



Request for Proposals (RfP)  
Development of the Global Species Action Plan –Online Knowledge Web Platform (GSAP SKILLS)

**IUCN HQ, Biodiversity Assessment and Knowledge Team, GSAP SKILLS Project**

**RfP Reference: IUCN-22-09-P04258-1**

Welcome to this Procurement by IUCN. You are hereby invited to submit a Proposal. Please read the information and instructions carefully because non-compliance with the instructions may result in disqualification of your Proposal from this Procurement.

**1. REQUIREMENTS**

1.1. A detailed description of the services and/or goods to be provided can be found in Attachment 1.

**2. CONTACT DETAILS**

2.1. During the course of this procurement, i.e. from the publication of this RfP to the award of a contract, you may not discuss this procurement with any IUCN employee or representative other than the following contact. You must address all correspondence and questions to the contact, including your proposal.

IUCN Contact: Dao Nguyen, Senior Advisor, Species Conservation Policy, [Dao.nguyen@iucn.org](mailto:Dao.nguyen@iucn.org)

**3. PROCUREMENT TIMETABLE**

3.1. This timetable is indicative and may be changed by IUCN at any time. If IUCN decides that changes to any of the deadlines are necessary, we will publish this on our website and contact you directly if you have indicated your interest in this procurement (see Section 3.2).

DATE	ACTIVITY
7 November 2022	Publication of the Request for Proposals
28 November 2022	Deadline for expressions of interest
2 December 2022	Deadline for submission of questions
7 December 2022	Planned publication of responses to questions
<b>EXTENSION:</b> 21 January 2023 23:59 CET	Deadline for submission of proposals to IUCN (" <b>Submission Deadline</b> ")
30 January 2023	Clarification of proposals
15 February 2023	Planned date for contract award
1 March 2023	Expected contract start date

3.2. Please email the IUCN contact to express your interest in submitting a proposal by the deadline stated below. This will help IUCN to keep you updated regarding the procurement.

#### 4. COMPLETING AND SUBMITTING A PROPOSAL

4.1. Your Proposal must consist of the following four separate documents:

- Signed Declaration of Undertaking (see Attachment 2)
- Pre-Qualification Information (see Section 4.3 below)
- Technical Proposal (see Section 4.4 below)
- Financial Proposal (see Section 4.5 below)

Proposals must be prepared in English.

4.2. Your Proposal must be submitted by email to the IUCN Contact (see Section 2). The subject heading of the email shall be [RfP Reference – bidder name]. The bidder name is the name of the company/organisation on whose behalf you are submitting the proposal, or your own surname if you are bidding as a self-employed consultant. Your proposal must be submitted in PDF format. You may submit multiple emails suitably annotated, e.g. Email 1 of 3, if attached files are too large to suit a single email transmission. You may not submit your Proposal by uploading it to a file-sharing tool.

**IMPORTANT:** Submitted documents must be password-protected so that they cannot be opened and read before the submission deadline. Please use the same password for all submitted documents. After the deadline has passed and within 12 hours, please send the password to the IUCN Contact. This will ensure a secure bid submission and opening process. Please DO NOT email the password before the deadline for Proposal submission.

4.3. *Pre-Qualification Criteria*

IUCN will use the following Pre-Qualification Criteria to determine whether you have the capacity to provide the required goods and/or services to IUCN. Please provide the necessary information in a single, separate document.

<b>Pre-Qualification Criteria</b>	
<b>1</b>	3 relevant references of clients similar to IUCN / similar work
<b>2</b>	Confirm that you have all the necessary legal registrations to perform the work
<b>3</b>	State your annual turnover for each of the past 3 years
<b>4</b>	How many employees does your organisation have who are qualified for this work and where are they based?
<b>5</b>	How many employees would you allocate to this project?
<b>6</b>	Are you able to provide all elements of this RfP in-house? If not, please clarify which elements would be outsourced and relationship with any sub-contractors.
<b>7</b>	How long has the Proposer been delivering services similar to those in this RfP?
<b>8</b>	What is your core business as a company?
<b>9</b>	Website of the Proposer
<b>10</b>	Portfolio: Three examples of Information Architecture work performed by the Proposer (including all phases listed under 2.2 of this RfP). The examples should reflect projects of a similar nature to the one in this RfP and indicate whether the website is currently live or forthcoming.

4.4. *Technical Proposal*

The technical proposal must address each of the criteria stated below explicitly and separately, quoting the relevant criteria reference number (left-hand column).

Proposals in any other format will significantly increase the time it takes to evaluate, and such Proposals may therefore be rejected at IUCN's discretion.

Where CVs are requested, these must be of the individuals who will actually carry out the work specified. The individuals you put forward may only be substituted with IUCN's approval.

IUCN will evaluate technical proposals with regards to each of the following criteria and their relative importance:

	Description	Information to provide	Relative weight
1	Overall approach and implementation plan	<ul style="list-style-type: none"> <li>the overall principles and IA/UX/UI best practices the Proposer would apply to address the needs of this complicated website project</li> <li>Overall implementation plan for the project including timeline, interim deliverables or steps to facilitate the process and final deliverables</li> <li>examples of front-end website graphic design work</li> <li>design that helps enhance user experience</li> </ul>	15
2	Information architecture experience	<ul style="list-style-type: none"> <li>the overall methods, tools and design techniques the Proposer would apply to build a strong information architecture</li> <li>Description of stakeholder consultation process</li> <li>descriptions of each example including key strategic challenges and how the Proposer helped overcome them</li> </ul>	20
3	Visual design experience	<ul style="list-style-type: none"> <li>links to a maximum of 3 examples of relevant website front end visual design work</li> </ul>	20
4	Platform technical development experience	<ul style="list-style-type: none"> <li>Explanation of the technical process and approach to building web platforms</li> <li>At least three examples of platforms built by the bidder with similar levels of technical complexity as this project</li> </ul>	20
5	Sufficient, relevant and competent staff assigned to the work.	<ul style="list-style-type: none"> <li>Description of the team proposed to work on this project including relevant experience and roles of each person</li> </ul>	15
6	Proposers should include information on how they will approach the end-to-end process. In addition, the proposers should also include in their proposals recommendations and a solid rationale for:	<ul style="list-style-type: none"> <li>Technical architecture (including CMS tool provider and all components/tools used)</li> <li>Hosting solution (including security solution(s))</li> <li>Deployment strategy</li> <li>Any third-party service required by the solution</li> </ul>	10
TOTAL			100%

#### 4.5. Financial Proposal

4.5.1. The financial proposal must be a fixed and firm price for the provision of the goods/services stated in the RfP in their entirety.

4.5.2. *Prices include all costs*

Submitted rates and prices are deemed to include all costs, insurances, taxes (except VAT, see below), fees, expenses, liabilities, obligations, risk and other things necessary for the performance of the Terms of Reference or Specification of Requirements. IUCN will not accept charges beyond those clearly stated in the Financial Proposal. This includes applicable withholding taxes and similar. It is your responsibility to determine whether such taxes apply to your organisation and to include them in your financial offer.

4.5.3. *Applicable Goods and Services Taxes*

Proposal rates and prices shall be exclusive of Value Added Tax.

4.5.4. *Currency of proposed rates and prices*

All rates and prices submitted by Proposers shall be in [currency].

4.5.5. *Breakdown of rates and prices*

For information only, the price needs to be broken down as follows:

	Description	Quantity	Unit Price	Total Price
1				
2				
3				
4				
5				
6				
	TOTAL			

4.6. Additional information not requested by IUCN should not be included in your Proposal and will not be taken into account in the evaluation.

4.7. Your proposal must remain valid and capable of acceptance by IUCN for a period of 90 calendar days following the submission deadline.

4.8. *Withdrawals and Changes*

You may freely withdraw or change your proposal at any time prior to the submission deadline by written notice to the IUCN Contact. However, in order to reduce the risk of fraud, no changes or withdrawals will be accepted after the submission deadline.

## 5. EVALUATION OF PROPOSALS

5.1. *Completeness*

IUCN will firstly check your proposal for completeness. Incomplete proposals will not be considered further.

5.2. *Pre-Qualification Criteria*

Only proposals that meet all of the pre-qualification criteria will be evaluated.

5.3. *Technical Evaluation*

5.3.1. *Scoring Method*

Your proposal will be assigned a score from 0 to 10 for each of the technical evaluation criteria, such that '0' is low and '10' is high.

5.3.2. *Minimum Quality Thresholds*

Proposals that receive a score of '0' for any of the criteria will not be considered further.

5.3.3. *Technical Score*

Your score for each technical evaluation criterion will be multiplied with the respective relative weight (see Section 4.4) and these weighted scores added together to give your proposal's overall technical score.

#### 5.4. *Financial Evaluation and Financial Scores*

The financial evaluation will be based upon the full total price you submit. Your financial proposal will receive a score calculated by dividing the lowest financial proposal that has passed the minimum quality thresholds (see Section 5.3.2) by the total price of your financial proposal.

Thus, for example, if your financial proposal is for a total of CHF 100 and the lowest financial proposal is CHF 80, you will receive a financial score of  $80/100 = 80\%$

#### 5.5. *Total Score*

Your proposal's total score will be calculated as the weighted sum of your technical score and your financial score.

The relative weights will be:

<b>Technical:</b>	<b>70%</b>
<b>Financial:</b>	<b>30%</b>

Thus, for example, if your technical score is 83% and your financial score is 77%, you will receive a total score of  $83 * 70\% + 77 * 30\% = 58.1\% + 23.1\% = 81.2\%$ .

Subject to the requirements in Sections 4 and 7, IUCN will award the contract to the bidder whose proposal achieves the highest total score.

### 6. **EXPLANATION OF PROCUREMENT PROCEDURE**

- 6.1. IUCN is using the Open Procedure for this procurement. This means that the contracting opportunity is published on IUCN's website and open to all interested parties to take part, subject to the conditions in Section 7 below.
- 6.2. You are welcome to ask questions or seek clarification regarding this procurement. Please email the IUCN Contact (see Section 2), taking note of the deadline for submission of questions in Section 3.1.
- 6.3. All proposals must be received by the submission deadline in Section 3.2 above. Late proposals will not be considered. All proposals received by the submission deadline will be evaluated by a team of three or more evaluators in accordance with the evaluation criteria stated in this RfP. No other criteria will be used to evaluate proposals. The contract will be awarded to the bidder whose proposal received the highest Total Score. IUCN does, however, reserve the right to cancel the procurement and not award a contract at all.
- 6.4. IUCN will contact the bidder with the highest-scoring proposal to finalise the contract. We will contact unsuccessful bidders after the contract has been awarded and provide detailed feedback. The timetable in Section 3.1 gives an estimate of when we expect to have completed the contract award, but this date may change depending on how long the evaluation of proposals takes.

### 7. **CONDITIONS FOR PARTICIPATION IN THIS PROCUREMENT**

- 7.1. To participate in this procurement, you are required to submit a proposal, which fully complies with the instructions in this RfP and the Attachments.
  - 7.1.1. It is your responsibility to ensure that you have submitted a complete and fully compliant proposal.
  - 7.1.2. Any incomplete or incorrectly completed proposal submission may be deemed non-compliant, and as a result you may be unable to proceed further in the procurement process.
  - 7.1.3. IUCN will query any obvious clerical errors in your proposal and may, at IUCN's sole discretion, allow you to correct these, but only if doing so could not be perceived as giving you an unfair advantage.
- 7.2. In order to participate in this procurement, you must meet the following conditions:
  - Free of conflicts of interest
  - Registered on the relevant professional or trade register of the country in which you are established (or resident, if self-employed)

- In full compliance with your obligations relating to payment of social security contributions and of all applicable taxes
- Not been convicted of failing to comply with environmental regulatory requirements or other legal requirements relating to sustainability and environmental protection
- Not bankrupt or being wound up
- Never been guilty of an offence concerning your professional conduct
- Not involved in fraud, corruption, a criminal organisation, money laundering, terrorism, or any other illegal activity.

7.3. You must complete and sign the Declaration of Undertaking (see Attachment 2).

7.4. If you are participating in this procurement as a member of a joint venture, or are using sub-contractors, submit a separate Declaration of Undertaking for each member of the joint venture and sub-contractor, and be clear in your proposal which parts of the goods/services are provided by each partner or sub-contractor.

7.5. Each bidder shall submit only one proposal, either individually or as a partner in a joint venture. In case of joint venture, one company shall not be allowed to participate in two different joint ventures in the same procurement nor shall a company be allowed to submit a proposal both on its behalf and as part of a joint venture for the same procurement. A bidder who submits or participates in more than one proposal (other than as a subcontractor or in cases of alternatives that have been permitted or requested) shall cause all the proposals with the bidder's participation to be disqualified.

7.6. By taking part in this procurement, you accept the conditions set out in this RfP, including the following:

- It is unacceptable to give or offer any gift or consideration to an employee or other representative of IUCN as a reward or inducement in relation to the awarding of a contract. Such action will give IUCN the right to exclude you from this and any future procurements, and to terminate any contract that may have been signed with you.
- Any attempt to obtain information from an employee or other representative of IUCN concerning another bidder will result in disqualification.
- Any price fixing or collusion with other bidders in relation to this procurement shall give IUCN the right to exclude you and any other involved bidder(s) from this and any future procurements and may constitute a criminal offence.

## **8. CONFIDENTIALITY AND DATA PROTECTION**

8.1. IUCN follows the European Union's General Data Protection Regulation (GDPR). The information you submit to IUCN as part of this procurement will be treated as confidential and shared only as required to evaluate your proposal in line with the procedure explained in this RfP, and for the maintenance of a clear audit trail. For audit purposes, IUCN is required to retain your proposal in its entirety for 10 years and make this available to internal and external auditors and donors as and when requested.

8.2. In the Declaration of Undertaking (Attachment 2) you need to give IUCN express permission to use the information you submit in this way, including personal data that forms part of your proposal. Where you include personal data of your employees (e.g. CVs) in your proposal, you need to have written permission from those individuals to share this information with IUCN, and for IUCN to use this information as indicated in 8.1. Without these permissions, IUCN will not be able to consider your proposal.

## **9. COMPLAINTS PROCEDURE**

If you have a complaint or concern regarding the propriety of how a competitive process is or has been executed, then please contact [procurement@iucn.org](mailto:procurement@iucn.org). Such complaints or concerns will be treated as confidential and are not considered in breach of the above restrictions on communication (Section 2.1).

## **10. CONTRACT**

The contract will be based on IUCN's template in Attachment 3, the terms of which are not negotiable. They may, however, be amended by IUCN to reflect particular requirements from the donor funding this particular procurement.

## 11. ABOUT IUCN

IUCN is a membership Union uniquely composed of both government and civil society organisations. It provides public, private and non-governmental organisations with the knowledge and tools that enable human progress, economic development and nature conservation to take place together.

Headquartered in Switzerland, IUCN Secretariat comprises around 1,000 staff with offices in more than 50 countries.

Created in 1948, IUCN is now the world's largest and most diverse environmental network, harnessing the knowledge, resources and reach of more than 1,300 Member organisations and some 10,000 experts. It is a leading provider of conservation data, assessments and analysis. Its broad membership enables IUCN to fill the role of incubator and trusted repository of best practices, tools and international standards.

IUCN provides a neutral space in which diverse stakeholders including governments, NGOs, scientists, businesses, local communities, indigenous peoples organisations and others can work together to forge and implement solutions to environmental challenges and achieve sustainable development.

Working with many partners and supporters, IUCN implements a large and diverse portfolio of conservation projects worldwide. Combining the latest science with the traditional knowledge of local communities, these projects work to reverse habitat loss, restore ecosystems and improve people's well-being.

[www.iucn.org](http://www.iucn.org)

<https://twitter.com/IUCN/>

## 12. ATTACHMENTS

Attachment 1 *Specification of Requirements / Terms of Reference*

Attachment 2 *Declaration of Undertaking (select 2a for companies or 2b for self-employed as applicable to you)*

Attachment 3 *Contract Template*



## Attachment 1 Specification of Requirements / Terms of Reference

## 1. SUMMARY OF THE REQUIREMENT

IUCN invites eligible experts and entities to submit a proposal for the provision of information architecture, design and development services for creating a new website to serve as an online knowledge platform for the Global Species Action Plan (see Annex 1) - the **Global Species Action Plan – Species Conservation Knowledge, Information Learning, Leverage and Sharing Online Knowledge Platform (GSAP SKILLS)**. GSAP SKILLS will be a one-stop shop online knowledge platform to provide information on the species conservation actions required to achieve the post-2020 Global Biodiversity Framework for species conservation practitioners, professionals, decision makers, academia and all other stakeholders interested in species conservation. This request is for the information architecture, design and development of the project.

### **About the Global Species Action Plan (GSAP)**

The Global Species Action Plan (GSAP) supports implementation of the Post-2020 Global Biodiversity Framework (GBF) by setting out all the actions required to achieve the necessary species outcomes under the GBF Goals and Targets. The GSAP will be presented on an online knowledge platform linked to a toolkit of resources, guidance, and best practices to assist governments and other stakeholders to take actions to conserve and sustainably use wild species effectively. All the tools and resources will be documented on the GSAP SKILLS, accompanied with text explaining what they are, why they are useful, how users can get the most out of them, and how users can seek further support from tools and resource providers.

## 2. THE REQUIREMENT

IUCN wishes to award a consultancy contract to an experienced website development agency to provide a website architecture, design and development for GSAP SKILLS. The platform will present the Global Species Action Plan and its tools and resources as an online knowledge platform as one-stop shop for species conservation action tools and resources to support the implementation of the post-2020 Global Biodiversity Framework.

The Contractor will be required to work according to the detailed Terms of Reference contained in the following sections. The Contractor must uphold high standards of professionalism in its work and interactions with IUCN internal and external stakeholders.

### **2.1 BACKGROUND**

The main goal of GSAP SKILLS is to present the Global Species Action Plan (GSAP) online and translate the GSAP into a living online tool kit for species conservation knowledge/information learning, leverage and sharing platform. GSAP SKILLS will comprised of an open-access online resources (linked to existing resources such as IUCN Library, and other organisations' libraries), a web forum and a knowledge hub for the implementation of the GSAP. GSAP SKILLS will present in one place all the tools from IUCN, IUCN Members, International conventions, and all other stakeholders. The best available knowledge will be presented on the SKILLS.

GSAP SKILLS will compile all species conservation cutting edge tools, approaches, resources and lessons learned on species conservation, enabling users to navigate through the complexity to easily and quickly find what they need. It will direct users to experts and practitioners who can best support them, and provide a platform for users to share experiences and learn from each other.

GSAP SKILLS will share each tool for species conservation with an explained and animated videos on 'how' to use the tool. It also has all the links and contact details to the tool resources and to the providers so that the users can access more training support, such as red listing and conservation planning.



GSAP SKILLS will support the species conservation community to share the species conservation 'know-what', 'know-why' and 'know-how' content and services. It links users and providers together through the coordination and facilitation by GSAP SKILLS and its communities. It also provides a forum for knowledge users and providers to exchange, ask questions, share tips and explore options for collaboration. It also links and makes available all the species recovery regional, national hubs.

GSAP SKILLS is an open-access source for all governments and all stakeholders, biodiversity conservation actors, donors and individuals to find the tools and the resources to implement the Post-2020 Global Biodiversity Framework through species conservation actions outlined in the GSAP.

For example: it will feature and explain how to most effectively use the [IUCN Red List of Threatened Species](#), [IUCN Green List of Protected and Conserved Areas](#), [Key Biodiversity Areas](#), [SMART](#), [WILDLABS.NET](#), [Wildlife Insights](#) species conservation technology guidance, species monitoring solutions (including eDNA), species conservation solutions through the [PANORAMA platform](#), etc. SKILLS will have a user-friendly navigation, and curated user journey that will enable anyone, anywhere to find what they need. SKILLS will have technical staff and experts to guide users when needed. SKILLS will also be a platform to promote existing and new species conservation tools and resources.

The GSAP SKILLS is a one stop-shop to find all the tools, guidance and resources for species conservation. The main purpose of the GSAP SKILLS is to put together in one web platform all the available, open and free-access databases, tools and resources on species conservation to species conservation practitioners and users. GSAP SKILLS enables the efficacy of learning and sharing species conservation knowledge by pulling information into one place and making the links between global conservation targets, identified conservation actions and the tools and resources needed to implement those actions. However, it is not replacing all those tools and resources, but linking and promoting them to wider users.

### **2.1.1 Key audiences**

The key audiences are technical conservation experts who look for technical tools, guidance and resources for taking conservation actions. The audiences are primarily those who engage with biodiversity (species) conservation and sustainable development in their professional work and those who could benefit from doing so but currently are not. The web platform provides to those who come to the website looking for specific substantive technical information, tools and resources on species conservation.

The web platform will serve as a one stop shop for all species conservation actions required to achieve the necessary species outcomes under the GBF Goals and Targets with all the tools and resources for taking those actions.

## **2.2 SCOPE OF WORK AND ACTIVITIES**

The activities in this RfP cover five main areas of work: strategic planning; stakeholder consultations; architecture sitemap development and refinement; wireframe development; and producing final deliverables.

### **2.2.1 STRATEGIC PLANNING**

The Contractor will be required to provide strategic insights and advice into how to structure the web platform to meet the objectives and to balance the various needs of its distinct stakeholder user groups. This will involve applying strategic digital communications experience to the objectives set by IUCN and offering advice, options and assessment of trade-offs for how the website, especially its structure and content, could reflect the objective of the GSAP SKILLS.

### **2.2.2 STAKEHOLDER CONSULTATIONS**

IUCN developed a draft list of stakeholders to start the consultation process, but it relies on advice from the Contractor to review and refine the list in order to identify *personas* representative of the website's diverse audience. Based on these personas, the Contractor will be required to work with several stakeholder groups. The Contractor will conduct utilise different tactics to acquire relevant input from these groups. The Contractor

will curate the information gathered, work with IUCN to organise and prioritise the inputs and produce a report summarising the inputs and offering recommendations for how to incorporate personas and/or user journeys into the website architecture, design and development.

### 2.2.3 ARCHITECTURE SITEMAP DEVELOPMENT AND REFINEMENT

The Contractor will develop a sitemap of the website architecture based on the objectives of the GSAP SKILLS and the relevant stakeholder input. The Contractor will revise this sitemap based on input from selected stakeholders and IUCN team.

### 2.2.4 WIREFRAME DEVELOPMENT

The Contractor will work with the IUCN Team to develop wireframes. The Contractor will provide complete wireframes for key pages and page types and will revise these wireframes based on input from key stakeholders.

### 2.2.5 DESIGN DEVELOPMENT

The contractor will work with the IUCN Team to design the web platform.

#### **General design requirements**

- Professional, clean, easy-to-use, modern, easy on the eyes, clever use of spacing
- Allows users to focus/find key content, ensure that users understand when to scroll, where to click and what to expect from click actions
- Use images wisely (strong, bold images, few but well-placed)
- Be flexible to accommodate variances in content (for example long titles or descriptions, longer titles etc.)
- Be realistic and easily translated into development code
- Be coordinated across all pages using consistent styles for colours, headings, fonts, links and buttons, menus, spacing etc.
- Include responsive designs for mobile and tablet layouts including specific instructions to help the developer prioritise elements when accommodating the transitional screen sizes

#### **Technical requirements**

All designs will need to meet these technical requirements:

- In addition to format for development, all page designs must also be in PDF format for reference and internal review

### 2.2.6 WEB PLATFORM DEVELOPMENT

The contractor will work with the IUCN Team to develop the platform based on the architecture and the design proposed.

The contractor will need to provide and manage the end-to-end development, hosting and maintenance of the website, including (but not limited to) the following items:

- Development of a customized website with features that match the needs of the GSAP SKILLS.
- Integration of the website with relevant IUCN systems
- Multi-device compatibility and responsiveness: ensure the website functions and looks well across different devices (e.g. smartphones, tablets, etc.) and that the same level of user experience is maintained. Testing and deployment of the website
- Hosting set-up and configuration
- Ongoing hosting monitoring and fine-tuning
- Ongoing support, maintenance and security management
  - ✓ Support content, accessibility and maintenance of the website
  - ✓ Enhance and facilitate the content/API linkages with other resources platforms and websites
  - ✓ Set up Third-Party Integration and/or APIs linkages

### 2.2.7 DELIVERABLES

- A summary report of strategic directions
- A summary report of workshops
- A sitemap presenting the information architecture
- Wireframes of all key pages
- An interactive prototype showing the GSAP SKILLS architecture and key pages
- A complete design of the web platform
- A GSAP SKILLS platform developed and functioned
- Hosting and maintenance

The Contractor will work with the IUCN team to agree on the architecture, design and development of the platform from start to finish.

### 2.2.8 PROJECT MANAGEMENT

The Contractor will lead the project coordination including setting timelines and managing online workshop, feedback and delivery schedules to meet deadlines. The IUCN Team will assist with internal IUCN coordination and with other relevant stakeholders, but it will be the responsibility of the Contractor to manage the operations of the project to ensure quality and on-time delivery. Should IUCN require adjustments to the timeline, it will be the responsibility of the Contractor to adjust the project workflow accordingly to maximise the efficiency and delivery under the new deadlines.

## 2.3 Requirements

Table 1: table of general requirements

ID	Requirement	Description
<b>The information architecture, design and development proposed must ...</b>		
R01	Provide user with easy access to information, tools and resources links available in the GSAP Table in Annex 2.	<ol style="list-style-type: none"> <li>1. Each user persona has an intuitive and efficient path to find desired information</li> <li>2. All tools and resources are accessible through geographic and thematic lenses, including cross-cutting themes which relate to several topics</li> <li>3. All tools and resources are accessible through purpose lenses (policy applications, technical tools, etc.)</li> <li>4. Most relevant, up-to-date information is easiest to find</li> </ol>
R02	Enhance desired positioning of the one-stop shop of species conservation tools and resources	<ol style="list-style-type: none"> <li>a. Present unique value proposition of the GSAP SKILLS, one stop shop for tools and resources for species conservation</li> <li>b. Show the links between the Global Biodiversity Framework (GBF) Targets and the GSAP Actions</li> <li>c. Show relevance the GSAP to the implementation of the GBF</li> <li>d. Show benefits of using the GSAP SKILLS, providing the latest tools and resources and join forces with IUCN and other Partners to scale up species conservation action through this partnership.</li> <li>e. Links to present news, statements and other timely content from other partners' platforms and websites</li> </ol>
R03	Incorporate relevant links on external websites based on a user-friendly perspective	Work with partners on databases / platforms e.g. conservation tools, IUCN digital library
R04	Organise themes and topics in different facets and access points of the platform for easy access and search	Apart from displaying the platform based on the GSAP Action Table in Annex 2, the platform can also be presented from the different species conservation topics and themes.
R05	Incorporate specific features	<ul style="list-style-type: none"> <li>• User forum: (questions and answers) moderated by the coordinator of the GSAP SKILLS</li> <li>• Good accessibility in many languages with google translate engine plugged in and will be accessible in all digital platforms (smart phones, tablets, computers etc.).</li> <li>• News: all conservation species news, new success stories, new technology for species conservation</li> <li>• International species conservation calendar</li> <li>• Free sign-up to subscribe news and resources</li> <li>• Logos of donors and partners</li> </ul>
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## 2.4 PREFERRED COMPETENCIES

The Contractor will have relevant experience in developing website for complex, multi-lingual platforms, especially not for profit, government or other non-sales oriented websites. The Contractor should have experience providing and leading quality, engaging and effective workshops with diverse stakeholders,

including with top leadership and other key audiences. The Contractor should have efficient means of cloud-based project management allowing convenient access for clients to track progress and provide input.

### **2.5 DURATION OF THE ASSIGNMENT**

IUCN will work with the Contractor to determine the duration of the assignment. IUCN intends to have the platform up and running by Q3 2023. The Final developed platform must be made available latest by end of September 2023.

### **2.6 ONLINE WORKSHOPS AND MEETINGS**

For this project, online workshops or meetings with IUCN Staff and other stakeholders are preferred.

### **2.7 LANGUAGE**

English will be the working language during the consultation meetings. The Contractor and its project staff should have a working understanding of English as it will not always be possible for IUCN to provide instructions or updates in other languages.

## Annex: The Global Species Action Plan

# THE GLOBAL SPECIES ACTION PLAN: SUPPORTING IMPLEMENTATION OF THE POST-2020 GLOBAL BIODIVERSITY FRAMEWORK

## DRAFT Version 7.

The Global Species Action Plan (GSAP) supports implementation of the [Post-2020 Global Biodiversity Framework](#) (GBF) by setting out all the actions required to achieve species outcomes in the GBF Mission, Goals, and Targets.

## BACKGROUND

Biodiversity is declining across the planet. The [2019 IPBES Global Assessment Report on Biodiversity and Ecosystem Services](#) revealed that vertebrate species populations have declined on average by 68% since 1970, 75% of Earth's land surface has been significantly altered, 66% of the oceans are degraded, and over 85% of the global area of wetlands has already been lost. Around 25% of all species assessed on the IUCN Red List are threatened, suggesting that around 1 million species may already face extinction. The global rate of species extinction is already tens to hundreds of times higher than the average background rate over the past 10 million years, suggesting that we are facing a 'sixth mass extinction' – and the rate will accelerate further without urgent action to address this species emergency through reducing the drivers of biodiversity loss and restoring species' populations and ecosystems.

The impact of this biodiversity crisis has far-reaching consequences for all aspects of human health, food and water security, climate, and economy. Given the crucial role species play in the livelihoods and economies of people all over the world, and in the ecosystem services on which they depend, maintaining healthy populations of species and ensuring that the benefits from them are managed equitably and sustainably is essential to delivery of the Sustainable Development Goals (SDGs).

### *Fundamental roles of species*

The millions of species on land, in freshwater, and in the ocean have evolved over millennia and form the web of life that sustains the planet.

- Species are the living components of ecosystems, individually and collectively securing the conditions for life.
- Species play critical roles in the processes of soil formation, decomposition, water filtration and flow, pollination, pest control, climate regulation, carbon sequestration, and other vital ecosystem services.
- Conservation of species, and the ecosystems in which they are critical components, is critical to addressing the climate change crisis and reducing the risks of extreme weather events and emerging zoonoses.
- Species provide the primary source of food, medicine, raw materials and other resources for Indigenous Peoples and Local Communities (IPLCs) and hundreds of millions of other people around the world.
- Direct use of wild species forms the basis of fishing and forestry and other major economic sectors, and the wild relatives of crops and domestic livestock are a repository of irreplaceable genetic material with potential for future adaptation and therefore contribute significantly to food security.

- Species are an essential part of the history, culture, and tradition of every society on Earth and their aesthetic values and spiritual roles provide comfort, inspiration, and cultural well-being.

### *Threats to species*

The primary threats to species are conversion, degradation, and fragmentation of natural habitats; climate change, unsustainable use and trade; invasive alien species; pollution; and existing and emerging infectious diseases, resulting from an array of underlying drivers. Erosion of genetic diversity is an additional, mainly unquantified threat, especially to very small and highly fragmented populations.

### *Conservation action*

Many species have been saved from extinction or had their status improved, native species and ecosystems have recovered following eradication of invasive alien species from islands, and habitats have been restored and rewilded. Recent decades have seen an impressive array of scientific innovation and technological advances – including in genetics, remote sensing, GIS mapping, camera trapping, satellite tracking, and statistical analyses and modelling that improve our ability to monitor and conserve wild species.

Experience has demonstrated clearly that addressing the threats and drivers of species declines at an early stage to conserve remaining populations and habitat patches is far more efficient and cost-effective than attempting to restore habitats and reintroduce species later, underlining the importance of timely interventions.

There is ample evidence that **conservation action works**. The challenge now is to massively scale up these efforts to eliminate the drivers of species declines, ensure the survival, recovery, and persistence at healthy levels of all species, ensure that any use of species is legal, sustainable, and safe, and that the benefits from use are equitably shared. Specifically, it is essential to:

- Halt all further human-induced species extinctions
- Significantly reduce all the key threats to species and the underlying drivers of decline
- Develop targeted recovery programmes for all species that require them
- Ensure conservation of all sites important for species through effective management of all Key Biodiversity Areas, Protected and Conserved Areas<sup>1</sup>, and internationally recognized sites (World Heritage Sites, Ramsar Sites, Biosphere Reserves)
- Restore and rewild habitats and ecosystems, including reinforcement and reintroduction of their constituent species
- Ensure connectivity and movement between species' populations at land- freshwater- and seascape scales to maintain and restore ecosystem integrity
- Assess species' vulnerability and adaptive capacity to climate change to inform scenario-planning and development of adaptation measures
- Ensure that use of species is sustainable, that trade is not a driver of overexploitation, nor a disease risk for humans or wildlife, and that the benefits from use are equitably shared
- Communicate the value of species and the importance of their conservation to all audiences

## **THE POST-2020 GLOBAL BIODIVERSITY FRAMEWORK**

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<sup>1</sup> National Park, Marine Park, Nature Reserve, Wildlife Sanctuary, Indigenous and Community Conserved Areas, Other Area-based Conservation Measures, etc



The aim of the Post-2020 Global Biodiversity Framework (GBF) is to secure the life-support systems of the planet through halting biodiversity loss by 2030 and restoring species and ecosystems by 2050. The overall Vision of the Framework is for a world that by 2050 is “Living in Harmony with Nature”. The GBF is due to be adopted at the 15<sup>th</sup> meeting of the Conference of the Parties of the Convention on Biological Diversity in 2022<sup>2</sup>.

The GBF is composed of four Goals and 22 Targets to be achieved by 2030. The Goals and Targets are all interlinked and interdependent: they cannot be achieved separately. The GBF is an ambitious framework that can only be delivered through genuinely transformative change<sup>3</sup>.

### **THE GLOBAL SPECIES ACTION PLAN**

The GSAP has been developed in response to [The Abu Dhabi Call for Global Species Conservation Action by IUCN, its members and key partners, in consultation with](#) the biodiversity-related conventions<sup>4</sup>. The GSAP supports the implementation of the GBF by setting out a comprehensive set of actions needed to achieve successful species outcomes under all the GBF Goals and Targets (see the Actions Table). The GSAP will be presented on an online knowledge platform linked to a toolkit of resources, guidance, and best practices to assist governments and other stakeholders to take actions to conserve and sustainably use wild species effectively.

The GSAP is intended to provide support for implementation of the GBF in collaboration with all the biodiversity-related conventions, other international partners and to unite and galvanize all governments and stakeholders to scale up species conservation action, to increase synergies, and to work in coordinated and cooperative ways. This is a living document with an initial timeline of 2030, in alignment with the GBF.

IUCN, including its Species Survival Commission and other Commissions and Members stand ready to provide technical support in collaboration with the biodiversity related conventions to implement the GSAP.

### ***Structure of the GSAP***

The GBF goals and targets are all closely interlinked and the GSAP accordingly addresses each of the 22 targets. The GSAP sets out the actions required to achieve species outcomes species for each target, together with the rationale for these actions. It also lists open-access tools, resources, training support and technical guidance provided by the biodiversity related conventions, IUCN, NGOs, and other stakeholders. The GSAP does not require any separate reporting, additional to existing CBD and other international environmental agreements.

### ***Implementation***

Delivery of the GSAP - and the GBF as a whole – involves measures taken at global, regional, national, and local levels. Establishing effective linkages and coordination between these levels, and maximum synergies between all actors, will be crucial to ensuring smooth transitions from global policy, through to assessment, planning, and effective action on the ground.

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<sup>2</sup> This document refers to v 1.0 of the GBF and will be adapted to match any subsequent changes

<sup>3</sup> Defined by the IPBES General Assessment as “fundamental, system-wide reorganization across technological, economic and social factors, including paradigms, goals and values, needed for the conservation and sustainable use of biodiversity, long-term human wellbeing and sustainable development”.

<sup>4</sup> the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), the Convention on Conservation of the Conservation of Migratory Species of Wild Animals (CMS), the Ramsar Convention on Wetlands (Ramsar), the International Treaty on Plant Genetic Resources for Food and Agriculture, the World Heritage Convention (WHC), the International Convention for the Regulation of Whaling (ICRWC), and the International Plant Protection Convention (IPPC)

National governments and their partners will have a leading role in delivering the GSAP, through their National Biodiversity Strategies and Action Plans (NBSAPs), legislative frameworks, budgetary allocations, and other mechanisms.

Actions at global and regional levels are also needed to formulate global policies and strategies, maintain biodiversity databases, standards, and guidelines, accelerate their use by key actors, and address supranational threats, such as climate change, infectious diseases, pollution, illegal wildlife trade, and harmful subsidies and economic incentives.

The international community should be ready to provide all necessary funding while the species conservation community can provide technical support and share experience and expertise.

The roles of other stakeholder groups include:

- **Inter-Governmental Organizations and biodiversity related conventions (BRCs):** Ensure effective implementation of all BRC processes, resolutions, and decisions relevant to species conservation, and effective, streamlined coordination across all BRCs.
- **Technical agencies, institutions, and Non-Government Organizations:** contribute their implementation tools, guidance, knowledge products and capacity development to assist governments and other stakeholders in science-based decision-making and implementation to support species
- **Civil society:** recognize the importance of species, and actively support implementation of GSAP actions to conserve of all wild species.
- **Academic and research institutes:** support species conservation research to inform policy making and implementation at all levels.
- **Private sector and financial institutions:** Implement and monitor ambitious commitments to address their impacts on species, populations, and habitats throughout production and supply chains. Ensure that financial flows and development project financing contain safeguards that direct such investments and subsidies towards positive impacts on threatened species and important sites and habitats.
- **Donor countries, multilateral donors, and the philanthropic community:** Mobilise and invest resources at the scale needed for effective conservation and sustainable use of species and their habitats and seek innovative mechanisms for financing species conservation.
- **Zoos, botanic gardens, aquariums:** scale up commitments to support the conservation of species ex-situ, their return to the wild, and in situ.

Ultimately the GSAP is an action plan for everyone - governments, intergovernmental organisations, the biodiversity-related conventions, international and national NGOs, academic and research institutes, ex-situ institutions (zoos, aquaria, botanic gardens), commercial and business sectors, funding agencies, the philanthropic community, and civil society as a whole: everyone has a part to play in addressing the species emergency and ensuring we pass on a rich natural heritage to future generations.

The GSAP Table of Actions below includes the 22 GBF Targets and a species rationale for each one, the actions needed to achieve species outcomes, and an initial list of guidelines, tools and resources to assist governments and other stakeholders to prioritise and implement these actions.

The list of tools and resources will be fully completed and incorporated into an interactive, online Species Conservation Knowledge, Information Learning, Leverage and Sharing Online Knowledge (SKILLS) platform.

## GSAP TABLE OF ACTIONS

**GBF Target 1. Ensure that all land and sea areas globally are under integrated biodiversity-inclusive spatial planning addressing land- and sea-use change, retaining existing intact and wilderness areas.**

**GSAP RATIONALE:** Spatial planning and legislative approaches at landscape, freshwater-scape and seascape scales, are needed to maintain the integrity, functionality and connectivity of natural ecosystems and thus conserve the species that compose them. Some critical ecosystems, such as coral reefs, tropical forests, peatlands, freshwater, and coastal wetlands, are under particular pressure.

Action	Actors (to be added)	Tools and resources (more inputs to be added)
<b>1.1. Integrate species data into spatial planning at landscape, seascape, and river basin scales</b>		
1.1.1. Incorporate species datasets into global and national spatial planning processes	Government agencies	Red List of Threatened Species IWC Cetacean <a href="#">population status</a>
1.1.2. Identify intact natural ecosystems and their constituent species	IUCN  WCMC	National Red Lists <a href="#">IUCN WCC Resolution on Spatial Planning</a> Mapping Biodiversity priorities <a href="#">Technical guidelines for producing Spatial Biodiversity Plans in South Africa.</a> IUCN Global Ecosystem Typology 2.0 Red List of Ecosystems <a href="#">IWC Sanctuaries: management plans, scientific programs.</a> IWC science and stewardship on ecosystem management, function, and threats (underwater noise, debris and other pollution, climate change) IWC <a href="#">SOCER</a> reports STAR Spatial datasets (Protected Planet, KBA database) Essential Biodiversity Variables (EBV) Data Portal  CMS Atlases (African Eurasian Bird Migration atlas and its connectivity module; <a href="#">TurtleNet</a> )
1.1.3 Provide training modules and materials for national Red List of Ecosystems assessments.		
<b>1.2. Ensure connectivity and movement between species' populations</b>		
1.2.1. Identify, map, and protect critical ecological corridors and migratory pathways for species		IUCN Guidelines for Conserving Connectivity through Ecological Networks and Corridors.  World Commission on Protected Areas Database of Ecological Corridors  Global Initiative on Ungulate Migrations  Open-source animal tracking databases

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<p>1.2.2. Apply the mitigation hierarchy to all infrastructure developments to reduce their impact on migratory or wide-ranging species</p>		<p>International Finance Corporation Performance Standard 6 CMS CAMI Infrastructure Atlas</p>
<p>1.2.3. Integrate CMS instruments for migratory species and their recommendations into landscape and connectivity planning</p>		<p>CMS Instruments (Agreement on the Conservation of African-Eurasian Migratory Waterbirds; Central Asian Mammals Initiative, Sahelo-Saharan Megafauna Concerted Action, etc  IWC science and stewardship of highly migratory cetaceans, through initiatives such as Conservation Management Plans, Task Teams, Bycatch Mitigation Initiative  Regional IWC CMPs and Task Teams for cetaceans under IWC</p>
<p>1.2.4. Enhance transboundary cooperation on conservation of species' populations that cross international borders</p>		<p>UN General Assembly Resolution 75/271 "Nature knows no borders: transboundary cooperation a key factor for biodiversity conservation, restoration and sustainable use" WWF Transboundary Conservation Landscapes Guide UN General Assembly Resolution on transboundary cooperation for biodiversity conservation IWC Conservation Management Plans. IUCN WCPA Connectivity Guidelines CMS Strategy 2020-2030 Gandhinagar Declaration UNCCD Connectivity Guidance for UN Decade on Ecosystem Restoration (forthcoming)  IUCN WCPA Transboundary conservation : a systematic and integrated approach  IUCN WCPA Diagnostic tool for transboundary conservation planners</p>

**GSAP Target 2: Ensure that at least 20 per cent of degraded freshwater, marine and terrestrial ecosystems are under restoration, ensuring connectivity among them and focusing on priority ecosystems.**

**GSAP RATIONALE: Restoring degraded natural ecosystems increases the area of habitat for their constituent species and enhances connectivity**

Action	Actors (to be added)	Tools and resources
<b>2.1. Include all constituent species in ecosystem restoration and rewilding initiatives</b>		
2.1.1. Restore ecosystems and habitats with the greatest potential to benefit a wide range of species	Government agencies NGOs	Targets in the UN Decade of Ecosystem Restoration 2021-2030
2.1.2. Coordinate restoration programmes across national boundaries where appropriate		Targets in the UN Decade of Ocean Science for Sustainable Development 2021-2030

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<p>2.1.3. Ensure restoration programmes are biodiversity positive (e.g. avoid the planting of exotic tree species)</p>		<p>International Principles &amp; Standards for the Practice of Ecological Restoration  <a href="#">Biodiversity Guidelines for Forest Restoration</a></p> <p><a href="#">Guidelines for conserving connectivity through ecological networks and corridors</a>            IWC Conservation Management Plans.            STAR</p>
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**GBF Target 3: Ensure that at least 30 per cent globally of land areas and of sea areas, especially areas of particular importance for biodiversity and its contributions to people, are conserved through effectively and equitably managed, ecologically representative and well-connected systems of protected areas and other effective area-based conservation measures, and integrated into the wider landscapes and seascapes.**

***GSAP RATIONALE: Networks of well-governed and effectively managed protected and conserved areas are crucial in safeguarding species and their habitats. Focusing expansion of protected and conserved areas on Key Biodiversity Areas will greatly increase their impact and benefits for species.***

Action	Actors (to be added)	Tools and resources
<b>3.1. Identify all sites important for species conservation</b>		
3.1.1. Identity Key Biodiversity Areas comprehensively in each country and in marine areas beyond national jurisdiction	National KBA committees	<a href="#">Guidance on the role of KBA National Coordination Groups and how to establish them</a>
3.1.2. Ensure that all KBAs and other sites of importance for species conservation are covered by protected or conserved areas	KBA Partnership Government agencies NGOs	<a href="#">A Global Standard for the Identification of Key Biodiversity Areas</a>  <a href="#">Guidelines for using A global standard for the identification of Key Biodiversity Areas</a> World Database on KBAs  IWC Sanctuaries  IPA
3.1.3. Maintain and update a comprehensive global register of all sites determined as being of importance for species (KBA, PCA, IPA, AZE, etc).	WCMC KBA Secretariat	Protected Planet World Database of KBAs List and <a href="#">map</a> of AZE sites
<b>3.2. Ensure that protected and conserved area networks are representative of all natural ecosystems and fully connected</b>		
3.2.1. Analyse gaps in existing protected and conserved area networks for species		Durban Action Plan IUCN Green List Sustainability Standard <a href="#">Guidelines for conserving connectivity through ecological networks and corridors</a> IUCN Resolution WCC-2020-Res-073 “Ecological connectivity conservation in the post-2020 global biodiversity framework: from local to international levels”:
3.2.2. Focus expansion of protected and conserved areas on sites of high importance for species		
3.2.3. Support transboundary conservation areas where species’ populations cross national borders		
<b>3.3. Maximise the value of internationally recognised sites (Biosphere Reserves , Ramsar Sites, World Heritage Sites) for species conservation</b>		

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3.3.1. Inscribe all sites meeting the species criteria are recognised as Wetlands of International Importance (Ramsar) Integrate Ramsar sites in wetland landscape conservation	Ramsar Secretariat	Ramsar criteria
3.3.2. Inscribe all PAs that meet criterion X for species outstanding universal value on the World Heritage List and review species data in mixed and cultural sites	World Heritage Committee	WH Criteria
3.3.3. Inscribe sites harbouring threatened species and cultural diversity in the UNESCO Man and Biosphere programme	UNESCO MAB programme	UNESCO MAB Criteria
3.3.4. Develop synergies in managing species and reporting in sites with overlapping international designations	Ramsar, WHS, MAB secretariats	Ramsar, WHS, MAB tools
<b>3.4. Manage effectively and equitably all protected and conserved areas and other sites important for species</b>		
3.4.1. Include key species requirements in site management plans	National management agencies NGOs Research and science institutions	The CBD Programme of Work on Protected Areas  <a href="#">IUCN Green List of Protected and Conserved Areas Standard</a>  <a href="#">Recognising and reporting other effective area-based conservation measures</a>
3.4.2. Train and equip management staff (including government, community, and indigenous rangers) to professional standards		WCPA PA Management Competence Standards IRF Ranger Code of Conduct WCPA PA Management Competence Standards Universal Ranger Support Alliance Action Plan <a href="https://www.ursa4rangers.org/ursa4rangers-resources/">https://www.ursa4rangers.org/ursa4rangers-resources/</a>  <a href="#">SMART monitoring</a>  IWC Task Teams and CMPs local monitors on freshwater cetaceans.
3.4.3. Involve Indigenous People and Local Communities (IPLC) in site management planning and decision-making on an equitable basis and provide adequate resourcing, capacity, and training as appropriate. - Co-develop site management plans with IPLC	IPLC ILK holders Regional organizations Fishers' Associations,	IUCN/other resources
3.4.4. Monitor success of protected and conserved areas in conserving species		<a href="#">IUCN Green List of Protected Areas Standard Conservation Assured</a> Management Effectiveness Tracking Tool (METT4) Integrated Management Effectiveness Tool (IMET)
<p><b>GBF Target 4. Ensure active management actions to enable the recovery and conservation of species and the genetic diversity of wild and domesticated species, including through ex situ conservation, and effectively manage human-wildlife interactions to avoid or reduce human-wildlife conflict.</b></p> <p><b>GSAP RATIONALE: Targeted actions are essential to prevent extinctions, reverse declines and enable recovery of many species, in addition to reversing the threats and drivers of decline. Without such actions, extinction risk for over one third of threatened species would not be reduced sufficiently, even if all the other GBF targets were fully implemented. Species-specific actions include habitat management, reintroduction and reinforcement, captive breeding in zoos</b></p>		

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*and aquaria or propagation in botanic gardens, supplementary feeding, provision of breeding sites, and others. Conserving the genetic diversity of wild species is also important for their long-term persistence. Conflicts between humans and wildlife are increasing, and threaten not only species, but also sustainable development, food security, and human life, with impacts felt most often by the most vulnerable and marginalised in society. Integrated responses are needed at large scales to minimize and manage human-wildlife conflict, promoting coexistence between wildlife and people.*

Action	Actors (to be added)	Tools and resources
<b>4.1. Track the conservation status of all species and identify those needing targeted recovery actions</b>		
4.1.1. Assess the status, population trend, threats, and conservation potential of all species	IUCN Red List Partners SSC Taxonomic Specialist Groups and Red List Authorities WWF IWC MEAs	<a href="#">IUCN Red List</a> <a href="#">The IUCN Green Status of Species</a> <a href="#">Living Planet Index</a>  <a href="#">IWC Population (Abundance) estimates of cetaceans</a>  <a href="#">IWC Extinctions Initiative</a>  <a href="#">STAR</a>
4.1.2. Develop National Red Lists	Governments, IUCN	IUCN Guidelines National Red List Working Group
4.1.4. Identify species that require targeted action	IUCN, MEAs, NGOs, governments, Research institutes	Prioritisation tools <a href="#">IUCN Red List</a>
<b>4.2. Develop and implement recovery plans (single species, multi-species, site-based, or threat-based) for all species that require them</b>		
4.2.1. Integrate existing global strategies for whole taxonomic groups into national and regional planning	Governments IUCN NGOs	e.g. Global Strategy for Plant Conservation, Amphibian Conservation Action Plan
4.2.2. Increase the capacity of national governments, NGOs and CSOs to conduct species recovery planning at global, regional, and national levels	Research institutes	<a href="https://portals.iucn.org/library/sites/library/files/documents/2017-065.pdf">https://portals.iucn.org/library/sites/library/files/documents/2017-065.pdf</a>  <a href="#">IUCN SSC CPSG Species Planning Principles and Steps</a>
4.2.2. Ensure all recovery plans specify a lead and an implementation coordinating mechanism		<b>Species Conservation Planning Online Training Course</b> <a href="#">(Training   Conservation Planning Specialist Group (cpsg.org))</a>  <a href="#">A Facilitators Guide to Species Conservation Planning.pdf (cpsg.org)</a>  <a href="#">Webinar Series   Conservation Planning Specialist Group (cpsg.org)</a>  <a href="#">The PHVA Workshop Process   Conservation Planning Specialist Group (cpsg.org)</a>



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		<a href="#">Species Conservation Planning Tools Library   Conservation Planning Specialist Group (cpsg.org)</a>  <a href="#">IWC Conservation Management Plans and Task Teams</a>
4.2.3. Use the 'One Plan' approach for species with significant ex-situ populations		<a href="#">'One Plan' approach</a>
4.2.4. Identify species or groups of species with similar planning needs		<a href="#">Assess to Plan Overview - YouTube</a>
<b>4.3. Enact measures to prevent extinctions and recover threatened species</b>		
4.3.1. Implement species recovery plans fully and effectively	All stakeholders	
4.3.2. Include national work plans for species in NBSAPs	Governments	
4.3.3. Provide full technical support to those responsible for implementation	All stakeholders	
4.3.4. Conduct all species reintroductions and other conservation translocations according to IUCN guidelines	Governments, MEAs, NGOs, IUCN	IUCN Guidelines (2013) <a href="https://www.iucn.org/resources/publication/guidelines-reintroductions-and-other-conservation-translocations">https://www.iucn.org/resources/publication/guidelines-reintroductions-and-other-conservation-translocations</a>  IUCN Reintroduction Case Studies <a href="https://portals.iucn.org/library/node/49298">https://portals.iucn.org/library/node/49298</a>
4.3.5. 4.2.5. Incorporate assisted colonization of species most vulnerable to impacts of climate change		
4.3.6. Apply laws and regulations on species conservation effectively And strengthen or update legal frameworks where relevant	Governments World Commission on Environmental Law Centre for Environmental Law IUCN-FAO-UNEP Ecolex	<a href="https://www.iucn.org/our-union/commissions/world-commission-environmental-law">https://www.iucn.org/our-union/commissions/world-commission-environmental-law</a>  <a href="https://www.ecolex.org/">https://www.ecolex.org/</a>  CIEL <a href="https://www.ciel.org/">https://www.ciel.org/</a>
4.3.7. Support transboundary conservation programmes for species' populations that cross national borders	Governments, Regional government associations, CMS,	CMS Agreements (e.g., ACAP, ACCOBAMS etc)  WWF report "Transboundary Conservation Landscapes" <a href="https://wwfeu.awsassets.panda.org/downloads/transboundary_conservation_report_web.pdf">https://wwfeu.awsassets.panda.org/downloads/transboundary_conservation_report_web.pdf</a>
4.3.8. Reduce incidental mortality of species (ship strikes, wind turbines, collision and electrocution on electricity wires, road kill)	Governments, IWC, IUCN NGOs	<a href="#">IWC Bycatch Mitigation Initiative pilot projects</a> IWC coordinates work on marine debris, bycatch and entanglement, <a href="#">underwater noise</a> and other pollutants with other IGOs/RFMOs IWC science and stewardship of ship strikes, <a href="#">IWC Ship strike database</a> , and collaboration with IMO on vessel speed and routing. IUCN guidelines: <a href="#">Mitigating biodiversity impacts associated with solar and wind energy development</a>

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4.3.9. Employ One Health approaches to manage the human-livestock-wildlife disease interface regarding zoonotic emerging diseases that impact threatened species	IUCN Wildlife Health Specialist Group OIE Governments	IUCN SSC Wildlife Disease Risk Analysis Guidelines and associated DRA Manual  IUCN SSC DRA On-line training
<b>4.4. Maintain or establish coordinated ex-situ breeding or propagation programmes for all species that require them</b>		
4.4.1. Evaluate the status of ex situ populations and reinforce or establish where appropriate	WAZA, BGC Regional zoo associations, Botanic Gardens, Zoos, and Aquaria  IUCN Governments, NGOs	<a href="#">IUCN Guidelines on Establishing Ex-situ Populations</a> <a href="#">IUCN Guidelines on the Use of Ex Situ Management for Species Conservation</a> , version 2.0, 2014 (also available in <a href="#">Spanish</a> , <a href="#">Japanese</a> and <a href="#">Portuguese</a> ).  <a href="#">Amphibian Ark Ex situ Assessment tool and process</a>  <a href="#">IUCN resolution 079: Linking in situ and ex situ efforts to save threatened species</a>  <a href="#">'One Plan' approach</a>  Species360 <a href="https://www.species360.org/">https://www.species360.org/</a>
4.4.2. Provide support to range countries in collection planning and breeding programmes		
4.4.3. Follow Red List guidance on including ex situ populations in assessments		
<b>4.5. Minimise loss of genetic diversity across all threatened species and retain at least 95% gene diversity in species where it is already depleted</b>		
4.5.1. Evaluate the loss in genetic diversity in populations of threatened species through genetic and genomic tools or proxy assessments	Conservation Genetics Specialist Group	Safari genetic scorecard  IWC Scientific Committee work on cetacean DNA.
4.5.2. Develop standardised genetic diversity indicators and reporting mechanisms for policy makers and conservation managers	Research institutes	
4.5.3. Use genetic and genomic analyses to inform integrated metapopulation management of ex situ and in situ populations and their role in reintroductions and reinforcement		
4.5.4. Include genetic risks in species Red List assessments		
<b>4.6. Reduce and manage human-wildlife conflict and its drivers through a holistic, cross-sectoral approach</b>		
4.6.1. Develop guidance, strategies, and policies to prevent and manage human-wildlife conflict (HWC) globally and nationally	IUCN HWC Task Force Governments NGOs IUCN, Governments, NGOs Governments Business sector	<a href="#">WCC2020-Res101: Addressing human-wildlife conflict: fostering a safe and beneficial coexistence of people and wildlife</a> <a href="#">IUCN SSC Guidelines on Human-Wildlife Conflict &amp; Coexistence</a> <a href="#">IUCN Position Statement on HWC</a> <a href="#">IUCN training courses on HWC</a>
4.6.2. Increase national and local capacity to prevent and manage HWC		
4.6.4. Integrate standards of HWC prevention, management, and coexistence into industry certification schemes		
<b>4.7. Determine factors governing species conservation success</b>		

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4.7.1. Analyse reasons for success and failure of species conservation measures	Governments Implementing agencies	
4.7.2. Promote all examples of successful species conservation action and lessons learned	IUCN, NGOs	<a href="#">PANORAMA Species Conservation Solutions</a>
<b>GBF Target 5. Ensure that the harvesting, trade and use of wild species is sustainable, legal, and safe for human health.</b>		
<i><b>GSAP RATIONALE:</b> Overexploitation has depleted the populations of many species and caused local extinctions. Illegal wildlife trade is a multibillion-dollar industry and a threat not only to biodiversity conservation, but also to public health. Ensuring that legal use is sustainable and combatting illegal wildlife trade are crucial to the persistence of species and the resources on which millions of people depend for food, medicine, building, fuel, and other purposes. The negative public health and economic impacts of zoonotic spill-over within the wildlife trade further support enforcement of existing laws and creation of new ones as needed.</i>		
<b>Action</b>	<b>Actors (to be added)</b>	<b>Tools and resources</b>
<b>5.1. Ensure that use of wild species is sustainable</b>		
5.1.1. Assess biologically sustainable levels of use of each species based on sound science	Research and academic institutions	IWC Scientific Sub-Committee on Small Cetaceans addresses impact of direct consumption of small cetaceans
5.1.3. Provide technical support for sustainable use of species	Government agencies, NGOs and CSOs	<a href="#">IWC Aboriginal Subsistence Whaling Management Programme (ASWMP)</a>
5.1.2. Co-develop harvest quotas equitably and transparently with Indigenous Peoples and Local Communities	Commercial sector CITES, TRAFFIC	
5.1.4. Develop effective systems to monitor harvest, trade, and sustainability	IPLC IUCN Sustainable Use Specialist Group	SULi Sustainable Use Database (in development) ETIS (elephants)
5.1.5. Monitor success of sustainable use programmes and interventions		Wild Meat Interventions Database
<b>5.2. Reduce wild meat consumption to sustainable levels</b>		
5.2.1. Develop demand reduction programmes in urban areas	Research and academic institutions	Wild Meat Database, Wild Meat Library, Wild Meat Toolkit
5.2.2. Provide alternative protein sources to rural communities	Government agencies, NGOs and CSOs CITES, TRAFFIC IUCN Sustainable Use Specialist Group	
<b>5.3. Ensure that sustainable use of species is legal</b>		
5.3.1. Develop or revise appropriate legal frameworks	Governments CITES Secretariat	
5.3.2. Include customary sustainable use (CSU) fully within legal use		
5.3.3. Focus enforcement efforts on commercial poaching and trade	Regional Wildlife Enforcement Networks INTERPOL Universal Ranger Support Alliance	
<b>5.4. Reduce illegal trade and trafficking of species and products</b>		

Supply of ...

5.4.1. Comply fully with CITES regulations, non-detriment findings, and reporting on international trade	Governments CITES Secretariat	<a href="#">CITES 'Non-detriment findings'</a>  CITES Trade database
5.4.2. Encourage all countries to become signatories to CITES	Regional Wildlife Enforcement Networks INTERPOL	<a href="https://www.traffic.org/learning-centre/">TRAFFIC online Learning Centre</a> <a href="https://www.traffic.org/learning-centre/">https://www.traffic.org/learning-centre/</a> <a href="#">Zero Poaching Framework</a>
5.4.3. Coordinate and scale-up actions by enforcement agencies, customs, and legal systems to combat poaching and IWT	Universal Ranger Support Alliance	<a href="#">TRAFFIC's Red Stream Theory of Change</a>
5.4.4. Use behavioural change interventions to reduce demand for illegal products from threatened species		
5.4.5. Address Illegal, Unreported, Unregulated Practices (IUUP) in fisheries		<a href="#">FAO's tools and resources on Illegal, Unreported and Unregulated (IUU) fishing</a>
<b>5.5. Reduce the impact of bycatch on non-target species</b>		
5.5.1. Drive innovation to fishing gear modifications that reduce or eliminate bycatch	Governments CITES Secretariat	<a href="#">FAO technical Guidelines for Responsible Fisheries Fishing operations. Guidelines to prevent and reduce bycatch of marine mammals in capture fisheries</a> <a href="#">Global Ghost Gear Initiative</a>
5.5.2. Control the discarding of fishing nets and other gear	Regional Wildlife Enforcement Networks INTERPOL	<a href="#">Guidelines to prevent and reduce bycatch of marine mammals in capture fisheries</a>
5.5.3. Work with fisher communities and organizations to increase capacity and experience in the safe handling, monitoring, and release of bycatch	Universal Ranger Support Alliance	<a href="#">Guidelines for the Safe and Humane Handling and Release of bycatch small cetaceans in fishing gear</a>
5.5.4. Adopt legislation on the most effective gear modifications and handling protocols		
<b>5.6. Reduce risks for human health from handling, trading, and consuming wild species and their products</b>		
5.6.1. Employ One Health approaches in all sectors involved in handling and managing wild species	OIE	<a href="#">One Health and Wildlife</a> <a href="#">One World One Health</a> <a href="#">EU LACANET project</a>
5.6.2. Create a central database for data on diseases originating from the global wildlife trade.	IUCN SSC Wildlife Health Specialist Group	<a href="#">IUCN-OIE Wildlife Disease Risk Analysis Guidelines</a> <a href="#">Manual of procedures for wildlife disease risk analysis</a> <a href="#">IUCN SSC DRA online training courses</a>
5.6.3. Ensure IUCN SSC Disease Risk Analysis (DRA) Guidelines and associated manual and training materials are kept up to date		
5.6.4. Provide DRA expertise and training where needed		
<p><b>GBF Target 6. Manage pathways for the introduction of invasive alien species, preventing, or reducing their rate of introduction and establishment by at least 50 per cent, and control or eradicate invasive alien species to eliminate or reduce their impacts, focusing on priority species and priority sites.</b></p> <p><b>GSAP RATIONALE:</b> <i>Invasive alien species are a major threat to native species, especially on islands and in freshwater systems. Eradication or control of such species can result in rapid recovery of native species and habitats, and technological and methodological advances mean that such interventions are feasible at increasingly large scales.</i></p>		
<b>Action</b>	<b>Actors (to be added)</b>	<b>Tools and resources (more inputs to be added)</b>
<b>6.1. Enact strategies, policies, and legislation to reduce impacts of invasive alien species on native species</b>		
6.1.1. Develop National Invasive Species Strategies and Action Plans (NISSAP)	Governments	<a href="#">IUCN Environmental Impact Classification of Alien Taxa (EICAT)</a>

Supply of ...

6.1.2. Enact legislation and policies to control and manage IAS, pathways of introduction, and banning the import, possession, or breeding of priority IAS	IUCN Invasive Species Specialist Group	
6.1.3. Produce technical guidance on development of legislation, policy and strategies addressing IAS		
6.1.4. Identify IAS that have the most harmful impacts on species And sites that are the most vulnerable to IAS.		
6.1.5. Develop private sector standards and guidance for the control of IAS, and management of their impacts		
6.1.6. Maintain and update the Global Invasive Species Database	IUCN Invasive Species Specialist Group	<a href="#">IUCN Global Invasive Species Database</a>  <a href="#">Global Register of Introduced and Invasive Species (GRIIS)</a>
<b>6.2. Control pathways of introduction of IAS, particularly the most harmful species</b>		
6.2.1. Identify and prioritise pathways of introduction	Governments IUCN Invasive Species Specialist Group	ISSG developed codes of conduct through Bern Convention <a href="#">IUCN Invasive Species Specialist Group's tools and resources</a>
6.2.2. Include IAS pathway identification and control into NISSAPs		
<b>6.3. Eradicate, or control, IAS that have the most harmful impacts upon wild species</b>		
6.3.1. Develop and implement eradication or and control plans for priority IAS and priority sites		
6.3.2. Produce guidance and best practices on the eradication and control of IAS		
<b>6.4. Build capacity, stakeholder engagement and public awareness of the impacts of invasive alien species</b>		
6.4.1. Build national capacity for biosecurity, monitoring and research, rapid eradication, management, and restoration		
6.4.2. Raise awareness among key stakeholder groups of IAS, their impacts, and actions that can be taken to control them		
6.4.3. Involve local communities in the planning and implementation of IAS management		
<p><b>GBF Target 7. Reduce pollution from all sources to levels that are not harmful to biodiversity and ecosystem functions and human health, including by reducing nutrients lost to the environment by at least half, and pesticides by at least two thirds and eliminating the discharge of plastic waste.</b></p> <p><b>GSAP RATIONALE: Pollution from all sources, including fossil fuel burning, industrial discharges, plastic waste, biocides, excess nutrients, sewage, agricultural run-off, and new emerging pollutants, has significant direct and indirect effects on species. The effects of plastic pollution and bio-accumulation throughout the marine realm are particularly marked. Noise and light pollution have further negative effects. Minimizing production and use, preventing release, and mitigating the impacts of pollutants are all needed.</b></p>		
<b>Action</b>	<b>Actors (to be added)</b>	<b>Tools and resources (more inputs to be added)</b>
<b>7.1. Minimise the negative effects of pollution on species</b>		
7.1.1. Implement guidelines and decisions of the Basel, Rotterdam, and Stockholm conventions to protect species from hazardous chemicals and wastes	Governments Agriculture sector MEAs	

Supply of ...

7.1.2. Support a new global treaty on plastic pollution to minimize effects on species	NGOs	<a href="#">IWC Pollution 2020</a> <a href="#">IWC Marine Debris programme.</a>
7.1.3. Limit impacts on species from agricultural runoff and biocides		
7.1.4. Increase the use of integrated pest management, and reduce indiscriminate use of pesticides, antibiotics, fertilizers		
7.1.5. Minimise the loss of hydrocarbon-based fuel sources from marine vessels (e.g. bilge water discharge, fuel tank washing) that threaten species		
7.1.7 Undertake measures to reduce the most severe impacts of acoustic and light pollution on threatened species		
7.1.8. Ensure chemical and veterinary medicine licensing procedures take into account potential or demonstrated impacts on non-target species and seek safer alternatives in line with a One Health approach		

**GBF Target 8. Minimize the impact of climate change on biodiversity, contribute to mitigation and adaptation through ecosystem-based approaches, contributing at least 10 GtCO<sub>2</sub>e per year to global mitigation efforts, and ensure that all mitigation and adaptation efforts avoid negative impacts on biodiversity.**

*GSAP RATIONALE The magnitude of climate change has widespread and increasingly negative impacts on wild species, affecting their morphology, genetics, behaviour, abundance, distribution, extinction risk, and community interactions. Species in ecosystems such as coral reefs, high mountains, and at high latitudes are particularly at risk. It is critical to restrict average global temperature rises to 1.5 degrees, and interventions are needed now to help species adapt to the challenges they are already facing.*

Action	Actors (to be added)	Tools and resources (more inputs to be added)
<b>8.1. Minimise the impacts of climate change on species through mitigation and adaptation</b>		
8.1.1. Use IPCC global climate change scenarios to model threats to species and identify possible range shifts	IPCC Government agencies Research institutions IUCN, NGOs	<a href="#">IPCC scenarios</a>
8.1.2. Conduct climate change vulnerability and adaptive capacity assessments for all threatened species		<a href="#">IWC science and stewardship of climate change impacts on cetaceans</a>
8.1.3. Identify potential species refugia and climate corridors inside and outside indigenous range and secure them through PCAs (see also Target 3)		<a href="#">IUCN Climate Change Specialist Group</a> <a href="#">IUCN Guidelines for Assessing Species' Vulnerability to Climate Change</a>
8.1.4 Incorporate vulnerability assessments into species conservation and recovery plans		<a href="#">Directrices de la CSE de UICN para evaluar la vulnerabilidad de las especies al cambio climático</a>
8.1.5. Maintain or restore ecological networks that allow species to move to climatically more suitable areas (see also Target 1).		

**GBF Target 9. Ensure benefits, including nutrition, food security, medicines, and livelihoods for people especially for the most vulnerable through sustainable management of wild terrestrial, freshwater and marine species and protecting customary sustainable use by indigenous peoples and local communities.**

*GSAP RATIONALE: Providing the people and communities who depend on wild species for essential food and other needs with the appropriate incentives and equitable benefits underpins sustainable use, thus assuring the persistence of species and continued resource availability*

Action	Actors (to be added)	Tools and resources (more inputs to be added)
<b>9.1. Safeguard fully equitable benefit-sharing mechanisms through appropriate legislation and regulations</b>		



Supply of ...		
9.1.1. Provide Indigenous Peoples and Local Communities with the appropriate legal rights and incentives to protect, manage, and use species sustainably	IPLC ILK holders Community organizations National governments	<a href="#">Nagoya Protocol</a> <a href="#">IUCN ESMS Standard on Indigenous Peoples. Version 2.1 – December 2019</a> <a href="#">United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), adopted in 2007</a> <a href="#">CBD decision on integration of provisions related to indigenous peoples and local communities in the work of the Convention and its Protocols</a> <a href="#">IWC Aboriginal Subsistence Whaling Management Programme (ASWMP): science-based management of aboriginal whaling activities</a>
9.1.2. Allocate harvest quotas equitably and transparently		
9.1.3. Guarantee equitable revenues from use and trade in species for IPLC through regulations or legislation		
9.1.4. Document indigenous and knowledge to support implementation of the Nagoya Protocol		
<b>9.2 Expand and diversify the wildlife economy to benefit species conservation</b>		
9.2.1. Implement sustainable tourism, and other wildlife-based economies, to increase incentives for maintaining species and their habitats		<a href="#">Wildlife Economy guides</a> <a href="#">Wildlife credit schemes</a> <a href="#">Wildlife bonds</a> <a href="#">State of the Wildlife Economy in Africa (2021)</a> <a href="#">IWC Whale Watching Handbook</a>
<b>GBF Target 10. Ensure all areas under agriculture, aquaculture and forestry are managed sustainably, in particular through the conservation and sustainable use of biodiversity, increasing the productivity and resilience of these production systems.</b>		
<i>GSAP RATIONALE: Expansion and intensification of agriculture and aquaculture are major drivers of species declines. Increasing the productivity and sustainability of all managed ecosystems will reduce the demand for land and freshwater resources and the associated pressure on wild species.</i>		
<b>Action</b>	<b>Actors (to be added)</b>	<b>Tools and resources (more inputs to be added)</b>
<b>10.1. Reduce and reverse the negative impacts of intensive agriculture, aquaculture, forestry on species</b>		
10.1.1. Prevent conversion of all sites and corridors important for species conservation.	Governments FAO IUCN MEAs	<a href="#">Wildlife Economy guides</a> <a href="#">Wildlife credit schemes</a> <a href="#">State of the Wildlife Economy in Africa (2021)</a>
10.1.2. Promote design of agricultural and other managed ecosystems to minimise fragmentation of remaining natural habitats		
10.1.3. Promote farming linked to the Wildlife Economy		
10.1.5. Incorporate key species considerations fully into agricultural, aquacultural and forestry certification schemes		
<b>GBF Target 11. Maintain and enhance nature's contributions to regulation of air quality, quality and quantity of water, and protection from hazards and extreme events for all people.</b>		
<i>GSAP RATIONALE: Nature-based solutions and green infrastructure approaches explicitly designed to benefit wild species, such as the restoration of ecological networks, contributes to species viability, ecosystem service provision, and resilience to climate change.</i>		
<b>Action</b>	<b>Actors (to be added)</b>	<b>Tools and resources (more inputs to be added)</b>
<b>11.1. Maximise the benefits to species from Nature-based solutions</b>		
11.1.1. Scale up NbS to strengthen ecosystem services, climate change resilience, and species viability	IUCN Governments	<a href="#">Nature based solutions report outlining the benefits of scaling NbS across ecological networks</a> <a href="#">Environmental Flows Network (eFlowNet)</a>



Supply of ...		<a href="#">WANI-Water and Nature Initiative</a>
11.1.2. Ensure IUCN SSC DRA Guidelines, manual, and training materials are kept up-to-date		<a href="#">IUCN-OIE Wildlife Disease Risk Analysis Guidelines</a> <a href="#">Manual of procedures for wildlife disease risk analysis</a>
11.1.4. Provide expertise and training on DRA to countries that need it		<a href="#">IUCN SSC DRA online training courses</a>
<p><b>GBF Target 12. Increase the area of, access to, and benefits from green and blue spaces, for human health and well-being in urban areas and other densely populated areas.</b></p> <p><i>GSAP RATIONALE: Appropriate location, design, and management of green and blue spaces can provide additional habitat and improve connectivity for wild species in addition to their benefits for human health and well-being.</i></p>		
<b>Action</b>	<b>Actors (to be added)</b>	<b>Tools and resources (more inputs to be added)</b>
<b>12.1. Manage green and blue spaces to maximise their value for species and connectivity</b>		
12.1.1. Include native species conservation and habitat restoration in urban planning and development greening projects	National and sub-national governments,	<a href="#">A guide for pollinator-friendly cities</a>
12.1.2. Promote green infrastructure and eco-gardening to benefit species in all education institutions and private households (pollinator-friendly gardening, eco-school gardens)	IUCN, NGOs, Regional and national institutions and organisations	<a href="#">IUCN Urban Alliance and solutions for Sustainable Urban Development and Resilience</a> <a href="#">Eco-gardening</a> <a href="#">The Ultimate Guide to Eco-Friendly Gardening</a> <a href="#">A guide for pollinator-friendly cities</a> <a href="#">IUCN SSC Guidelines on Disease Risk Analysis and associated manual and on-line training materials.</a> <a href="#">Sustainable urban development and resilience solutions</a>
<p><b>GBF Target 13. Implement measures at global level and in all countries to facilitate access to genetic resources and to ensure the fair and equitable sharing of benefits arising from the use of genetic resources, and as relevant, of associated traditional knowledge, including through mutually agreed terms and prior and informed consent.</b></p> <p><i>GSAP RATIONALE: Equitable access to, and benefit-sharing measures from, the use of genetic resources, including ILK, create incentives for the sustainable use of species and their conservation, and contribute to a fairer economy.</i></p>		
<b>Action</b>	<b>Actors</b>	<b>Tools and resources</b>
13.1. Share the benefits from use of genetic resources equitably among all users]	Business sector Research institutes	<a href="#">Nagoya Protocol and resources</a>
13.2. Apply and accredit ILK where appropriate to secure engagement in species conservation	Governments	<a href="#">Free Prior Informed Consent</a>

Supply of ...		
13.3. Safeguard all crop wild relatives through inclusion in seed banks and culture collections	IUCN Crop Wild Relatives Specialist Group	<a href="#">IUCN Standard on Indigenous Peoples</a>
13.4. Halt the erosion of genetic diversity of wild relatives of domesticated animals, plants, and fungi	<a href="#">IUCN Seed Conservation Specialist Group and resources</a>	

**GBF Target 14. Fully integrate biodiversity values into policies, regulations, planning, development processes, poverty reduction strategies, accounts, and assessments of environmental impacts at all levels of government and across all sectors of the economy, ensuring that all activities and financial flows are aligned with biodiversity values.**

**GSAP RATIONALE: International and national policies generally prioritize economic growth over biodiversity, including subsidies and incentives associated with environmentally harmful practices in fisheries, aquaculture, agriculture, livestock rearing, forestry, mining, and energy, and pollution. Integrating species conservation needs into policies and regulatory frameworks across all sectors contributes directly to many targets and positive species outcomes.**

Action	Actors	Tools and resources
14.1. Incorporate species values into whole-government policy and national accounting systems	National governments	
14.2. Reflect fully the ambitions of GBF Targets for species and the GSAP when updating NBSAPs	Multilateral donors	
14.3. Integrate the principle of No Net Loss or Net Positive Impact for biodiversity into development and planning policy affecting species	Business sector	
14.4. Conduct strategic environmental assessments and environmental and social impact assessments for all major developments thoroughly and transparently to take account of species conservation		
14.5. Ensure removal of barriers to rights-based voluntary family planning	Governments NGOs IUCN Biodiversity & Family Planning Task Force	
		WCC 2020 Res 072 “Importance for the conservation of nature of removing barriers to rights-based voluntary family planning”  IUCN Biodiversity & Family Planning Task Force training  Population Reference Bureau’s resources and training  USAID’s Knowledge Success “20 Essential Resources: Population, Health & Environment” and Population Health & Environment Toolkits

**GBF Target 15. All businesses (public and private, large, medium and small) assess and report on their dependencies and impacts on biodiversity, from local to global, and progressively reduce negative impacts, by at least half and increase positive impacts, reducing biodiversity-related risks to businesses and moving towards the full sustainability of extraction and production practices, sourcing and supply chains, and use and disposal.**

**GSAP RATIONALE: The production and supply chain practices are the driving factors behind many threats to species and it is essential to reduce the negative effects and aim for Nature Positive.**

Action	Actors (to be added)	Tools and resources
15.1. Apply all international standards to production and supply chains to ensure use of species is sustainable.		<a href="#">Marine Stewardship Council (MSC): certified sustainable seafood</a> <a href="#">Forest Stewardship Council: forest certification</a> <a href="#">Farming with biodiversity: Towards Nature Positive Production at Scale</a> <a href="#">Responsible Sourcing: A Practical Guide</a> <a href="#">FairWild for wild plant and fungi commodities</a> <a href="#">Fashion Forever Green Pack: sustainable sourcing</a> <a href="#">Fashion Pact, signed by over 300 brands, in which companies commit to “‘Wildlife friendly’ approaches to agriculture, mining and forestry that promote the conservation of key species.”</a> <a href="#">Wildlife Friendly Enterprise Network</a> IUCN’s <i>Working Paper on the Nature-Positive Approach</i>
15.2. Redesign agricultural production systems to minimize negative impacts, and maximize positive impacts on species		
15.3. Ensure all natural inputs (timber, non-timber wild plants and fungi, fish and other aquatic species, commercially traded fauna species) are obtained from certified sources		

**GBF Target 16. Ensure that people are encouraged and enabled to make responsible choices and have access to relevant information and alternatives, taking into account cultural preferences, to reduce by at least half the waste and, where relevant the overconsumption, of food and other materials.**

**GSAP RATIONALE: Measures are needed to address patterns of overconsumption through increasing efficiency, limiting waste, and reducing overall demand - especially in developed countries – to limit their negative impacts on wild species.**

Action	Actors	Tools and resources
16.1. Minimize impacts of food production on species by promoting sustainable plant and fungus-based diets, reducing consumption of meat and fish, and eliminating food waste	All institutions and individuals	<a href="#">Planet-based diets: A science based platform to encourage diets that are good for people and planet</a>  <a href="#">One Planet Network - Sustainable Food Systems</a> <a href="#">Playbook for guiding diners to plant rich dishes in food services (WRI)</a> <a href="#">Love Food Hate Waste (WRAP)</a>
16.2. Increase use of eco-labelling to help consumers make informed and sustainable choices		
16.3. Support use of local produce		

**GBF Target 17. Establish, strengthen capacity for, and implement measures in all countries to prevent, manage or control potential adverse impacts of biotechnology on biodiversity and human health, reducing the risk of these impacts.**

**GSAP RATIONALE: Controlling and managing release of genetically modified organisms and other biotechnology products reduces potentially severe impacts on species, their habitats, and people.**

Action	Actors (to be added)	Tools and resources
17.2. Implement measures to control or manage and monitor individual impacts of biotechnology on wild species		<a href="#">Cartagena Protocol on Biosafety</a>  Biosafety Clearing-House
17.3. Develop strict protocols to prevent negative effects on wild species from gene editing and genetic manipulation		

Supply of ...

**GBF Target 18. Redirect, repurpose, reform or eliminate incentives harmful for biodiversity, in a just and equitable way, reducing them by at least US\$ 500 billion per year, including all of the most harmful subsidies, and ensure that incentives, including public and private economic and regulatory incentives, are either positive or neutral for biodiversity.**

***GSAP RATIONALE: Action by national governments, financial institutions, and multilateral development banks is needed to remove or reduce the most harmful incentives and reform them in ways that are neutral or positive to species conservation.***

Action	Actors (to be added)	Tools and resources
18.1. Identify the economic and regulatory incentives most damaging to species at global / regional / national scales		
18.2. Develop targeted measures to eliminate or reduce the incentives most damaging to species		

**GBF Target 19.1. [Increase from all sources to at least US\$ 200 billion per year, including new, additional and effective financial resources, increasing by at least US\$ 10 billion per year international financial flows to developing countries, leveraging private finance, and increasing domestic resource mobilization, taking into account national biodiversity finance planning].**

**19.2. Strengthen capacity-building and development, access to and transfer of technology, and promote development of and access to innovation and technical and scientific cooperation, including through South-South, North-South and triangular cooperation, to meet the needs for effective implementation, particularly in developing countries, fostering joint technology development and joint scientific research programmes for the conservation and sustainable use of biodiversity and strengthening scientific research and monitoring capacities, commensurate with the ambition of the goals and targets of the framework.**

***GSAP RATIONALE: Achieving all the needs of species conservation requires a massive increase in funding, capacity building, and knowledge and technology transfer in all countries.***

Action	Actors (to be added)	Tools and resources
19.1.1. Scale up funding from all sources, including redirected subsidies, to implement the actions outlined in the GSAP	Multilateral finance institutions Donor agencies	
19.1.2. Develop innovative financing mechanisms to support the species conservation	Philanthropic sector	
19.2.1. Build adequate capacity for species conservation in all countries	IUCN NGOs	SKILLS platform
19.2.2. Make available new and emerging science and technology relating to species conservation to all countries	Research institutions Governments	
19.2.3. Provide training in species identification, taxonomy, and monitoring		
19.2.4. Support young people to become species conservationists		

**GBF Target 20. Ensure that relevant knowledge, including the traditional knowledge, innovations and practices of indigenous peoples and local communities with their free, prior, and informed consent, guides decision making for the effective management of biodiversity, enabling monitoring, and by promoting awareness, education and research.**

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**GSAP RATIONALE: Knowledge of the status, distribution, population trend, ecology, and threats to species is essential to set priorities, inform planning, determine levels of sustainable use, and implement action effectively. IPLCs have much of this knowledge embedded in their practices and use of their lands and resources, especially those upon which their livelihoods depend. Systematic monitoring of species and the condition of their habitats is needed to track trends and measure effectiveness of conservation action.**

Action	Actors	Tools and resources
20.1. Monitor the status, trends, abundance, and conservation potential of species	IUCN Governments, WWF NGOs Research institutions All stakeholders	<a href="#">IUCN Red List</a> <a href="#">The IUCN Green Status of Species</a> <a href="#">IWC population status and Population (abundance) estimates</a> <a href="#">Wildlife Insights</a> <a href="#">Living Planet Index</a> <a href="#">World Database on KBAs</a> World Database on Protected Areas Citizen science programmes (iNaturalist, e-Bird, etc). <a href="#">UN Biodiversity Lab: Providing decision makers with the best available spatial data</a>
20.2. Develop co-monitoring plans for species with IPLC		
20.3. Build partnerships between research institutions and conservation agencies		
20.4. Integrate the latest and emerging technologies in survey and monitoring programmes		
20.7. Maintain all relevant IUCN guidelines and other key documents and make available in multiple languages	All stakeholders	<a href="#">Google translate</a> <a href="#">DeepL Translator</a>

**GBF Target 21. Ensure equitable and effective participation in decision-making related to biodiversity by indigenous peoples and local communities, and respect their rights over lands, territories and resources.**

**GSAP RATIONALE: Equitable participation in decisions that affect species conservation by indigenous peoples and local communities, women and youth, and respect for their rights increases their participation and commitment and enhances successful species outcomes.**

Action	Actors (to be added)	Tools and resources (more inputs to be added)
21.1. Involve IPLCs fully in relevant processes and decisions affecting species conservation	Governments IPBES IUCN NGOs	<a href="#">ICCA Consortium</a>  Nagoya Protocol <a href="#">Free Prior Informed Consent</a>  <a href="#">IUCN Standard on Indigenous Peoples</a>  SSC Guidelines on Applying ILK in the Red list
21.2. Ensure safety of IPLC and environmental activists		

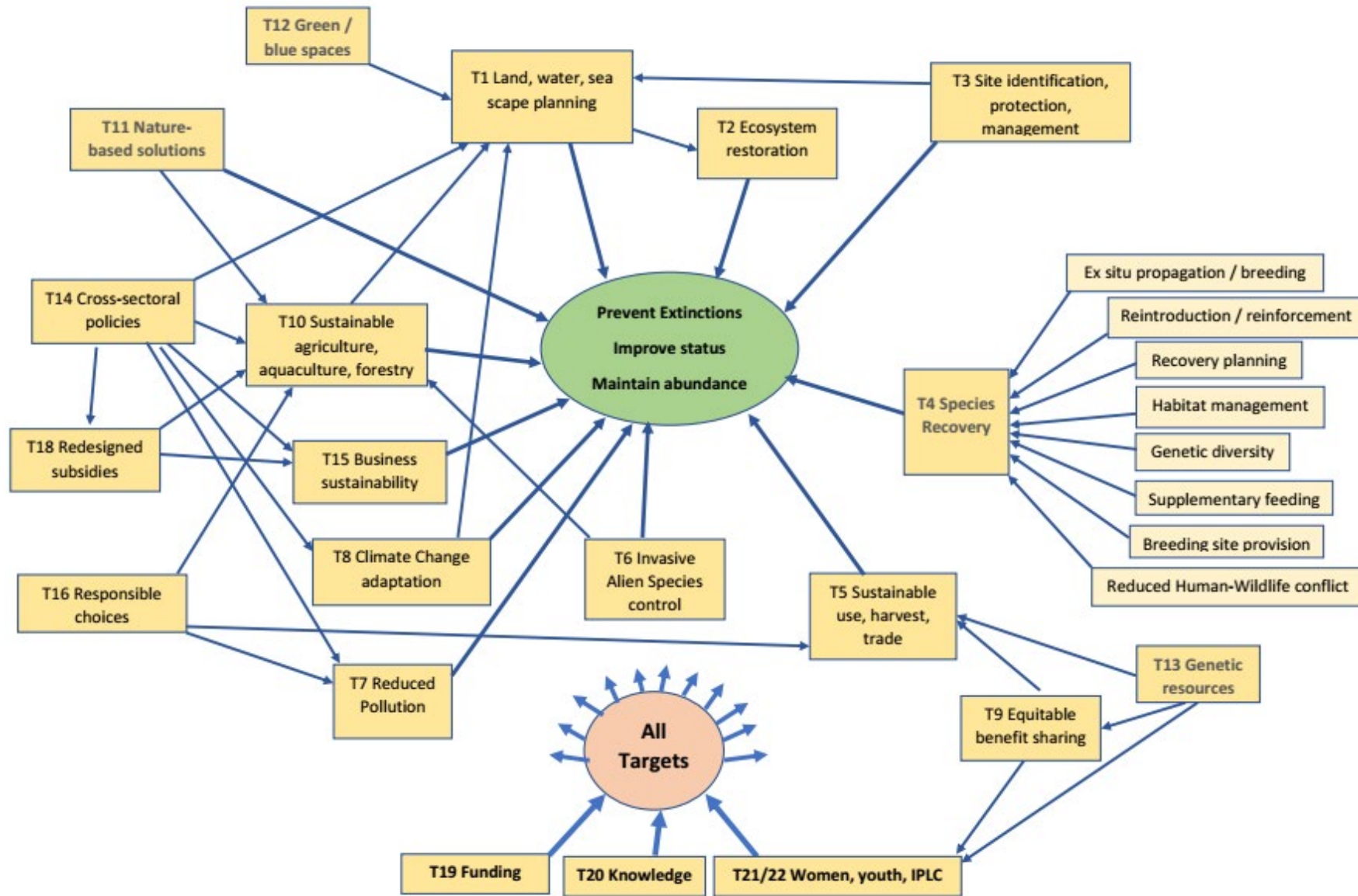
**GBF Target 22. Ensure equitable and effective participation in decision-making related to biodiversity by women and girls, and youth.**

**GSAP RATIONALE Equitable participation in decisions that affect species conservation by women and youth, and respect for their rights, increases their participation and commitment and enhances successful species outcomes.**

22.1. Ensure equitable participation by women and youth, in decisions affecting species conservation	UN Secretary General's Envoy on Youth	<a href="#">CBD Gender Tools</a> <a href="#">Gender Action Plan</a>
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22.2. Use the annual World Wildlife Day to incentivize wildlife conservation awareness among younger generations	MEAs	<a href="https://www.cbd.int/gender/ASAP Women in Conservation Leadership Programme">https://www.cbd.int/gender/ASAP Women in Conservation Leadership Programme</a>
22.3. Mainstream gender into the development and implementation of National Biodiversity Strategy and Action Plans (NBSAPs)	NGOs	<a href="#">World Wildlife Day</a> <a href="#">Conservation Leadership Programme</a> <a href="#">Youth for Wildlife Conservation</a> <a href="#">Global Youth Biodiversity Network</a> <a href="#">CITES Youth Engagement</a> <a href="#">IUCN Conservation Congress Global Youth Summit</a> <a href="#">GEF Small Grant programme Youth Participation</a> IUCN Climate Change Gender Action Plan <a href="https://www.iucn.org/story/202209/iucn-launch-climate-change-gender-action-plan-gilgit-baltistan">https://www.iucn.org/story/202209/iucn-launch-climate-change-gender-action-plan-gilgit-baltistan</a>

Figure 1: Schematic diagram illustrating some of the interconnections between GBF Targets and key species outcomes







Attachment 2 Declaration of Undertaking (select 2a for companies or 2b for self-employed as applicable to you)

2a

**DECLARATION OF UNDERTAKING** in relation to RfP **<insert RfP reference>**

I, the undersigned, hereby confirm that I am an authorised representative of the following organisation:

Registered Name of Organisation (the "Organisation"): \_\_\_\_\_

Registered Address (incl. country): \_\_\_\_\_

Year of Registration: \_\_\_\_\_

I hereby authorise IUCN to store and use the information included in the attached Proposal for the purpose of evaluating Proposals and selecting the Proposal IUCN deems the most favourable. I acknowledge that IUCN is required to retain the Proposal in its entirety for 10 years after the end of the resulting contract and make this available to internal and external auditors and donors as and when reasonably requested.

Where the Proposal includes Personal Data as defined by the European Union's General Data Protection Regulation (GDPR), I confirm that the Organisation has been authorised by each Data Subject to share this Data with IUCN for the purposes stated above.

I further confirm that the following statements are correct:

1. The Organisation is duly registered in accordance with all applicable laws.
2. The Organisation is fully compliant with all its tax and social security obligations.
3. The Organisation and its staff and representatives are free of any real or perceived conflicts of interest with regards to IUCN and its Mission.
4. The Organisation agrees to declare to IUCN any real or perceived emerging conflicts of interests it or any of its staff and representatives may have concerning IUCN. The Organisation acknowledges that IUCN may terminate any contracts with the Organisation that would, in IUCN sole discretion, be negatively affected by such conflicts of interests.
5. None of the Organisation's staff has ever been convicted of grave professional misconduct or any other offence concerning their professional conduct.
6. Neither the Organisation nor any of its staff and representatives have ever been convicted of fraud, corruption, money laundering, supporting terrorism or involvement in a criminal organisation.
7. The Organisation acknowledges that engagement by itself or any of its staff in fraud, corruption, money laundering, supporting terrorism or involvement in a criminal organisation will entitle IUCN to terminate any and all contracts with the Organisation with immediate effect.
8. The Organisation is a going concern and is not bankrupt or being wound up, is not having its affairs administered by the courts, has not suspended business activities, is not the subject of proceedings concerning those matters, or in any analogous situation arising from a similar procedure provided for in national legislation or regulations.
9. The Organisation complies with all applicable environmental regulatory requirements or other legal requirements relating to sustainability and environmental protection.
10. The Organisation is not included in the UN Security Council Sanctions List, EU Sanctions Map, US Office of Foreign Assets Control Sanctions List, or the World Bank listing of ineligible firms and individuals. The Organisation agrees that it will not provide direct or indirect support to firms and individuals included in these lists.
11. The Organisation has not been, is not, and will not be involved or implicated in any violations of Indigenous Peoples' rights, or injustice or abuse of human rights related to other groups or individuals, including forced evictions, violation of fundamental rights of workers as defined by the International Labour Organization's (ILO) Declaration on the Fundamental Principles and Rights at Work, child labour, sexual exploitation, sexual abuse, or sexual harassment.

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<Date and Signature of authorised representative of the Proposer>

< Name and position of authorised representative of the Proposer >

2b

## DECLARATION in relation to RfP <insert RfP reference>

I, the undersigned, hereby confirm that I am self-employed and able to provide the service independent of any organisation or other legal entity.

Full name (as in passport):

Home or Office (please delete as appropriate) Address (incl. country):

I hereby authorise IUCN to store and use the information included in the attached Proposal for the purpose of evaluating Proposals and selecting the Proposal IUCN deems the most favourable, including Personal Data as defined by the European Union's General Data Protection Regulation (GDPR). I acknowledge that IUCN is required to retain my Proposal in its entirety for 10 years after then end of the resulting contract and make this available to internal and external auditors and donors as and when reasonably requested.

I further confirm that the following statements are correct:

1. I am legally registered as self-employed in accordance with all applicable laws.
2. I am fully compliant with all my tax and social security obligations.
3. I am free of any real or perceived conflicts of interest with regards to IUCN and its Mission.
4. I agree to declare to IUCN any real or perceived emerging conflicts of interests I may have concerning IUCN. I acknowledge that IUCN may terminate any contracts with me that would, in IUCN sole discretion, be negatively affected by such conflicts of interests.
5. I have never been convicted of grave professional misconduct or any other offence concerning my professional conduct.
6. I have never been convicted of fraud, corruption, money laundering, supporting terrorism or involvement in a criminal organisation.
7. I acknowledge that engagement in fraud, corruption, money laundering, supporting terrorism or involvement in a criminal organisation will entitle IUCN to terminate any and all contracts with me with immediate effect.
8. I am not included in the UN Security Council Sanctions List, EU Sanctions Map, US Office of Foreign Assets Control Sanctions List, or the World Bank listing of ineligible firms and individuals. I agree that I will not provide direct or indirect support to firms and individuals included in these lists.
9. I have not been, am not, and will not be involved or implicated in any violations of Indigenous Peoples' rights, or injustice or abuse of human rights related to other groups or individuals, including forced evictions, violation of fundamental rights of workers as defined by the International Labour Organization's (ILO) Declaration on the Fundamental Principles and Rights at Work, child labour, sexual exploitation, sexual abuse, or sexual harassment.

Supply of ...

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<Date and Signature>



### Attachment 3 – CONTRACT TEMPLATE

#### CONSULTANCY AGREEMENT (the “Agreement”)

between

**IUCN, International Union for Conservation of Nature and Natural Resources**, an international association established under the laws of Switzerland, with its World Headquarters located at Rue Mauverney 28, 1196 Gland, Switzerland (hereafter “**IUCN**”),

and

[full legal name of other party], established under the laws of [name of country], with headquarters located at [address], [country] (hereafter “**Consultant**”)

IUCN and the Consultant shall be referred to herein individually as a “Party” and together as the “Parties”.

#### PREAMBLE

**Whereas** the mission of IUCN is to influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable;

**Whereas** IUCN wishes to obtain advisory and consulting services from the Consultant for providing strategic advice and information architecture for a new IUCN corporate website and the Consultant agrees to assist IUCN with such services under the terms and the conditions set forth in this Agreement.

**Whereas** the Consultant has represented to IUCN that it has the required expertise and experience;

**Now therefore** the Parties agree as follows:

#### 1. SERVICES

1.1 The Consultant will provide strategic and technical advice, conduct stakeholder consultations and deliver a sitemap for the information architecture of a new IUCN website including wireframes of content types required within the architecture, perform the tasks and deliver the deliverables no later than the agreed deadline(s) as set out in the terms of reference attached as Annex I (the “Services”).

1.2 The Consultant will assign [name of the person(s) and title(s)] (the “Key Personnel”) to the performance of the Services on behalf of Consultant. The replacement of any Key Personnel must be approved in advance by IUCN in writing.

1.3 IUCN reserves the right to request any reports (progress, financial or otherwise additional to those required under the Agreement), which could be considered to be reasonably required to evidence satisfactory performance under the Agreement.

1.4 The Consultant shall not subcontract the Services to third parties without the prior written consent of IUCN. However the Consultant may under its own responsibility use the services of others provided such services are of an auxiliary or clerical nature.

## 2. TERM

This Agreement comes into effect on upon its signature by both Parties (the “Effective Date”) and will expire on [date] (the “Expiration Date”).

## 3. INDEPENDENT STATUS

3.1 The employees, directors or shareholders of the Consultant shall not be entitled to any pension, bonus or other fringe benefits from IUCN.

3.2 The Consultant shall have no authority to enter into contracts or to incur any other legally binding commitment on behalf of IUCN.

3.3 No employee, director or other representative of the Consultant shall hold him or herself out or permit itself to be held out as having authority to do or say anything on behalf of or in the name of IUCN.

3.4 The Consultant shall be solely and exclusively liable for any and all taxes, levies or dues required to be paid in any of the countries where this Agreement applies, on any amounts paid to the Consultant by IUCN and has sole responsibility for declaring such amounts to the relevant tax authorities.

## 4. OBLIGATIONS

1.1 The Consultant shall carry out its duties in an expert and diligent manner and to the best of its ability and shall promptly and faithfully comply with all lawful and reasonable requests which may be made by the IUCN Contact Person.

1.2 The Consultant shall give written or oral advice or information regarding the execution of the Services as and when required by IUCN.

1.3 In the case of illness or accident or a case of Force Majeure as described under clause 14.3 preventing the Key Personnel from performing the Services, the Consultant shall promptly notify IUCN in writing of impediment.

## 5. REMUNERATION

5.1 As full remuneration for the Services performed under the terms of this Agreement, IUCN shall pay the Consultant a fixed and firm lump sum of [currency/amount in numbers (amount spelled out in letters)] (“the Remuneration”) as follows:

5.1.1 A first instalment of [currency/amount in numbers (amount spelled out in letters)] corresponding to 30% of the Remuneration upon receipt of a signed copy of this Agreement together with a first invoice;

5.1.2 A second instalment of [currency/amount in numbers (amount spelled out in letters)] corresponding to 30% of the Remuneration upon completion of stakeholder consultations and upon satisfactory delivery of the consultation summary report, the strategic discussions summary report and a preliminary sitemap presenting the information architecture; and

5.1.3 A third and last instalment of [currency/amount in numbers (amount spelled out in letters)] corresponding to remaining 40% of the Remuneration upon satisfactory and timely completion and IUCN written acceptance of all Services as specified in Annex I.

5.2 If the tasks defined in the Agreement are not fulfilled to the satisfaction of IUCN within the requested time limit, IUCN reserves the right to withhold any further payments and recuperate any funds already paid for unfulfilled Services.

5.3 IUCN shall make payments to the Consultant's bank account (to be opened in the name of the Consultant in the place where Consultant is established or where the Services are provided) as follows:

Complete Account name: [xxx]

Account type and currency: [xxx]

Bank name: [xxx]

Bank address: [xxx]

Account No.: [xxx]

SWIFT Code or other bank routing code: [xxx]

IBAN No: [xxx]

5.4 Funds that remain unused at the Expiration Date or termination date of this Agreement must be returned to IUCN within sixty (60) days following either of such dates, as applicable.

## 6. TRAVEL EXPENSES

6.1 All travel has to be approved by the IUCN Contact Person before any reservation is made.

6.2 The IUCN Travel Policy (June 2015) shall apply to all travel expenses and is available at <https://www.iucn.org/corporate/finance/procurement/iucn-travel-policy>.

## 7. CONSULTANT'S WARRANTIES AND UNDERTAKINGS

7.1 The Consultant warrants that its performance of the Services under the terms of this Agreement will not infringe on the rights of any third party or cause the Consultant to be in breach of any obligation towards a third party.

7.2 The Consultant shall maintain at its sole expense liability and any other relevant insurance covering the performance of this Agreement. IUCN may require the Consultant to provide to a certificate of insurance evidencing such coverage.

7.3 The Consultant represents and warrants that no part of the Remuneration shall be provided to, or used to support, individuals and organizations associated with terrorism as identified on any sanction list published by the European Union, the United States Government, the United Nations Security Council or other relevant agency or body.

## 8. CONFIDENTIALITY

8.1 The Consultant will not disclose or use, at any time during or subsequent to this Agreement, any confidential information of IUCN or any other non-public information relating to the business, financial, technical or other affairs of IUCN except as required by IUCN in connection with the Consultant's performance of this Agreement or as required by law. In particular, but without prejudice to the generality of the foregoing, the Consultant shall keep confidential all Intellectual Property and know-how disclosed to him/her by IUCN, which becomes known to it during the period of this Agreement or which it develops or helps to develop in providing the Services to IUCN.

8.2 The Consultant shall:



8.2.1 not disclose to third parties without express prior written consent of IUCN the results of work performed as part of the provision of the Services;

8.2.2 disclose know-how and other confidential information of IUCN which is provided by IUCN to the Consultant for the purpose of carrying out the Services only to those persons necessary to accomplish the Services and only to the extent necessary for the proper performances of the Services.

8.3 The Consultant agrees to immediately notify IUCN in writing if it becomes aware of any disclosure in breach of the obligations of this clause 8. At the request of IUCN, the Consultant will take all steps necessary to prevent further disclosure.

**9. PROPERTY OF RESULTS**

All notes, memoranda, correspondence, records, documents and other tangible items made, by the Consultant in the course of providing the Services will be and remain at all times the property of IUCN. At any time, even after the termination of this Agreement, the Consultant shall, upon request, promptly deliver to IUCN all such tangible items which are in its possession or under its control and relate to IUCN, its business affairs and clients and/or the Services and Consultant may not make or retain copies.

**10. INTELLECTUAL PROPERTY**

10.1 Intellectual Property rights are any and all rights and prerogatives, registered or not, arising from the Swiss and international legislation on the protection of notably patents, design, trademark, as well as know-how and trade secrets.

10.2 All Intellectual Property rights conceived or made by the Consultant in the course of providing the Services will belong to IUCN and the Consultant hereby agrees to assign to IUCN or its nominee, with full title guarantee, all rights in and to any Intellectual Property resulting from the provision of the Services for the full duration of such rights, wherever in the world enforceable.

10.3 The Consultant confirms that IUCN shall have all rights of development, manufacture, promotion, distribution and exploitation in relation to the projects undertaken and products developed in the course of the provisions of the Services and the Intellectual Property created or arising from the provision of the Services.

**11. LIABILITY**

The Consultant agrees to indemnify and hold IUCN harmless from any and all losses and damages that IUCN may incur as a result of Consultant’s actions or omissions in rendering the Services or the breach of any of the Consultant’s obligations contained in this Agreement.

**12. COMMUNICATION AND NOTICES**

12.1 All correspondence and notices in connection with the implementation of this Agreement must be directed as follows:

IUCN Contact Person	Consultant Contact Person
[name] [title] [name of IUCN Programme/Office] [address] [phone] [email]	[name] [title] [address] [phone] [email]

12.2 In case the Contact Person is being changed, the authorized representative of each Party shall notify the other Party in writing (email accepted).

### 13. FRAUD, CORRUPTION AND ETHICS

13.1 The Consultant shall comply with the terms of IUCN's Code of Conduct and Professional Ethics for the Secretariat, available at [http://cmsdata.iucn.org/downloads/code\\_of\\_conduct\\_and\\_professional\\_ethics.pdf](http://cmsdata.iucn.org/downloads/code_of_conduct_and_professional_ethics.pdf), which by signing this Agreement, the Consultant confirms it has reviewed and accepted.

13.2 The Consultant shall comply with the standards of conduct set forth in IUCN's Anti-fraud Policy, available at [http://cmsdata.iucn.org/downloads/anti\\_fraud\\_policy.pdf](http://cmsdata.iucn.org/downloads/anti_fraud_policy.pdf), which by signing this Agreement, the Consultant confirms it has reviewed and accepted.

### 14. TERMINATION

#### 14.1 Termination for cause

14.1.1 IUCN reserves the right to terminate this Agreement in whole or in part, upon written notice with immediate effect in the event that the Consultant:

- i. has falsified or provided inaccurate, incomplete or misleading information in any documentation provided to IUCN;
- ii. defaults in carrying out any of its obligations under this Agreement;
- iii. has engaged in illegal acts, including, without limitation fraudulent or corrupt actions as defined in Code of Conduct and Professional Ethics for the Secretariat and IUCN's Anti-fraud Policy (hereafter referred to as a "Fraud");
- iv. enters into liquidation or dissolution other than for the purpose of an amalgamation or reconstruction; or
- v. ceases to carry on business, has a receiver or administrator appointed over all or any part of its assets or undertaking, enters into any composition or arrangement with its creditors or takes or suffers any similar action in consequence of a debt or other liability, or undergoes any process analogous to the foregoing in any jurisdiction throughout the world

14.1.2 If it is determined that the Consultant has committed Fraud in competing for or in the performance of this Agreement, all expenditures incurred under this Agreement shall be undue and the Consultant shall promptly reimburse IUCN for all expenditures incurred in the performance of this Agreement.

#### 14.2 Termination for force majeure

The performance of this Agreement by either Party is subject to acts of God, war, government regulations, disaster, strikes (excluding strikes of respective Parties' personnel), civil disorders, curtailment of transportation facilities, or other emergencies making it illegal or impossible for either Party to perform its obligations. This Agreement may be terminated unilaterally without compensation for any one or more of the foregoing reasons by written notice from one Party to the other.

#### 14.3 Effects of Termination

In the event of termination under this article, the Consultant shall within thirty (30) days of termination, and at IUCN's request:

- 14.3.1 to the extent possible, complete the Services subject to the Remuneration made available until the date of termination and stop all ongoing activities;
- 14.3.2 refund to IUCN any advance payments received in excess of the total expenditure incurred as evidenced in the invoices submitted to IUCN,
- 14.3.3 reimburse IUCN for any expenditures made in breach of the terms of this Agreement and

14.3.4 submit final technical and financial reports and any other materials, deliverables, works or other outputs created as at the date of termination under this Agreement.

## 15. APPLICABLE LAW AND DISPUTE RESOLUTION

15.1 The performance and interpretation of this Agreement will be subject exclusively to the laws of Switzerland, excluding its conflict of laws principles.

15.2 Any dispute arising out of or in relation with this Agreement that cannot be resolved amicably by the Parties or by way of mediation shall be submitted to the competent courts of Lausanne, Switzerland.

## 16. GENERAL PROVISIONS

16.1 This Agreement is the complete understanding between IUCN and the Consultant and replaces all other agreements and understandings in reference to the subject matter of this Agreement.

16.2 Any modification or amendment of this Agreement shall be in writing and shall become effective if and when signed by both Parties.

16.3 This Consultancy Agreement is non-exclusive. IUCN is free to consult other experts in the Consultant's field of specialization.

16.4 This Agreement is personal to IUCN and the Consultant, and neither Party may sell, assign or transfer any duties, rights or interests created under this Agreement without the prior written consent of the other.

16.5 Either Party waives all and any rights of set-off against any payments due hereunder and agrees to pay all sums due hereunder regardless of any set-off or cross claim.

16.6 All provisions that logically ought to survive termination of this Agreement shall survive.

**In witness whereof**, the undersigned, being duly authorized to do so, have executed this Agreement in the English language in two (2) originals.

**IUCN, International Union for  
Conservation of Nature and  
Natural Resources**

**[full name of OTHER PARTY]**

Date: \_\_\_\_\_

Date: \_\_\_\_\_

**[Name of representative]**

**[Name of representative]**

**[Position of representative]**

**[Position of representative]**

**Attachment 2:** *Declaration of Undertaking (select 2a for companies or 2b for self-employed as applicable to you)*