



Bureau of the IUCN Council

6th Meeting (Zoom), Wednesday 29 June 2022 – 11:00 to 13.30 UTC

Draft Agenda

11:00-11:05	Agenda Item 1: Introduction by the President and approval of the agenda
11:05-11:25	Agenda Item 2: Council’s strategic priorities and objectives 2022-25 By decision C107/15 , the Council requested the Bureau to make a recommendation to Council on the lead responsibility in Council, the timeline and resources required for each priority and objective (for the Council priorities and objectives, see Annex 4 (version in Word) of the decision)
11:25-11:35	Agenda Item 3: Strategic objectives of the Director General for 2022 During the Council meeting on 18 May 2022, a “friends of the chair group” (Hilde Eggermont, Imen Meliane, Ramon PerezGil, Christina Voigt and Nihal Welikala) was established to work with the DG to finalize his objectives incl. indicators, on the basis of the comments submitted by Council members during the discussion which they were requested to submit in writing. The Bureau was asked to approve the revised version as soon as possible, followed by Council validation of the Bureau's decisions through the no-objection procedure (Regulation 58). <u>Documents:</u> <ul style="list-style-type: none"> • B6/2 Director General's Strategic Objectives 2022
11:35-12:00	Agenda Item 4: IUCN 20-year Strategy By decision C197/16 , the Council requested the Bureau to make a recommendation to Council, by the end of June 2022, on the ToR of the “ <i>intersessional Council working group including IUCN Members to lead and work with the Director General</i> ” as required by 2021 Congress Decision 147 and its Annex , and on the financial requirements to implement it; and to reach out to IUCN Members for expressions of interest to become part of the Council working group and recommend names for appointment by Council before the end of September 2022. Draft ToR will be presented as part of an overall project proposal from the Director General. <u>Documents:</u> <ul style="list-style-type: none"> • B6/3 IUCN 20-year vision – Project Initiation Document – Draft for Bureau
12:00-12:15	Agenda Item 5: IUCN Engagement with TotalEnergies By decision C107/23 , the Council decided to establish a Council working group on engagement with the Private Sector, composed by members of Council, Secretariat and additional experts as needed, and to request the Bureau to decide on the composition of the Council Working Group and the timeline.
12:15-12:30	Agenda Item 6: Letters received from IUCN Members about Ukraine By decision C107/24 , the Council decided to transmit the letters received from IUCN Members and Member committees concerning the situation in Ukraine to the Bureau for its consideration. The letters and statements have been posted as Council document C107/10.4/1 rev2 . A letter from Vilmos Kiszal was received after C107 on 20 May 2022, and another from Maud Lelièvre on 9 June 2022 . <u>Documents:</u> <ul style="list-style-type: none"> • B6/6 rev Letters received from IUCN Members about Ukraine – proposals for discussion
12:30-	Agenda Item 7: Progress Tracker

12:45	<p>Review of progress with implementation of Council and Bureau decisions.</p> <p><u>Documents:</u></p> <ul style="list-style-type: none"> • B6/4 Progress Tracker
12:45-13:00	<p>Agenda Item 8: Date of the 108th Council meeting</p> <p>Following CBD's decision to hold CoP15 from 5 to 17 December 2022 in Montréal, the Bureau may wish to reconsider the dates for the 108th Council meeting (Council decision C107/25).</p>
13:00-13:15	<p>Agenda Item 9: IUCN Climate Crisis Commission</p> <p>9.1 <u>Appointment of the members of the Interim Steering Committee</u></p> <p><i>[In camera session]</i></p> <p>Council decision C107/2 adopted on 10 February 2022 requested the Interim Chair of the Commission, appointed by Council on 18 May 2022 (Council decision C107/12) “to propose to Council, with the support of the Bureau and in accordance with the criteria defined for the position of Steering Committee member, the candidates for membership of the Interim Steering Committee of the Commission at the latest by 30 June 2022 taking into account the expressions of interest received, in view of Council appointing them by 31 July 2022”. For reasons of confidentiality and protection of personal data, the complete list of EOI received together with the documentation has been posted in the Union Portal: https://portals.iucn.org/union/node/29859. For the criteria, cf. the call for EOI approved by Council (decision C/I, 12 March 2022) and Council decision C107/12, Annex 3. The Interim Chair of the Commission has been invited to attend this part of the Bureau meeting.</p> <p><u>Documents:</u></p> <ul style="list-style-type: none"> • B6/5 Nominations for appointment to the Interim Steering Committee of the IUCN Climate Crisis Commission
13:15-13:25	<p>9.2 <u>Increased visibility and branding</u></p> <p>During the Council meeting on 18 May 2022, the question was raised whether/how better use could be made of the new Commission in particular in the context of the UNFCCC COPs, as working with a provisional Commission and Interim Chair for three years was not considered effective. The Chair, with the support of Council, referred the question of increasing the Commission's visibility and branding to the Bureau for consideration and suggested CEC to designate an expert to facilitate the discussion.</p>
13:25-13:30	<p>Agenda Item 10: Any other business</p>

Time of the call in Bureau members' time zones:

Location	Local Time	Time Zone	UTC Offset
Washington DC (USA – District of Columbia)	Wednesday, 29 June 2022, 07:00:00	EDT	UTC-4 hours
Caracas (Venezuela)	Wednesday, 29 June 2022, 07:00:00	VET	UTC-4 hours
Ottawa (Canada – Ontario)	Wednesday, 29 June 2022, 07:00:00	EDT	UTC-4 hours
London (United Kingdom – England)	Wednesday, 29 June 2022, 12:00:00	BST	UTC+1 hour
Brussels (Belgium – Brussels)	Wednesday, 29 June 2022, 13:00:00	CEST	UTC+2 hours
Geneva (Switzerland – Geneva)	Wednesday, 29 June 2022, 13:00:00	CEST	UTC+2 hours
Amman (Jordan)	Wednesday, 29 June 2022, 14:00:00	EEST	UTC+3 hours
Abu Dhabi (United Arab Emirates – Abu Dhabi)	Wednesday, 29 June 2022, 15:00:00	GST	UTC+4 hours
Delhi (India – Delhi)	Wednesday, 29 June 2022, 16:30:00	IST	UTC+5:30 hours
Colombo (Sri Lanka)	Wednesday, 29 June 2022, 16:30:00	IST	UTC+5:30 hours
Sydney (Australia – New South Wales)	Wednesday, 29 June 2022, 21:00:00	AEST	UTC+10 hours
Corresponding UTC (GMT)	Wednesday, 29 June 2022, 11:00:00		

Part II: Forward looking – DG 2022 strategic objectives

This document presents the Director General's (DG) 2022 overarching indicators to be used to evaluate performance, followed by the Strategic Objectives for 2022. These objectives are based on and/or are complementary to:

- IUCN Workplan, approved by Council at its 107th meeting
- One Programme Charter
- Council Handbook which establishes that the Director General's performance objectives are to be formulated along five core areas
- Congress outcomes, IUCN External Reviews and discussions with Council.

Overarching performance indicators

1. **Financial result** at end of 2022 to be in line with the IUCN Financial Plan
 - a. Size of core funding increased: % increase
2. **Membership increase**: number of new Members (reported on by category)
3. **Membership engagement**: % of Members involved in Programme delivery
4. **Strategic partnership**: number of novel partnerships (including but not limited to: private sector, donors, multilateral organisations, etc)
5. **Size of portfolio**: % increase
6. **People management**: number of leadership & management trainings conducted
7. **Policy influence** (note: indicators are under development and will be operational in 2023)

Objectives

Strategic Leadership in Conservation

1. **IUCN's influence on global policy stage is strengthened.**
 - 1.1 Influence the development of an ambitious Post-2020 Global Biodiversity Framework (GBF)
 - 1.2 Lead the development of strategic and focused messaging for key Conventions (for example, CBD, UNFCCC, UNCCD) in line with the adopted IUCN Resolutions
 - 1.3 Raise the Union's influence and visibility in high-seas and ocean conservation, including Biodiversity Beyond National Jurisdictions (BBNJ) and sustainable fisheries, coastal and large marine ecosystems in line with relevant adopted IUCN Resolutions.
 - 1.4 Contribution to the development of metrics for the value of nature and impact on nature (i.e. defining 'nature positive')
 - 1.5 Strengthen IUCN's leadership in advancing the Post 2020 GBF through strategic partnerships

Outputs:

- (i) Succinct position papers with clear and focused key messages, developed in consultation with Commissions, Members and Council in accordance with IUCN procedures.
- (ii) Strategic and active participation in key international fora.
- (iii) Structured engagement with Members to socialise IUCN position in advance, particularly State Members.
- (iv) IUCN White paper on defining nature positive

- (v) Strengthened current and established novel partnerships with private sector and multilateral and/or intergovernmental organisations, e.g. World Trade organisation (WTO)

Fundraising and Financial Management

In line with the Resource Mobilisation Strategy deployed in 2021 and the Financial Plan 2021-2024 approved by Congress –

- 2. **Strengthen engagement with Framework partners and private sector, and commence the implementation of the new Overhead Policy to enable consistent and equitable treatment of costs across IUCN.**

Outputs:

- (i) All existing framework partners retained and at least one new framework partner recruited.
- (ii) Private sector engagement approach
- (iii) Socialisation of Overhead Policy with donors

Operational, Change Management

- 3. **Work towards integrating the various parts of the Secretariat to enable effective delivery of the Programme and required service to Members, whilst ensuring that risks are managed and corporate data is kept up to date.**

Outputs:

- (i) Better integrated corporate functions (Secretariat wide) of HR, IT, Finance, and PPME
- (ii) Streamlined and improved corporate policies, procedures and guidelines (PPG);
- (iii) PPG framework and register developed, monitored and updated on biannual basis
- (iv) Revised Enterprise Risk Management policy and procedures implemented
- (v) Up to date register of all legal arrangements including Host country agreements of IUCN Offices worldwide.
- (vi) Guidelines on management arrangements for regional hubbing (i.e. more efficient and streamlined corporate services to regional and country offices)

Programme Management

- 4. **Strengthen monitoring and evaluation practices and develop a consistent, systematised way of tracking progress against targets with the ultimate objective to increase engagement with and support to Members towards IUCN Programme delivery.**

Outputs:

- (i) Finalised results-framework with clear standard indicators to account for the work of the Union
- (ii) Contributions for Nature Platform Phase I completed – evaluating potential contributions to land and climate programme areas of Nature 2030; and prepare for Phase III (to be completed in 2023), which will enable reporting against all 5 programme areas
- (iii) Membership engagement in regions is strengthened.

- (iv) Project costing tool developed and deployed
- (v) 4 new Monitoring, Evaluation and Learning (MEL) coordinators recruited in regions and M&E community of practice up and running

External Liaisons, Public Image

5. Work towards strengthening IUCN's external image – including branding and social media engagement; and keep Council informed on key issues.

Output:

- (i) Branding strategy developed
- (ii) Curated presence on social media: LinkedIn and Twitter
- (iii) Recurring meetings with IUCN President and regular updates to Council on key issues

People Management

6. Strengthen IUCN's capacity to prepare future leadership

Output:

- (i) Fully functioning new performance management system in HR management System (HRMS)
- (ii) Champion Youth Strategy implementation efforts
- (iii) Staff recognition programme developed
- (iv) Use of Management Dashboard and Managers Scorecard for the annual planning of 2023
- (v) Continuous use of these tools by senior management and in performance review processes
- (vi) Leadership and management training modules developed
- (vii) Global Town Halls

20-year strategic vision for the Union

Strategy Project Initiation document

Table of Contents

Table of Contents..... 1

Introduction 1

Context..... 2

Methodology..... 3

I. Inception 3

II. Development of vision options and financial implications 3

III. Consultation with Members and integration of feedback..... 4

IV. Preparation of final draft for submission to Congress, including, Statutory reforms..... 5

Roles and responsibilities 6

Workplan..... 6

Budget 9

Risks and limitations 9

Introduction

This document serves as a project initiation document, laying out the scope and level of effort required to implement [2021 Congress Resolution 147: Development of a new 20-year Strategic Vision, inclusive of a Financial Strategy, and Strategic Plan for the Union](#).

The document is based on the Director General’s proposal to Council at its 107th meeting, outlining the structure and high level timeline for implementation, [Decision C107/16](#); IUCN External Reviews, insights from the IUCN Council retreat (16-17 May 2022), and the proposals of the Finance and Audit Committee (FAC) of IUCN Council on the development of a fit-for-purpose long-term financial strategy for IUCN.

WCC-2020-Dec-147-EN
Development of a new 20-year Strategic Vision, inclusive of a Financial Strategy, and Strategic Plan for the Union

The IUCN World Conservation Congress 2020, at its session in Marseille, France:
 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.

More details including the draft Terms of Reference proposed by the IUCN Council can be found [here \(https://iucn.s3.eu-west-3.amazonaws.com/en/CGR-2021-8.1-1_10_Development_of_Vision_with_Financial_Strategy_and_Strategic_Plan.pdf\)](https://iucn.s3.eu-west-3.amazonaws.com/en/CGR-2021-8.1-1_10_Development_of_Vision_with_Financial_Strategy_and_Strategic_Plan.pdf).

Context

IUCN is a democratic Union, bringing together more than 1400 Members, including national and subnational governments, international and national non-governmental organisations (NGOs) and Indigenous Peoples Organisations (IPOs) to: ***Influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable.***

IUCN Vision
A just world that values and conserves nature

IUCN's claim is that we are the ***global authority on the status of the natural world and the measures needed to safeguard it.*** Meanwhile, biodiversity is declining at rates unprecedented in human history; species are disappearing at a rate one hundred to a thousand times quicker than normal. According to the IUCN Red List of Threatened Species™, some 28% of more than 140,000 species assessed are threatened with extinction. The impact humanity has had on our ecosystems is reaching irreversible limits which require a fundamental change in the way we produce, trade and consume natural resources.

Additionally, in 2020, the COVID-19 pandemic compromised health systems, brought nations to a halt, and disrupted economies globally; in many cases, with negative impacts on nature. This, coupled with armed conflict in Eastern Europe and anticipated [upcoming global food crisis](#).

Internally, despite financial challenges that had reduced IUCN reserves, the organisation has managed to grow its project portfolio, increase its membership, navigated the COVID-19 crisis and is currently presenting surplus budgets. In 2021, Members also elected a new Council that is actively supporting the Union. This presents a positive scenario to advance the development of an IUCN strategy for the future. It is, however, important to note that IUCN's business model has been questioned on a number of occasions in the past, particularly in early 1980s when IUCN was fully dependent on Members (e.g. WWF) to survive financially. For more information, see [The Green-Web](#) by Martin Holdgate.

IUCN has also had a series of external reviews in the past years on programme delivery and governance: the [External Review of Aspects of IUCN's Governance](#) (herein Governance Review 2019), the [External Review of IUCN's Development Relevancy](#), [External Review of IUCN 2017-2020](#) and the [External Review of IUCN 2014-2017](#) amongst other.

Looking ahead, IUCN will need to be more responsive and agile in the rapidly changing external context. The development of a new strategic direction for IUCN was a key recommendation of the [Governance Review 2019](#) conducted by Stewardship and Governance Associates (SGA). Although the external context has evolved, and arguably gotten more volatile and thus worse than at the time of the Review, the recommendations remain relevant and should be taken into consideration in the development of the 20-year strategic vision for the Union.

Finally, it is important to note that in an attempt to strengthen the Union and recognising that IUCN's unique strength lies in effective collaboration across the different parts of the Union (Members, Commissions, Secretariat), the IUCN Council, at its 76th meeting in 2011, adopted the [One Programme Charter](#). The Charter establishes the high-level principles of collaboration within the Union. These should be considered as part of the strategy vision development process.

- *Deliver the Programme at the most appropriate level, using the best-placed part of the Union to deliver national, regional or global results;*
- *Cooperate and don't compete for roles and resources*
- *Allocate resources to the part of the Union responsible for delivery*
- *Communicate openly and transparently to keep each other informed of plans and activities.*

Methodology

This section provides a step by step overview of the work required to implement the Resolution. In reviewing the Resolution, and the annexes to the Motion, it has been determined that there are four phases of the project, within which sit a set of workstreams, activities and deliverables.

The four phases are:

- I. Inception – defining the scope and cost
- II. Development of vision options and financial implications
- III. Consultation with Members and integration of feedback
- IV. Preparation of final draft for submission to Congress, including Statutory reforms

The required level of effort (LoE) for each phase is prescribed throughout the section below. The estimate is presented in days; and there is a twofold differentiation as follows:

- 1) Staff time, including DG – this covers staff days required to implement the project, including but not limited to: day to day management, coordination, drafting and budget management. This estimate also includes leadership staff time, including the Director General (DG), the Deputy DGs, CFO, the Special Adviser to DG and Office of the Legal Adviser, amongst other.
- 2) External input – captures the estimated LoE for consultant and/or external input required.

I. Inception

Following [Decision C107/16](#) of the IUCN Council, it is proposed that the call for expressions to Members who wish to join the Steering Committee is issued as soon as possible upon Bureau’s approval of this document.

Note that Steering Committee check points are not included in the methodology and workplan, as those will be determined once the group has been formed. Council check ins and approvals are included, bearing in mind Council’s quadrennium calendar.

Workstream	Activity	Deliverable	Staff time, including DG	External input
Inception: Defining the project	Develop Project Initiation document for the intersessional Council working group including IUCN Members to lead and work with the DG	Project Initialisation document	5	
	Council checkpoint: Bureau approval of project initiation document			
	Issue call for expressions of interest (EOI) to Members to become part of Steering Committee; recommend names for appointment by Council	EOI Message to all Members	1.5	
	Council checkpoint: Council (or Bureau) approval of project Steering Committee		2	
	Kick off meeting with Steering Committee		1	

II. Development of vision options and financial implications

The second phase of the project requires a substantial amount of background work. It features a comprehensive desk review and assessments to derive a set of strategic vision options, each

accompanied by financial plans and analysis which lay out the financial implications of the vision option. It also features the review of IUCN’s Financial Plan and financial assessment requested by the FAC. This phase will require input from external consultants.

Workstream	Activity	Deliverable	Staff time, including DG	External input
Global IUCN review - situational analysis	Desk review of vision, mission and governance amendments over time, evolution of IUCN, and rationale for changes	Desk review	5	
	Landscape assessment (i.e. situational analysis), including SWOT – partners, competitors and IUCN positioning.	IUCN Review	15	30
	Check point with PPME and Framework Partners on alignment with External Review of IUCN Programme 2021-24, intended to feed into this process		8	
IUCN Governance Review and associated reforms	Development of recommendations and set of implementable follow up actions derived from the 2019 External Governance Review.	Action plan	30	
	Derive a set of proposed substantial governance reforms (if any) and implications	Governance reforms	20	
Strategic vision - Options	Develop a set of strategic vision options (between 2 and 5)	Strategic vision: Options	25	
	Develop an assessment of risks and implications for each option	Risk assessment	12	
Financial strategy	Retain consultant to review IUCN financial strategy (in line with FAC decisions), to determine whether it is fit for purpose	Revised financial strategy	20	40
	Develop a high level financial plan for each of the strategic vision options, in line with findings from the review of IUCN financial strategy	Financial plan	15	5
Compilation for consultation	Compilation of consultation package, namely: strategic vision options and associated financial plans	Draft report for consultation	3	
	Council meeting 109: approval of consultation package for consultation		7	
Consultation planning	Translate documents into all IUCN official languages (FR & ES)	FR and SP versions	0	
	Prepare consultation plan – including both online and in-person consultation (via Regional offices and National Committees)	Consultation plan	5	
	Develop material for all means of consultation – online (e.g. survey), and logistics/agenda for in person consultation		10	20

III. Consultation with Members and integration of feedback

The consultation phase is crucial. As prescribed in the Resolution, given the importance of this work, the consultation should be substantive, through IUCN Regional Offices and Members’ National and Regional Committees’. The engagement must be meaningful, and as such, it is advised that this

phase is at least six months long. It is also recommended that the consultation is conducted through a two-fold approach – online and in person.

The intent is that the online consultation will be conducted via the digital member zone, the budget of which was approved by Council at its 107th meeting. The digital member zone is expected to be ready in time for the consultation phase. It is anticipated that the platform will require add on-s to accommodate the consultation, hence a smaller budget is proposed for this (see Budget section below: Expenses breakdown).

Given the consultation will be on a set of strategic vision options, to enable a meaningful engagement, it is imperative that a consultation report is developed, that captures a summary of the feedback provided, any trends, and proposed way forward based on Members’ input.

It is important the 20-year strategic vision effort is aligned with the process for the Revision of the Statutes: 2021 Congress Decision-148 Enabling effective attendance and participation of Members in future sessions of the World Conservation Congress. A key point of divergence is that 20-year Strategy is prepared for next Congress, in 2025, while the proposed amendments for the effective attendance and participation of Members will be voted online in Q1 of 2024, i.e. ahead of the Congress. Nevertheless, the consultation phase of both is expected to take place in 2023, and therefore it is advised that the two processes are complementary.

Finally, it is important to utilise existing events and processes of the Union, such as the Regional Conservation Forums. The 20-year strategic vision and financial plan will have to be ready in time for the Forums to enable the drafting of the Statutory amendments (see Workplan section below). Therefore, it is proposed that the 20 years strategic vision is socialised at the Regional Consultation Forums to ensure strong buy in and ownership amongst Members of the Union. To achieve this, it is recommended that the Consultation Report is presented during the Forums.

Workstream	Activity	Deliverable	Staff time, including DG	External input
Consultation	Launch digital consultation (e.g. through an event)	Online launch event	6	
	Conduct in person consultation (via National Committees & other means)	Summary notes from in person meetings	90	
COUNCIL Checkpoint	Council meeting 110: findings from consultation for discussion and alignment on way ahead		7	
Integrating feedback	Review and integrate comments from Members	Revised strategic vision	30	
	Prepare a report that summarises how feedback was addressed	Consultation Report	10	

IV. Preparation of final draft for submission to Congress, including, Statutory reforms

Once all feedback is digested and addressed, and a report on the consultation is finalised – the project will enter its final phase – of preparation of final documents for submission to IUCN Congress 2025. The package is intended to include: the 20-year strategic vision, roadmap for implementation and financial strategy. This will then trigger the preparation of any and all Statutory and regulatory changes required to implement the new 20-year strategic vision and financial strategy.

The package will be prepared in IUCN’s 3 official languages – English, French and Spanish.

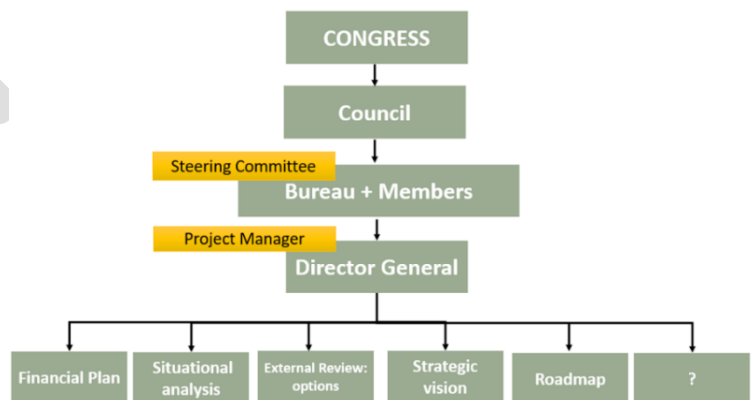
Workstream	Activity	Deliverable	Staff time, including DG	External input
Preparation of 20 year strategic vision and financial plan	Finalise the 20-year strategic vision based on consultation findings	20-year strategic vision and implementation roadmap	13	
	Develop a roadmap for implementation, including what, how, who, when	Implementation Roadmap	25	
	Finalise revised financial strategy for submission to Congress, aligned with strategic vision	Final draft of Financial Strategy	10	5
COUNCIL Checkpoint	Council meeting 111: Approval to proceed with drafting Statutory amendments		10	5
Statutory reforms	Draft a set of amendments to the IUCN Statutes for submission to Congress	Statutory reforms	52	
	Update the set of implications and risks associated with these changes (see Phase II above)	Risks	3	
Submission to Congress	Consolidate and review the package to be submitted to Congress 2025	FINAL document	7	
	Translation of final document into FR and ES	Translations	5	

Roles and responsibilities

Given the estimated level of effort of this project, it is advised that the internal project lead is appointed at full time capacity, or at a 60%-70% capacity minimum.

The proposed overarching structure of the project was approved by Council at its 107th meeting (Figure 1, right). It will be important for the Steering Committee to be agile and able to convene and take decisions in an efficient manner. The group can be convened at key points in time and in the run up to milestones.

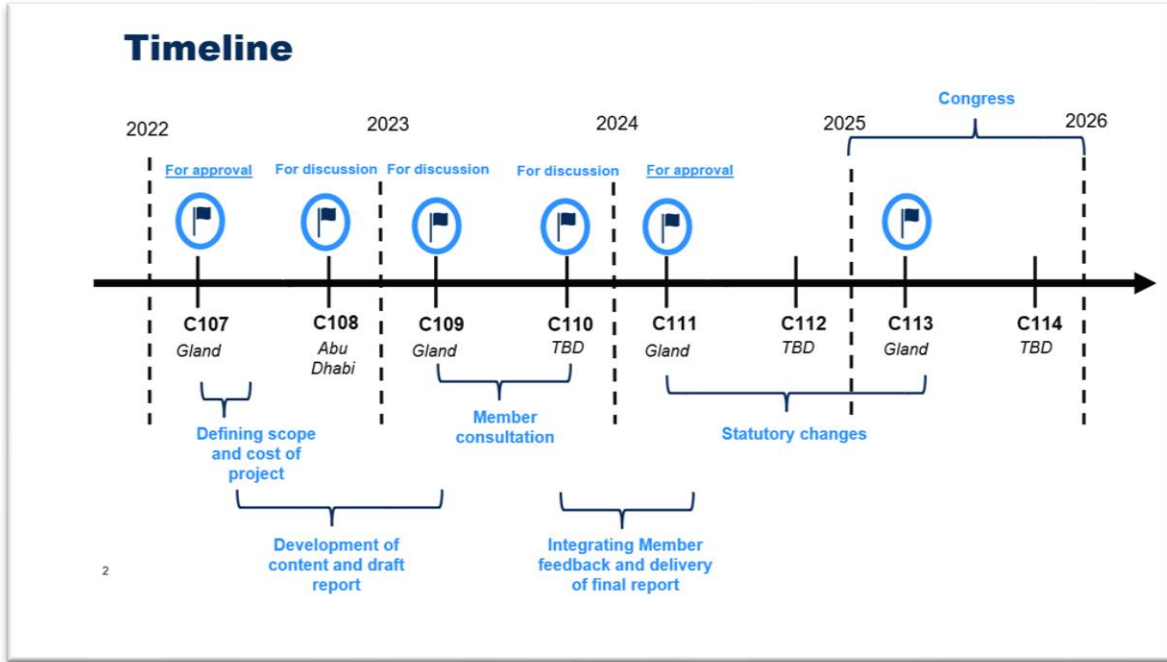
Figure 1: Project structure approved at C107



Workplan

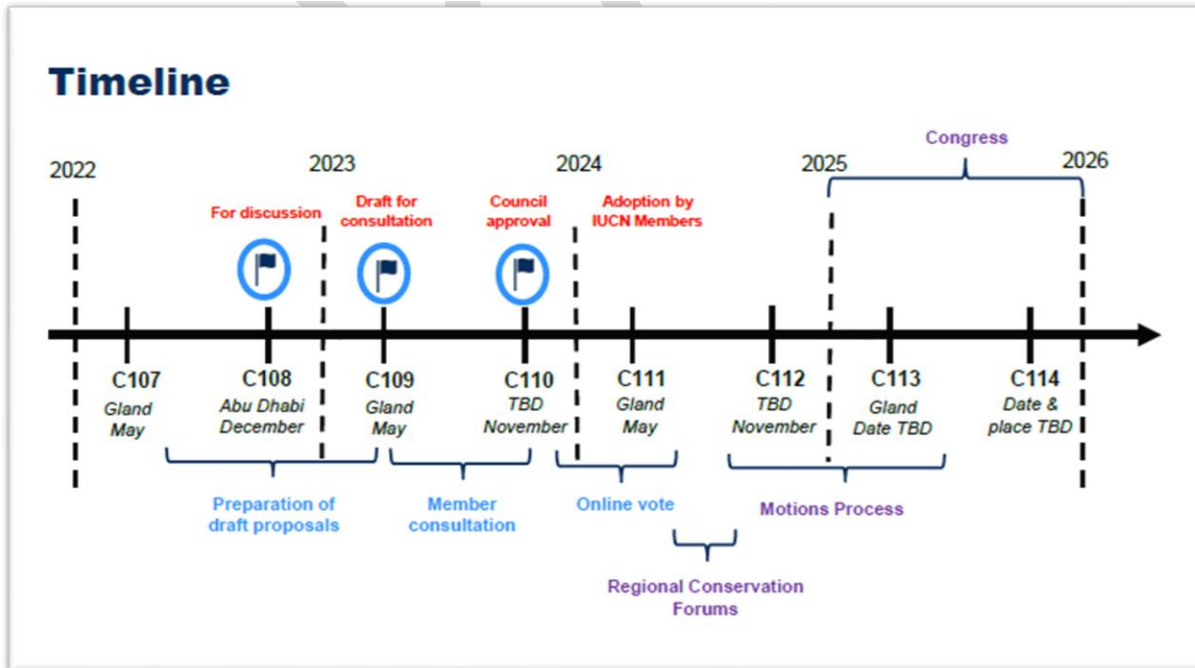
The workplan (Figure 4: Project Workplan, page 8) is based on the proposed workstreams and the overarching timeline approved by the Council at its 107th meeting (C107/16; Figure 2 below). The workplan contains Council check in points and milestones; it does not include check points for the Steering Committee as those will be determined once the group is established.

Figure 2: Overarching timeline for 20-year strategic vision process, approved at Council 107



As noted in the Methodology section (Consultation phase), it will be important to align the consultation process of the Congress Decision-148 Enabling effective attendance and participation of Members in future sessions of the World Conservation Congress with this effort.

Figure 3: Overarching timeline for Implementation of Congress Decision 148, developed by the Resolution Advisory Group



Budget

This section lays out the required budget for implementation. The first table shows the total budget, followed by the breakdown of fees (i.e. staff time, including Director General, and consultants), and expenses.

The average rate per day (see Fees breakdown) is an average estimate based on salary costs of relevant staff.

Total Fees (CHF)	707,750.00
Total Expenses (CHF)	73,450.00
GRAND TOTAL (CHF)	781,200.00

Fees breakdown

	Staff time, including DG	External input
TOTAL DAYS	452.5	105
Average rate per day (CHF)	1,100.00	2,000.00
Total (CHF)	497,750.00	210,000.00
GRAND TOTAL - Fees and staff time (CHF)	707,750.00	

Expenses breakdown

Expenses category	Project Phase	Description	Unit	Cost (CHF)	TOTAL
Digital platform	Phase II & III re: Consultation	Online platform to accommodate virtual consultation with members in 3 languages	1	10,000.00	10,000.00
Travel	Phase III re: In person Consultation	Flights - 11 regions - 3 return flights per Regional Office/Hub	33	1,500.00	49,500.00
		Local travel	33	50.00	1,650.00
Accommodation	Phase III re: In person Consultation	Average cost of Hotel+per diem	50	150.00	7,500.00
Translations	Phase III & IV	Translation of draft and final documents in ES and FR	4	1,200.00	4,800.00
TOTAL EXPENSES					73,450.00

Risks and limitations

This final section provides a high-level overview of the anticipated risks and limitations. The risk assessment includes the proposed treatment and mitigation measures to enable successful delivery.

No.	Risk title	Risk event <i>(Enter a brief description of the risk. Risk description should include future event and cause)</i>	Consequence <i>(If this risk occurs what could be its consequences/impacts on?)</i>	Likelihood <i>1 Not likely 2 Low likelihood 3 Moderate likelihood 4 High likelihood 5 Expected</i>	Impact <i>1 Negligible 2 Minor 3 Intermediate 4 Extensive 5 Extreme</i>	TOTAL SCORE (1-25)	RISK LEVEL	Risk Treatment / Mitigations Measures <i>Indicate what actions have been taken/will be taken to manage this risk. Each risk can have multiple treatment measures.</i>
1	Funding	Inability to secure necessary funds for implementation	Inability to implement the project as prescribed in the Congress Resolution	2	5	10	MEDIUM	Seek funding from IUCN reserves
2	Time constraints	Inability to work at the pace required due to need to accommodate all Union perspectives	Inability to deliver on time	3	5	15	HIGH	Effective and proactive leadership of DG and President throughout the process to respect the timeline
3	Diverse views across the Union	Possibility that Members have very different views on the strategic vision; particularly among the different membership categories	Inability to reconcile views	2	5	10	MEDIUM	Diligent and meaningful consultation, with sufficient time and resources and via more than one means (e.g. in person and online)

Progress Tracker - status 24 June 2022

Progress tracker

The present document is intended to track progress on all actions points agreed by Council and Bureau since the 2021 Congress

Origin: Council	Origin: Bureau
Completed	

#	Action required...	...by	Responsible	Timing	Status
1	<p>Comments/suggestions from IUCN Members on the Draft Agenda C107 and 2022 Work Plan and Budget:</p> <ul style="list-style-type: none"> Member comments related to the 2022 work plan and budget will receive an individual response from the DG comments related to TotalEnergies and the climate crisis commission will be considered at C107 in person in May 2022 	C107 Feb22	DG Council	19 May 22	Q: should Members who wrote to Council about TotalEnergies and Climate Crisis Commission receive an individual response?
2	<p>Conflict of interest disclosure form:</p> <ul style="list-style-type: none"> Council members fill out, sign and return the form (attached to the Council's Code of Conduct) to the Secretary to Council by the end of C107 in person on 19 May 2022. During the Council Retreat on 16 May, the deadline was changed to the end of the Retreat on 17 May. 	C107 Feb22 Council Retreat	Council members	17 May 22	COI declarations posted in Union Portal Council members who have not yet done so will receive reminders
3	<p>Council's strategic priorities and objectives for 2022-25:</p> <ul style="list-style-type: none"> Secretariat sends Word version of the notes taken during the discussion (Miro white board) Standing Committee Chairs organize the committees' further inputs on this topic and transmit them to the President Bureau, with the support of the Secretariat, elaborates a proposal for discussion and decision in May Bureau to make a recommendation to Council on the lead responsibility in Council, the timeline and resources required for each priority and objective 	C107 Feb22 C107/15	Secretary Chairs FAC, PPC & GCC Bureau	4 May 22	See DEC C107/15 On the agenda of B6
4	<p>Director General's Report and Strategic Objectives 2022:</p> <ul style="list-style-type: none"> The Director General will respond in writing, in advance of the May meeting, to the questions and comments from Council members raised in February on his report and proposed objectives incl. elaborating on his strategic objectives, adding quantifiable deliverables and clarifying how the proposed objectives deliver on the IUCN Programme. 	C107 Feb22	DG President/DG	4 May 22	See document C107/2/2 The DG's strategic objectives are on the agenda of B6

Progress Tracker - status 24 June 2022

	<ul style="list-style-type: none"> Discussion on the DG's objectives will focus on selected topics of strategic importance to IUCN identified and prepared in cooperation with the President. Council (May 2022) agreed that a small group of "friends of the chair" with Imen Meliane, Ramon PerezGil, Christina Voigt and Nihal Welikala, work with the DG to finalize his objectives incl. indicators, on the basis of the comments submitted by Council members during the discussion which they were requested to submit in writing. The Bureau was requested to approve the revised version as soon as possible, followed by Council validation of the Bureau's decisions through the normal no-objection procedure. 	C107 May22			
5	Work Plan and Budget 2022: <ul style="list-style-type: none"> FAC proposes to Council a process to develop the long-term financial strategy as outlined in FAC's Outcomes and recommendations to Council and in Congress Decision 147, in time for Council's consideration in May 2022 	C107 Feb22	FAC	4 May 22	See document C107/4/2
6	Climate Crisis Commission: <ul style="list-style-type: none"> approval of criteria for the positions of Interim Chair and Steering Committee member send criteria to IUCN Members and Commission members inviting them to send expressions of interest by 28 April propose to Council candidates for Interim Chair Council appoints Interim Chair (IC) IC proposes to Council names for Interim Steering Committee (ISC) with support of the Bureau Council approves membership ISC IC and ISC propose to Council draft ToR for the Commission undertake the gap analysis in time to distribute to Council Bureau referred to Council in May the question in which capacity the Interim Chair will be invited to participate in the Council the question of increasing the Commission's visibility and branding was referred to the Bureau for consideration and suggested CEC to designate an expert to facilitate the discussion 	C107/2 Feb22	Bureau Secretariat Bureau Council IC/Bureau Council IC / ISC PPC Council	10 Mar 22 17 Mar 22 4 May 22 19 May 22 30 Jun 22 31 Jul 22 15 Oct 22 4 May 22 19 May 22	Call for EOI & criteria approved by Council 12 March 2022 Criteria sent to IUCN Members & Commission Members 17 March 2022 See DEC C107/12 For the gap analysis, see document C107/3/6 The question of visibility and branding is on the agenda of B6
7	Status of the discussion on climate and biodiversity: <ul style="list-style-type: none"> DG explains to Council the process and timing of engaging Council and the Commissions, with suggestions of how to improve and clarify it 	C107 Feb22	DG	18 May 22	See outcomes of the discussion in DEC C107/17

Progress Tracker - status 24 June 2022

	<ul style="list-style-type: none"> • Council requested the Programme and Policy Committee to: <ul style="list-style-type: none"> ○ develop the necessary modifications to IUCN's procedures in order to achieve agreed upon IUCN policy positions (as directed by the Congress); and ○ in cooperation with the Secretariat, recommend to Council a strategy for enhanced policy engagement and advocacy. 				
8	<p>Membership dues:</p> <ul style="list-style-type: none"> • Bureau establishes a working group to work with the Secretariat to enable Council to fully understand the membership issues raised and to propose options to solve them • Compile a dossier about what Councillors agreed and will communicate to IUCN Members 	C107 Feb22	Bureau President		<ul style="list-style-type: none"> • Approved by Bureau 4 March (B1/3); validated by Council 28 March) • President's communication to Council, IUCN Members and members of the Secretariat 28.02.2022
	<ul style="list-style-type: none"> • Council WG delivers report to Council on the first part of its mandate (study issues with regard to the recent increase of membership dues resulting from 2021 Congress decision 152 & options to resolve them) • Council WG delivers report to Council on second part of its mandate (requested by 2021 Congress Decision 152) 	B1/ 03Mar22	Council WG	20 Apr 22 28 Oct 22	See Council doc. C107/9
	<ul style="list-style-type: none"> • Council recommended stronger and responsive communications from the Secretariat with the membership regarding the new Dues Guide and its application; • Council advised the Secretariat to apply flexibility on a payment schedule over two years on the condition to have part of the dues paid in 2022; and • Council requested the Working Group to assess the situation further and based on that, present a report on the status of the dues computation and payment taking into account financial implications, and recommendations for potential solutions, including changes to the new Dues Guide that would require electronic voting of the membership by the next Council meeting 	C107/20	Secretariat Secretariat Council WG		
9	<p>Next World Conservation Congress:</p> <ul style="list-style-type: none"> • add the two proposed secondary criteria to the detailed Statement of requirements to be issued to the pool of candidates for the bidding process • Council requested the standing committees to prepare for Council approval: 	C107/8 Feb22 C107/14	DG		C108
					The 2 proposed secondary criteria have been included in the Statement of Requirements

Progress Tracker - status 24 June 2022

	<ul style="list-style-type: none"> ○ broad guidance for the next motions process for both the Motions Working Group (when it will have been established) and the Secretariat; and ○ draft amendments to the Statutes, Rules of Procedure and/or Regulations to improve the motions process, aligning both the content and approval process of its proposals with those of the Advisory Group on the revision of the Statutes. ● Council requested the Congress Preparatory Committee (when it will have been established) to take into account the 2021 Congress participant surveys during the preparations for the next Congress 	C107/14		C108	
10	<p>Calendar of Council meetings 2022-25:</p> <ul style="list-style-type: none"> ● Council members who have objections to the proposed dates for Council (C108 and following) write to the President ● President confirms the date of the 108th Council meeting ● President confirms the dates for the Council meetings in 2023-24 during C107 in person in May ● Dates C108 to be reconsidered because overlapping with CBD CoP15 ● After C107 in May, the chairs of the standing committees requested that committees be given a full day for an in person meeting prior to each physical Council meeting 	C107 Feb22	Council members President President	11 Mar 22 11 Mar 22 19 May 22	DEC C107/25 for the dates of Council meetings On the agenda of B6
11	<p>Calendar of Bureau meetings 2022</p> <ul style="list-style-type: none"> ● Issue Doodle poll to determine the date of meetings in April, June and September 	B1 Mar22	Secretary		
12	<p>Process for dealing with letters addressed to the Council</p> <ul style="list-style-type: none"> ● In response to a request from Bureau members to be informed about the response given to letters addressed to Council, the President explained that she was going to elaborate with the Secretary to Council a process for dealing with letters addressed to the Council and bring it to the Council's attention. ● Letter NRDC 23Nov21 regarding the motions process ● Letters with comments on C107 agenda: see line 1 of the present table ● Letters NRDC 1Feb22 and WCS 16Feb22 about SSC's "Situation Analysis on the Roles and Risks of Wildlife in the Emergence of Human Infectious Diseases" 	B1 Mar22	President & Secretary		<ul style="list-style-type: none"> - NRDC and WCS received responses to their letters from the DG about the SSC's Situation Analysis - NRDC's letter regarding the motions process will be considered as part of the implementation of DEC C107/14. Given that the letter has been responded to through a Council decision, will it still be necessary to write a reply letter?

Progress Tracker - status 24 June 2022

	<ul style="list-style-type: none"> Letters French and US Nat. Committee, and the Interregional Committee, April 2022: Council transmitted the letters to the Bureau for its consideration. 	C107/24			On the agenda of B6
13	<p>Annual Report and Financial Statements 2021 Council, <u>requests</u> the DG to provide additional detail to the FAC (on CHF1M transferred to designated reserves and approved as part of the 2022 budget), and <u>requests</u> the Secretariat, the Commissions and FAC to further develop and agree on guidance for potential carryover of Commissions Operating Funds beyond (4-year) Council sessions.</p>	C107/10 May22	DG DG Commissions FAC		
14	<p>IUCN 20-year Strategy (2021 Congress DEC 147) Bureau to: a. make a recommendation to Council, by the end of June 2022, on the ToR of the "<i>intersessional Council working group including IUCN Members to lead and work with the Director General</i>" as required by 2021 Congress Decision 147, and on the financial requirements to implement it; b. reach out to IUCN Members for expressions of interest to become part of the Council working group and recommend names for appointment by Council before the end of September 2022; c. outline the details of a consultation process that also involves Members, National and Regional Committees, Commissions, strategic partners and Regional Conservation Forums; and d. report to the Council on progress in line with the timeline of the Strategy process The Secretariat submits to the Bureau a proposal of Terms of Reference for an external consultant to support content as part of the cost of the 20-year strategy, including the finance strategy, by the end of June. (Summary Minutes C107, Agenda Item 2^{ter})</p>	C107/16 C107	DG	30June22	On the agenda of B6
15	<p>Review of actions required from Council as specified in 2021 Congress Resolutions, Recommendations and Decisions - PPC reports to Council with progress and/or recommendations on a regular basis on the 13 Resolutions/Decisions listed in Annex 2 to DEC 107/11 - GCC reports to Council with progress and/or recommendations on a regular basis on Decisions 148 (Advisory Group) and 145</p>	C107/11 C107/13 GCC3		C108 C108	

Progress Tracker - status 24 June 2022

	(operating rules and oversight of National/Regional/Interregional Committees)				
16	<p>Constituency issues</p> <ul style="list-style-type: none"> - Accepting the recommendations of GCC, Council noted that it was worth analysing as well if the Membership application form should include other policies that needed to be respected or a reference to Members' contribution to the IUCN Programme. It was agreed, however, that the question on Sustainable Use Policy warranted a revision. (C107 Summary Minutes, Agenda Item 7.1) - GCC monitors follow-up to Council recommended to the Interregional Committee for Europe, North and Central Asia to amend Article 3.2 of its By-laws 	C107	GCC		
		C107/19	GCC		
17	<p>Appointment of the Legal Adviser</p> <p>Bureau to facilitate the implementation of decision C107/22 by which Council decided to</p> <ol style="list-style-type: none"> 1. Renew the appointment of Ms. Sandrine Friedli Cela as Legal Adviser on the recommendation from the Director General; 2. revise the Regulations concerning the appointment of the Legal Adviser; 3. develop procedures for the appointment and evaluation of the Legal Adviser. 	C107/22	Bureau		
18	<p>IUCN engagement with TotalEnergies</p> <p>Council decided to establish a Council working group on engagement with the Private Sector, composed by members of Council, Secretariat and additional experts as needed, and requested the Bureau to decide on the composition of the Council Working Group and the timeline.</p>	C107/23	Bureau		On the agenda of B6

B6 – Agenda Item 6 - Letters received from IUCN Members about Ukraine
(Letters have been put together as [Council document C107/10.4/1 rev2](#))

A. The French National Committee, 7 March 2022:

1. “asks member States of the IUCN to support the immediate suspension of the right to participation of the Russian Federation’s government from all IUCN structures;”
2. “calls upon the IUCN to reconsider the invitation for the Russian Federation to host the World Parks Congress in 2024;”

Analysis:

- Re 1: - The procedure for suspension or expulsion of IUCN Members is described in Article 13 (c) to (f) of the Statutes and involves:
- a. Suspension or expulsion of a State Member (assuming that the words “Russian Federation’s government” in the French National Committee’s motion refers to the State Member) may be proposed to Council by at least two State Members. To date, the Secretariat has not received such a proposal;
 - b. The Council may decide by a 2/3 majority vote:
 - To request the State Member to present the reason why suspension/expulsion is not justified;
 - To decide to inform the State Member of its intention to submit the proposal to a vote by Congress.
 - c. If within 3 months the State Member does not indicate its wish that a vote be conducted, the Member shall be considered to have withdrawn from IUCN;
 - d. If the State Member requests a vote, it shall take place at the next Congress and require a 2/3 majority of the votes cast by State Members (only).
- Re 2: - There is no such thing as an IUCN invitation to Russia to host the 2024 World Parks Congress (WPC). As for the 2014 WPC, the process for selecting the venue will begin approximately 4 years in advance with an invitation to IUCN’s State Members to express interest in hosting the next WPC, followed by a selection process very similar to the one for selecting the host country of the IUCN World Conservation Congress (cf. [Council decision C76/26](#)). As per its ToR, PPC oversees the process and brings recommendations to Council.
- 2021 Congress Resolution 104 (approved in 2020) “2. *DECIDES to convene the next IUCN World Parks Congress during the inter-sessional period between the 2024 and 2028 World Conservation Congresses*”. In light of the revised Congress calendar, this must be understood as “between 2025 and 2029”. The Call for expressions of interest for the WPC has not yet been issued.
 - In Sydney 2014, the Russian Federation offered to host the next WPC as part of its (registered) commitments in follow-up to the *Promise of Sydney*. No commitment has been made by IUCN to consider, let alone accept, this offer.

Proposed Bureau action:

- Re 1: - Respond to the French National Committee that if a proposal is received in accordance with Article 13 (c), the IUCN Council will follow the procedure described in the Statutes.

Re 2: - Respond to the French National Committee that, as was the case in 2014, a proper selection process for selecting the venue of the next WPC will be approved by Council and that, pending the outcome of the process, IUCN will not accept any offer to host the next WPC.

B. The Executive Committee of the US National Committee, 4 April 2022:

1. “approved unanimously the motion put forward by the French National Committee.”
2. “not only request due consideration of the actions requested in the French motion, but that a more forceful statement from the Union, one that is strong, passionate, compassionate, and meaningful be issued forthwith”.

Analysis:

Re 1: - See above for the French National Committee letter

Re 2: - See the “*Overview of statements made by international organisations regarding the war in Ukraine*” prepared by the Communications team, 13 May 2022 ([Council document C107/10.4/1 rev2 pp 9-10](#)) and its two recommendations:

“While IUCN’s statement is not as strong as those of many peers, it is not an outlier. Yet, rather than making comparisons with other organisations, it would be preferable to try to reflect the values and desires of the IUCN Membership. Clearly, this is a major challenge for an organisation as large and diverse as IUCN.

Recommendation 1: Do nothing. The current statement is ambiguous, but very likely reflects the lack consensus across IUCN on this issue. It would be difficult if not impossible to arrive at a new statement that expresses a stronger view.

Recommendation 2: Issue a second statement focused on the plight of civilians. Since IUCN released its statement, Russia has greatly boosted its targeting of civilians including of refugees seeking to flee violence. This is a clear violation of international law. While Russia has denied allegations and these are yet to be proven by a court of law, any organisation standing with Russia’s repudiation puts its credibility at serious risk. This option would help satisfy the parts of IUCN calling for a more prominent voice on this issue and address what appear to be serious war crimes. However, with little new information on the environmental consequences of the war, the new statement would take on a purely human aspect.”

Proposed Bureau action:

Re 1: - Respond with the same explanation as to the French National Committee

Re 2: - Consider the recommendations of the Communications team, 13 May 2022, and to take the action which the Bureau considers appropriate.

C. The Steering Committee of the IUCN Interregional Committee for Europe, North and Central Asia, 8 April 2022

The IUCN Interregional Committee for Europe, North and Central Asia proposes that *“IUCN support a mission to Ukraine at an appropriate time, comprising experts from the relevant IUCN Commissions and Member organisations, to provide a country-wide assessment of Ukraine's environmental damages. [...] This assessment should be promptly followed by a rehabilitation action plan and its implementation. [...]”*

“We suggest three phases:

- 1. Adoption of the initiative of an environmental damage assessment by IUCN. This can be done through the Secretariat and/or through Council. This should include the identification of an entity within IUCN which will carry the initiative forward.*
- 2. The formulation of a Terms of Reference (TOR) for the assessment. This should be done relatively quickly, engaging the expertise in the IUCN network.*
- 3. Implementation in two sub-phases:*
 - 3.1 A scoping exercise assessment, starting soon after adopting the initiative and TOR, which could be based on satellite images and information from other reliable sources. A physical mission to Ukraine will only be possible when the war has ended.*
 - 3.2 An expert-led field mission to Ukraine when it is safe to do so. This may take considerably more time to realise than the previous steps.”*

Analysis:

- The IUCN Secretariat supports this proposal provided that:
 1. In order to avoid duplication, a situation analysis is made prior to initiating the proposed mission in Ukraine, in order to find out which actions have already been undertaken by other actors and in which areas IUCN would be the most relevant body to provide technical support.
 2. IUCN's mission in Ukraine is part of a broader approach of IUCN defining a role with regard to the impact on nature of armed conflict - past, present and future.
 3. The necessary funds are available.

Proposed Bureau action:

- Consider the request from the Steering Committee of the Interregional Committee and advise the DG accordingly.

D. Vilmos Kizsel, 20 May 2022

Vilmos Kizsel makes a strong plea for IUCN not to interfere in any way in the armed conflict: peace and reconciliation are needed instead of arms and war, but this is beyond the scope of IUCN. His recommendation is to follow peace-making efforts of the UN and, maybe, join them later when the situation makes it possible to do our job as IUCN which is to *“Influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable”*.

E. Maud Lelièvre, 9 June 2022

Maud Lelièvre informs the Council that “there is a group of international experts working on the issues of biodiversity and protected areas; currently, they are inviting experts and international organizations to contribute to two committees:

- 1) an International Advisory Group composed of individual members - i.e., experts with relevant training and experience, and
- 2) an International Advisory Board made up of institutions and international organizations that support Ukraine in environmental issues.

Maud Lelièvre would like to submit for consideration, as a follow-up to the requests of our colleagues - especially those from Europe - that IUCN should join the International Advisory Board and provide experts for the International Advisory Group.

Luc De Wever
27 June 2022

From: [LELIEVRE Maud](#)
To: [+IUCN Councillors 2021-2025](#)
Cc: [DE WEVER Luc](#)
Subject: suggestion
Date: 09 June 2022 12:01:18

Madam President, dear colleagues,

Following our council, where the issue of Ukraine has been raised several times, I would like to draw your attention to the issue of environmental damage assessment. There is a group of international experts working on the issues of biodiversity and protected areas; currently, they are inviting experts and international organizations to contribute to two committees:

- 1) an International Advisory Group composed of individual members - i.e., experts with relevant training and experience, and
- 2) an International Advisory Board made up of institutions and international organizations that support Ukraine in environmental issues.

I would like to submit for your consideration, as a follow-up to the requests of our colleagues - especially those from Europe - that IUCN should join the International Advisory Board and provide experts for the International Advisory Group.

Beyond the issue of Ukraine, analysis of environmental damage resulting from this war may also lead to important innovations as to how we should respond to future disasters and prevent further environmental damage.

Best regards,

Maud LELIEVRE

Letter for later consideration by the Council of IUCN on the War in Ukraine

I am writing these lines based on my personal involvement, please note.

Ukraine is neighbouring Hungary, my country. We received hundreds of thousands of refugees from Ukraine, so e.g. also at the headquarters of our own organization, NGO member of IUCN. We want the state of war to end; than we can provide meaningful assistance to our neighbours, including our compatriots. Myself, served in the Yugoslav war in the Peace Procedure from 1998 to 2001 as chief consultant and instructor. The peace, understanding and democracy can and ought to learned, these skills are needed for democratic transition.

intro: IUCN has been established after the 2nd world war, on the wake of peace movements. IUCN's Mission Statement orders, that it's role *"to influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable."*

Consequently, IUCN should not involve in any form in armed conflicts and politics.

facts: Ukrainians and Russians are fighting against each-other since 1,5 thousand years about, in different ways. The worst period was in the Latest Ages – probably – the Holodomor, which is considered genocide, during which more than 4 million Ukrainian died in hunger, not much later of creation of the Soviet Union.

The IUCN may not interfere in any means in the armed conflict between the Parties.

needs: Anything would be needed for fighting Parties, not arms and war.

Essential needs

- 1- for the Parties: stop war, start discussions, and cooperation
 - 2- for Ukraine: stopping arms' supply; free parliamentary, regional and local elections
 - 3- for Russia: stopping the boycott, and start peaceful, constructive negotiations.
 - 4- Both countries are facing at great changes in the close future, thus
 - 5- Peaceful, conciliation progress is needed, for solving tensions between the Parties.
- Not arms and war, which are third Party interest.

Above points are beyond the scope of IUCN.

Then, what can we do? **My opinion is, to follow peace-making efforts of the UN; and to join – maybe – when the situation makes possible, to do our job:**

which is

Assist societies to conserve the integrity and diversity of nature and to ensure that use of natural resources is equitable and sustainable.

Vilmos KISZEL, 20/05/2022, Gland, After the 107th Council meeting of IUCN



INTERNATIONAL UNION FOR CONSERVATION OF NATURE

6th Meeting of the Bureau of the IUCN Council
by conference call, 29 June 2022, from 11 AM to 2 PM UTC

Summary Minutes

Attendance: The list of participants is attached hereafter as Annex A.

Agenda Item 1: Introduction by the President and approval of the agenda

The agenda (Bureau document B6/1) was approved with the addition, under agenda item 10 – *Any other business*, of a request from Council member Ayman Rabi to move from PPC to FAC.

DECISION B6/1

The Bureau of the IUCN Council,
Adopts the agenda of its 6th Meeting, as revised. (Annex 1)

Agenda Item 2: Council's strategic priorities and objectives 2022-25

In response to a request from Council (decision C107/15), the Bureau accepted the President's proposal that 1) she and Peter Cochrane finalize the suggestions presented by Peter for designating lead responsibility in Council and the timetable for each priority/objective, seeking input from the Vice-Presidents and the Chairs of the standing committees; and 2) the President and Peter Cochrane work with the Director General on the resources required to achieve the objectives. Bureau members would receive the final draft for approval by email correspondence in the first week of August 2022. If necessary, the draft would be tabled for discussion and approval at the next Bureau meeting on 27 September 2022.

Agenda Item 3: Strategic objectives of the Director General for 2022

Hilde Eggermont and the Director General presented the DG's strategic objectives 2022 as revised by the "friends of the chair group" established during the Council meeting of 18 May 2022 to finalize the objectives with the DG taking into account the comments of Council members. (Bureau document B6/2) The Council had requested the Bureau to approve them, after which Council would validate them through the no-objection procedure (Regulation 58). The Bureau approved the proposed objectives with the following revisions:

- add an indicator about the reserves level in line with the Financial Plan 2021-24;
- substitute the indicator on staff training by an indicator on staff fluctuation;
- add CITES under objective 1.2.

The Bureau provided directions to the DG for the development of an indicator on policy influence to be operational in 2023, and Bureau members offered to discuss it further.

In response to the Treasurer's request that the consultancy on financial strategy should take a prompt start, the Director General agreed and will hire the consultant as soon as the Bureau or Council make the funds available.

DECISION B6/2

The Bureau of the IUCN Council,
Approved the Director General's strategic objectives 2022, as revised. (Annex 2)

Agenda Item 4: IUCN 20-year Strategy

Presenting the Strategy Project Initiation document (Bureau document B6/3), the Director General requested Bureau approval of the document including in particular the proposed budget, and suggested that the Secretariat be given preliminary authority to spend the amounts indicated in the budget taken from the reserves, pending confirmation by Council at its 108th meeting.

The following points were raised during the discussion:

- the governance of the Strategy project needs to be clearer. Reminding that the Council had approved that the Bureau, together with the individuals nominated by IUCN Members and appointed by Council, would constitute the "Steering Committee" of the "Strategy Project", the DG suggested that either the full group of Bureau and 10 to 15 IUCN Members constitute the

Steering Committee (the *intersessional Council working group* referred to in 2021 Congress decision 147), which would be too large a body to take swift decisions, or (his preference) that the IUCN Members constitute an advisory board whose views need to be taken into account by the Bureau. Bureau members asked that a proper balance be found by engaging IUCN Members, and youth in particular, on a decision-making body that effectively steers the Project. They also requested that ToR, which was to be finalised by end of June 2022 as agreed in C107/16, be drafted defining the mandate of the steering committee, its composition and frequency of meetings before the call for expressions of interest (EOI) could be sent to IUCN Members;

- in response to the question regarding the fees for current Secretariat staff included in the budget, the DG explained that he intended to engage key staff of the Secretariat for the Strategy Project, many of whom were being paid from project funds. The fees included in the Project budget will allow the Secretariat to hire additional staff to ensure continuation of on-going activities and projects which would otherwise have to be cancelled;
- More clarity was requested on time costs over the life of the project for staff, existing and new, and consultants to be hired to support implementation so potential impact on reserves is clear;
- the Council's standing committees should be more engaged in the various steps;
- sufficient time must be reserved for discussion of the Strategy during the Regional Conservation Forums in 2024, which will also have a financial cost;
- the DG explained that the Secretariat will endeavour to raise extra funds for the Project but initial spending from the reserves will be required to start the work.

The Bureau accepted the President's proposal that she and Bibiana Sucre prepare draft ToR for the Project Steering Committee, its mandate, composition and frequency of meetings by the end of July 2022, at which time the Bureau will make a recommendation to Council and subsequent to Council approval, launch the call for EOI. In response to the Treasurer's point that more clarity is needed on the accounting of unbudgeted new expenses and use of designated reserves, the President accepted to discuss this point offline with the Treasurer together with the DG and the Chair of FAC.

DECISION B6/3

The Bureau of the IUCN Council,
Approves the budget for the Strategy Project as presented in the Strategy Project Initiation Document (doc. B6/3 revised) with the addition of a more complete budget breakdown, including the additional FTEs required for 2022-24 (Annex 3), and
Authorizes the Director General to fund from the reserves the Strategy Project expenditure required to initiate its implementation.

Agenda Item 5: IUCN Engagement with TotalEnergies

Bureau members' preferred approach would be to update IUCN's guiding principles for engagement with the extractive industry and on that basis provide a response to TotalEnergies. Both should proceed as soon as possible. On the question how to proceed, some members of the Bureau proposed to establish the Council working group requested by Council decision C107/23 (May 2022) and have it review guiding principles per sector starting with the extractive industry. Other Bureau members preferred that this be handled by the Private Sector Task Force (PSTF) which PPC had established in principle during its meeting on 28 June 2022, pending approval of its ToR (which will be based on the PSTF of the previous Council's PPC) and membership, and that the Council working group requested by C107/23 exclusively deal with the proposed engagement with TotalEnergies. The Chair of PPC clarified that membership of the PSTF was going to be open to all interested Council members. There was broad agreement to avoid duplication of work and that the guiding principles should be strategic while relationships with individual companies remain the responsibility of the Secretariat, in line with the guiding principles.

The DG reminded that PS engagement had become the main agenda item on the global agenda and IUCN's work should therefore evolve accordingly. The Secretariat was developing a strategy and testing it with some companies, the objective being to increase cooperation with Private Sector companies. Obviously, IUCN needed to take into account a number of safeguards. The Secretariat was ready to work with a small group of Council members to review the guiding principles. In the meantime, the DG considered the proposed engagement with TotalEnergies closed as he could not block discussion with the company for months. He suggested to resume discussions with TotalEnergies in a few years' time.

The Bureau accepted Peter Cochrane and Kristen Walker's offer to work with the Secretariat reviewing the guiding principles for working with extractive industry and run them by PPC's PSTF with a sense of urgency. Bureau could subsequently take decisions on TotalEnergies.

Agenda Item 6: Letters received from IUCN Members about Ukraine

The Bureau discussed the proposed action in document B6/6/1. In response to the question who in IUCN will take action on the mission to Ukraine proposed by the Interregional Committee for Europe, North and Central Asia, the DG explained that if the three conditions described in the document are met, the Secretariat will initiate a new project, possibly after approval from Council. The Bureau agreed with the response proposed by the Secretariat specifying that:

- no new statement on Ukraine will be issued until, and if, IUCN undertook concrete technical support for the rehabilitation of nature following the damages inflicted on it by the armed conflict;
- more information from Maud Lelièvre was required before her proposal could be considered.

Boris Erg, Regional Director, IUCN Eastern Europe and Central Asia Regional Office, explained that he was aware of three Ukrainian online platforms for environmental damages: 1) State Environment Inspectorate investigations incl. damage to nature, 2) One managed by EcoAction, a local NGO, and 3) another one managed by OSCE and ZOI, Ecodozor.

DECISION B6/4

The Bureau of the IUCN Council,

At the request of the Council (Council decision C107/24, May 2022),

Approves the response/action proposed by the Secretariat to the letters received from IUCN Members concerning Ukraine presented in doc. B6/6/1 rev, and requests the Director General to inform the Members accordingly;

Decides not to issue a new statement on Ukraine until, and if, IUCN undertook concrete technical support for the rehabilitation of nature following the damages inflicted on it by the armed conflict.

Agenda Item 7: Progress Tracker

The Progress Tracker (Bureau document B6/4) was noted for information but not discussed due to time constraints.

Agenda Item 8: Date of the 108th Council meeting

After consulting the Secretariat about the dates of 7-8 December 2022 set for the 108th Council meeting to be held in Abu Dhabi which coincided with CBD CoP15, the President proposed to proceed on the basis of the dates initially approved for C108, namely 30 November and 1 December 2022, preceded by one day of standing committee meetings on 29 November. The President confirmed that, if these dates were acceptable, hotel and meeting space would be available despite the holiday period in UAE which will pose no problem to the holding of the Council meeting.

Without opposing the proposal, a member of the Bureau wondered whether it would give enough time for some Council members to travel from the CITES CoP to the Council and onwards to the CBD CoP.

The Bureau accepted the President's proposal to consult all Council members on the proposed dates and proceed if there were no major issues.

(Note from the Secretary to Council: taking into account developments occurring after the Bureau meeting, the consultation of Council members will be about dates for convening C108 in person in January 2023).

Agenda Item 9: IUCN Climate Crisis Commission

9.1 Appointment of the members of the Interim Steering Committee

This agenda item was dealt with in a closed session. The Bureau noted the list of proposed Interim Steering Committee members and invited the Interim Chair to engage with the individuals concerned to confirm their availability and interest, and following this, to reaffirm the list with the Bureau, with or without changes, in time to enable Council to appoint the members of the Interim Steering Committee before 31 July as required by decision C107/2 (February 2022).

9.2 Increased visibility and branding

This item was moved to the next meeting of the Bureau due to time constraints.

Agenda Item 10: Any other business

10.1 Change in the membership of the Council's standing committees

The Bureau accepted Council member Ayman Rabi's request to become a member of the FAC instead of PPC (which had been agreed to by the Chairs of the FAC and PPC).

DECISION B6/5

The Bureau of the IUCN Council,
Recommends to the IUCN Council to change its decision C107/6 to the effect that Council member Ayman Rabi is henceforth a member of the FAC instead of the PPC.

25.07.2022

List of participants

Members of the Bureau:

Razan Al Mubarak, President, Chair
Nihal Welikala, Treasurer
Peter Michael Cochrane, Vice-President
Hilde Eggermont, Vice-President
Rick Bates, Chair FAC
Sue Lieberman, Chair PPC (except item 9, for which she gave a proxy to Kristen Walker)
Vivek Menon, Chair GCC
Kristen Walker Painemilla, Representative Commission Chairs
Bibiana Sucre, Councillor elected from the Regions

Bruno Oberle, Director General

Apologies:

Said Damhoureyeh, Councillor elected from the Regions (proxy to Hilde Eggermont)

Other participants:

Boris Erg, Director, IUCN Eastern Europe and Central Asia Regional Office (Agenda Item 6)
Antonia Mihaylova, Special Adviser to the Director General
Sandrine Friedli Cela, Legal Adviser
Sabrina Nick, Director General's Office and Governance
Luc De Wever, Secretary to Council



Bureau of the IUCN Council

6th Meeting (Zoom), Wednesday 29 June 2022 – 11:00 to 13.30 UTC

Agenda

Agenda Item 1: Introduction by the President and approval of the agenda

Agenda Item 2: Council's strategic priorities and objectives 2022-25

By [decision C107/15](#), the Council requested the Bureau to make a recommendation to Council on the lead responsibility in Council, the timeline and resources required for each priority and objective (for the Council priorities and objectives, see Annex 4 (version in Word) of the decision)

Agenda Item 3: Strategic objectives of the Director General for 2022

During the Council meeting on 18 May 2022, a “friends of the chair group” (Hilde Eggermont, Imen Meliane, Ramon PerezGil, Christina Voigt and Nihal Welikala) was established to work with the DG to finalize his objectives incl. indicators, on the basis of the comments submitted by Council members during the discussion which they were requested to submit in writing. The Bureau was asked to approve the revised version as soon as possible, followed by Council validation of the Bureau's decisions through the no-objection procedure (Regulation 58).

Documents:

- B6/2 Director General's Strategic Objectives 2022

Agenda Item 4: IUCN 20-year Strategy

By [decision C107/16](#), the Council requested the Bureau to make a recommendation to Council, by the end of June 2022, on the ToR of the “*intersessional Council working group including IUCN Members to lead and work with the Director General*” as required by [2021 Congress Decision 147 and its Annex](#), and on the financial requirements to implement it; and to reach out to IUCN Members for expressions of interest to become part of the Council working group and recommend names for appointment by Council before the end of September 2022. Draft ToR will be presented as part of an overall project proposal from the Director General.

Documents:

- B6/3 IUCN 20-year vision – Project Initiation Document – Draft for Bureau

Agenda Item 5: IUCN Engagement with TotalEnergies

By [decision C107/23](#), the Council decided to establish a Council working group on engagement with the Private Sector, composed by members of Council, Secretariat and additional experts as needed, and to request the Bureau to decide on the composition of the Council Working Group and the timeline.

Agenda Item 6: Letters received from IUCN Members about Ukraine

By [decision C107/24](#), the Council decided to transmit the letters received from IUCN Members and Member committees concerning the situation in Ukraine to the Bureau for its consideration. The letters and statements have been posted as Council document C107/10.4/1 rev2. A letter from Vilmos Kizsel was received after C107 on 20 May 2022, and another from Maud Lelièvre on 9 June 2022.

Documents:

- B6/6 rev Letters received from IUCN Members about Ukraine – proposals for discussion

Agenda Item 7: Progress Tracker

Review of progress with implementation of Council and Bureau decisions.

Documents:

- B6/4 Progress Tracker

Agenda Item 8: Date of the 108th Council meeting

Following CBD's decision to hold CoP15 from 5 to 17 December 2022 in Montréal, the Bureau may wish to reconsider the dates for the 108th Council meeting ([Council decision C107/25](#)).

Agenda Item 9: IUCN Climate Crisis Commission

9.1 Appointment of the members of the Interim Steering Committee

[Council decision C107/2](#) adopted on 10 February 2022 requested the Interim Chair of the Commission, appointed by Council on 18 May 2022 ([Council decision C107/12](#)) "to propose to Council, with the support of the Bureau and in accordance with the criteria defined for the position of Steering Committee member, the candidates for membership of the Interim Steering Committee of the Commission at the latest by 30 June 2022 taking into account the expressions of interest received, in view of Council appointing them by 31 July 2022". For reasons of confidentiality and protection of personal data, the complete list of EOI received together with the documentation has been posted in the Union Portal. For the criteria, cf. the call for EOI approved by Council ([decision C/I, 12 March 2022](#)) and [Council decision C107/12, Annex 3](#). The Interim Chair of the Commission has been invited to attend this part of the Bureau meeting.

9.2 Increased visibility and branding

During the Council meeting on 18 May 2022, the question was raised whether/how better use could be made of the new Commission in particular in the context of the UNFCCC COPs, as working with a provisional Commission and Interim Chair for three years was not considered effective. The Chair, with the support of Council, referred the question of increasing the Commission's visibility and branding to the Bureau for consideration and suggested CEC to designate an expert to facilitate the discussion.

Agenda Item 10: Any other business

10.1 Change in the membership of the Council's standing committees

Time of the call in Bureau members' time zones:

Location	Local Time	Time Zone	UTC Offset
Washington DC (USA – District of Columbia)	Wednesday, 29 June 2022, 07:00:00	EDT	UTC-4 hours
Caracas (Venezuela)	Wednesday, 29 June 2022, 07:00:00	VET	UTC-4 hours
Ottawa (Canada – Ontario)	Wednesday, 29 June 2022, 07:00:00	EDT	UTC-4 hours
London (United Kingdom – England)	Wednesday, 29 June 2022, 12:00:00	BST	UTC+1 hour
Brussels (Belgium – Brussels)	Wednesday, 29 June 2022, 13:00:00	CEST	UTC+2 hours
Geneva (Switzerland – Geneva)	Wednesday, 29 June 2022, 13:00:00	CEST	UTC+2 hours
Amman (Jordan)	Wednesday, 29 June 2022, 14:00:00	EEST	UTC+3 hours
Abu Dhabi (United Arab Emirates – Abu Dhabi)	Wednesday, 29 June 2022, 15:00:00	GST	UTC+4 hours
Delhi (India – Delhi)	Wednesday, 29 June 2022, 16:30:00	IST	UTC+5:30 hours
Colombo (Sri Lanka)	Wednesday, 29 June 2022, 16:30:00	IST	UTC+5:30 hours
Sydney (Australia – New South Wales)	Wednesday, 29 June 2022, 21:00:00	AEST	UTC+10 hours
Corresponding UTC (GMT)	Wednesday, 29 June 2022, 11:00:00		

Part II: Forward looking – DG 2022 strategic objectives

This document presents the Director General's (DG) 2022 overarching indicators to be used to evaluate performance, followed by the Strategic Objectives for 2022. These objectives are based on and/or are complementary to:

- IUCN Workplan, approved by Council at its 107th meeting
- One Programme Charter
- Council Handbook which establishes that the Director General's performance objectives are to be formulated along five core areas
- Congress outcomes, IUCN External Reviews and discussions with Council.

Overarching performance indicators

1. **Financial result** at end of 2022 to be in line with the IUCN Financial Plan
 - a. Size of core funding increased: % increase
 - b. Size of reserves in line with IUCN Financial Plan: % increase
2. **Membership increase:** number of new Members (reported on by category)
3. **Membership engagement:** % of Members involved in Programme delivery
4. **Strategic partnership:** number of novel partnerships (including but not limited to: private sector, donors, multilateral organisations, etc)
5. **Size of portfolio:** % increase
6. **People management:** staff fluctuation/ retention
7. **Policy influence** (note: indicators are under development and will be operational in 2023)

Objectives

Strategic Leadership in Conservation

1. **IUCN's influence on global policy stage is strengthened.**
 - 1.1 Influence the development of an ambitious Post-2020 Global Biodiversity Framework (GBF)
 - 1.2 Lead the development of strategic and focused messaging for key Conventions (for example, CBD, UNFCCC, UNCCD, CITES) in line with the adopted IUCN Resolutions
 - 1.3 Raise the Union's influence and visibility in high-seas and ocean conservation, including Biodiversity Beyond National Jurisdictions (BBNJ) and sustainable fisheries, coastal and large marine ecosystems in line with relevant adopted IUCN Resolutions.
 - 1.4 Contribution to the development of metrics for the value of nature and impact on nature (i.e. defining 'nature positive')
 - 1.5 Strengthen IUCN's leadership in advancing the Post 2020 GBF through strategic partnerships

Outputs:

- (i) Succinct position papers with clear and focused key messages, developed in consultation with Commissions, Members and Council in accordance with IUCN procedures.
- (ii) Strategic and active participation in key international fora.
- (iii) Structured engagement with Members to socialise IUCN position in advance, particularly State Members.

- (iv) IUCN White paper on defining nature positive
- (v) Strengthened current and established novel partnerships with private sector and multilateral and/or intergovernmental organisations, e.g. World Trade organisation (WTO)

Fundraising and Financial Management

In line with the Resource Mobilisation Strategy deployed in 2021 and the Financial Plan 2021-2024 approved by Congress –

- 2. **Strengthen engagement with Framework partners and private sector, and commence the implementation of the new Overhead Policy to enable consistent and equitable treatment of costs across IUCN.**

Outputs:

- (i) All existing framework partners retained and at least one new framework partner recruited.
- (ii) Private sector engagement approach
- (iii) Socialisation of Overhead Policy with donors

Operational, Change Management

- 3. **Work towards integrating the various parts of the Secretariat to enable effective delivery of the Programme and required service to Members, whilst ensuring that risks are managed and corporate data is kept up to date.**

Outputs:

- (i) Better integrated corporate functions (Secretariat wide) of HR, IT, Finance, and PPME
- (ii) Streamlined and improved corporate policies, procedures and guidelines (PPG);
- (iii) PPG framework and register developed, monitored and updated on biannual basis
- (iv) Revised Enterprise Risk Management policy and procedures implemented
- (v) Up to date register of all legal arrangements including Host country agreements of IUCN Offices worldwide.
- (vi) Guidelines on management arrangements for regional hubbing (i.e. more efficient and streamlined corporate services to regional and country offices)

Programme Management

- 4. **Strengthen monitoring and evaluation practices and develop a consistent, systematised way of tracking progress against targets with the ultimate objective to increase engagement with and support to Members towards IUCN Programme delivery.**

Outputs:

- (i) Finalised results-framework with clear standard indicators to account for the work of the Union
- (ii) Contributions for Nature Platform Phase I completed – evaluating potential contributions to land and climate programme areas of Nature 2030; and prepare for Phase III (to be completed in 2023), which will enable reporting against all 5 programme areas

- (iii) Membership engagement in regions is strengthened.
- (iv) Project costing tool developed and deployed
- (v) 4 new Monitoring, Evaluation and Learning (MEL) coordinators recruited in regions and M&E community of practice up and running

External Liaisons, Public Image

5. Work towards strengthening IUCN's external image – including branding and social media engagement; and keep Council informed on key issues.

Output:

- (i) Branding strategy developed
- (ii) Curated presence on social media: LinkedIn and Twitter
- (iii) Recurring meetings with IUCN President and regular updates to Council on key issues

People Management

6. Strengthen IUCN's capacity to prepare future leadership

Output:

- (i) Fully functioning new performance management system in HR management System (HRMS)
- (ii) Champion Youth Strategy implementation efforts
- (iii) Staff recognition programme developed
- (iv) Use of Management Dashboard and Managers Scorecard for the annual planning of 2023
- (v) Continuous use of these tools by senior management and in performance review processes
- (vi) Leadership and management training modules developed
- (vii) Global Town Halls

20-year strategic vision for the Union

Strategy Project Initiation document

Table of Contents

Table of Contents.....	1
Introduction	1
Context.....	2
Methodology.....	3
I. Inception	3
II. Development of vision options and financial implications	3
III. Consultation with Members and integration of feedback.....	4
IV. Preparation of final draft for submission to Congress, including, Statutory reforms.....	5
Roles and responsibilities	6
Workplan.....	6
Budget.....	9
Risks and limitations	10

Introduction

This document serves as a project initiation document, laying out the scope and level of effort required to implement [2021 Congress Resolution 147: Development of a new 20-year Strategic Vision, inclusive of a Financial Strategy, and Strategic Plan for the Union](#).

The document is based on the Director General’s proposal to Council at its 107th meeting, outlining the structure and high level timeline for implementation, [Decision C107/16](#); IUCN External Reviews, insights from the IUCN Council retreat (16-17 May 2022), and the proposals of the Finance and Audit Committee (FAC) of IUCN Council on the development of a fit-for-purpose long-term financial strategy for IUCN.

WCC-2020-Dec-147-EN
Development of a new 20-year Strategic Vision, inclusive of a Financial Strategy, and Strategic Plan for the Union

The IUCN World Conservation Congress 2020, at its session in Marseille, France:
 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.

More details including the draft Terms of Reference proposed by the IUCN Council can be found [here \(https://iucn.s3.eu-west-3.amazonaws.com/en/CGR-2021-8.1-1_10_Development_of_Vision_with_Financial_Strategy_and_Strategic_Plan.pdf\)](https://iucn.s3.eu-west-3.amazonaws.com/en/CGR-2021-8.1-1_10_Development_of_Vision_with_Financial_Strategy_and_Strategic_Plan.pdf).

Context

IUCN is a democratic Union, bringing together more than 1400 Members, including national and subnational governments, international and national non-governmental organisations (NGOs) and Indigenous Peoples Organisations (IPOs) to: ***Influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable.***

IUCN Vision
A just world that values and conserves nature

IUCN's claim is that we are the **global authority on the status of the natural world and the measures needed to safeguard it**. Meanwhile, biodiversity is declining at rates unprecedented in human history; species are disappearing at a rate one hundred to a thousand times quicker than normal. According to the IUCN Red List of Threatened Species™, some 28% of more than 140,000 species assessed are threatened with extinction. The impact humanity has had on our ecosystems is reaching irreversible limits which require a fundamental change in the way we produce, trade and consume natural resources.

Additionally, in 2020, the COVID-19 pandemic compromised health systems, brought nations to a halt, and disrupted economies globally; in many cases, with negative impacts on nature. This, coupled with armed conflict in Eastern Europe and anticipated [upcoming global food crisis](#).

Internally, despite financial challenges that had reduced IUCN reserves, the organisation has managed to grow its project portfolio, increase its membership, navigated the COVID-19 crisis and is currently presenting surplus budgets. In 2021, Members also elected a new Council that is actively supporting the Union. This presents a positive scenario to advance the development of an IUCN strategy for the future. It is, however, important to note that IUCN's business model has been questioned on a number of occasions in the past, particularly in early 1980s when IUCN was fully dependent on Members (e.g. WWF) to survive financially. For more information, see [The Green-Web](#) by Martin Holdgate.

IUCN has also had a series of external reviews in the past years on programme delivery and governance: the [External Review of Aspects of IUCN's Governance](#) (herein Governance Review 2019), the [External Review of IUCN's Development Relevancy](#), [External Review of IUCN 2017-2020](#) and the [External Review of IUCN 2014-2017](#) amongst other.

Looking ahead, IUCN will need to be more responsive and agile in the rapidly changing external context. The development of a new strategic direction for IUCN was a key recommendation of the [Governance Review 2019](#) conducted by Stewardship and Governance Associates (SGA). Although the external context has evolved, and arguably gotten more volatile and thus worse than at the time of the Review, the recommendations remain relevant and should be taken into consideration in the development of the 20-year strategic vision for the Union.

Finally, it is important to note that in an attempt to strengthen the Union and recognising that IUCN's unique strength lies in effective collaboration across the different parts of the Union (Members, Commissions, Secretariat), the IUCN Council, at its 76th meeting in 2011, adopted the [One Programme Charter](#). The Charter establishes the high-level principles of collaboration within the Union. These should be considered as part of the strategy vision development process.

- *Deliver the Programme at the most appropriate level, using the best-placed part of the Union to deliver national, regional or global results;*
- *Cooperate and don't compete for roles and resources*
- *Allocate resources to the part of the Union responsible for delivery*
- *Communicate openly and transparently to keep each other informed of plans and activities.*

Methodology

This section provides a step by step overview of the work required to implement the Resolution. In reviewing the Resolution, and the annexes to the Motion, it has been determined that there are four phases of the project, within which sit a set of workstreams, activities and deliverables.

The four phases are:

- I. Inception – defining the scope and cost
- II. Development of vision options and financial implications
- III. Consultation with Members and integration of feedback
- IV. Preparation of final draft for submission to Congress, including Statutory reforms

The required level of effort (LoE) for each phase is prescribed throughout the section below. The estimate is presented in days; and there is a twofold differentiation as follows:

- 1) Staff time, including DG – this covers staff days required to implement the project, including but not limited to: day to day management, coordination, drafting and budget management. This estimate also includes leadership staff time, including the Director General (DG), Regional Directors, Deputy DGs, CFO, Special Adviser to DG, Office of the Legal Adviser and Head of Programme Performance, Monitoring and Evaluation (PPME) amongst other.
- 2) External input – captures the estimated LoE for consultant and/or external input required.

I. Inception

Following [Decision C107/16](#) of the IUCN Council, it is proposed that the call for expressions to Members who wish to join the Steering Committee is issued as soon as possible upon Bureau’s approval of this document.

Note that Steering Committee check points are not included in the methodology and workplan, as those will be determined once the group has been formed. Council check ins and approvals are included, bearing in mind Council’s quadrennium calendar.

Workstream	Activity	Deliverable	Staff time	Consulting
Inception: Defining the project	Develop Project Initiation document for Steering Committee including IUCN Members to lead and work with the DG	Project Initialisation document	5	
	Council checkpoint: Bureau approval of project initiation document			
	Issue call for expressions of interest (EOI) to Members to become part of Steering Committee; recommend names for appointment by Council	EOI Message to all Members	1.5	
	Council checkpoint: Council (or Bureau) approval of project Steering Committee		2	
	Kick off meeting with Steering Committee		1	

II. Development of vision options and financial implications

The second phase of the project requires a substantial amount of background work. It features a comprehensive desk review and assessments to derive a set of strategic vision options, each accompanied by financial plans and analysis which lay out the financial implications of the vision

option. It also features the review of IUCN’s Financial Plan and financial assessment requested by the FAC. This phase will require input from external consultants.

Workstream	Activity	Deliverable	Staff time	Consulting
Global IUCN review - situational analysis	Desk review of vision, mission and governance amendments over time, evolution of IUCN, and rationale for changes	Desk review	5	
	Landscape assessment (i.e. situational analysis), including SWOT – partners, competitors and IUCN positioning.	IUCN Review	15	30
	Check point with Programme Performance Monitoring and Evaluation and Framework Partners on alignment with External Review of IUCN Programme 2021-24, intended to feed into this process		8	
IUCN Governance Review and associated reforms	Development of recommendations and set of implementable follow up actions derived from the 2019 External Governance Review.	Action plan	30	
	Derive a set of proposed substantial governance reforms (if any) and implications	Governance reforms	20	
Strategic vision - Options	Develop a set of strategic vision options (between 2 and 5)	Strategic vision: Options	25	
	Develop an assessment of risks and implications for each option	Risk assessment	12	
Financial strategy	Retain consultant to review and analyse IUCN financial strategy (in line with FAC decisions), to determine whether it is fit for purpose	Revised financial strategy	20	40
	Develop a high level financial plan for each of the strategic vision options, in line with findings from the review of IUCN financial strategy	Financial plan	15	5
Compilation for consultation	Compilation of consultation package, namely: strategic vision options and associated financial plans	Draft report for consultation	3	
	Council meeting 109: approval of consultation package for consultation		7	
Consultation planning	Translate documents into all IUCN official languages (FR & ES)	FR and SP versions	0	
	Prepare consultation plan – including both online and in-person consultation (via Regional offices and National Committees)	Consultation plan	5	
	Develop material for all means of consultation – online (e.g. survey), and logistics/agenda for in person consultation		10	20

III. Consultation with Members and integration of feedback

The consultation phase is crucial. As prescribed in the Resolution, given the importance of this work, the consultation should be substantive, through IUCN Regional Offices and Members’ National and Regional Committees’. The engagement must be meaningful, and as such, it is advised that this

phase is at least six months long. It is also recommended that the consultation is conducted through a two-fold approach – online and in person.

The intent is that the online consultation will be conducted via the digital member zone, the budget of which was approved by Council at its 107th meeting. The digital member zone is expected to be ready in time for the consultation phase. It is anticipated that the platform will require add on-s to accommodate the consultation, hence a smaller budget is proposed for this (see Budget section below: Expenses breakdown).

Given the consultation will be on a set of strategic vision options, to enable a meaningful engagement, it is imperative that a consultation report is developed, that captures a summary of the feedback provided, any trends, and proposed way forward based on Members’ input.

It is important the 20-year strategic vision effort is aligned with the process for the Revision of the Statutes: 2021 Congress Decision-148 Enabling effective attendance and participation of Members in future sessions of the World Conservation Congress. A key point of divergence is that 20-year Strategy is prepared for next Congress, in 2025, while the proposed amendments for the effective attendance and participation of Members will be voted online in Q1 of 2024, i.e. ahead of the Congress. Nevertheless, the consultation phase of both is expected to take place in 2023, and therefore it is advised that the two processes are complementary.

Finally, it is important to utilise existing events and processes of the Union, such as the Regional Conservation Forums. The 20-year strategic vision and financial plan will have to be ready in time for the Forums to enable the drafting of the Statutory amendments (see Workplan section below). Therefore, it is proposed that the 20 years strategic vision is socialised at the Regional Consultation Forums to ensure strong buy in and ownership amongst Members of the Union. To achieve this, it is recommended that the Consultation Report is presented during the Forums.

Workstream	Activity	Deliverable	Staff time	Consulting
Consultation	Launch digital consultation (e.g. through an event)	Online launch event	6	
	Conduct in person consultation (via National Committees & other means)	Summary notes from in person meetings	90	
COUNCIL Checkpoint	Council meeting 110: findings from consultation for discussion and alignment on way ahead		7	
Integrating feedback	Review and integrate comments from Members	Revised strategic vision	30	
	Prepare a report that summarises how feedback was addressed	Consultation Report	10	

IV. Preparation of final draft for submission to Congress, including, Statutory reforms

Once all feedback is digested and addressed, and a report on the consultation is finalised – the project will enter its final phase – of preparation of final documents for submission to IUCN Congress 2025. The package is intended to include: the 20-year strategic vision, roadmap for implementation and financial strategy. This will then trigger the preparation of any and all Statutory and regulatory changes required to implement the new 20-year strategic vision and financial strategy.

The package will be prepared in IUCN’s 3 official languages – English, French and Spanish.

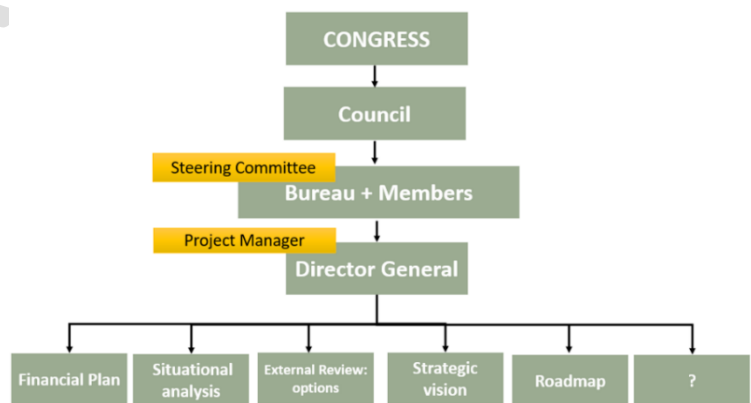
Workstream	Activity	Deliverable	Staff time	Consulting
Preparation of 20 year strategic vision and financial plan	Finalise the 20-year strategic vision based on consultation findings	20-year strategic vision and implementation roadmap	13	
	Develop a roadmap for implementation, including what, how, who, when	Implementation Roadmap	25	
	Finalise revised financial strategy for submission to Congress, aligned with strategic vision	Final draft of Financial Strategy	10	5
COUNCIL Checkpoint	Council meeting 111: Approval to proceed with drafting Statutory amendments		10	5
Statutory reforms	Draft a set of amendments to the IUCN Statutes for submission to Congress	Statutory reforms	52	
	Update the set of implications and risks associated with these changes (see Phase II above)	Risks	3	
Submission to Congress	Consolidate and review the package to be submitted to Congress 2025	FINAL document	7	
	Translation of final document into FR and ES	Translations	5	

Roles and responsibilities

Given the estimated level of effort of this project, it is advised that the internal Project Lead is appointed at full time capacity, or at a 80% capacity minimum, subject to agreement with Project Lead.

The proposed overarching structure of the project was approved by Council at its 107th meeting (Figure 1, right). It will be important for the Steering Committee to be agile and able to convene and take decisions in an efficient manner. The group can be convened at key points in time and in the run up to milestones.

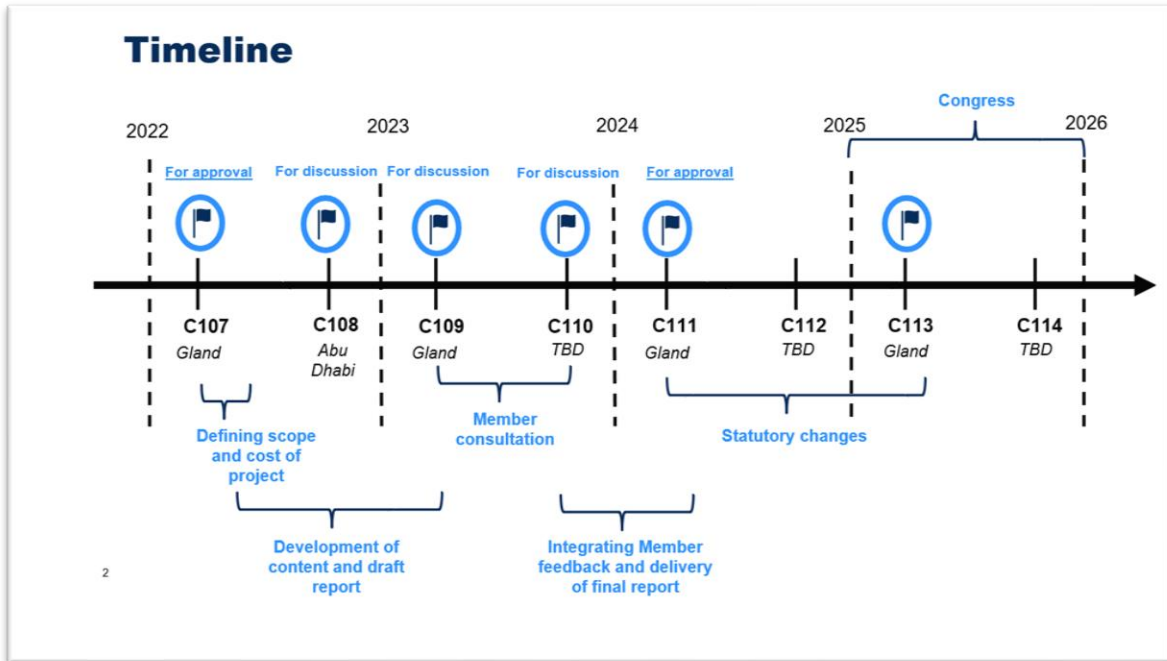
Figure 1: Project structure approved at C107



Workplan

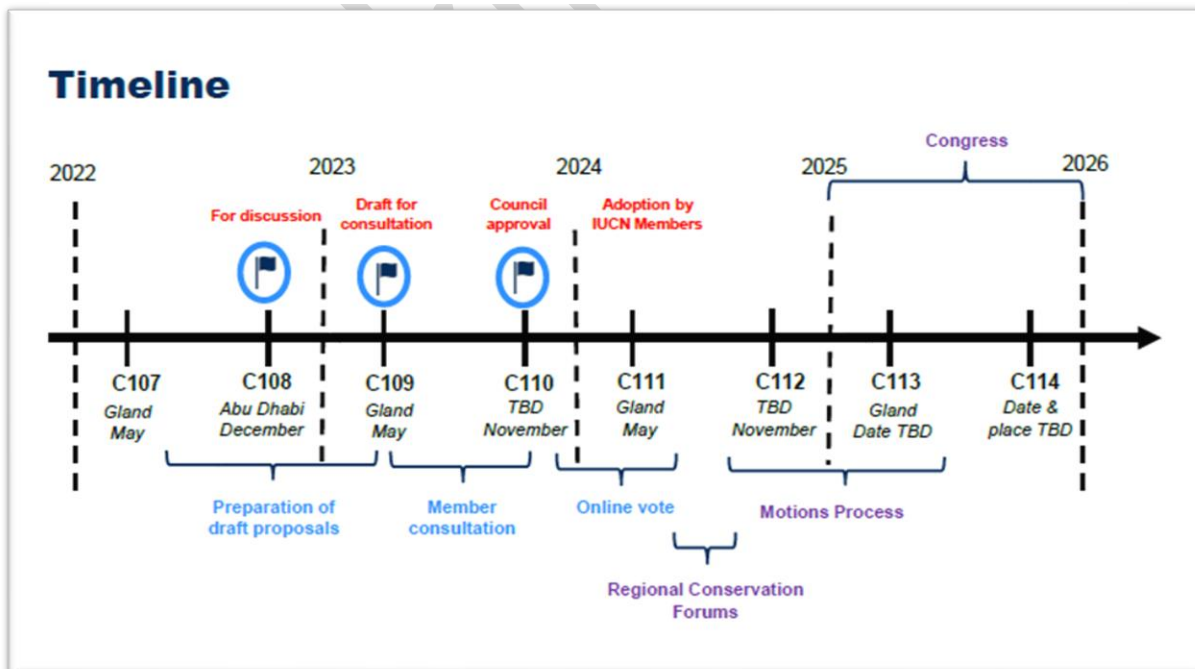
The workplan (Figure 4: Project Workplan, page 8) is based on the proposed workstreams and the overarching timeline approved by the Council at its 107th meeting (C107/16; Figure 2 below). The workplan contains Council check in points and milestones; it does not include check points for the Steering Committee as those will be determined once the group is established.

Figure 2: Overarching timeline for 20-year strategic vision process, approved at Council 107



As noted in the Methodology section (Consultation phase), it will be important to align the consultation process of the Congress Decision-148 Enabling effective attendance and participation of Members in future sessions of the World Conservation Congress with this effort.

Figure 3: Overarching timeline for Implementation of Congress Decision 148, developed by the Resolution Advisory Group



Budget

This section lays out the required budget for implementation. The first table shows the total budget, followed by the breakdown of fees (i.e. staff time, including Director General, and consultants), and expenses.

The average rate per day (see Fees breakdown) is an average estimate based on salary costs of relevant staff.

Total Fees (CHF)	707,750.00
Total Expenses (CHF)	73,450.00
GRAND TOTAL (CHF)	781,200.00

Fees breakdown

Summary

	Staff time	Consulting
TOTAL DAYS	452.5	105
Average rate per day (CHF)	1,100.00	2,000.00
Total (CHF)	497,750.00	210,000.00

GRAND TOTAL - Fees and staff time (CHF)	707,750.00
--	-------------------

The FTE breakdown equates to 425.5 working days which constitutes 2.25 FTEs over 3 years.

Breakdown by phase

It is important to note that these are estimated numbers. It is expected that the project will be dynamic, with required flexibility, and as such, these breakdowns should be interpreted as estimates.

Phase I: Inception – Defining the Project – year 2022

	Project Lead	Regional Directors & Membership Focal Points	Legal Adviser	Other staff, including Executive Board	Translations	Consulting
TOTAL ESTIMATED DAYS: Phase I	3			6.5		
Average rate per day (CHF)	1,100.00	1,000.00	1,200.00	1,150.00	1,100.00	2,000.00
Total (CHF)	3,300.00	-	-	7,475.00	-	-

Phase II: Development of vision options and financial implications – years 2022-2023

	Project Lead	Regional Directors & Membership Focal Points	Legal Adviser	Other staff, including Executive Board	Translations	Consulting
TOTAL ESTIMATED DAYS: Phase II	114	8	0	53	5	95
Average rate per day (CHF)	1,100.00	1,000.00	1,200.00	1,150.00	1,100.00	2,000.00
Total (CHF)	125,400.00	8,000.00	-	60,950.00	5,500.00	190,000.00

Phase III: Consultation with Members and integration of feedback, years 2023-2024

	Project Lead	Regional Directors & Membership Focal Points	Legal Adviser	Other staff, including Executive Board	Translations	Consulting
TOTAL ESTIMATED DAYS: Phase III	57	80		6		
Average rate per day (CHF)	1,100.00	1,000.00	1,200.00	1,150.00	1,100.00	2,000.00
Total (CHF)	62,700.00	80,000.00	-	6,900.00	-	-

Phase IV: Preparation of final draft for submission to Congress, incl. Statutory reforms, year 2024

	Project Lead	Regional Directors & Membership Focal Points	Legal Adviser	Other staff, including Executive Board	Translations	Consulting
TOTAL DAYS	226	90	50	81.5	10	105
Average rate per day (CHF)	1,100.00	1,000.00	1,200.00	1,150.00	1,100.00	2,000.00
Total (CHF)	248,600.00	90,000.00	60,000.00	93,725.00	11,000.00	210,000.00

Expenses breakdown

Expenses category	Project Phase	Description	Unit	Cost (CHF)	TOTAL
Digital platform	Phase II & III re: Consultation	Online platform to accommodate virtual consultation with members in 3 languages	1	10,000.00	10,000.00
Travel	Phase III re: In person Consultation	Flights - 11 regions - 3 return flights per Regional Office/Hub	33	1,500.00	49,500.00
		Local travel	33	50.00	1,650.00
Accomodation	Phase III re: In person Consultation	Average cost of Hotel+per diem	50	150.00	7,500.00
Translations	Phase III & IV	Translation of draft and final documents in ES and FR	4	1,200.00	4,800.00
TOTAL EXPENSES					73,450.00

Risks and limitations

This final section provides a high-level overview of the anticipated risks and limitations. The risk assessment includes the proposed treatment and mitigation measures to enable successful delivery.

No.	Risk title	Risk event <i>(Enter a brief description of the risk. Risk description should include future event and cause)</i>	Consequence <i>(If this risk occurs what could be its consequences/impacts on?)</i>	Likelihood <i>1 Not likely 2 Low likelihood 3 Moderate likelihood 4 High likelihood 5 Expected</i>	Impact <i>1 Negligible 2 Minor 3 Intermediate 4 Extensive 5 Extreme</i>	TOTAL SCORE (1-25)	RISK LEVEL	Risk Treatment / Mitigations Measures <i>Indicate what actions have been taken/will be taken to manage this risk. Each risk can have multiple treatment measures.</i>
1	Funding	Inability to secure necessary funds for implementation	Inability to implement the project as prescribed in the Congress Resolution	2	5	10	MEDIUM	Seek funding from IUCN reserves
2	Time constraints	Inability to work at the pace required due to need to accommodate all Union perspectives	Inability to deliver on time	3	5	15	HIGH	Effective and proactive leadership of DG and President throughout the process to respect the timeline
3	Diverse views across the Union	Possibility that Members have very different views on the strategic vision; particularly among the different membership categories	Inability to reconcile views	2	5	10	MEDIUM	Diligent and meaningful consultation, with sufficient time and resources and via more than one means (e.g. in person and online)