a) align with the Paris Agreement, and b) have a decarbonisation plan. TotalEnergies meets these threshold benchmarks, and this has been externally validated by the [Transition Pathway Initiative](#).

During the UNFCCC COP 26 much discussion was given to the importance of "radical collaboration" or "radical partnerships" – i.e. recognition that to solve these major challenges we need to work with very different partners to raise awareness and bring about change. The oil and gas sector will need to be actively involved in the energy transition.

IUCN works with key partners to raise ambition further – and this collaboration helps position us to do so. This will include improving biodiversity management, extending protections to additional areas important for

conservation, and raising decarbonisation ambition to align with 1.5C, and we believe we can best achieve this by working directly in collaboration with TotalEnergies. Through this engagement, we also aim to influence the role of the broader energy sector to accelerate the energy transition and reduce negative impacts on biodiversity and ecosystem services.

More information regarding IUCN's work with the extractives sector can be found [here](#).

3. Context

IUCN has been in discussions regarding collaboration with TotalEnergies (TE) for the past two years. Initial interest was to support TE in improving their biodiversity management, and expanded to include a concerted effort on accelerating the energy transition and decarbonisation. Such an engagement was considered complementary to IUCN's existing collaboration with Shell, and as a way to expand impact into other relevant companies in the oil and gas sector.

Exploratory discussions began during the Convention on Biological Diversity COP 14th meeting in Egypt, in November 2018. A small delegation from TE visited IUCN HQ in late February of 2019, followed by IUCN staff (Global Director of NbS, Director of BBP, Climate Change Coordinator, Senior Programme Manager) attended meetings with a range of TotalEnergies staff and leadership in Paris, and separately with the leadership of the IUCN French National Committee, in July 2019. Subsequently a delegation from TE came to IUCN HQ in Feb 2020, meeting with a broad range of IUCN staff, including the Acting Director General. A follow-up virtual meeting was held between IUCN DG and a member of the TE Executive Committee in September 2020.

TE agreed to provide IUCN with funding (~150,000 EUR) to carry out a "Project Design and Socialization Phase" which was initiated early in 2021, with the intent of socializing the collaboration with relevant stakeholders, designing a scope of work, and furthering the necessary due diligence. This phase aimed at defining potential engagement opportunities to further reduce the group's biodiversity and climate footprint and engaging with key IUCN members to contribute and clarify conditions under which such a relationship can take place and be beneficial over time. Both parties acknowledged that carrying out this phase did not imply moving forward, and either party could opt to not continue.

IUCN Secretariat discussed this approach and progress at multiple times with the Private Sector Task Force of IUCN Council, including in March 2019, October 2019 and February 2020.

4. Consultation of IUCN members in France, Uganda, Mozambique, Tanzania, Papua New Guinea and India

Overview

The consultation took place between 21 September and 21 October 2021 through an online questionnaire. It was addressed to IUCN Members located in France, where TotalEnergies is headquartered, and Members in countries where the company's work will have significant impacts in the coming years, including Uganda, Mozambique, Tanzania, Papua New Guinea and India. Additional voluntary responses were received from IUCN members in other geographies (e.g. The Netherlands and Australia) and their contributions were differentiated as such. IUCN Secretariat decided to narrow the scope of its consultation to critical geographies due to limited time and resources. Finally, the IUCN Secretariat has also consulted members already partnering with TotalEnergies on conservation issues. Overall, 50 responses from IUCN members have been gathered out of the 135 members targeted, representing a ratio of 37% and four voluntary responses from other geographies not targeted by the present consultation¹.

¹ The total responses include 27 responses from the French members (representing ~40% of national Members), 2 Mozambican members (representing 100% of national members), 3 Ugandan members (representing ~20% of national members), 1 response from Papua New Guinea (representing 100% of national members), 2 Tanzanian members (representing 40% of national members), 8 Indian members (representing ~17% of national members), 2 other conservation organisation members, and 5 responses unnamed respondents. Therefore, there is an overrepresentation of French members which led us to divide the respondents into 2 groups: French members and non-French members.

Objectives

The summary report of IUCN member's consultation was aimed at informing the development of the collaboration as well as current negotiations between the two institutions, and to:

- ❖ Capture IUCN Members' views, perceptions and concerns on a potential collaboration between IUCN and TotalEnergies
- ❖ Convey IUCN Members' main positions and considerations in regards to a potential collaboration between IUCN and TotalEnergies
- ❖ Understand IUCN Members' arguments, concerns and demands, while identifying areas where there is room for improvement.
- ❖ Suggest actions that could bridge the current gaps of some Members' concerns and demands in regards to the climate, biodiversity and social challenges.
- ❖ Ensure key stakeholders are informed and engaged in a transparent manner that goes beyond IUCN's operational procedures.

Initial Reflections from the consultation (see accompanying draft report)

- While TotalEnergies' aspiration to become a multi-energy company is generally recognized, respondents generally consider that TotalEnergies' lacks robust climate and biodiversity commitments and credible strategies to realistically reach global climate and biodiversity goals.
- Recognition among respondents of misalignment between TotalEnergies' climate and biodiversity strategies.
- Respondents are generally not convinced of TotalEnergies' willingness and ability to achieve carbon neutrality by 2050 in line with global climate goals while safeguarding biodiversity and contributing to reduce the company biodiversity footprint.
- French members consider that the company is not on track to meet Paris Agreement goals to keep global warming well below 2°C with best efforts to reach 1.5°C from pre-industrial levels by 2050.
- Most French members have expressed unfavourable opinions or reservations regarding a collaboration with TotalEnergies, and is believed to be highly risky for IUCN's reputation
- Non-French members shared a more diverse set of opinions regarding a proposed collaboration. While some of them negatively perceived TotalEnergies activities developing new oil and gas projects, including in protected areas, some respondents consider that a collaboration could have benefits such as reduction of long term biodiversity impacts and the inclusion of local stakeholders—local authorities, communities, indigenous communities, during and after the lifespan of the project.
- There is a general agreement on the immediate need to deploy renewable energy projects while ensuring that they will contribute to an affordable and inclusive energy transition. In other words, they consider that the economic development needs should not hinder the low carbon transition in developing countries.

5. Proposed IUCN – TotalEnergies Global Agreement Vision and Objectives

Long term Goal: TotalEnergies has reduced its local and global footprint on biodiversity through better management practices and has embarked on a nature-positive track in support of the global biodiversity framework, and has taken ambitious actions on climate change through transitioning to a low carbon pathway in order to contribute/align to the Paris agreement goal. Together with IUCN they have developed best practices that other energy and extractive companies can embrace to embark on similar pathway

Objective 1: Climate change - Increasing ambition and achievement of TotalEnergies' global low carbon energy transition to ensure alignment with Paris Agreement goals

Outcome 1.1: TotalEnergies took concrete operational decisions and actions at the global level to achieve its short/medium-term emission reduction targets.

Outcome 1.2: TotalEnergies periodically, publicly and verifiably disclosed its concrete actions and results towards their carbon neutrality commitments by 2050 worldwide (including scopes 1+2+3)

Outcome 1.3: TotalEnergies' biodiversity management are aligned with best practices in its new energy models (including wind and solar farms).

Objective 2: Biodiversity management - Reducing TotalEnergies' operation and supply chain impact, while aiming at achieving biodiversity net gain for its operation

Outcome 2.1: TotalEnergies' biodiversity management integrated best practices in its operational framework and applied the mitigation hierarchy to achieve net gain

Outcome 2.2: TotalEnergies reduced its biodiversity risk on supply chain

Outcome 2.3: TotalEnergies contributed to nature positive actions

Outcomes 2.4: Where TotalEnergies has operations with high impacts on biodiversity, TotalEnergies and IUCN have contributed to establish a comprehensive, transparent and appropriately resourced "enabling environment/context", including governance and stakeholder engagement

Objective 3: The energy sector and conservation community - Raising the level of ambition on biodiversity and climate responses among companies from the energy sector towards a just transition to a low carbon economic system while contributing to increase the knowledge within the conservation community

Outcome 3.1: The conservation community and CSOs are aware of the knowledge emerging from the work and experience occurring during the collaboration

Outcome 3.2: Energy companies at regional and global level are engaged in transition pathway

Objective 4: Learning - Enhancing mutual learning and corporate engagement, including corporate policy for biodiversity management.

Outcome 4.1: Knowledge related to biodiversity and climate management are used and applied by TotalEnergies

Outcome 4.2: IUCN improved its internal policy on energy sector and built on partnership learning to increase its expertise

Benchmarking and target / KPI setting

Draft KPIs have been defined for the Goal, Objectives, and Outcomes and are available for review. These will be further refined at onset of the collaboration and monitored and reported upon during the life of the collaboration.

Benchmarks on TotalEnergies' energy transition and biodiversity management will be described at onset and will be monitored and reported on. IUCN may make achievement or maintenance of certain targets and trajectories conditional to continuation of the collaboration.

As per the Transition Pathway Initiative (TPI), TotalEnergies has set emissions reduction targets which are ambitious enough to reach net zero by 2050 and to align with TPI's 1.5°C benchmark (see November 24 press release here: <https://www.transitionpathwayinitiative.org/publications/92.pdf?type=Publication>)

6. Budget

The five-year Global Agreement will have a recurring annual budget of approximately EUR 600K. This will be to maintain access and engagement at all relevant levels of IUCN and will serve to plan, provide oversight and risk management, facilitate technical engagement, and monitor, coordinate and communicate a complex global relationship.

Separate agreements or new projects will be generated for bodies of work under the umbrella of the Global Agreement. This will likely include on-the-ground interaction in geographies of mutual interest, as well as activities / projects of mutual interest.



TotalEnergies - Risk and Opportunity Screening Summary

Risk and opportunity screening is one of the required IUCN due diligence tools when seeking to collaborate with an actor from the private sector. An initial screening was developed in January 2021 for TotalEnergies and was completed and enriched in Q4 2021 with additional survey and assessments undertaken by the Enterprise and Investment team. Below is a summary of the key findings:

Risks

1. Negative external attention on IUCN-TotalEnergies collaboration affecting IUCN reputation

Collaborating with a transitioning oil and gas supermajor is highly challenging at a time when the climate and biodiversity crisis are deepening. Indeed, the company is regularly subject to accusations from civil society organisations regarding activities negatively impacting the environment and peopleⁱ and its responsibility in human-induced climate changeⁱⁱ. Furthermore, while TotalEnergies has recently committed to reaching Net-Zero by 2050 worldwideⁱⁱⁱ and released a carbon neutrality decarbonisation plan in 2020 and 2021, TotalEnergies has been accused of greenwashing and undermining climate change progress by lobbying against regulations^{iv}. As a result, there is a significant risk that IUCN will receive negative attention from the media and civil society if the institution fails to demonstrate the transformative change such a collaboration can trigger on the companies' activities, strategies and within the oil and gas sector more broadly.

Mitigation action(s): *IUCN has undertaken a 1-year project design and socialisation phase in 2021 where IUCN Membership in critical geographies has been consulted; the collaboration's objectives will be measured against a robust Monitoring and Evaluation framework and reported.*

2. IUCN Members opposed to the collaboration

While IUCN Secretariat believes there are potential benefits to collaborating with an energy major committed to aligning with the Paris Agreement 1.5°C goal by 2050, IUCN recognises differing opinions within the Union. Several members, the majority French but also Ugandan Members, have engaged in lawsuits against the company. These include charges of climate inaction^v, requests for transparency on vigilance measures to prevent risks of human rights, health, and safety arising with the Tilenga and EACOP projects in Uganda and Tanzania^{vi}, and over the use of palm oil in La Mede refinery^{vii}.

Mitigation actions: *IUCN Consultation in targeted locations where TotalEnergies will have significant impacts (Uganda, Tanzania, Papua New Guinea, Mozambique, India), conservation actors already working with TotalEnergies and France (in Sept-Oct*

2021), (see Consultation presentation). Elements from these concerns have been integrated into the Project Design (e.g, increased transparency and reporting), and also – in some cases – can be opportunities to drive or accelerate change (e.g., TotalEnergies will stop using palm oil as a raw material for biofuels from 2023

3. Concerns that TotalEnergies lacks a credible and robust decarbonisation plan and actions that aligns with a 1.5°C target

In 2020, TotalEnergies committed to becoming Net-Zero by 2050. In May 2021, the company raised its ambitions further during its Annual Shareholder General Assembly by including a scope 3 emissions reduction targets outside of Europe and medium-term targets for 2030. TotalEnergies is one of three oil and gas companies that have set emissions reduction targets aligned with a 1.5°C benchmark by 2050 according to the Transition Pathway Initiative^{viii}. TotalEnergies is still not aligned with short and medium terms emissions reductions aligned with a 1.5°C trajectory and does not align with the International Energy Agency's recommendation to stop "new oil and gas projects as of 2022". Risks are mainly focused on TotalEnergies potential failure to achieve a robust and credible enough decarbonisation plan to meet a 1.5°C long term target. Criticism is focused on its climate strategy's lack of transformative changes in TotalEnergies' operations. While the renewable share will increase, it is still considered strongly reliant on fossil fuels (with a projected increase in natural gas and a peak in oil production for 2020-2030) and will rely on technological and natural carbon sinks. This has raised concerns vis-a-vis large-scale natural climate solutions to compensate for abatable emissions reduction^{ix}.

Proposed Mitigation action(s): *Development of strong collaboration objectives relating to climate change aligned with a 1.5°C trajectory; transparent reporting on progress in the energy transition and biodiversity management*

4. TotalEnergies new operations conflict with IUCN resolutions and internal policies affecting the collaboration credibility

IUCN Secretariat closely monitors TotalEnergies issues regarding human rights, social and environmental issues, including in World Heritage



sites and protected areas. Human rights concerns have been addressed regarding TotalEnergies in Myanmar (2005)^x, Argentina (2018^{xi}), and Uganda (2020^{xii}). Concerns were also raised concerning negative impacts to biodiversity and ecosystem health, including oil spills (Nigeria, 2015^{xiii}; France, 1999^{xiv}), extraction in a protected area, (Uganda, 2012)^{xv} and the construction of a transboundary pipeline (Uganda-Tanzania, 2022)^{xvi}. TotalEnergies has since developed or enhanced commitments such as a no-go in UNESCO World Heritage Sites and a no go for oil exploration in the Arctic sea ice areas and strong social, environment and human rights policies. Nonetheless, the Secretariat believes risks still exist and are focused on new global operations conflicting with IUCN resolutions and internal policies.

Potential mitigation actions: *access and advice to Totalenergies top leadership; review and advise the company to make more robust commitments; and if appropriate, as is possible in all of IUCN's agreements with the possibility to activate exit clause to the global agreement (see IUCN Business Engagement Policy^{xvii}).*

Overall - Project Risk Management, including a Registry, Heat Maps, Mitigation and Control Measures, and Risk Owners, will be identified and regularly discussed with IUCN Leadership.

Opportunities

1. Close collaboration with an oil and gas company willing to transition toward a low carbon model

IUCN Secretariat believes the company aspires to shift its current business model and transition to a low carbon model while demonstrating leadership in biodiversity and climate management. Indeed, the company committed to reaching a Net-Zero target worldwide by 2050 together with the society and not exploring nor operating in the Arctic sea (for oil) and in UNESCO World Natural Heritage sites. The company also developed a biodiversity and climate strategy^{xviii}. Further, TotalEnergies has engaged in a transformation of its business and activities since 2015, leading to a major internal reorganisation. While it is clear to the Secretariat that TotalEnergies' climate and biodiversity ambitions need to be raised and challenged, it believes that with the support of IUCN constituency's expert knowledge and guidance, IUCN can accelerate transformative changes within the company, to its suppliers and its competitors. For example, they include mitigating biodiversity risks raised during an oil and gas energy transition; ensuring net gain

throughout the lifespan of projects; reducing impacts on biodiversity in operations and supply chain, among others.

2. Strong sectoral level influence to raise the ambition of oil and gas companies on biodiversity and climate responses

In addition to the 22-year collaboration with Shell, the Secretariat believes and additional global and bilateral collaboration with an oil and gas company will strengthen IUCN approach with the extractives sector. Even though the 2021 Transition Pathway Initiative (TPI) assessment reports TotalEnergies as one of only three oil and gas majors with emissions reduction targets ambitious enough to reach net-zero by 2050, 83% of assessed oil and gas companies are still far from being aligned with Paris Agreement benchmarks^{xix}. In this sense, IUCN believes this collaboration will accelerate both the energy transition and biodiversity actions at the sectoral level due to the leading positions and engagement Shell and TotalEnergies have a leading role in sectoral associations such as IPIECA^{xx}, OGC^{xxi} or IOGP^{xxii}. This complements IUCN's Memorandum of Understanding (MoU) with IPIECA signed in 2021. IUCN sees several opportunities to transfer and promote learnings and improvement emerging from the collaboration as well as allow and foster a dialogue among conservation communities and the oil and gas sector to improve synergies and foster collective actions with the private sector.

3. Direct access to multinational oil and gas company leadership

TotalEnergies is considered one of the seven oil and gas supermajors^{xxiii} and was ranked as the 29th-largest public company in the world in Forbes Global 2000 in 2020^{xxiv}. Furthermore, according to the CDP Carbon Major Report dated 2017, the company was one of the top 100 companies producing carbon, responsible for 0.9% of global emissions from 1998 to 2015. Both global position and significant carbon and biodiversity footprints are strong rationale for actions and collaboration. Current collaboration has been conceived to trigger increased ambitions and action at the company's leadership as well as at the operational level. The scope of the collaboration has identified key activities and projects that will be developed at multiple scales across the company, enabling IUCN to directly impact management decisions. Finally, this collaboration will be a coordinated at a global level. Therefore, it will contain and evolve with several sub-projects at a more regional, local and thematic levels that will be coordinated and aligned with the global agreement's objectives and rationale.



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- ⁱ Open letter to IUCN DG, Laudato Si Movement, 2021 [IUCN should make a public statement and put in place an ad hoc group on the Tilenga/Kingfisher/EACOP oil projects - Laudato Si Movement](#)
- ⁱⁱ Notre Affaire à tous, 2020 [Action en justice contre Total - Notre Affaire à Tous \(notreaffaireatous.org\)](#)
- ⁱⁱⁱ TotalEnergies, 2020 ; TotalEnergies, 2021 <https://totalenergies.com/media/news/total-adopts-new-climate-ambition-get-net-zero-2050> ; [https://totalenergies.com/sites/g/files/nytnzq121/files/documents/2021-04/ENG Board-of-Directors-Report-on-the-resolutions.pdf](https://totalenergies.com/sites/g/files/nytnzq121/files/documents/2021-04/ENG_Board-of-Directors-Report-on-the-resolutions.pdf) ; <https://sustainable-performance.totalenergies.com/en/our-challenges/environment-and-climate/climate#targetMetrics>
- ^{iv} Bonneuil et al., 2021; Early warnings and emerging accountability: TotalEnergies' responses to global warming, 1971-2021. [Early warnings and emerging accountability: Total's responses to global warming, 1971–2021 - ScienceDirect](#)
- ^v France 24, 2020 [French cities and NGOs sue oil giant Total over 'climate inaction' \(france24.com\)](#)
- ^{vi} Friends of the Earth, 2019 [Friends of the Earth et al. v. Total - Climate Change Litigation \(climatecasechart.com\)](#)
- ^{vii} France 24, 2019 [Greenpeace blocks Total biorefinery that uses palm oil - France 24](#)
- ^{viii} TPI, 2021 [92.pdf \(transitionpathwayinitiative.org\)](#)
- ^{ix} GreenPeace, 2021 [Greenpeace protest against greenwashing at Total "Energies" - Greenpeace Luxembourg](#)
- ^x Business and Human Right Resource Centre, 2005 [Total Oil settles French lawsuit over forced labour in Burma, will set up £3.5 million humanitarian fund - campaigners vow to keep up pressure for divestment - Business & Human Rights Resource Centre \(business-humanrights.org\)](#)
- ^{xi} GreenPeace, 2017 [Greenpeace investigation reveals Shell, Total, and other oil majors using illegal toxic waste dumps in Patagonia - Greenpeace International](#)
- ^{xii} Ogowang, 2021 [Cut-off and forgotten?: Livelihood disruption, social impacts and food insecurity arising from the East African Crude Oil Pipeline - ScienceDirect](#)
- ^{xiii} Argus, 2021 [Nigeria's Aiteo reports major oil spill in Niger Delta | Argus Media](#)
- ^{xiv} Actu, 2019 [Marée noire de l'Erika : le naufrage du navire, en dates | Le Ploërmelais \(actu.fr\)](#)
- ^{xv} TotalEnergies, 2021 [Tilenga and EACOP: acting transparently \(totalenergies.com\)](#)
- ^{xvi} TotalEnergies, 2021 [Tilenga and EACOP: acting transparently \(totalenergies.com\)](#)
- ^{xvii} IUCN, 2012 [Microsoft Word - IUCN Business Engagement Strategy Final](#)
- ^{xviii} TotalEnergies, 2021 Biodiversity strategy: [VO Total Biodiversité 20200924-BAT \(totalenergies.com\)](#); climate strategy: <https://totalenergies.com/media/news/total-adopts-new-climate-ambition-get-net-zero-2050>
- ^{xix} Transition Pathway Initiative assessment, 2021 [92.pdf \(transitionpathwayinitiative.org\)](#)
- ^{xx} IPIECA, 2022 [The global oil and gas association for advancing environmental and social performance across the energy transition | IPIECA](#)
- ^{xxi} OGCI, 2022 [OGCI | Oil & Gas Climate Initiative | A Catalyst for Change](#)
- ^{xxii} IOGP, 2022 [IOGP - The International Association of Oil & Gas Producers - | IOGP](#)
- ^{xxiii} EITI, 2021 [TotalEnergies SE | Extractive Industries Transparency Initiative \(eiti.org\)](#)
- ^{xxiv} [About: TotalEnergies \(dbpedia.org\)](#)



Consultation of IUCN Members for the proposed collaboration between IUCN and TotalEnergies

November 2021

Disclaimer

- This consultation only represents a sample of claims from IUCN Members, located in some geographies that has been selected prior to the start of the consultation, hence does not represent the totality of neither IUCN membership nor the non-state and state stakeholders in the targeted countries.
- Any statements and claims expressed in this survey and the presentation of the material do not imply the expression of any opinion whatsoever on the part of IUCN. IUCN has therefore no responsibility in this process.
- All responses have been sent on a voluntary basis and respondents had limited time to answer (1 month)



Questionnaire overview

Sept, 21 – Oct, 21 2021

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Questionnaire and response rate

- **Target:** IUCN Members in France, India, Papua New Guinea, Mozambique, Tanzania, Uganda, approximately 10% of IUCN membership
- **Modalities:** online survey, 3 reminders, available for 1 month, in multiple languages
- **50/135 responses** in total [37%] and 4 additional responses
 - 27 in France [~40% of national members]
 - 8 in India [~16% of national members]
 - 1 in Papua New Guinea [100% of national members]
 - 2 in Mozambique [100% of national members]
 - 2 in Tanzania [40% of national members]
 - 3 in Uganda [~20% of national members]
 - 2 conservation organisations working in targeted countries & 5 unnamed answers
- **19** questions selected by IUCN focused on:
 - IUCN Members' views on **TotalEnergies' activities on the environment and communities**
 - The **relationship** between TotalEnergies and conservation stakeholders
 - TotalEnergies and **climate change**
 - TotalEnergies and **biodiversity**
 - **TotalEnergies' relationship with IUCN**

Questionnaire and goals

- ❖ Capture IUCN Members' views, perceptions and concerns on a potential collaboration between IUCN and TotalEnergies
- ❖ Convey IUCN Members' main positions and considerations in regards to a potential collaboration between IUCN and TotalEnergies
- ❖ Understand IUCN Members' arguments, concerns and demands, while identifying areas where there is room for improvement.
- ❖ Suggest actions that could bridge the current gaps of some members' concerns and demands in regards to the climate, biodiversity and social challenges.
- ❖ Ensure key stakeholders are informed and engaged in a transparent manner that goes beyond IUCN's operational procedures.

Summary of the main messages

- Acknowledgment of TotalEnergies' commitment to a transition towards a low carbon model.
- However, the company's climate commitments are not robust enough; and, the current strategy to meet these commitments is unclear and insufficient. Critics were mainly focused on:
 - The speed of the energy transition (not aligned with IEA recommendations, IPCC reports).
 - The lack of evidence regarding the achievement of TotalEnergies' Net Zero commitments by 2050 (currently not aligned with the Paris Agreement trajectory, Source: TPI).
- The company's biodiversity commitments are not robust enough; and, there is a need for a global strategy to ensure coordination between the group and local levels. For example:
 - Commitments and strategy need to be monitored consistently over time with a robust framework and set of tools.
 - Recognition that the company's climate and biodiversity strategies should be brought together (e.g. extractive projects in protected areas).
 - Early mitigation measures for biodiversity are required in all projects.
 - Inclusion of local stakeholders throughout the lifespan of projects.
 - Inclusive and equitable transition, especially in developing countries

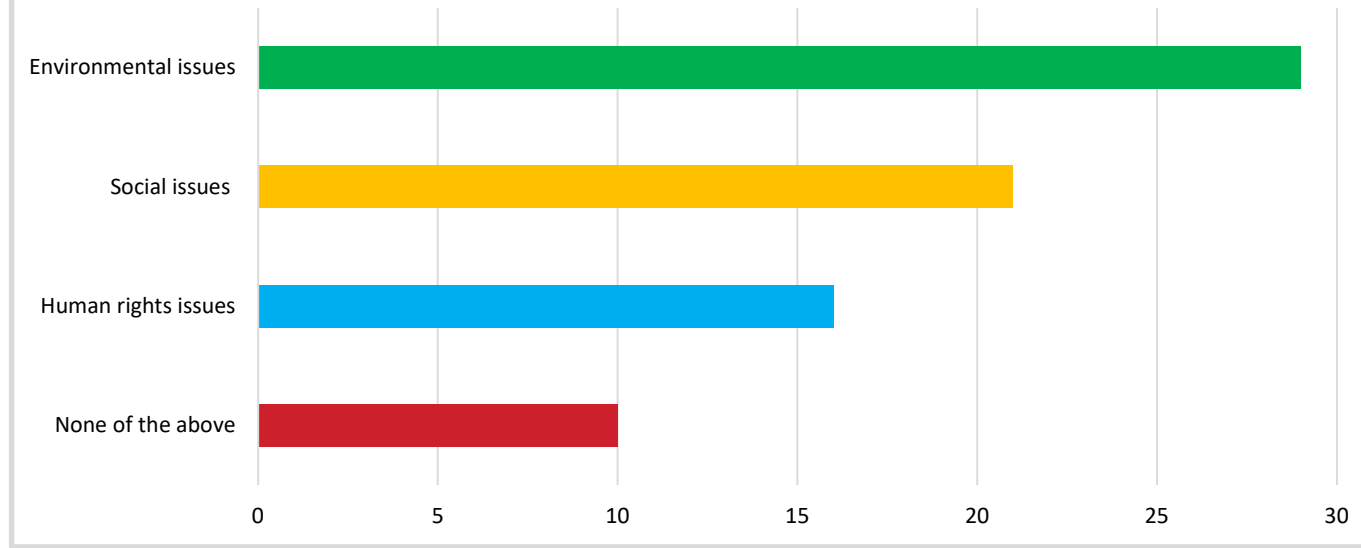


Quantitative results

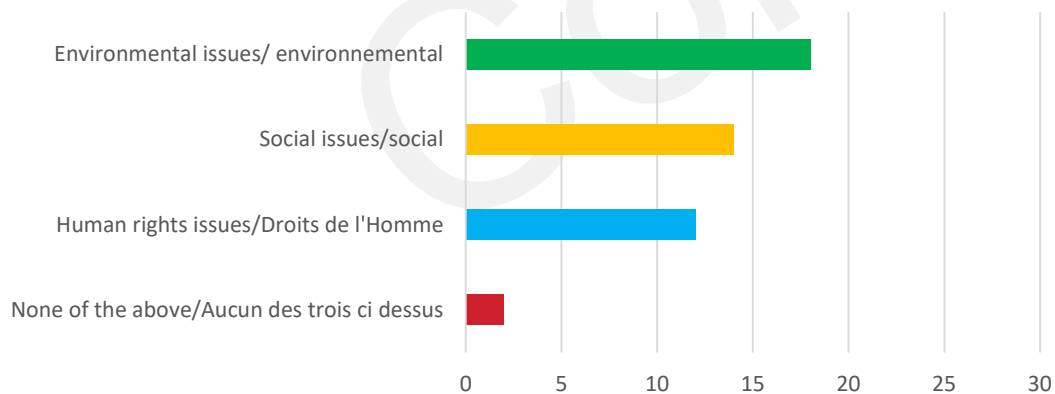
Overview

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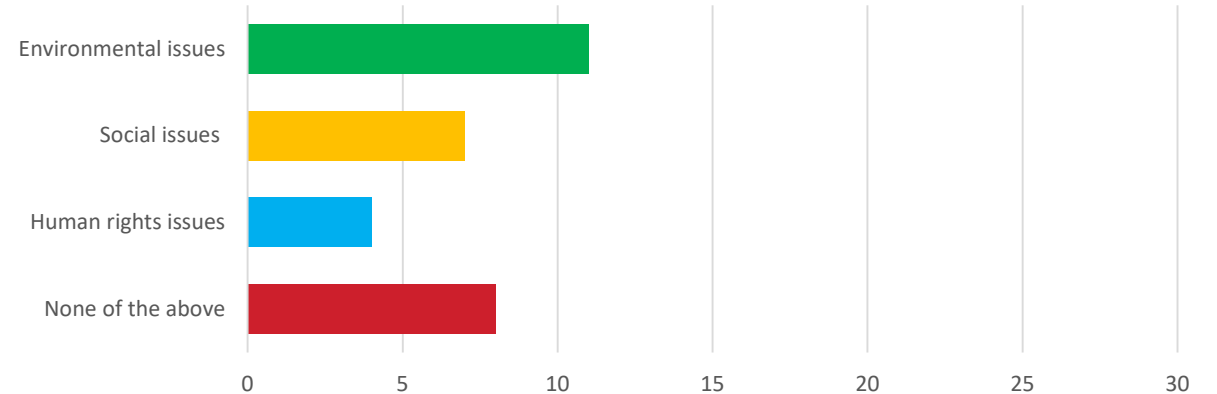
Q3_ Could you identify environmental, social or human rights potential issues where TotalEnergies has been recently involved?



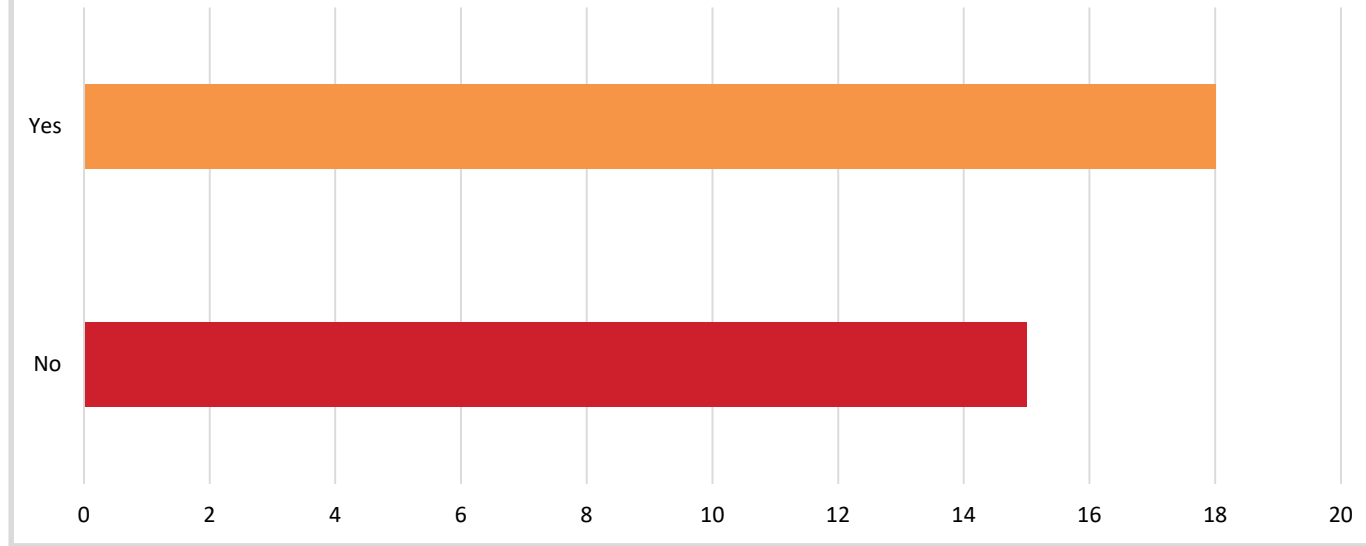
French Members



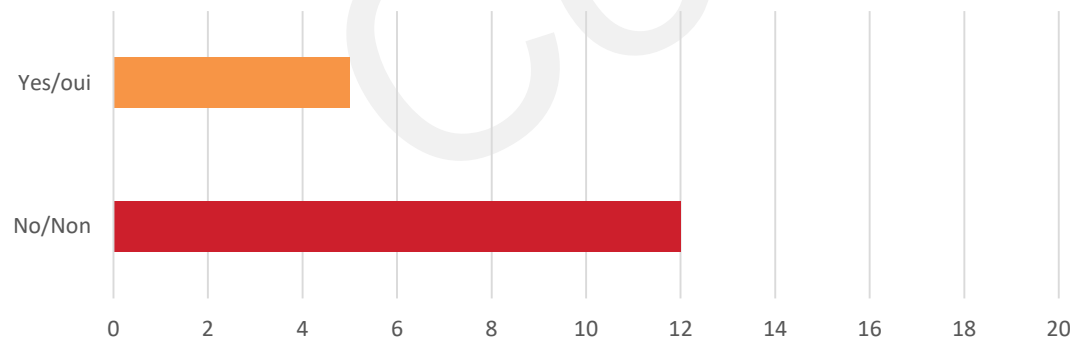
Other members



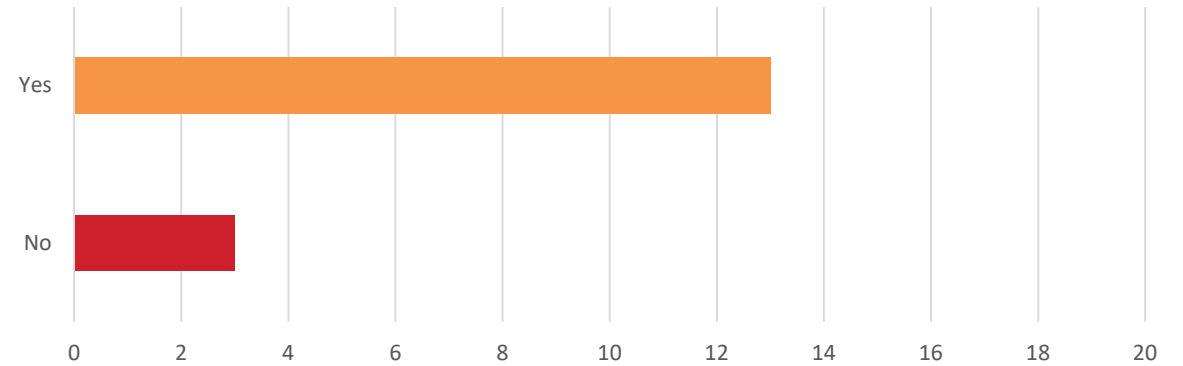
Q4_ Does Totalenergies adheres to national regulations regarding the environment and communities?

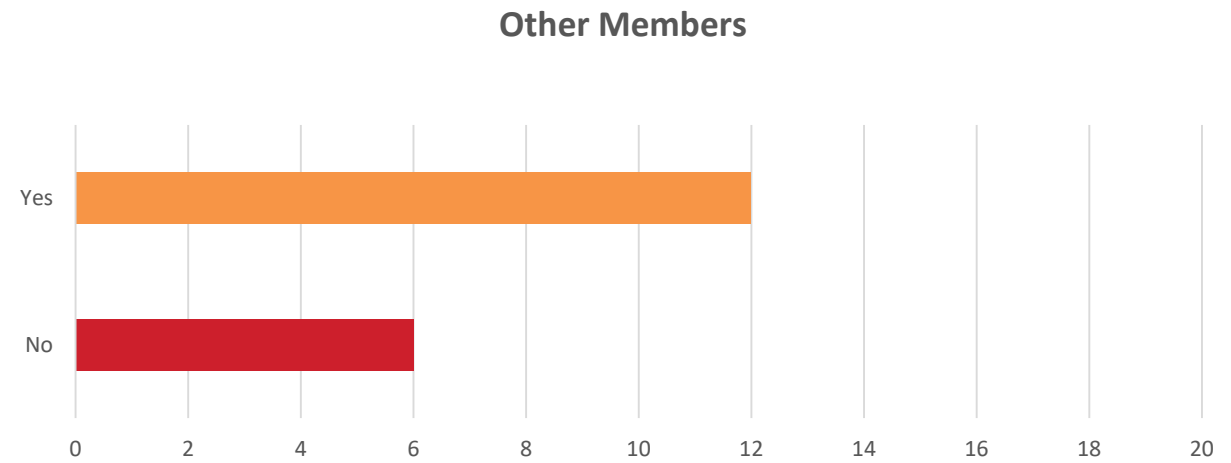
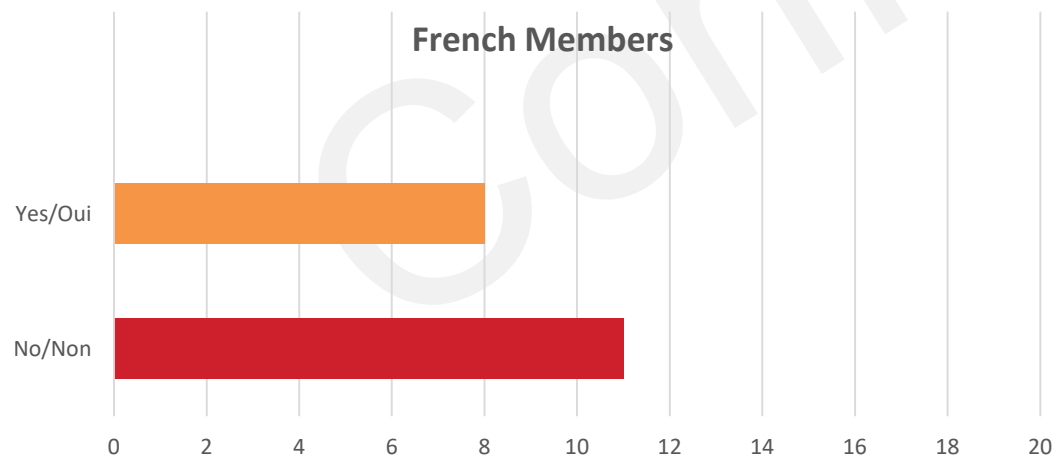
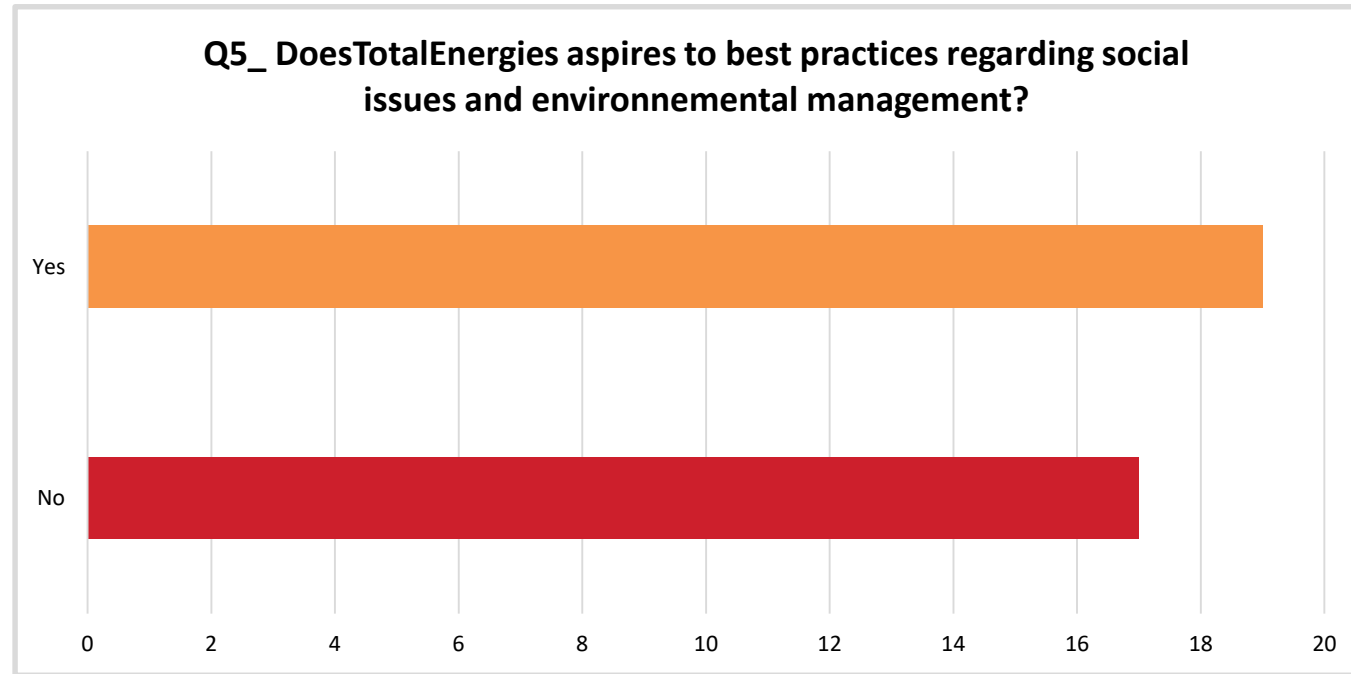


French members

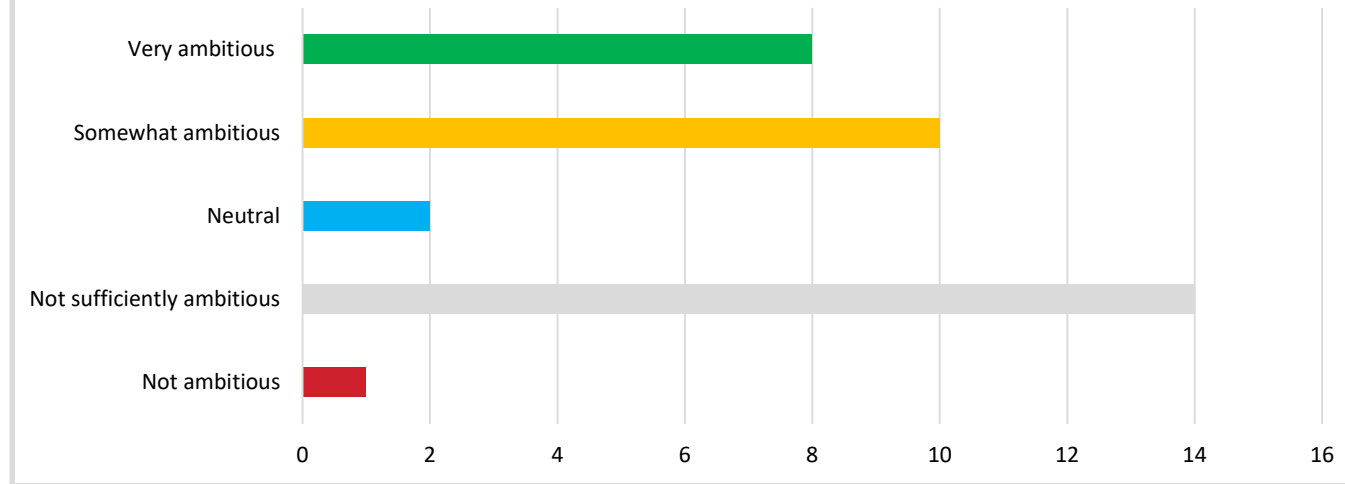


Other members

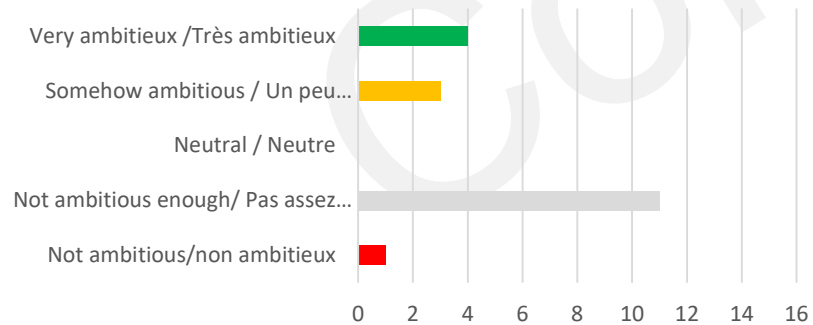




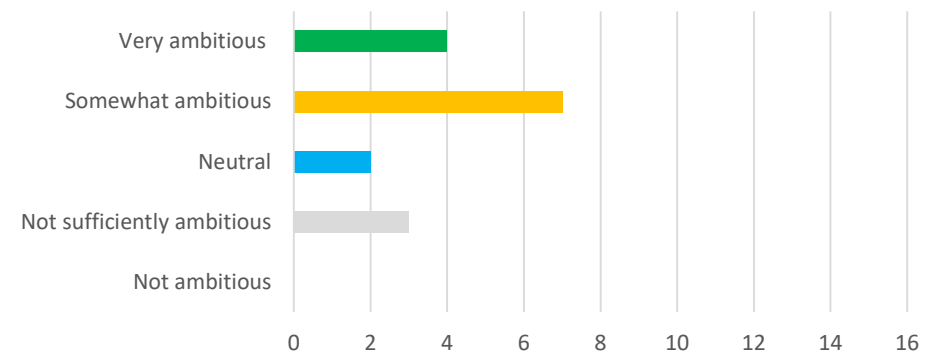
Q9_ how ambitious are the above TotalEnergies' climate commitments vis à vis the Paris Agreement's goals to limit global warming well below 2°C, with best efforts to reach 1.5°C?

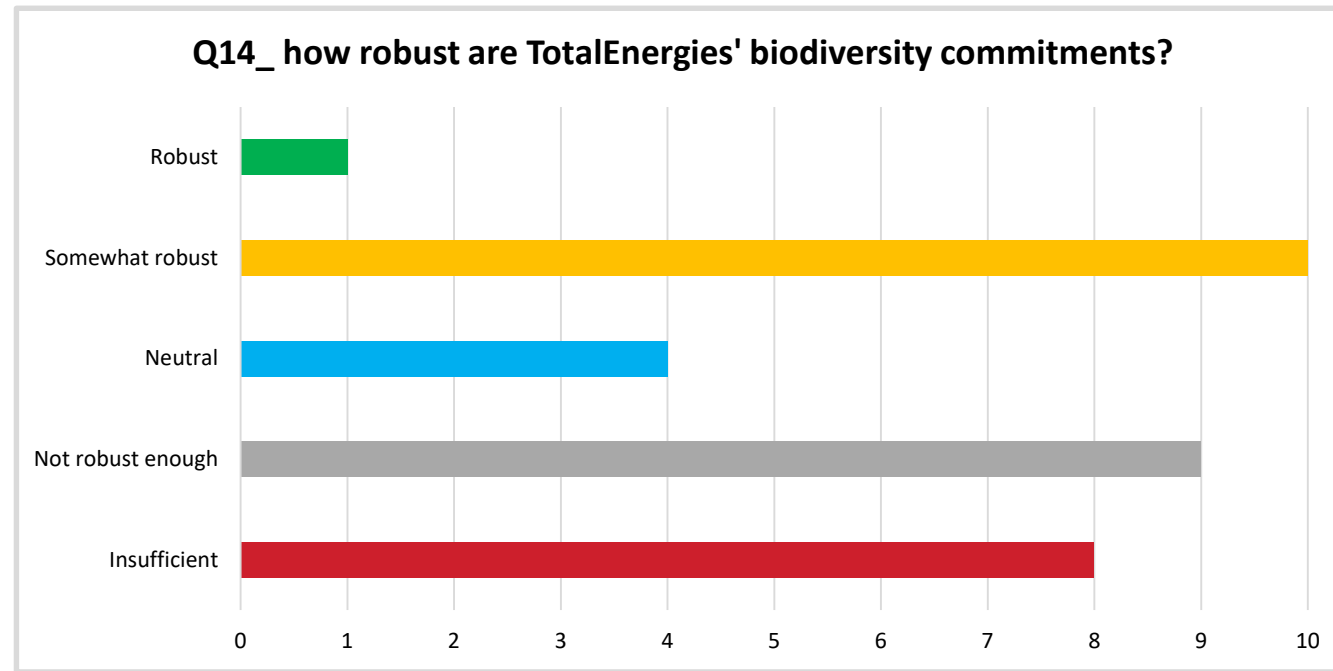


French Members

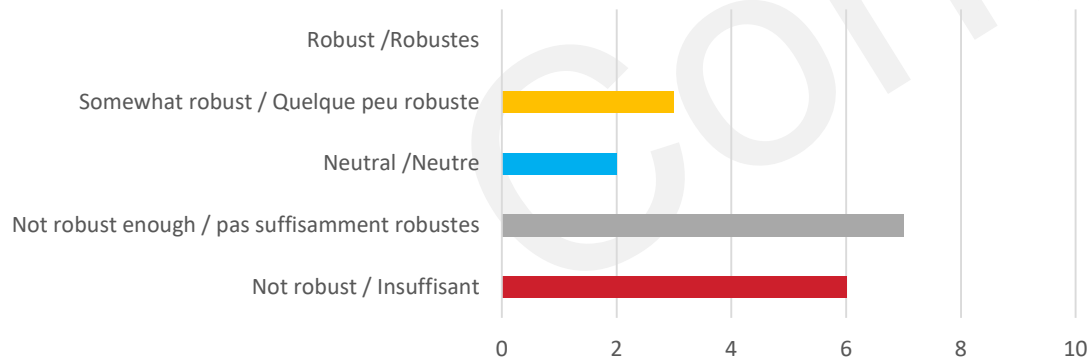


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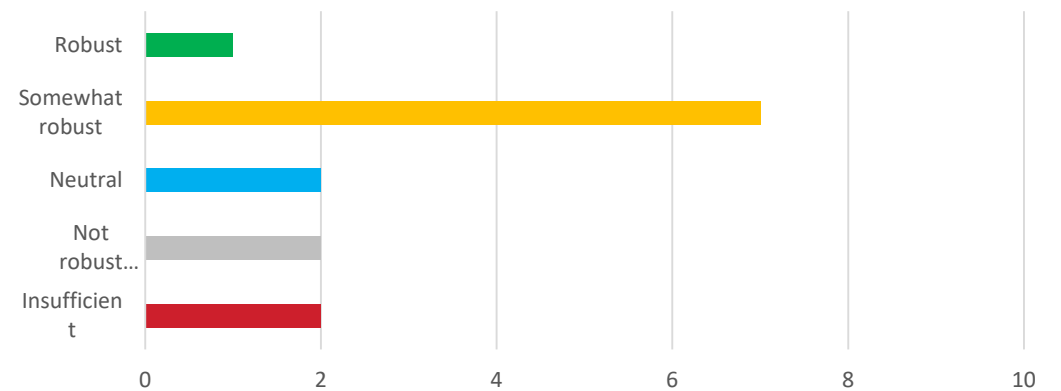




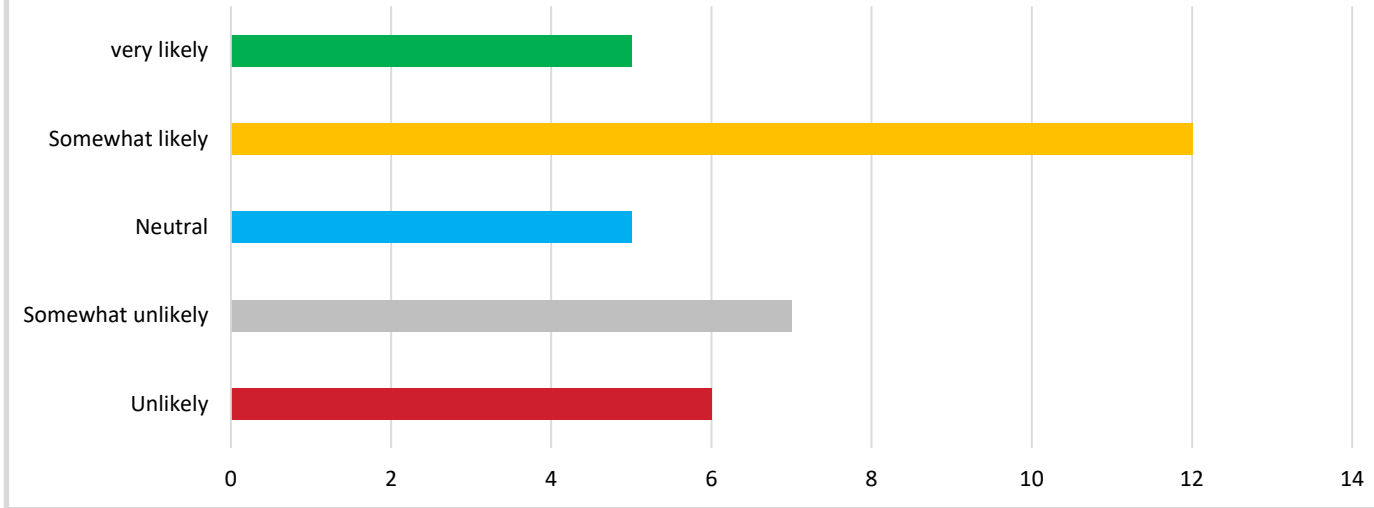
French Members



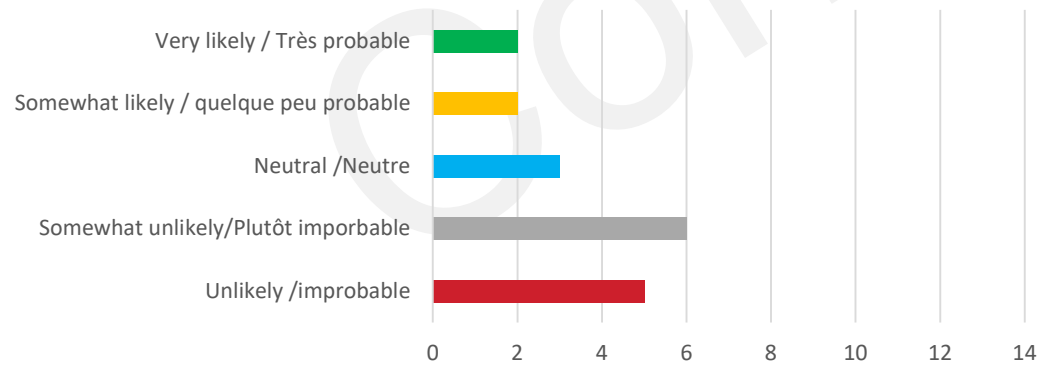
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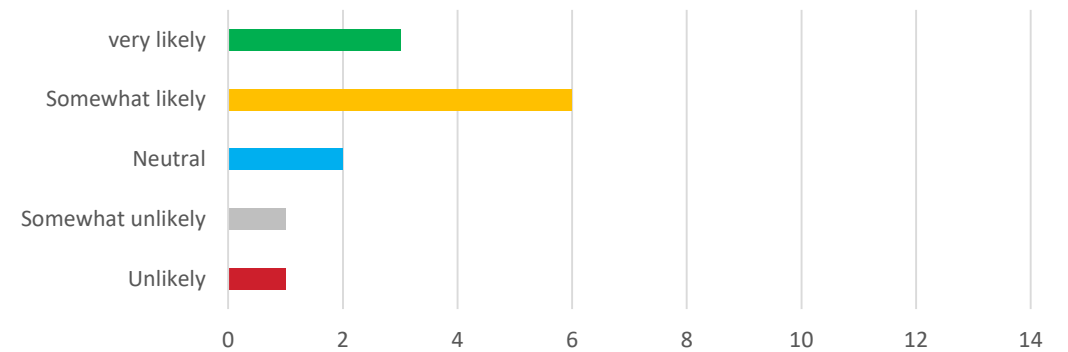
Q12_ To what degree do you think a collaboration with IUCN could help TotalEnergies to be more ambitious in achieving its net zero carbon commitments?

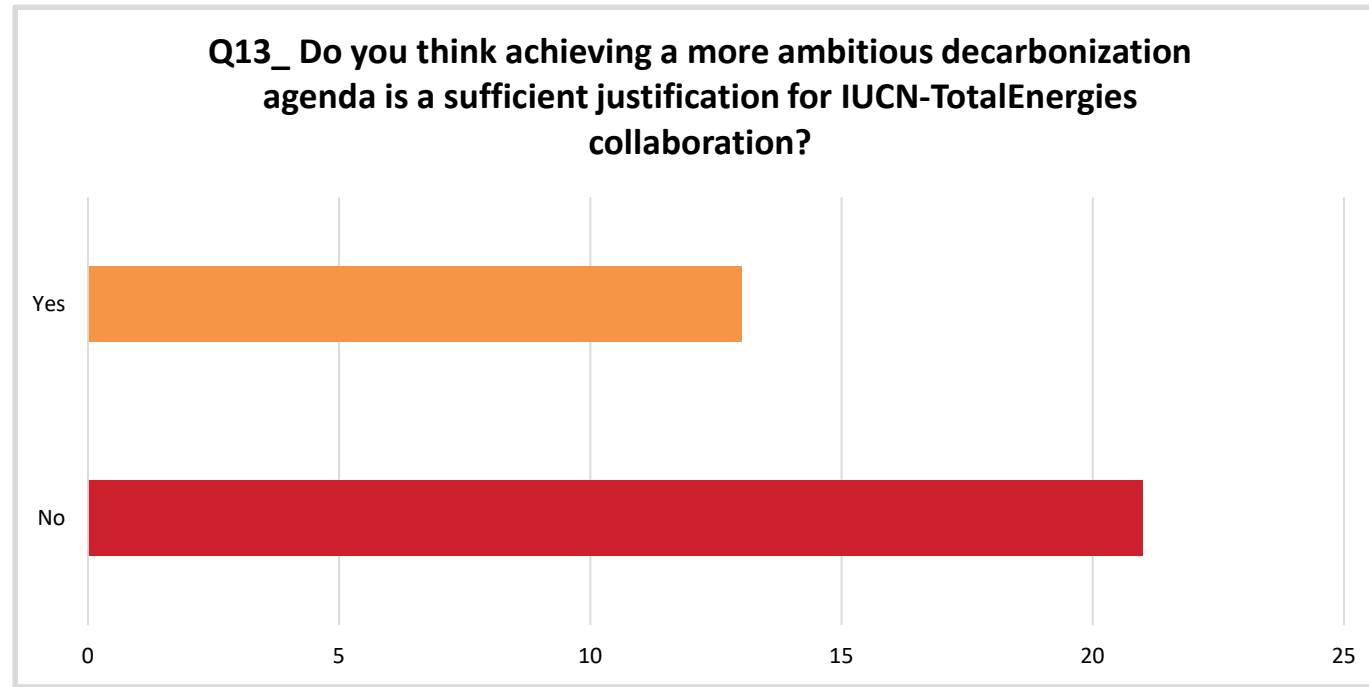


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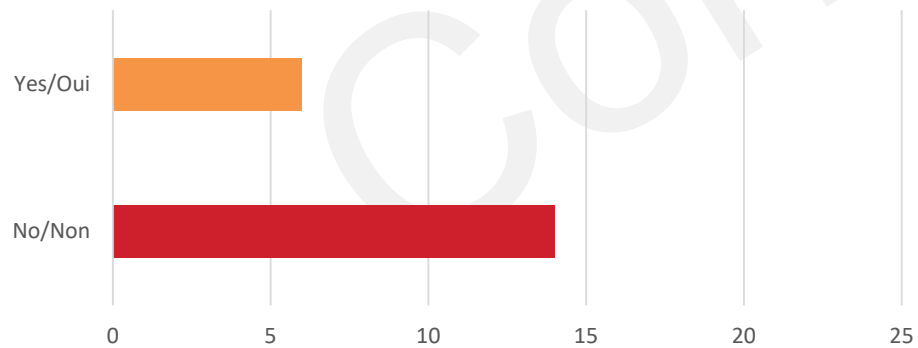


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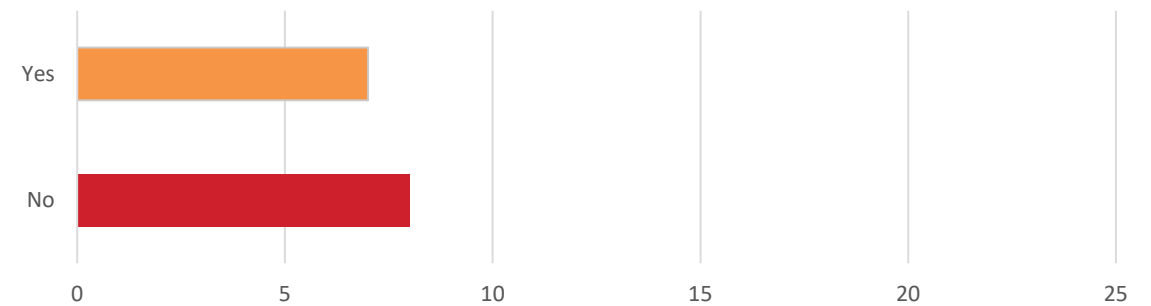




French Members



Other Members





Bridging the gap

Potential opportunities and suggestions

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Ambition and commitments level

French Members

- Increase the speed of TotalEnergies transition to credibly align with a 1.5°C target by 2050 (**N>8**) and define a more radical shift away from fossil fuels (**N=8**) involving:
- An absolute GHG emissions reduction target aligned with a 1.5°C trajectory by 2050 (see IPCC report, 2021 IEA report, Paris Agreement goals) (**N>6**) (e.g. reduce TE gas and oil production of 25% and 37% by 2030; and 74% and 87% by 2050 respectively (**N=1**))
- Adoption of a hydrocarbon exit strategy (**N=5**) (no new fossil fuels project by 2022 and an exit from current fossil fuel projects)
- Commitment to rapidly increase the investment share in renewables, including in developing countries (**N=3**)
- Setting intermediate targets to reduce the carbon intensity of its products that align with a 1.5°C trajectory (**N=2**)
- A commitment to leave a percentage of their known reserves in the ground (**N=2**)
- A commitment to come back to its shareholders with a more ambitious plan (**N=1**)
- A commitment to update their Duty of Care requirement in their Universal Registration Document with a climate strategy aligned with a 1.5°C trajectory (**N=1**)

Other Members

- Increase the level of climate ambition (**N=4**)
- Disengage from fossil fuels, aligned with international requirements (**N=3**)
- Formulate a commitment not to develop new oil and gas projects (**N=2**), and develop an exit plan (**N=1**)
- Focus on the development of clean energy sources in developing countries (**N=3**)

Implementation and activity level

- Demonstrate tangible evidence and willingness to achieve its Net Zero by 2050 commitments (**N>9**)
- Develop a hydrocarbon exit plan supported by SMART commitments and concrete actions (**N=6**)
- Change the framing of natural gas as it is not a transition energy (**N=4**)
- Modify TotalEnergies current internal scenarios to align with 1.5°C scenarios (**N = 3**)
- Improve communication and awareness on the promotion of renewable energies (**N=1**)
- Close current projects with oil and gas reserves and ensure the fields will not be sold to other oil and gas companies (**N=1**)
- Increase renewables investment in developing countries (**N=1**)
- Accelerate intermittent energy storage (**N=1**)
- A systemic financial contribution to the search for new clean energy production (**N=1**)

- Increase the speed of the energy transition (**N=5**)
- Evidence from TotalEnergies' willingness to transition towards a low carbon model (**N=3**)
- Ensure this transition is inclusive and equitable in developing countries (**N>2**)

Monitoring, reporting and benchmarking

- Review and monitor collaboration every year (**N=2**)
- Improve Scope 3 calculation methodology (**N=2**)
- Need for transparency and accountability (**N=1**)

- Need for transparency and accountability(**N=2**)



Biodiversity

Ambition and commitments level

French Members

- Comply with IUCN resolutions and recommendations (e.g. Res 6.102, 059) **(N=9)**, especially in protected areas (e.g. ban research and extractives activities in IUCN Category I-IV protected areas) **(N=7)****
- Develop stronger biodiversity commitments and be able to demonstrate positive change **(N=8)**
- Define ambitious biodiversity targets in line with international commitments **(N=8)**
- No go areas to be extended (in the Arctic, deep waters, protected area, etc) **(N=6)**
- Develop a commitment on pollution **(N=4)**
- Need for their biodiversity strategy to be strictly aligned with climate boundaries **(N=3)** (e.g., no new oil and gas projects as it will be detrimental for biodiversity)

Other Members

- Define a no go for oil and gas project in protected areas, biodiversity hotspot areas **(N=3)** and indigenous lands **(N=1)**
- Improve current biodiversity targets/commitments, and align them with international best practices and global biodiversity targets, including IUCN resolutions **(N=2)**
- Comply with IFC's Performance Standard 6 on the mitigation hierarchy, biodiversity offsets and net gain (especially in KBAs) **(N=2)**

Implementation and activity level

- Compliance from their development in protected areas with IUCN policies **(N=5)**
- Build a societal model that respects people and indigenous rights **(N=5)**
- Apply the mitigation hierarchy to all projects before conception **(N=4)**
- Assist in the restoration of extraction sites and the establishment of protected areas in sites where the quality of biodiversity justifies it **(N=1)** / Create biodiversity-rich areas after cessation of activities in a site **(N=1)**
- Develop a systemic financial contribution to the scientific biodiversity conservation programmes of NGOs present or nearby current or future projects **(N=1)**
- Focus IUCN and TotalEnergies work in protected natural areas and biodiversity hotspots (e.g., Arctic, PNG) **(N=1)**

- Enhance the nature-positive agenda, while ensuring biodiversity negative impacts are reduced on the ground **(N=1)**
- Formulate additional financial commitments to meet net gain targets **(N=1)**
- Apply the mitigation hierarchy before the start of a project and ensure early mitigation efforts **(N=1)**
- Develop a funding mechanism for biodiversity **(N=1)**
- Significant investment in company staff at HQ working on biodiversity and climate **(N=1)**

Monitoring, reporting and benchmarking

- Share biodiversity data and information at the site level **(N=4)**
- Evaluate and report on the results achieved **(N=2)**
- Define action plans in all operations with available best practices and results **(N=2)**

- Develop robust tools and frameworks on the ground to monitor and track changes **(N=3)**
- Provide transparency **(N=2)**
- Align with IUCN resolutions with a clear monitoring framework **(N=1)**



Scope of a potential collaboration

Ambition and commitments level

French Members

- Not limit this relationship to a bilateral collaboration but work with the sector and involve the states **(N=1)**

Other Members

- Build relationship and cooperate with grassroots organizations, local stakeholders and local authorities **(N=4)**
- Engage with civil society **(N=2)**
- Commitments need to be socialized with affiliates **(N=1)**

Implementation and activity level

- Build a societal model that respects people and indigenous rights **(N=5)**
- Develop scope and methods on staff awareness **(N=4)**
- Accompany the deployment of action at all sites and on an international scale **(N=2)**

- Significant investment in company staff at HQ working on biodiversity and climate **(N=1)**
- Ensure coherence between HQ and on the ground level as well as consistency between global and local policies, targets and strategies **(N=2)**
- Develop social policies to ensure sustainable use of natural resources **(N=1)**

Monitoring, reporting and benchmarking

- Review and monitor collaboration every year **(N=2)**
- Evaluate and report on the results achieved **(N=2)**

- Ensure consistent and long term support in the ground **(N=3)**

Madame Razan AL MUBARAK
Présidente de l'UICN

Monsieur Bruno OBERLE
Directeur Général de l'UICN

Montreuil, le 3 novembre 2021

Madame la Présidente, Monsieur le Directeur Général,

En tant que Présidente du Comité français de l'UICN, qui a tenu un Conseil d'administration le 21 octobre 2021, je vous adresse une motion adoptée par les membres français de l'UICN, suite à la consultation que nous avons reçue sur la proposition de collaboration entre l'UICN et TotalEnergies.

Au vu des informations collectées, et qui viennent d'être corroborées par l'étude publiée le 20 octobre 2021 dans la revue scientifique *Global Environmental Change*, nous exprimons un avis très défavorable sur une collaboration entre l'UICN et TotalEnergies pour les raisons exprimées dans la motion.

En outre, nous soulignons que cette collaboration constituerait un risque réputationnel très élevé pour l'UICN, le Comité français de l'UICN et les membres en France et dans d'autres pays, et être une source de conflits au sein de l'Union alors que nous devons tous être mobilisés pour la mise en œuvre des recommandations du Congrès mondial de l'UICN, de son nouveau programme, et des prochaines grandes échéances internationales.

Nous pensons que l'UICN doit porter un dialogue exigeant, basé sur des valeurs éthiques et sur la science, avec les entreprises pour qu'elles s'engagent davantage pour la protection de l'environnement, mais considère que les conditions d'une collaboration ne sont pas réunies avec TotalEnergies.

Nous pensons également que, compte tenu de l'importance et de la sensibilité élevées de ce sujet, cette question devrait être inscrite à l'ordre du jour et débattue au Conseil.

Veillez recevoir, Madame la Présidente, Monsieur le Directeur Général, l'expression de mes sentiments les meilleurs.



Maud LELIEVRE
Présidente

MOTION DU COMITÉ FRANÇAIS DE L'UICN SUR LA PROPOSITION DE COLLABORATION ENTRE L'UICN ET TOTALENERGIES

Dans le cadre de la consultation lancée par le Secrétariat international de l'UICN le 22 septembre 2021 à propos d'une éventuelle collaboration entre l'UICN et TotalEnergies, le Comité français de l'UICN a réuni les membres français de l'UICN en Conseil d'administration le 21 octobre 2021 pour débattre et prendre position sur ce sujet.

Les informations que nous avons réunies dans le cadre de cette consultation nous amènent à exprimer et souligner les points suivants :

- TotalEnergies n'a pas démontré sa capacité et sa volonté d'opérer les changements nécessaires dans sa stratégie d'entreprise pour répondre aux enjeux sur le climat et la biodiversité ;
- TotalEnergies a été impliqué et reste impliqué dans de nombreux accidents et projets controversés portant atteinte à l'environnement ainsi qu'aux droits sociaux et humains : marée noire de l'Erika, projet pétrolier près du Parc National des Virunga (République Démocratique du Congo), forage près du récif de l'Amazone, déversement de déchets et résidus de forages dans la région de Neuquen (Argentine), mégaprojet gazier en Arctique (Arctic LNG 2), bioraffinerie de la Mède (France), Projet pétrolier EACOP (Ouganda et Tanzanie), projet Tilenga (Ouganda), Projet LNG (Mozambique), incendie du dépôt pétrolier de Buncefield (Royaume-Uni), chantier du gazoduc Yadana et accusation de financement de la junte militaire (Birmanie), utilisation du site gazier LNG comme prison (Yémen)... Récemment six salariés de l'ONG ougandaise AFIEGO (Institut africain pour la gouvernance de l'énergie), membre de l'UICN, ont été arrêtés en raison de leur engagement dans la dénonciation des impacts environnementaux et humains des projets Tilenga et EACOP, alors que quatre rapporteurs spéciaux des Nations Unies avaient déjà alerté le PDG de TotalEnergies en avril 2020 sur le contexte des pressions et intimidations subies par des représentants des communautés locales en Ouganda.
- La responsabilité de TotalEnergies est mise en cause dans plusieurs dossiers pour non-respect de la loi française sur le devoir de vigilance par plusieurs collectivités locales et ONG, dont des membres de l'UICN (actions juridiques en cours)
- Les éléments présentés ci-dessus montrent que TotalEnergies n'aspire pas aux meilleures pratiques en matière environnementale et une récente étude a montré que l'entreprise a œuvré depuis 1971 pour minimiser l'impact de ses activités sur l'environnement, relativiser la réalité du changement climatique et entraver les actions politiques de lutte contre le changement climatique
- Les engagements de TotalEnergies sont principalement réalisés en réponse aux avancées en matière de régulation et législation environnementales
- TotalEnergies ne s'engage pas à arrêter ou diminuer ses activités dans les énergies fossiles d'ici 2030, en prévoyant d'y consacrer plus des trois-quarts de ses investissements annuels

- TotalEnergies ne développera les énergies renouvelables que de façon minoritaire (0,2 % de sa production actuellement, entre 1,1 % et 1,6 % en 2025) ne contribuant pas suffisamment à la transition vers un monde bas carbone
- TotalEnergies ne prévoit pas de respecter la recommandation de l'Agence Internationale de l'Energie qui demande, dans son rapport « Zéro émissions nettes en 2050 » un arrêt immédiat des investissements dans les énergies fossiles et un déploiement immédiat et massif de toutes les technologies énergétiques propres et efficaces disponibles pour atteindre la neutralité carbone en 2050
- La stratégie de TotalEnergies n'est toujours pas alignée avec l'Accord de Paris sur le Climat adopté en 2015 alors que c'est le cas pour d'autres entreprises
- La stratégie de TotalEnergies n'est pas plus ambitieuse que celle de ses concurrents/ L'entreprise ne se démarque donc ni par la qualité de ses actions vis-à-vis du climat ou de la biodiversité ni par ses engagements pour le futur
- L'engagement de TotalEnergies sur la biodiversité est insuffisant et en contradiction complète avec les recommandations de l'UICN, approuvées par l'Assemblée Générale des membres, sur les aires protégées puisque l'entreprise exploite et prévoit d'exploiter des hydrocarbures dans des aires protégées, y compris dans des aires protégées de catégorie I et II

Le Comité français de l'UICN juge plutôt improbable la capacité de l'UICN à influencer sur la stratégie climat et biodiversité de TotalEnergies. L'entreprise dispose déjà de toutes les connaissances et informations nécessaires pour améliorer sa stratégie et n'a pas besoin de l'UICN pour être accompagnée sur sa stratégie climat.

Le Comité français de l'UICN estime également que d'un point de vue éthique, TotalEnergies ne partage pas les valeurs de l'UICN et ne s'engage pas sur les modifications plus profondes nécessaires pour interagir autrement avec la nature. Ces valeurs ne correspondent pas non plus avec celles exprimées par la jeunesse pour la préservation de la planète. L'image environnementale de TotalEnergies est extrêmement dépréciée auprès des acteurs de l'environnement, du grand public et des médias qui l'accusent régulièrement de *greenwashing*.

Aussi, le risque d'atteinte à la réputation de l'UICN et par répercussion sur celle du Comité français de l'UICN et des membres français, est très élevé. Compte tenu du fait que TotalEnergies est un groupe d'envergure mondiale présent dans plus de 130 pays, ces répercussions concerneront aussi d'autres membres de l'UICN, et pas uniquement ceux situés dans des pays où des projets d'extraction sont menés et celui du siège social de TotalEnergies auxquels a été limitée la consultation des membres de l'UICN. Cela pourrait entraîner de nombreuses difficultés, des contestations voire des démissions de certains membres, alors que la priorité de l'UICN doit être la mobilisation de ses membres pour la mise en œuvre des recommandations du Congrès mondial de la nature de Marseille, du nouveau programme de l'UICN et des nouveaux engagements internationaux sur la biodiversité.

Le Comité français de l'UICN rappelle l'intérêt stratégique d'avoir un dialogue exigeant, fondé sur des valeurs éthiques et la science, avec les entreprises pour qu'elles s'engagent davantage pour la protection de l'environnement, mais considère que les conditions d'une collaboration ne sont pas réunies avec TotalEnergies.

En conclusion, le Comité français de l'UICN émet un avis très défavorable pour tout partenariat entre l'UICN et TotalEnergies. En outre il demande à ce que cette proposition soit débattue au sein du Conseil de l'UICN afin que l'organe démocratique élu par les membres de l'UICN prenne une position sur ce sujet sensible.

MOTION OF THE IUCN FRENCH NATIONAL COMMITTEE ON THE PROPOSED COLLABORATION BETWEEN IUCN AND TOTALENERGIES

In the context of the consultation launched by the IUCN International Secretariat on 22 September 2021 about a potential collaboration between IUCN and TotalEnergies, the IUCN French National Committee convened a meeting of the governing board of the French Members of IUCN on October 21, 2021 to discuss and take a position on this issue.

The information that we have gathered for the sake of this consultation lead us to express and emphasize the following points:

- TotalEnergies has not demonstrated its ability and willingness to make the necessary changes in its business strategy to address climate and biodiversity issues;
- TotalEnergies has been and continues to be involved in numerous incidents and controversial projects involving environmental, social and human rights abuses: the Erika oil spill, the oil project near the Virunga National Park (Democratic Republic of Congo), drilling near the Amazon reef, spills of waste and drilling residues in the Neuquen region (Argentina), Arctic gas megaproject (Arctic LNG 2), La Mède biorefinery (France), EACOP oil project (Uganda and Tanzania), Tilenga project (Uganda), LNG Project (Mozambique), Buncefield oil depot fire (United Kingdom), Yadana pipeline project and accusations of financing the military junta (Burma), use of the LNG site as a prison (Yemen)... Recently, six employees of the Ugandan NGO AFIEGO (African Institute for Energy governance), a member of IUCN, were arrested because of their protests against environmental and human impacts of the Tilenga and EACOP projects, even though four UN special rapporteurs had already alerted the CEO of TotalEnergies in April 2020 regarding the pressure and intimidation of local community representatives in Uganda.
- TotalEnergies is being held responsible in several cases for failure to comply with the French law on due diligence by several local authorities and NGOs, including Members of IUCN (legal proceedings underway)
- The above information shows that TotalEnergies does not aspire to environmental best practices and a recent study showed that the company has worked since 1971 to minimize the impact of its activities on the reality of climate change, and hinder political action to combat climate change;
- TotalEnergies' commitments are mainly made in response to environmental regulation and legislation;
- TotalEnergies is not committed to stopping or reducing its fossil fuel activities by 2030, while planning to devote more than three-quarters of its annual investments
- TotalEnergies will only develop renewable energies to a minority extent (0.2% of its production currently, between 1.1% and 1.6% in 2025), not contributing enough to the transition to a low-carbon world.
- TotalEnergies does not plan to comply with the International Energy Agency's recommendation in its "Zero Net Emissions in 2050", which calls for an immediate halt to investment in fossil fuels and the immediate and massive deployment of all available clean and efficient energy technologies to achieve carbon neutrality by 2050

- TotalEnergies' strategy is still not aligned with the Paris Climate Agreement adopted in 2015, whereas this is the case for other companies.
- TotalEnergies' strategy is not more ambitious than the ones from its competitors/ The company does not stand out for the quality of its climate or biodiversity actions or for its commitments for the future
- TotalEnergies' commitment to biodiversity is inadequate and in complete contradiction with the IUCN's recommendations, approved by the General Assembly, on protected areas, since the company operates and plans to operate, exploits and plans to exploit hydrocarbons in protected areas, including category I including in category I and II protected areas.

The IUCN French Committee considers it unlikely that IUCN will be able to influence TotalEnergies' climate and biodiversity strategy. The company already has all the knowledge and information needed to improve its strategy and does not need IUCN to help with its climate strategy.

The IUCN French Committee also believes that from an ethical point of view TotalEnergies does not share IUCN's values and is not committed to the deeper changes needed to interact differently with nature. These values do not correspond to those expressed by young people for the preservation of the planet. TotalEnergies' environmental image is extremely poorly perceived by environmental the general public and the media, who regularly accuse it of greenwashing.

The risk of damage to the reputation of IUCN and, by repercussion, to that of the IUCN French Committee and its French Members, is very high. Given the fact that that TotalEnergies is a global company with operations in more than 130 countries, these repercussions will also impact other IUCN members, not just those in countries where extractive projects are being carried out and the country where TotalEnergies is headquartered to which consultation with IUCN members has been limited. This could lead to many difficulties, challenges and even resignations of certain members, whereas IUCN's priority should be to mobilize its members to implement the recommendations of the World Conservation Congress in Marseille, the new IUCN programme and the program and the new international commitments on biodiversity.

The IUCN French Committee recalls the strategic interest of having a demanding dialogue based on ethical values and science, with companies so that they become more committed to environmental protection, but considers that the conditions for collaboration with Total have not been met.

In conclusion, the IUCN French Committee is very much opposed to any partnership between IUCN and TotalEnergies. In addition, it asks that this proposal be debated within the IUCN Council so that the democratic body elected by IUCN members will take a position on this sensitive issue.

MOCIÓN DEL COMITÉ FRANCÉS DE LA UICN SOBRE LA PROPOSICIÓN DE COLABORACIÓN ENTRE LA UICN Y TOTALÉNERGIES

En el cuadro de la consulta lanzada por la Secretaría internacional de la UICN el 22 de septiembre de 2021 sobre una eventual colaboración entre la UICN y TotalEnergies, el Comité francés de la UICN reunió los miembros franceses de la UICN en Consejo de administración el 21 de octubre de 2021 por debatir y tomar una posición sobre el tema.

Las informaciones que reunimos dentro del cuadro de esta consulta nos llevan a expresar y resaltar los siguientes puntos:

- TotalEnergies no ha demostrado su capacidad y voluntad de operar los cambios necesarios dentro de la estrategia de la empresa por responder a las apuestas sobre el clima y la biodiversidad;
- TotalEnergies ha estado y sigue estando implicada en numerosos accidentes y proyectos controvertidos que afectan al medio ambiente y a los derechos sociales y humanos: Derrame de petróleo del Erika, proyecto petrolero cerca del Parque Nacional de Virunga (República Democrática del Congo), perforación cerca del arrecife del Amazonas, derrame de desechos y residuos de perforación en la región de Neuquén (Argentina), megaproyecto de gas en el Ártico (Arctic LNG 2), biorrefinería La Mède (Francia) Proyecto petrolero EACOP (Uganda y Tanzania), proyecto Tilenga (Uganda), proyecto de gas natural licuado (Mozambique), incendio del depósito de petróleo de Buncefield (Reino Unido), construcción del oleoducto de Yadana y acusaciones de financiación de la junta militar (Birmania), utilización de las instalaciones de gas natural licuado como prisión (Yemen)...
- Recientemente, seis empleados de la ONG ugandesa AFIEGO (Instituto Africano para la Gobernanza de la Energía), miembro de la UICN, fueron arrestados por su participación en la denuncia de los impactos ambientales y humanos de los proyectos Tilenga y EACOP, mientras que cuatro relatores especiales de la ONU ya habían alertado al director general de TotalEnergies en abril de 2020 sobre el contexto de presión e intimidación que sufren los representantes de las comunidades locales en Uganda.
- La responsabilidad de TotalEnergies está siendo demandada en varios casos por incumplimiento de la legislación francesa sobre el deber de vigilancia realizado por varias autoridades locales y ONGs, incluidos miembros de la UICN (acciones legales en curso)
- Las pruebas anteriores demuestran que TotalEnergies no aspira a las mejores prácticas medioambientales incluso si un estudio reciente ha demostrado que la empresa ha trabajado desde 1971 para minimizar el impacto medioambiental de sus actividades, relativizar la realidad del cambio climático y obstaculizar la acción política para combatirlo
- Los compromisos de TotalEnergies responden principalmente a los avances en la normativa y la legislación medioambiental

Traducción de cortesía

- TotalEnergies no se compromete a detener o reducir sus actividades con combustibles fósiles de aquí a 2030, y prevé dedicar más de tres cuartas partes de sus inversiones anuales a este sector
- TotalEnergies sólo desarrollará las energías renovables de forma minoritaria (0,2% de su producción en la actualidad, entre el 1,1% y el 1,6% en 2025), por lo que no contribuirá suficientemente a la transición hacia un mundo bajo en carbono
- TotalEnergies no tiene previsto cumplir con la recomendación de la Agencia Internacional de la Energía que, en su informe "Zero Net Emissions by 2050", reclama el cese inmediato de las inversiones en combustibles fósiles y el despliegue inmediato y masivo de todas las tecnologías energéticas limpias y eficientes, disponibles para lograr la neutralidad del carbono en 2050
- La estrategia de TotalEnergies aún no está alineada con el Acuerdo Climático de París adoptado en 2015, mientras que sí lo están otras empresas
- La estrategia de TotalEnergies no es más ambiciosa que la de sus competidores. La empresa no destaca por la calidad de sus acciones en materia de clima o biodiversidad, ni por sus compromisos del futuro
- El compromiso de TotalEnergies con la biodiversidad es insuficiente y está en total contradicción con las recomendaciones de la UICN, aprobadas por la Asamblea General de miembros, sobre las áreas protegidas, ya que la empresa está operando y planeando operar en áreas protegidas, incluyendo áreas protegidas de categoría I y II

El Comité francés de la UICN considera poco probable que la UICN pueda influir en la estrategia de TotalEnergies en materia de clima y biodiversidad. La empresa ya tiene todo el conocimiento y la información que necesita para mejorar su estrategia y no necesita el apoyo de la UICN en su estrategia climática.

El Comité francés de la UICN también considera que, desde el punto de vista ético, TotalEnergies no comparte los valores de la UICN y no se compromete a realizar los cambios profundos necesarios para interactuar de forma diferente con la naturaleza. Estos valores tampoco corresponden a los expresados por los jóvenes para la conservación del planeta. La imagen medioambiental de TotalEnergies está muy depreciada por las partes interesadas en el medio ambiente, el público en general y los medios de comunicación, que la acusan periódicamente de "lavado verde".

Por lo tanto, el riesgo de daño a la reputación de la UICN y, por repercusión, a la reputación del Comité francés de la UICN y de los miembros franceses, es muy alto. Dado que TotalEnergies es una empresa mundial con operaciones en más de 130 países, estas repercusiones también afectarán a otros miembros de la UICN, no sólo a los de los países donde se llevan a cabo los proyectos extractivos y donde se encuentra la sede de TotalEnergies, a los que se ha limitado la consulta con los miembros de la UICN. Esto podría acarrear muchas dificultades, retos e incluso dimisiones de algunos miembros, mientras que la prioridad de la UICN es movilizar a sus miembros para aplicar las recomendaciones del Congreso Mundial de la Naturaleza de Marsella, el nuevo programa de la UICN y los nuevos compromisos internacionales sobre la biodiversidad.

El Comité francés de la UICN recuerda el interés estratégico de mantener un diálogo exigente, basado en los valores éticos y la ciencia, con las empresas para que se comprometan más con la protección del medio ambiente, pero considera que no se dan las condiciones de colaboración con TotalEnergies.

Traducción de cortesía

En conclusión, el Comité francés de la UICN emite una opinión muy desfavorable para cualquier asociación entre la UICN y TotalEnergies. Además, solicita que esta propuesta se debata en el seno del Consejo de la UICN para que el órgano democrático elegido por los miembros de la UICN pueda tomar una posición sobre esta delicada cuestión.



Finance and Audit Committee (FAC)
(1st meeting - provisional membership)

Virtual meeting, Thursday 13 January 2022 from 11:00 to 13:00 UTC/GMT

FAC1 OUTCOMES AND RECOMMENDATIONS TO COUNCIL

N°	Agenda Item	For information / discussion / decision
1	Designation of the Chair	Rick Bates was designated as the Chair of the meeting.
2	Approval of the Agenda	The Committee approved the agenda without modification or addition
3	Workplan and Budget 2022 C107/6 IUCN 2022 Work Plan and Budget	<p>The Committee reviewed the draft Work Plan and Budget 2022 with a focus on the Budget and makes the following recommendation to the Council</p> <p>Recommendations:</p> <p>The FAC recommends that Council approves the 2022 Draft Budget as presented, including revisions to the 2021 forecast proposed by the Secretariat and a modification of table 13 to include the investment in organisational change described under section 2 c).</p> <p>The FAC noted that the 2022 budget needs to support a longer-term financial strategy with clear goals, targets and benchmarking reflective of IUCN conservation goals and the organization’s financial sustainability, so FAC and Council can provide adequate oversight. This will require analysis to support decisions on issues such as:</p> <ul style="list-style-type: none"> - Assessment of the project portfolio’s effectiveness in cost recovery, the risks associated with it and their management - Establishment of a new target for organizational reserves to reflect changes in IUCN risk profile since the current target was set, as well as a plan to achieve the new target over time - The future roles and costs of headquarters and regions, in context of IUCN cost structure - And a multi-year strategy to strengthen and diversify revenues, particularly unrestricted revenue, including targets, costs and return on investment expected <p>The FAC will further define these areas and continue to work on them in future meetings.</p> <p>The FAC recommends that Council approve the Director General supports this work through the provision of appropriate analysis, supported by external experts where necessary.</p>
4	Terms of Reference (ToR) for the FAC FAC 1/4 Terms of Reference of the FAC	<p>The Committee reviewed the Terms of Reference 2017-21 and recommended the following modifications to the Council to take into consideration recommendations made in the 2019 External Review of Aspects of IUCN’s Governance (see Annex 1 for the ToR as revised):</p> <p>Add <u>Preamble</u></p> <p>Section 37 of the statutes gives responsibility to Council to “...(ii) provide oversight and guidance on the performance of the components of the Union as a whole and of the Director General in particular, encouraging coherence among its component parts;”</p> <p>IUCN’s Internal Audit Charter, which describes the Internal Audit’s functions Terms of Reference, principles and provisions, was adopted by FAC September 22, 2020. The internal audit function is an important part of the oversight process by Council (and by FAC on Council’s behalf) of the organization and the Director General. FAC has an important role in maintaining the balance of avoiding conflicts of interest, while ensuring his or her independence. The reporting relationship among the Internal Auditor, FAC and the DG is described in the Charter, including authority, independence and objectivity.</p> <ol style="list-style-type: none"> 1. <u>Expectation of the external auditors</u> <p>This is covered in recommendation for point 2.</p> <ol style="list-style-type: none"> 2. <u>Role in overseeing the full range of audits conducted within the organization, disclosure of financial and related information; as well as any other matters that the FAC feels are important to its mandate or that council chooses to delegate to it.</u>

		<p>Revised point 10) Provide oversight on all audits conducted on, by or for IUCN to ensure appropriate coordination among external or internal audits and organizational reviews, as well as to ensure all appropriate audit principles and standards are met, and appropriate communication of, and follow through on, recommendations of the audit.</p> <p>3. <u>Relationship with the internal auditor function</u></p> <p>Noted added to point 11) The Head of Oversight will have a dual reporting line to the Director General and to the Chair of FAC on behalf of, and after consultation with, FAC. The Head of the Office of Internal Oversight (OIOS) is functionally and operationally independent but reports to and is organizationally accountable to the Director General for the provision of internal audit and investigation services. FAC approves decisions regarding the appointment and removal of the Head of Oversight. FAC provides oversight of the OIOS to ensure adherence to the principles, standards, and quality of work as described in the IUCN Internal Audit Charter Sept 22, 2020, or as amended in the future. The Chief of OIOS will have unrestricted access to, and communicate and interact directly with FAC.</p>
5	Nomination of an individual for appointment by Council as Chair of the FAC	The Committee nominated Rick Bates for appointment by the Council as Chair of the FAC. The nominee accepted the nomination.
Present: Rick Bates Said Damhoureyeh Ali Kaka Vilmos Kizsel Ramon PerezGil Jon Paul Rodriguez Bibiana Sucre Christina Voigt Nihal Welikala, Treasurer		Apologies: Sonia Castañeda Rial Catherine Iorns Jong Soo Yoon
		Secretariat Bruno Oberle, Director General Mike Davis, Chief Financial Officer Patrick Reybet Degat, Head Global Operation Unit



Finance and Audit Committee of the IUCN Council (FAC)

Terms of Reference (~~2017-2021~~2021-25)

~~[Approved by the Council at its 92nd Meeting, February 2017, modified by Bureau decision B97/2 (August 2021)]~~

Preamble

~~Section 37 of the statutes gives responsibility to Council to "...(ii) provide oversight and guidance on the performance of the components of the Union as a whole and of the Director General in particular, encouraging coherence among its component parts;"~~

~~IUCN's Internal Audit Charter, which describes the Internal Audit's functions Terms of Reference, principles and provisions, was adopted by FAC September 22, 2020.~~

~~The internal audit function is an important part of the oversight process by Council (and by FAC on Council's behalf) of the organization and the Director General. FAC has an important role in maintaining the balance of avoiding conflicts of interest, while ensuring his or her independence. The reporting relationship among the Internal Auditor, FAC and the Director General is described in the Charter, including authority, independence and objectivity.~~

Objective

The Finance and Audit Committee assists the Council in providing strategic oversight on all matters relating to the organizational management of the Union, in particular the financial management, auditing of and fundraising for the Union and internal oversight and legal issues.

Functions⁴

- 1) Advise the Council on financial planning, in particular on the approval of the annual budgets, on the 4 year financial plans to be submitted to Congress and any other plans to ensure the long-term financial stability of the Union.
- 2) Advise the Council on resource mobilization strategies in relation to delivering the IUCN Programme, fulfilling the statutory functions of the Union and ensuring the financial stability of the Union.
- 3) Review and advise Council on the approval of the annual statutory financial statements.
- 4) Review periodic financial management reports and performance against budgets, plans and other targets.
- 5) Approve the accounting frameworks and principles used in the production of the statutory financial statements. Ensure that appropriate financial rules and internal control systems are in place and advise Council accordingly.

~~⁴-Note that in 2019, pursuant to the *Council Response to the 2019 External Review of aspects of IUCN's governance* (point 6.1.3.d), the FAC agreed with the recommendation to amend the FAC ToR to articulate the role and responsibility of the committee with regard to its:~~

~~1. Expectation of the external auditors;~~

~~2. Relationship with the internal auditor function;~~

~~3. Role in overseeing the full range of audits conducted within the organisation; disclosure of financial and related information; as well as any other matters that the FAC feels are important to its mandate or that the council chooses to delegate to it. (FAC Report to Council, 97th meeting, October 2019)~~

~~Despite the FAC's commitment to propose revised ToR to Council for approval at a future meeting, this did not happen before the 2021 Congress.~~

- 6) Provide oversight of treasury management including investment policies and investment portfolios, liquidity management and foreign exchange management and advise Council accordingly.
- 7) Provide oversight of risk management, including the risk management framework and key risks faced by IUCN.
- 8) Advise the Council on the scale of membership dues and other financial aspects.
- 9) Advise on the selection and appointment of the Union's External Auditor for approval by Congress.

10) Provide oversight on all audits conducted on, by or for IUCN to ensure appropriate coordination among external or internal audits and organizational reviews, as well as to ensure all appropriate audit principles and standards are met, and appropriate communication of, and follow through on, recommendations of the audit.

~~10) Provide oversight of the annual statutory audit, including reviewing audit plans and scope, reviewing audit reports and recommendations made by the external auditor and their implementation.~~

~~11)~~

~~12)11) Provide oversight of the work of the Head of Oversight, including review of internal audit plans, review of major findings and recommendations and their follow up.²~~

~~13)12) Provide oversight on legal cases involving IUCN, including monitoring the status of legal cases and providing advice on actions to be taken.~~

~~14)13) Prepare the work of the Finance and Audit Committee of Congress.~~

~~15)14) Exercise the delegated specific functions for which Council decision C/88/7 has given responsibility to the FAC and which Council may adjust as and when appropriate (Appendix 1 hereafter).~~

Modus operandi

- a. The FAC is a standing committee of the IUCN Council established and functioning in accordance with Article 50 (a) of the Statutes and Regulation 59 for the duration of the term 2017-20. See also the commitments and objectives (roles / tasks) of Council members in standing committees [Decision B97/2 \(August 2021\), Annex 2, pp. 5-7](#)
- b. Attached hereafter as Appendix 2 is a calendar presenting an overview of the business of each committee for each year of the term.³ (Attached to the ToR as required by [Decision B97/2 \(August 2021\), Annex 2, p. 6](#))
- c. The role of the chair of a standing committee will be to:
 - i. chair the meetings of the committee with the same authority as defined in Regulation 51 for the Chair of the Council meetings;
 - ii. convene the (virtual) meetings of the committee as necessary between periodic meetings of the Council;
 - iii. request adequate data, proposals and options from the Secretariat on behalf of the committee and in accordance with §122 of the Council Handbook;

² The Head of Oversight will have a dual reporting line to the Director General and to the Chair of FAC on behalf of, and after consultation with, FAC. The Head of the Office of Internal Oversight (OIOS) is functionally and operationally independent but reports to and is organizationally accountable to the Director General for the provision of internal audit and investigation services. FAC approves decisions regarding the appointment and removal of the Head of Oversight. FAC provides oversight of the OIOS to ensure adherence to the principles, standards, and quality of work as described in the IUCN Internal Audit Charter Sept 22, 2020, or as amended in the future. The Chief of OIOS will have unrestricted access to, and communicate and interact directly with FAC.

³ Under preparation for the term 2021-25

- iv. present the results of the committee's deliberations to the Council or, as appropriate, to the Bureau. ([Decision B97/2 \(August 2021\), Annex 2, pp. 7-8](#))
- d. As per Council decision C/88/7, Council committees, working groups and task forces are encouraged to include external individuals in order to bring in needed skills and knowledge. Such individuals may be appointed as members taking into account Regulation 59 (c), or invited as experts to contribute to a specific task or a specific meeting.
- e. The FAC advises Council regarding the content, format and periodicity of the reports it requires from the Secretariat and the Commissions in order to enable it to exercise its functions (in the context of the Strategic Planning and Reporting Framework approved by Council decision C/88/7).

Membership

Chair:

Deputy Chairs:

Members:

Extract from Council decision C/88/7 Annex 2 (Appendix 2):

Statutes, 81: Approving the staff rules

Statutes, 87: Approving the sources of income that are not considered “high profile risk” and refer those that are to Council

Statutes, 88 (c): any comments from Council on the audited financial accounts and the auditors’ report to be circulated to all IUCN Members

Statutes, 98: Council’s consent to obtaining legal status in countries

Regulation 88 (b) and 89 (b): providing any instructions and policy guidelines to the DG with respect to receiving grants, donations and other payments

Regulation 92 (d): approving requests by the DG to designate unrestricted funds for special purposes not foreseen in the financial plan



IUCN Council 2021-25

Governance and Constituency Committee (GCC)

(1st Meeting - Provisional membership)

Virtual meetings held on Monday 17 and Friday 21 January 2022 from
14:00 to 16:00 UTC/GMT

GCC1 OUTCOMES AND RECOMMENDATIONS TO COUNCIL

No	Agenda item	Decisions and outcomes
1	Designation of the Chair	Sixto Inchaustegui was designated as the Chair of the meeting.
2	Approval of the Agenda	The Committee approved the agenda without modification or addition.
3	Applications for IUCN membership C107/7/1 Membership applications	<p>Secretariat gave a short briefing on the procedures and criteria for admission of IUCN Members.</p> <p>The Committee subsequently reviewed the applications for IUCN membership from 20 organisations and institutions and recommended to Council the admission of 19 of them for IUCN membership. (Annex 1 - List of organisations/institutions recommended for admission)</p> <p>Before taking a decision on the application from Oficina de protecció del ambient de la Municipalidad de Curridabat in the subnational government category, the committee members wished to have an in-depth discussion on the admission criteria for this category, as set out in the IUCN Statutes.</p>
4	<p>“Advisory Group for the Revision of the Statutes”</p> <p>Resolution 148 - Enabling effective attendance and participation of Members in future sessions of the World Conservation Congress</p> <p>C107/3/3 Nominations for membership of the Advisory Group for the Revision of the Statutes</p>	<p>The Committee decided that the Advisory Group should consist of:</p> <ul style="list-style-type: none"> Two State Member representatives; and One I/NGO representative from each of the other regions that has submitted candidates, including one from North America to ensure a balance in the membership category representation. The Secretariat was requested to provide a supporting role to the Advisory Group. <p>The committee recommends the following candidates for appointment by Council taking into account gender, age and regional balance, noting that no nominations were received from East Europe, North and Central Asia:</p> <p>State representatives</p> <ul style="list-style-type: none"> Christine Dawson (North America and the Caribbean) Thuraya Said al Sareeri (West Asia) <p>I/NGO representatives</p> <ul style="list-style-type: none"> Malusi Vatsha (Africa) Jenny Gruenberger (South America) Scott Hajost (North America and the Caribbean) Teina Mackenzie (Oceania) Kiran Timalisina (South and East Asia) Simon Stuart (West Europe)
5	Terms of Reference of the GCC GCC1/5 - Terms of Reference of the GCC	The Committee reviewed the Terms of Reference 2017-21 and recommended that they be approved by Council without modifications. (Annex 2)
6	Nomination of an individual for appointment by Council as Chair of the GCC	<p>The committee nominated Vivek Menon for appointment by the Council as Chair of the GCC. The nominee accepted the nomination.</p> <p>The Committee, recognizing the importance of good collaborative work and qualities of both candidates, asked Maud Lelièvre to accept the nomination as GCC Deputy Chair. She thanked the Committee and agreed on the need of future collaborative work of the GCC Members.</p>
<p>Council participants: Shaikha Salem Al Dhaheri Carl Amirgulashvili Norbert Baerlocher Ramiro Batzin Chojo Ana Di Pangraccio Sixto Inchaustegui</p>		<p>Maud Lelièvre Keping Ma Imen Meliane Vivek Menon Samad-John Smaranda Gloria Ujor</p>
		<p>Secretariat: Gretel Aguilar Sandrine Friedli Cela Sarah Over Louise Imbsen Fleurange Bieri (only 17 January) Anja Miller (only 17 January)</p>

**Membership Applications
to be considered by Council in February 2022**

IUCN Statutory region	Organisation name	Acronym	IUCN Statutory State	Website	Member Category	GCC Decision
Africa	Institut des Sciences de l'Environnement (submitted by 30.6.21)	ISE	Senegal	http://ise.ucad.sn/	National NGO	ADMIT
Africa	Care for Wild Rhino Sanctuary (submitted by 30.9.21)	CFWRS	South Africa	https://www.careforwild.co.za/	International NGO	ADMIT
Meso and South America	Fundaciòn de Conservaciòn Tierra Austral (Tierra Austral Conservation Foundation) submitted by 30.6.21)	FTA	Chile	https://www.fundaciontierraaustral.cl/	National NGO	ADMIT
Meso and South America	Unión Regional de los Pueblos Indígenas de la Amazonía de la Provincia de Atalaya (Regional Union of the Indigenous Peoples of the Amazon of the Atalaya Province) (submitted by 30.9.21)	URPIA	Peru	N/A	Indigenous peoples organisations	ADMIT
North America & the Caribbean	Reseau de milieux naturels protégés (Network of protected natural landscapes) (submitted by 30.9.21)	RMN	Canada	https://rmnat.org/	National NGO	ADMIT
North America & the Caribbean	International Indian Treaty Council (submitted by 30.6.21)	IITC	United States of America	http://www.treatycouncil.org/	Indigenous peoples organisations	ADMIT
South and East Asia	The Hong Kong Bird Watching Society (submitted by 30.6.21)	HKBWS	China	https://cms.hkbws.org.hk	National NGO	ADMIT
South and East Asia	Lok Sanjh Foundation (submitted by 30.6.21)	LSF	Pakistan	https://loksanjh.org	National NGO	ADMIT
South and East Asia	Centre for Sustainable Rural Development (submitted by 30.9.21)	SRD	Viet Nam	http://www.srd.org.vn/	National NGO	ADMIT
West Asia	The Royal Commission for AIUIA (submitted by 30.6.21)	RCU	Saudi Arabia	https://www.rcu.gov.sa/en	Government Agency	ADMIT

**Membership Applications
to be considered by Council in February 2022**

IUCN Statutory region	Organisation name	Acronym	IUCN Statutory State	Website	Member Category	GCC Decision
West Asia	Al Ain Zoo (submitted by 30.6.21)	AAZ	United Arab Emirates	https://www.alainzoo.ae	Government Agency	ADMIT
Oceania	Coalition of Legal Toothfish Operators, Inc. (submitted by 30.9.21)	COLTO	Australia	https://www.colto.org/	National NGO	ADMIT
East Europe, North and Central Asia	Shoqata E Kerkimeve Urbane (Urban Research Institute) (submitted 30.9.21)	URI	Albania	http://www.uri.org.al	National NGO	ADMIT
East Europe, North and Central Asia	ArAves nature conservation NGO (submitted by 30.9.21)	ArAves	Armenia	https://www.araves.org	National NGO	ADMIT
West Europe	European landowners' Organization (submitted by 30.9.21)	ELO	Belgium	https://www.europeanlandowners.org	National NGO	ADMIT
West Europe	Enaleia (submitted by 30.9.21)	Enaleia	Greece	https://enaleia.com/	National NGO	ADMIT
West Europe	Centre d'études et d'expertise sur les risques, l'environnement, la mobilité et l'aménagement (Center for Studies and expertise on Risks, Environment, Mobility, and Urban and Country Planning) (submitted by 30.6.21)	CEREMA	France	https://www.cerema.fr	Affiliate	ADMIT
West Europe	Institut océanographique Paul Ricard (Paul Ricard Oceanographic Institute) (submitted by 30.6.21)	IOPR	France	https://www.institut-paul-ricard.org	National NGO	ADMIT
West Europe	Wilhelma, Zoologisch-Botanischer Garten Stuttgart (Wilhelma, the Zoological and Botanical Garden Stuttgart) (submitted by 30.6.21)	Wilhelma	Germany	https://www.wilhelma.de	National NGO	ADMIT



Governance and Constituency Committee of the IUCN Council (GCC)

Terms of Reference (2021-25)

Objective

The GCC assists and provides advice to the Council with a view to maintaining an effective governance and an engaged membership of the Union.

Functions

- (1) Advise on and assist Council with the recruitment, development and engagement of the Union's Members, the development and engagement of membership structures (National and Regional Committees and Fora) and the Commissions;
- (2) Advise and assist Council on the implementation of the One Programme Charter in relation to governance and stability and development of constituency;
- (3) Advise on and assist Council with the development and strengthening of the Union as whole and the governance of the Union in particular, including statutory reforms as required;
- (4) Advise the Council on any matters related to the selection of the venue and any other preparations for the next Congress until the Congress Preparatory Committee of the next Congress is appointed;
- (5) Advise the Council and assist it with the implementation of Congress decisions falling within the GCC's area of work and the preparation of the work of the Governance Committee and the Credentials Committee of the next Congress;
- (6) Exercise the delegated specific functions for which Council decision C/88/7 has given responsibility to the GCC and which Council may adjust as and when appropriate (Appendix 1 hereafter);
- (7) Advise and assist Council in their function of providing oversight and strategic direction into matters that affect the strength and stability of the Union and all constituent parts.

Modus operandi

- a. The GCC is a standing committee of the IUCN Council established and functioning in accordance with Article 50 (a) of the Statutes and Regulation 59 for the duration of the term 2017-20. See also the commitments and objectives (roles / tasks) of Council members in standing committees [Decision B97/2 \(August 2021\), Annex 2, pp. 5-7](#)
- b. Attached hereafter as Appendix 2 is a calendar presenting an overview of the business of each committee for each year of the term.¹ (To be attached to the ToR as required by [Decision B97/2 \(August 2021\), Annex 2, p. 6](#))
- c. The role of the chair of a standing committee will be to:
 - i. chair the meetings of the committee with the same authority as defined in Regulation 51 for the Chair of the Council meetings;
 - ii. convene the (virtual) meetings of the committee as necessary between periodic meetings of the Council;

¹ Under preparation for the term 2021-25

- iii. request adequate data, proposals and options from the Secretariat on behalf of the committee and in accordance with §122 of the Council Handbook;
 - iv. present the results of the committee's deliberations to the Council or, as appropriate, to the Bureau. ([Decision B97/2 \(August 2021\), Annex 2, pp. 7-8](#))
- d. As per Council decision C/88/7, Council committees, working groups and task forces are encouraged to include external individuals in order to bring in needed skills and knowledge. Such individuals may be appointed as members taking into account Regulation 59 (c), or invited as experts to contribute to a specific task or a specific meeting.
- e. The GCC advises Council regarding the content, format and periodicity of the reports it requires from the Secretariat and the Commissions in order to enable it to exercise its functions (in the context of the Strategic Planning and Reporting Framework approved by Council decision C/88/7).

Membership

Chair:

Deputy Chair:

Members:

Extract from Council decision C/88/7 Annex 2 (Appendix 2):

Statutes, 8: Informing existing Members of applications for IUCN membership

Statutes, 46 (h) and Regulations 61 and 63 (b): Recognizing National and Regional Committees

Statutes, 46 (i) and Regulation 21: transferring IUCN Members between Categories

Statutes, 69 and 71: approving legal personality of and procedures for National and Regional Committees

Statutes 92: Establishing procedures for indemnification of IUCN by any National or Regional Committees

Regulation 64*bis*: Receiving reports of the dissolution of National and Regional Committees (must always be included in the GCC's written reports to Council)

Regulation 65: prescribe the use of the IUCN name and logo by National and Regional Committees

Regulation 66 (d): Receive reports of National and Regional Committees (must always be included in the GCC's written reports to Council)

Regulation 67 (b): Authorizing National and Regional Committees to undertake activities in the name of IUCN



IUCN Council 2021-25

Programme and Policy Committee (PPC)

(1st meeting – provisional membership)

Virtual meeting, Thursday 13 January 2022 from 11:00 to 13:00 UTC/GMT

PPC1 OUTCOMES AND RECOMMENDATIONS TO COUNCIL

No	Agenda Item	For information / discussion / decision	Tabled at
1	Designation of the Chair	Hilde Eggermont was designated as the Chair of the meeting.	13/01/22
2	Approval of the Agenda	The Committee approved the agenda without modification or addition	13/01/22
3	Workplan and Budget 2022 C107/6 IUCN 2022 Work Plan and Budget	The Committee reviewed the draft Work Plan and Budget 2022 and makes the following recommendations to the Council in advance of its decision to approve the document. Recommendations: 1. Better highlight the role of Members and Commissions, including the support provided to them, in Section 3 and other sections of the document as relevant. In particular, the Committee noted gaps in terms of Commissions and the role of the Secretariat in assisting and providing support to Commissions as well as Members, and the need to seek input from Commissions. 2. Ensure changes correlate with the budgetary provisions as described in Part II. 3. Make the link between the Nature 2030 Programme and the Work Plan more explicit. Illustrate how the portfolio is broadly assigned to the Programme's 29 Operational Outcomes as well as a narrative on how the Addendum is being addressed. 4. Include an explanation as to how the investment priorities in the Work Plan (page 10) were determined. 5. As appropriate, explain the reason behind any major changes in budgeted expenditure at the Strategic Priority level (figure 4) and what this implies in terms of prioritisation. In particular, highlight that any decrease in % for Oceans in the project portfolio is not a reduction in priority. 6. The Work Plan should give greater focus to the knowledge products and explain how they are being addressed and incorporated into programme delivery in Part 1 Section 2 (Programme Investment Framework and Innovation) 7. Include reference to ongoing engagement with IPBES, coordinating with members and commissions, in Part 1 Section 2 (Technical and thematic input to international and regional policy engagement)	13/01/22
4	Terms of Reference for the PPC PPC1/4 – Terms of Reference of the PPC	The Committee reviewed the Terms of Reference 2017-21 (Annex 1) and recommended the following modifications to the Council:- <i>Function 1:</i> Assist Council in its review of and engagement with IUCN policy recommendations and advocacy in intergovernmental fora <i>Function 9:</i> Advise Council on Private Sector engagement in IUCN programme delivery.	13/01/22
5	Nomination of an individual for appointment by Council as Chair of the PPC	In accordance with Article 50 of the Statutes, the Committee nominated Hilde Eggermont for appointment by the Council as Chair of the PPC. The nominee accepted the nomination. Given the anticipated workload it was agreed a Deputy Chair will be nominated and appointed at the next meeting of the PPC.	13/01/22
<p>Council participants:</p> <ul style="list-style-type: none"> - Angela Andrade - Peter Michael Cochrane - Hilde Eggermont - Lolita Gibbons-Decherong - Kazuaki Hoshino - Sue Lieberman - Hasna Moudud - Madhu Rao - Sean Southey - Kristen Walker <p>Not present/ apologies:</p> <ul style="list-style-type: none"> - Marco Cerezo - Brian Child - Ayman Rabi <p>Secretariat:</p> <ul style="list-style-type: none"> - Stewart Maginnis - Antoine Ouellet-Drouin - Louise Imbsen 			



Programme and Policy Committee of the IUCN Council (PPC)

Terms of Reference 2021-25

Objective

The PPC assists the Council in providing strategic oversight of the implementation of, and advice on the development of the IUCN Programme and IUCN policy.

Functions

1. Assist ~~Council with and advises Council in raising IUCN's external policy influence; in its review of and engagement with IUCN policy recommendations and advocacy in intergovernmental fora;~~
2. Assist with and advises Council on the development and strategic oversight of the implementation of IUCN policies;
3. Assist with and advise Council on the development and strategic oversight of the four-yearly IUCN Programme including evaluations;
4. Assist with and advise Council with monitoring the implementation of Congress Resolutions and Recommendations on conservation policy;
5. Keep under review the scientific issues and global trends that affect the Union's Policy and Programme, with the support of the IUCN Commissions and the Secretariat;
6. Advise Council on the proposed annual IUCN Work Plan, including Commissions' Work Plans;
7. Prepare the work of the Programme Committee of the next World Conservation Congress;
8. Advise Council on the preparations of IUCN Congresses other than the World Conservation Congress;
9. Advise Council on private sector engagement in IUCN Programme delivery; and
10. Exercise the delegated specific functions for which Council decision C/88/7 has given responsibility to the PPC and which Council may adjust as and when appropriate (Appendix 1 hereafter).

Modus operandi

- a. The PPC is a standing committee of the IUCN Council established and functioning in accordance with Article 50 (a) of the Statutes and Regulation 59 for the duration of the term 2017-20. See also the commitments and objectives (roles / tasks) of Council members in standing committees [Decision B97/2 \(August 2021\), Annex 2, pp. 5-7](#)
- b. Attached hereafter as Appendix 2 is a calendar presenting an overview of the business of each committee for each year of the term.¹ (to be attached to the ToR as required by [Decision B97/2 \(August 2021\), Annex 2, p. 6](#))
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- iii. request adequate data, proposals and options from the Secretariat on behalf of the committee and in accordance with §122 of the Council Handbook;
 - iv. present the results of the committee's deliberations to the Council or, as appropriate, to the Bureau. ([Decision B97/2 \(August 2021\), Annex 2, pp. 7-8](#))
- d. As per Council's decision C/88/7, Council committees, working groups and task forces are encouraged to include external individuals in order to bring in needed skills and knowledge. Such individuals may be appointed as members taking into account Regulation 59 (c), or invited as experts to contribute to a specific task or a specific meeting.
- e. The PPC advises Council regarding the content, format and periodicity of the reports it requires from the Secretariat and the Commissions, including evaluations, in order to enable it to exercise its strategic oversight of the IUCN Programme (in the context of the Strategic Planning and Reporting Framework approved by Council decision C/88/7).

Membership

Chair:

Deputy Chair:

Members:

Extract from Council decision C/88/7 Annex 2 (Appendix 2):

Regulation 75: Handling appeals from people denied membership of Commissions

Regulation 76: Receiving notice from Commission Chairs of people who will receive Commission awards