



INTERNATIONAL UNION FOR CONSERVATION OF NATURE

111th Meeting of the IUCN Council

Part I by conference call on 29 April 2024, and
Part II in-person in Gland, Switzerland on 14, 15 and 16 May 2024

Summary Minutes

(Reviewed and approved by Council members in accordance with Regulation 52)

Attendance: The list of participants of is attached hereafter as Annex A (Part I) and B (Part II)

Preliminary notes:

- *Unless mentioned otherwise, the Council took its decisions by consensus;*
- *The summary minutes are structured according to the approved agenda. The agenda items were not necessarily tackled in the same order during the meeting;*
- *A different numbering was applied for the virtual and the in-person meetings of the Council. In order to issue a coherent decision sheet, decisions on the same topics that featured on both agendas were merged. This is explained in these summary minutes on each occasion (see decisions C111/2, C111/5 and C111/6).*

Part I, virtual, 29 April 2024

Agenda Item 1: Approval of the Agenda C111

As per established practice, the 111st Council meeting started with an online part to advance on a number of topics ahead of the in-person meeting to be held in Gland in mid-May. The draft agenda was approved, recognising that there might be additional changes if required ahead of C111 Part II.

COUNCIL DECISION C111/1

The IUCN Council,
Adopts the Agenda of its 111th Meeting. (Annex 1)

Agenda Item 2: Constituency Issues

Applications for IUCN membership and notification of name change

The DG highlighted the application from Canton de Vaud, the region where the IUCN headquarters is based, to become Switzerland's first subnational government. Iain Stewart, Director of Membership and Commission Support presented the thirteen new membership applications, all had applied by 31 December 2023. None of the applications had received objections from IUCN Members and had been assessed against the requirements of the IUCN Statutes and Regulations. One Member had reported a change of name.

The Chair of GCC introduced the committee's recommendations to approve the thirteen membership applications and informed that two applications were deferred to the next meeting (14 May 2024) as the GCC member that asked for more information was not present to discuss. [[C111/I/2/1 Applications for IUCN membership w. annex](#)].

(Note from the Secretary to Council: for the purpose of publishing a coherent decision sheet for C111, the text of the decision on membership includes the paragraphs 1 and 4 approved on 29 April and paragraphs 2 and 3 approved on 16 May 2024 – cf. hereafter under agenda item II/7.1)

COUNCIL DECISION C111/2

The IUCN Council,
On the recommendation of its Governance and Constituency Committee (GCC),

1. Approves the admission of thirteen (13) Members (Annex 2);
2. Approves two applications for membership whose consideration had been deferred: ([Annex 2](#))
 - Stichting The Ocean Cleanup, and
 - Svenska Djurparksföreningen;

3. Approves one additional application from University of Balamand, with the Institute Of the Environment (IOE) as representative; ([Annex 2](#))
4. Takes note that Institute for Sustainability and Energy at Northwestern University (NG/26126) changed its name to Paula M. Trienens Institute for Sustainability and Energy (ISEN).

Agenda Item 3: IUCN Annual Report 2023

The President reminded Councillors that the Annual Report was for publication and required Council approval as per Art. 83 IUCN Statutes. Council members received the first draft IUCN 2023 Annual Report ([C111//3/1 IUCN Annual Report 2023 FINAL DRAFT](#)) from the DG for comments in advance of the meeting. The final version incorporated Council members' comments ([C111//3/2 Council comments on Annual Report 2023](#)).

The DG thanked for the comments received and recalled some highlights from the year 2023.

Councillors commended the comprehensive Annual Report. The report was approved with two minor recommended changes.

COUNCIL DECISION C111/3

The IUCN Council,
On the proposal of the Director General,
Approves the [IUCN 2023 Annual Report](#).

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

4.1 Governance Reforms

The Chair of the GCC informed that the TF on required Statutory Reforms was to meet ahead of C111 part II. The TF was chaired by Vivek Menon and its members from GCC were John Smaranda and Ramon PerezGil, PCC was represented by Kristen Walker and FAC by Norbert Bärlocher. The work of this TF builds on the work from other GCC TFs, working groups and committees which consider any changes to the Statutes and Regulations as part of their work with a view to achieving coherent proposals for presentation to the 2025 Congress.

4.2 Resolutions

Implementation of 2021 Congress Decision 145 - *Establishment, operating rules and oversight of National, Regional and Interregional Committees*

Shaikha Al Dhaheri, Chair of the GCC TF on this topic, and Ramon PerezGil, Councillor from Meso and South America and member of the TF, informed that the TF had developed a questionnaire for Member Committees translated into the official IUCN languages of which a first iteration was successfully run during the Regional Conservation Forum (RCF) for Mexico, Central America & the Caribbean. Councillors could play an important role in supporting the process at each of the RCFs. The process could be made more time efficient through encouraging Committees to complete the survey online.

The President encouraged Councillors to engage as this presented an opportunity to get most valuable information from the Members.

Improving the motions process

(In the absence of the Chair of GCC's TF, this item was moved to Part II of C111)

Update from PPC on implementation of Resolutions requiring action from Council

The Chair of PPC presented an update on behalf of PPC. (Cf. [C111//4.2c PPT PPC update on implementation of Resolutions](#))

The President suggested that during Part II, the PPC could focus on challenges and how to collectively support addressing them to achieve the outcomes.

The Chair of WCEL reminded that she would like to be kept informed about the work in PPC, as WCEL would like to contribute to some of the topics with a legal perspective for instance on the climate and biodiversity nexus or on human rights aspects (e.g. Resolution 114 on HR). Council members suggested to have policy briefs on reducing the impact of fisheries on marine biodiversity which could be shared with the Members as an outcome on the work on Resolutions. The National and Regional Committees (NRCs) could play a role in disseminating those briefs. The huge potential in collaborating with NRCs has been stressed. This would help to form the position of IUCN and be good service to

Members. FAC members raised the question of the financial implications of Resolutions which they had discussed during the FAC Retreat in March 2024. There was not enough information available to the Congress Finance and Audit Committee during Congress in order to report on financial implications of implementing proposed Resolutions and where the funds would be mobilised in order to make an informed decision during Congress. The FAC should therefore be involved at an earlier stage to assess the financial implications of a motion. FAC had developed some recommendations and plans to work with the Motions Working Group on how to address them at an early stage. It was also suggested that the proponents shall include some sort of commitment or indication to the resources required for the implementation of their motions. Additionally, it was proposed that some budget could be put aside for implementation of Resolutions. The Chair of PPC agreed that the financial implications of a Resolution were a crucial topic to address but cautioned that proponents shouldn't be discouraged to propose a motion if they didn't have access to funds.

The DG informed Council that the motion submission form already included an indication on estimated financial implications of the motions. She also reported that Regional Offices were contacting the proponents of the Resolutions to inquire about implementation and noted the importance of capturing such contributions to implementation, along with broader contributions across the Council and Secretariat.

Agenda Item 5: IUCN World Conservation Congress 2025

5.1 Presentation of the timeline for key processes preparing for Congress including in particular the motions process and process for nomination of election candidates

The DG thanked the Council members who were already involved in the Congress preparations. The journey to Congress had already started with the first RCF in the Region of Mexico, Central America and the Caribbean.

Marc Magaud, Director of Global Convenings and Events / Congress Director informed that the preparation work with the Host Country had already started and presented the timeline with the most important operational milestones and deadlines for the upcoming 17 months up to Congress ([C111//5.1 Congress Timeline](#)).

In response to the question whether due consideration was given to the visa application process, Marc Magaud confirmed that this was already under discussion with the Host Country. A suggestion was made to foresee a back-up plan e.g. in case natural hazards would prevent Members to travel to the Congress.

5.2 Elections

5.2.1 Deadline for nominations

Peter Cochrane, Chair of the Nominations Committee, informed Council that the committee would like to advance the deadline by one month to 7 February 2025 in order to ensure enough time for the subsequent work and proposed that the ToR of the Nominations Committee be modified accordingly.

Council accepted the committee's recommendation.

COUNCIL DECISION C111/4

The IUCN Council,

On the recommendation of its Nominations Committee,

Establishes 7 February 2025 as the deadline for submission of proposals for persons to be nominated as President, Treasurer and Commission Chair and for nominations of candidates for election as Councillor elected from the Regions and Indigenous Councillor, in accordance with Regulations 35 and 38*ter*;

Amends paragraph a of the ToR of the Nominations Committee accordingly.

5.3 Terms of Reference of the 2025 Congress Committees

The Chair of GCC reminded Council that Decision C110/11 requested GCC to coordinate the preparation of ToR after having consulted with relevant other committees and present all ToR and the process to appoint their members to Council for approval ([C111//5.3 Terms of Reference of the 2025 Congress committees](#)). The relevant drafts had been consulted with PPC (Congress Programme Committee) and FAC (Congress Finance and Audit Committee), while the Motions Working Group (Congress Resolutions Committee) and the CPC (Congress Steering Committee) were to provide their input by GCC15 scheduled for 14 May. The GCC discussed all the documents and decided to recommend them to Council without modifications.

(Note from the Secretary to Council: for the purpose of publishing a coherent decision sheet for C111, the text of the decision on the ToR of the Congress Committees also includes paragraph 1.e which was approved on 16 May 2024 – cf. hereafter under agenda item II/6.6)

COUNCIL DECISION C111/5

The IUCN Council,

On the recommendation of its Governance and Constituency Committee (GCC) pursuant to decision C110/11 and Article 13 of the Rules of Procedure of the World Conservation Congress,

1. Approves the draft Terms of Reference of the following committees Congress for the purpose of submitting them to the 2025 Congress for adoption:
 - a. Congress Finance and Audit Committee (Annex 3)
 - b. Congress Governance Committee (Annex 4)
 - c. Congress Programme Committee (Annex 5)
 - d. Congress Credentials Committee (Annex 6)
 - e. Congress Steering Committee (Annex 7)
2. Approves the process for appointing the members of the Congress committees. (Annex 8)

5.4 Process, incl. the appointment of a jury, for nomination of candidates for Honorary membership, and the Phillips and Coolidge Medals

The Chair of GCC briefed Council on the process and timeline for awards which will be presented during the 2025 Congress. GCC manages the nomination and selection process including the establishment of the jury ([GCC14/6/1 Process for nominations for IUCN Awards at 2025 Congress](#)). GCC had already nominated four members of the Jury, one GCC member was still missing. The Chair said that Council will be kept informed and anticipated the approval of the laureates for Honorary Membership and the Phillips Medal ahead of the Congress at the 112th Council meeting.

A Council member inquired if a non-GCC member could be part of the jury which GCC would examine in light of the specific rules for each Medal.

Agenda item 6: Reports of Council's Standing Committees – selected topics

6.1 Extending the Programme and Financial Plan 2021-24 to 2025

The President reminded that in February 2021, IUCN Members approved a Programme and Financial Plan for the period 2021-2024. However, in 2023, Council decided to hold the next Congress in October 2025, when the Programme and Financial Plan for the period 2026-2029 was to be approved. Unaddressed, this would result in Members not having approved a Programme and Financial Plan for 2025. At the 12th Bureau meeting (March 2024), PPC already shared its recommendation that the Programme 2021-24 should be extended to 2025 without modification and invited the Chair of FAC to share their recommendations.

The Chair of FAC reported that Framework funders typically aligned their financial commitments with the Programme and Financial Plan. FAC therefore recommended to Council that the 2021-24 Financial Plan be extended to include 2025, and that once completed this be put to Members for decision through an online vote, noting that based on legal advice, the Programme and Financial Plan must be approved by Members. The FAC planned to submit an annex to the Financial Plan to cover 2025 for Council approval at C111 in May 2024. The Council decision could be approved at that time.

The Chair of PPC, adding that there was no choice but to extend the Programme, otherwise there would not be any Programme for one year, requested that this situation should be avoided in future.

Agenda item 7: Appointment to the Steering Committee of WCEL

The Chair of the IUCN World Commission on Environmental Law (WCEL) submitted to Council a proposal for appointment of Mr David M. Forman to the Steering Committee of WCEL to fill the vacancy after Ms Denise Antolini expressed the wish to withdraw from the committee. ([C111/II/7 Appointment to the Steering Committee of WCEL](#))

(Note from the Secretary to Council: for the purpose of publishing a coherent decision sheet for C111, this decision also includes as paragraphs 2 and 3, two appointments approved by Council on 16 May, see below under agenda item II/2.3)

COUNCIL DECISION C111/6

The IUCN Council,

1. *On the proposal of the Chair of the IUCN World Commission on Environmental Law (WCEL),*

- Appoints Mr. David M. Forman to the Steering Committee of WCEL;
2. *On the proposal of* the Chair of the IUCN Commission on Ecosystem Management (CEM), Appoints Mr Parfait TCHUENFO TETO, Vice Chair Africa, to the Steering Committee of CEM;
 3. *On the proposal of* the Chair of the IUCN Commission on Environmental, Economic and Social Policy (CEESP), Appoints Ms Amelia Arreguín Prado, Regional Vice Chair for Meso America, to the Steering Committee of CEESP.

Part II, in person, 15-16 May 2024

In her opening remarks, the President noted that this meeting was a step on the journey towards the IUCN World Conservation Congress in 2025. The three Conferences of Parties (CoPs) scheduled to meet in the 2nd half of 2024 presented an opportunity to further strengthen IUCN's international positioning building on the successful IUCN engagement at UNFCCC COP28 where we were not only highly visible but also saw the results as nature and Indigenous Peoples' voices were front and centre and the goal of ending deforestation by 2030 was adopted.

The chairs of the standing committees confirmed that they had reviewed the letters received from IUCN Members commenting on the agenda ([C111/II/7.0: Comments from IUCN Members on the Draft Agenda C111](#)) and were to report their findings and recommendations under agenda item 7. Council proceeded on the basis of the agenda of C111 as approved during the virtual Council meeting.

Agenda Item 1: Report of the Director General

1.1 Report to Council on the achievements against the DG's strategic objectives July-December 2023 approved by the Bureau in July 2023 (B10/5)

The Director General presented her report on results on the 2023 Strategic Objectives and overarching indicators ([C111/II/1.1/1 Results on DG strategic objectives for 2023](#); [C111/II/1.1/1 Annex 1 – External Review IUCN Programme 2021-24](#); [C111/II/1.1/1 Annex 2 – External Review IUCN Programme 2021-24 – Management Response](#)), highlighting that the work presented in the report had been a collective effort. The DG's presentation (C111/II/1.1/2 PPT Presentation of DG report to Council) included contributions from the Secretariat and key collaborations with Commissions. Her presentation covered the set of strategic objectives set out in Article §62 of the Council Handbook: Strategic Leadership in Conservation, Fundraising and Financial Management, Operational and Change Management, Programme Management, External Liaisons, Public Image and People Management. She also reported on increases in and engagement of Membership and provided an update of activities since the 110th Council meeting.

The DG highlighted the importance of tracking and measuring, on the one hand, the achievement of the Strategic Objectives and overarching indicators and, on the other hand, the contributions from Members to the IUCN Programme through the Contributions for Nature platform. She stressed that the latter would need more uptake and announced ways of promoting the platform during the RCFs. The DG also presented some facts and numbers on the implementation of the current Nature 2030 Programme, e.g. on Programme areas and on engagement with IUCN Constituents. She explained that this tracking approach is a work in progress and a way to illustrate concrete action.

Council members thanked the DG for the improved format of reporting. The monthly DG Update to Council was particularly welcomed as it helped Councillors to be informed about IUCN activities. In general terms, the new DG and the Secretariat were congratulated for the smooth transition. The strong collaboration between the DG and the President and the partnership between Commissions, Council, IUCN Members (in particular the Indigenous Peoples' Organisations) and Secretariat were noted. Council thanked the Director General for the enhanced efforts in positioning IUCN and in growing trust amongst IUCN's constituents. IUCN's increased presence on social media was also remarked upon.

The Contributions for Nature platform was generally welcomed. It was suggested that the platform could be translated into French and Spanish to support Member mobilisation. Webinars could also support its promotion. Councillors from South America informed that they had established a dedicated working group on the platform in preparation for their RCF.

Council members further welcomed the good quality and relevance of the External Review of the IUCN Programme and its Management Response, stressing that indicators and reporting on the impact of the work was crucial, needed improvement and should be built in early in the new Programme. The facts and numbers on Programme implementation were welcomed as a new way of presenting information. Further collaboration with Commissions and Regional Offices was recommended. Council indicated

their request for indicators in the next Annual Report, as it was critical to inform about the impact of the organisation. It was also considered as an important tool for fundraising. Further, Key Performance Indicators could increase the efficiency of the organisation and its constituents.

The Director General also referred to the results of the Employee Engagement Survey, which will be used as baseline reference for staff engagement after her appointment as DG. The survey had an excellent response rate of 78%, with over 830 staff members contributing. The survey's global results included areas of strength and areas where IUCN can improve. Council members appreciated the work done by the Secretariat.

The President concluded by congratulating the feeling of “unity” in the Union.

The DG thanked Council for the comments and appreciated the support received during her first 6 months as Director General.

1.2 Update on activities since the previous Council meeting

(Included under agenda item 1.1)

1.3 Audited Financial Statements 2023

Before giving the floor to the Chief Financial Officer (CFO), the DG announced that Mr Mike Davis was going to retire after 15 years in the service of IUCN for which she thanked him wholeheartedly. The CFO made a brief presentation based on the Financial Results 2023 ([C111/II/1.3/1 Financial Results 2023](#) and [C111/II/1.3/4 PPT Presentation of 2023 Financial Statements by CFO](#)). He explained that IUCN ended 2023 with an operating surplus of 4.2 million CHF. Despite this positive result, IUCN had to book a foreign exchange adjustment of CHF 2.3m CHF that arose on the translation of country office balance sheets maintained in local currencies into Swiss francs. This adjustment represents an unrealised loss, and results from a significant strengthening of the Swiss franc during 2023. After taking into consideration other financial charges and provisions the end result for 2023 was 1.1m CHF of which 0.6m was allocated to unrestricted reserves and 0.5m CHF to designated reserves. The CFO thanked the Council, saying that it had been a privilege to work with them.

The Chair of FAC presented the recommendations from FAC16 to Council. ([C111/II/7.4/1 FAC16 Outcomes and recommendations to Council 14 May 2024](#)) He highlighted the good new practice to budget the surplus at the beginning of the year, as this allowed, amongst others, to balance the deficit due to currency exchange rates. FAC also observed a cost recovery increase, as a consequence of the good discipline. Deloitte had conducted the external audit on IUCN finances and provided some minor recommendations for improvements on controls. ([C111/II/1.3/2 FAC16 2c - Comprehensive Report of the auditors to FAC and Council on the 2023 financial statements RESTRICTED TO COUNCIL](#)) FAC recommended approval of the Financial Statements for 2023.

[The written report of the Treasurer ([C111/II/1.3/3 Report of the Treasurer to Council](#)) who was not able to join the Council meeting was presented by the Chair of FAC under agenda item 7.4]

COUNCIL DECISION C111/7

The IUCN Council,

On the proposal of the Director General,

On the recommendation of the Finance and Audit Committee (FAC),

Approves the [2023 audited financial statements](#) noting that final approval rests with the IUCN World Conservation Congress.

1.4 DG strategic objectives for 2024

The President had asked the Vice-Presidents (VPs) to work with the DG on the DG strategic objectives for 2024. As per the annual review process for the performance of the DG outlined in the Statutes and the Council Handbook, the DG was evaluated by the President and the VPs. The aim was to be clear from the outset about the Council's expectations of the performance of the DG and for the DG to know what was expected. The DG strategic objectives were key for accountability and clarity. Further, they were to serve as a baseline for the DG report, ensuring outcomes and impacts.

The DG thanked the President and the VPs for their guidance. She introduced the DG's 2024 strategic objectives ([C111/II/1.4 Director General 2024 Strategic Objectives](#)), which were more quantifiable key deliverables and Key Performance Indicators than previously. Given it was the first time that such quantifiable targets had been introduced, they would constitute a good baseline for the next ones. The DG indicated that together with the Secretariat team and the support of Commissions and Members she was committed to implement them to the best of her ability.

Council members thanked the DG for the strategic objectives for 2024 and for moving towards better measurement of outcomes. It was suggested to include strengthening of the IUCN Red List of Threatened Species in the objectives, given the IUCN Global Ecosystem Typology was listed. It was also highlighted that facilitating Members' access to the benefits of membership, as well as their contributions should be reflected in the strategic objectives. It was also stressed that the shift in paradigm through project implementation via GEF and GCF could be reflected, as projects became more complex and intricate in terms of implementation and risk. Therefore, resources and staffing would need to be aligned to Programme implementation as approved by Members, with close consideration to work and outcomes in the Regions.

The President concluded by reminding that, while it was a major step in the right direction, this was the first version and could be improved later on. She agreed that although it was key to quantify the indicators, some of them would need to be qualitative.

COUNCIL DECISION C111/8

The IUCN Council,

Approves, in principle, the strategic objectives of the Director General for 2024 (Annex 9) noting that the President and Vice-Presidents will work with the Director General to refine these objectives incl. the KPI taking into account the comments from Council.

Agenda Item 2: IUCN Commissions

2.1 Reports of the IUCN Commissions

The Chairs of SSC, WCPA and CEM presented their Commission's annual report to Council as required by Art. 77 of the Statutes. The remaining Commission Chairs will present their reports at C112 in January 2025. The reports were available as:

- SSC: [C111/II/2.1/6 PPT presentation SSC Report](#)
- WCPA: [C111/II/2.1/3 WCPA Impact Report 2023](#); [C111/II/2.1/4 PPT presentation WCPA Report](#)
- CEM: [C111/II/2.1/1 CEM annual report 2023](#); [C111/II/2.1/2 Annex to CEM report 2023 – activities CEM groups 2024](#); [C111/II/2.1/5 PPT presentation CEM Report](#)

Council members commended the excellent work of the three Commissions. In response to a question on the IUCN Red List of Threatened Species, the SCC Chair informed that the Commission in collaboration with the Secretariat was working on improving communication and making more meaningful connection to policies. This came very timely for the 60th anniversary of the IUCN Red List of Threatened Species, which was considered as an opportune moment to modernise and celebrate its achievements. The innovative 24 hours online format of the World Species Congress, organised by SCC, was congratulated and recommended to the other Commissions. It was stressed that the developments of the Red List of Ecosystems should also be reported on.

2.2 Workplans of the Commissions

Council approved the Workplans 2024-25 submitted by four Commissions: [C111/II/2.2/1 WCPA Work Plan 2024-25](#), [C111/II/2.2/2 CEC 2024-25 Work Plan](#), [C111/II/2.2/3 CEESP Workplan 2024-25](#) and [C111/II/2.2/4 SSC Workplan 2024-25](#) noting that CEM's work plan approved by Council C108 in January 2023 already included 2024 and 2025 and the Climate Crisis Commission's work plan approved by Council decision C/VII in March 2023 included 2024.

COUNCIL DECISION C111/9

The IUCN Council,

Approves the following work plans of the Commissions:

- WCPA Workplan 2024-25
- CEC Workplan 2024-25
- CEESP Workplan 2024-25
- SSC Workplan 2024-25

Requests the Bureau to approve the WCEL Workplan 2024 (possibly also including 2025) before the end of June 2024.

2.3 Appointments to Commission Steering Committees

Council approved proposals presented by the Chair of the IUCN Commission in Ecosystem Management (CEM) and the Chair of the IUCN Commission on Environmental, Economic and Social Policy (CEESP). ([C111/II/2.3/1 Appointment to the Steering Committee of CEM](#) and [C111/II/2.3/2 Appointment to the Steering Committee of CEESP](#))

(Note from the Secretary to Council: for the purpose of publishing a coherent decision sheet for C111, the text of the decision on this topic is included as paragraphs 2 and 3 in decision C111/6 above)

Agenda Item 3: 20-year Strategic Vision for IUCN

The President introduced the Council priority, mandated by the Congress and its Members, to draft a 20-year Strategic Vision for IUCN. She said the outcome should be visionary and pragmatic at the same time. The Vision should be a framework that helps define which direction the Union should go and outline priorities. Council received the draft *20-year Strategic Vision for the Union* ([C111/II/3/1 'Unite for Nature' on the path to 2045: a 20-year Strategic Vision for the Union](#)), prepared by the Intersessional Council Working Group (also called Steering Committee - SC) chaired by the President and included the ten members of the Bureau as well as eight Members nominated by IUCN Members. Council was to provide further input to the SC and prepare for presentation of the 20-year Strategic Vision and discussion with Members during the various RCFs. The FAC was to present progress on the long-term financial strategy to complement the 20-year Strategic Vision and the Financial Plan 2026-29.

The DG thanked the IUCN President for her leadership and the members of the SC for their work in guiding the development of the draft 20-year Strategic Vision. She also thanked Councillor and CEC Chair Sean Southy for facilitating communication of the document. It was inspiring to hear the first reactions from Members in México, Central America and the Caribbean and from IUCN's Framework Partners.

The external consultant Mark Salway, Moore Kingston Smith LLP, who had been assisting with the development of the Vision, provided an update on the progress of work and an overview of the draft Vision ([C111/II/3/3 PPT Presentation of 20-year Strategic Vision and Financial Strategy by M. Salway](#)). The 20-year Strategic Vision had already received initial feedback from ORMACC during the first RCF and from the FAC on the Financial Strategy. The Chair of FAC complemented the presentation with the Financial Strategy accompanying the 20-year Strategic Vision, noting that the Union's current financial model will need to evolve in order to fully achieve the Vision. ([C111/II/3/2 Annex 3 'Unite for Nature' on the path to 2045 – Financial Strategy](#))

The Chair of PPC provided some feedback from the discussions in PPC. PPC commended progress and emphasized the need for systemic thinking, innovation, and a bottom-up approach to drive systemic change and suggested that the vision should consider scenarios beyond 2030 and asked that the urgency of action be further emphasised. PPC encouraged more detail on solutions and implementation strategies. PPC also debated whether “resources” should be a distinct section of the vision and stressed that the focus should be on envisioning a healthy planet. It was further stressed that this is a vision and should be exciting and not a programmatic document. PPC emphasized the need for clear and comprehensive communication with Members, especially on topics outside their core interests. The importance of integrating youth representatives in the development of the strategy was further highlighted. The Chair of PPC concluded by reiterating that the vision was not a detailed plan, with implementation details reserved for later stages. ([C111/II/7.3 PPC21 Outcomes and Recommendations to Council 14 May 2024](#))

Council members thanked the SC for the work and the progress and made the following comments. The document will need to inspire Members, and the urgency of the environmental crisis needed to come out strongly, as all depended on the action taken between now and 2030. The 20-year Strategic Vision could also outline different scenarios, similar to IPCC. It was suggested that it needed to be as inspirational as a TED Talk. This was considered as an opportunity to present IUCN as an actor that takes responsibility and drives needed change. In 20 years, the next generation will be implementing this, so they need to be part of the Vision's development. In this light, it was noted that it could better reflect challenges that people will face in 20 years' time.

It was suggested to indicate more clearly whether/where the strategic vision is addressed to IUCN internally or to the global society. The visual presentation of the four components was liked by some, while others thought it could be more inspirational. It was discussed if “Resources” should be a stand-alone component or rather edited to support the four components. The eight transformational areas would need to be the core business of IUCN and generate energy amongst Members and partners. The capacities of Members could be strengthened, leveraged and aligned to mobilize action going forward. The document could also balance its focus on internal ways of working with a focus on relations with external entities.

Nature would need to be in every single transformation required (e.g. sustainable cities has many aspects and IUCN should focus on the nature aspect). When using the term 'private sector', it should differentiate between positive effects for IUCN through partnerships and funding, and negative effects when it comes to impacts on nature. The achievements of species and ecosystem conservation should

also be included in the document, as there is scientific evidence that conservation works. In the section on “alignment of financial and economic systems with nature”, some Councillors were surprised not to find references to harmful incentives and subsidies. It was suggested that aligning all relevant public and private activities, fiscal and financial flows with environmental commitments, particularly the goals and targets of the Kunming-Montreal Global Biodiversity Framework, could have been highlighted more. It was suggested that debt swaps for nature be included in the strategy as well as a reference to the role of International Financial Institutions which are addressed in a series of Congress Resolutions. It was also mentioned that mining for critical minerals could be more prominently mentioned in the strategy, given the negative impact on fragile ecosystems, and many times without compliance with UNDRIP and consideration of Indigenous peoples’ and local communities’ rights and livelihoods. When it comes to the enablers entitled “Legal and Regulatory Frameworks” and “Environmental Justice”, it was noted that they were closely interlinked and a separation was not really needed. However, the “Environmental Rule of Law” and the “Right to a clean and healthy Environment” could be included. “Education” was welcomed as one of the four enablers of transformation. The document could reflect more priority topics from the Global South, such as climate justice, democracy, human rights and wildlife tourism. It was argued that intact nature should ensure an income in order to protect resources and prevent the need for environmentally driven human migration.

Lastly, a strong link to the Nature 2030 Programme needed to be made. Concerned about effective management of the consultation process, a Council member suggested to work with key guiding questions to get input on the strategic direction of the Union and avoid wordsmithing.

The DG thanked Council for the valuable comments and feedback. She indicated the importance of having a document to share with Members for consultation in particular during the Regional Conservation Forums. The 20-year Strategic Vision will continue to evolve as we receive Members’ feedback. We can only have possible scenarios of what the future will be in 20 years. What is even more important is how IUCN will contribute to the transformations the planet needs in order to sustain life on earth. As part of the consultation process, all comments received will be compiled and discussed with the SC in order to prepare the final version before the World Conservation Congress. The DG asked Council members to submit, to the extent possible, their comments in writing to ensure that they were correctly taken on board. She agreed that we, the constituent parts of IUCN, needed to act now in order to ensure that we have the planet we need in 20-years.

The President acknowledged the challenging context with environmental, social and economic crises around the world in which the 20-year Strategic Vision was drafted. The Council members made it very clear that the sense of urgency needed to be more dominant in the document. However, an alarmist strategy won’t work; instead, opportunities based on hope and pragmatism convinces people. The framework needed to be inspirational. The Programme could be the first milestone in implementing the 20-year Strategic Vision. The President echoed the Chair of FAC by reminding that the financial considerations underlying the strategy were key to its implementation. She said the crucial question that needed to be asked was: Will IUCN be around in 20 years and what role will it play? It was a difficult exercise, but the bottom-up approach could give justice to the complexity of the task. Structured questions to guide the feedback will be important. To close, the President reminded that it was crucial that IUCN be present in some key topics, suggesting that IUCN consider scaling up engagement on issues of biodiversity credits, data, data transformation, big data, artificial intelligence, and other issues. She thanked Council for the great input and the excellent discussion.

Agenda Item 4: Draft IUCN Programme 2026-29

Stewart Maginnis, Deputy Director General Programme (DDG) presented “*an outline for the Programme that will clearly and concisely convey the context, content, approach and programmatic ambition for the Union up to 2030*” (as per the group’s ToR), which had been prepared by the *Nature 2030 Programme Development Working Group* established pursuant to Council decision C110/16, November 2023 (document [C111/II/4/1 Draft IUCN Programme 2026-29](#) and slides [C111/II/4/2 PPT Presentation of Draft Programme 2026-29 by S Maginnis](#)). Council was to approve the outline for the purpose of consulting the IUCN membership online and through the RCFs. He highlighted that the Programme was to provide a conceptual framework to indicate on what to deliver, where to take action, where to influence and how to report on it.

The Chair of PPC commended the excellent outcome, which was the fruit of the collaboration between the Secretariat and Council through the Working Group over twelve meetings, noting that it was a consensus document. While commending its coherence and intelligence and supporting the way climate change and social justice/human rights were integrated into the Programme, PPC members considered the Programme a bit “heavy”; suggestions were made to shorten it somewhat, and potentially move some sections to an annex, making it more readable and accessible to Members

across the Union. To incorporate regional perspectives, it was suggested to include an additional Regional Director in the Working Group (for when all RCF feedback will have been received). Structural feedback, such as promoting a bottom-up approach, was recommended to be addressed in the External Programme Review. Clear and comprehensive communication with Members was emphasized, with a suggestion to develop a communication plan jointly with the 20-year strategic vision, so Members could see how they were related. A meeting with interested Council members and Secretariat after the end of Council was proposed to ensure alignment between the Programme and the vision, potentially aiding in synthesizing the Programme. PPC also discussed the process for consultation with Members. (C111/II/7.3 PPC21 Outcomes and Recommendations to Council 14 May 2024)

Council members congratulated the dedicated work of the WG and the overview provided by the DDG, and made the following comments. The Chair of FAC stated that the comprehensive Programme had good potential to integrate financial planning and inquired if the cost had been calculated. This Programme was the first step towards achieving the 20-year Strategic Vision and this had to be communicated proudly, as it showed that IUCN was taking actions. Council members praised its well-developed conceptual framework: it contained impact, transformation and the catalytic role as the three key elements of IUCN's ambition to address the triple planetary crisis. The five drivers for Nature loss and the four transformations needed for combatting climate change were well reflected, which gave the Programme scientific credibility and legitimacy. Climate, Nature and development were in the Programme and this should be part of the IUCN narrative. It was argued that the connection between the different areas IUCN is working in could be scaled up. Council stressed that it was critical to engage with Members to get feedback. Good presentations, webinars and an elevator pitch throughout the consultation process and beyond were necessary.

The DDG Programme proposed to draft a short synthesis to facilitate communication of the Programme. He also indicated that while the costing of the Programme had not been done yet, some filtering needed to be built in to ensure some resourcing was in hand for at least the first year (by a Member, Commission or Secretariat) in order to ensure on time delivery.

The President indicated the need to receive Members' candid feedback and to be creative in our communications in order to get an increasing number of Members engaged. She reiterated that it was crucial to have Members comment on both the 20-year Strategic Vision and the Programme.

Council approved the draft decision proposed by PPC with some modifications.

COUNCIL DECISION C111/10

The IUCN Council,

On the recommendation of the Programme and Policy Committee,

Approves the Draft IUCN Programme 2026-29 for the purpose of consulting IUCN Members including through webinars, and during the Regional Conservation Forums to be held in 2024; ([Annex 10](#))

Requests that, in its communications, the Secretariat articulates the relationship between the draft 20-year Strategic Vision and the draft IUCN Programme 2026-29 noting that both documents will be shared with IUCN Members concurrently for consultation in 2024.

Agenda Item 5: Council's strategic priorities & objectives 2022-25

The President reminded that Council had set five strategic objectives through a consultative process in 2022. It was time to take stock, raise the bar where necessary and ensure Council implements the objectives within the next 15 months. She reminded that one of the priorities, the 20-year vision had already been discussed under agenda item II/3.

5.1 International Positioning

The DG expressed her gratitude to all Council members who were involved in positioning IUCN in the different international conventions and at regional level. She further thanked the IUCN Commissions for the excellent technical tools and expertise that support IUCN's positioning and highlighted that the international positioning of IUCN was a collective effort between the Commissions, Members and Secretariat working together.

The Director of International Policy Centre presented some highlights since the last update to Council in November 2023, including the UNFCCC CoP28 and CMS CoP14 ([C111/II/5.1 PPT Presentation on International Positioning by S Peña Moreno](#)). The focus of her presentation was on the three Rio Convention CoPs scheduled for the last quarter of 2024 (CBD, UNFCCC, UNCCD), along with other significant intergovernmental policy meetings to be held in 2024.

On behalf of the committee, the Chair of PPC thanked the Secretariat for the excellent overview and acknowledged the busy agenda. PPC recommended preparing the policy briefs well in advance, noting

that it should be possible to issue policy briefings before all documents were available for intergovernmental meetings, CoPs, etc. without getting into text amendment details. The objective of IUCN's engagement at each conference could be more connected and coordinated. The Chair of PPC emphasized the importance of active engagement by all delegation members and strategic alignment of objectives. The delegation report was a good tool to showcase the achievements. ([C111/II/7.3 PPC21 Outcomes and Recommendations to Council 14 May 2024](#))

The President agreed that a common approach to the CoPs would be highly beneficial as they were a continuum of IUCN policy. She was also enthusiastic about the idea of celebrating success and impact of IUCN's work after the CoPs.

Council members appreciated the closer cooperation between Secretariat, Commissions and Members and welcomed IUCN's engagement at the last CoPs and the plans for the upcoming ones as well as the annual policy calendar produced by the Secretariat. Councillors praised the pavilion with the brand "Home of the Union" as one needed to be visible in order to engage with new partners and influence policies but were also critical regarding the high-cost implications. They also highlighted ways of engaging other than the negotiations should be explored. A good example was working with the UNFCCC CoP Presidency as an innovative way of influencing policy. IUCN needs to go further than just organising events, for example in supporting action agendas. A strategy on policy engagement would raise the impact of IUCN's policy engagement more than being event driven. The strategy should identify what IUCN's leverage points are, where scientific gaps exist and engagement would be impactful. In the same context, IUCN should observe the trends on how multilateral processes were developing and how IUCN positions itself. It was suggested that IUCN could be more present and visible in the scientific forums, e.g. IPBES and IPCC. It was further suggested to align the policy work with the 20-year Vision to share IUCN's vision of the future with the world. Considering all three environmental crises together, IUCN should be consistent in its engagement and communicate strongly on how it was addressing them. The Summit of the Future was identified as a good opportunity for this. IUCN could take a stronger position in the climate change mitigation and adaptation agenda, ensure early engagement with Indigenous Peoples and Local Communities and also enhance support to the Indigenous Peoples and Traditional Knowledge agenda. Some Council members questioned whether plastic pollution was really such an important threat to Nature and if the IUCN engagement would need to be so prominent, as there was no scientific evidence that plastic pollution was a main threat to wildlife. They mentioned overexploitation of wildlife, including fisheries, and indiscriminate fishing techniques as bigger threats. They suggested to consult the Steering Committees of the Commissions in order to inquire for expertise for the establishment of scientific evidence on plastic pollution. Other Council members highlighted the importance for IUCN to be present in the plastic pollution space to position IUCN knowledge products and offer services to the parties. It was also suggested to consider a more important role for the Regions in the policy engagement, for instance engagement in regional conventions. Further, engagement at the country level could be enhanced, given they are closest to the ministries and have the pulse of the countries. Finally, it was suggested to use the RCFs and the Congress to build new partnerships and bring new Members on board.

The DG thanked for all the excellent comments which offered valuable guidance for the policy engagement of the Union. She also indicated the need for the Secretariat to focus, given limited resources and capacity to work on all fronts. The best way to have a greater impact and more meaningful engagement is to work together as a Union, with Commissions and Members. She reminded that numerous Resolutions from Members were calling IUCN to engage in the plastic pollution space. Additionally, it would be a great loss if IUCN was not present in the plastic pollution negotiations, as they were intrinsically linked to pollution, one of the global environmental crises, next to biodiversity loss and climate change.

On the proposal of the Chair of PPC, the Council adopted the following decision after clarifying that "intergovernmental" referred not only to the MEAs but also to the UNGA (e.g. for Oceans) and possibly IPBES, and that the strategy will take into account Commission work plans in this area. The members will be appointed by email correspondence.

COUNCIL DECISION C111/11

The IUCN Council,
Agrees to establish a Working Group of Council members and Secretariat, to develop a draft IUCN intergovernmental policy strategy, mapping out opportunities, cross-Union leadership/roles, priorities, and key engagements, objectives and outcomes. The draft strategy should both cover the period between now and the 2025 Congress, as well as the 2026-2029 quadrennium, and be designed to deliver on the draft 2026-2029 IUCN Programme as well as the draft 20-year Vision.

5.2 Membership value proposition

The DG introduced the topic by highlighting that Members had expressed strong positive feelings about being part of IUCN. IUCN is a membership organization and there is a need to better understand and capture Members' contributions to the IUCN Programme. This is a two-way street, where Members approved a Programme and the 3 pillars of the Union under the One Programme approach work together to achieve the proposed goals. She also emphasized the importance of strengthening the membership structure and improving the way progress was measured within the organization. She thanked the GCC and its Chair for their efforts to prepare a solid plan by the next Congress.

Ian Stewart, Director of Membership and Commission Support presented the Membership model analysis commissioned by Council at its 110th meeting. A consortium of three consultancies supported Secretariat addressing a set of improvements or changes to the existing IUCN membership model to support IUCN achieving its mission, vision, and increase Member satisfaction. ([C111/II/5.2/2 PPT IUCN Membership Model Analysis - Council summary by I Stewart](#))

The Chair of the GCC presented the results of GCC's discussion on Membership Value Proposition. ([C111/II/7.1/1 PPT GCC15 Outcomes and recommendations to Council 14 May 2024](#)) GCC noted some of the limitations of the study, for example, the low participation of State Members, limited reflection of regional disparities and specificities, and the very short timeframe which prevented the consultants from being able to undertake a more comprehensive overview. The Consultants had confirmed that they had weighed the responses to be as representative as possible. GCC considered asking a small selection of questions to Members during the RCFs to receive a more comprehensive picture. Further, GCC discussed the different growth models presented and asked whether a State Member analysis was available, and whether a global analysis should be completed by regional specificities/approaches. The Members that responded to the survey were rather positive on the question on inclusion of the Private Sector within the Union. GCC noted that this would require legal analysis. As the next steps, the TF on Membership Value Proposition was to consider how this analysis could be incorporated into the framework of the 20-year vision. Gloria Ujor, Chair of the TF, added that the current way of servicing IUCN members was unsustainable and if continued, the Union would run into a problem.

Seeing IUCN Members as the core of IUCN's identity, Council members made the following comments. To have a clearer picture on the Members' take, more targeted interviews could be done with specific Members. Alternatively, it was suggested that every Member signing up for a RCF should complete the survey. It was important to know what Members thought of IUCN and what expectations they had. IUCN lived from the participatory approach and is a network; you get as much as you invest in the Union. Some small NGOs needed capacity building on how to get involved in the Union. Regional Offices could provide enhanced support to small NGOs, e.g. capacity building or hotline for questions. Also, diversity of languages was noted as key for small NGO and IPO Member organisations to engage meaningfully. Some sort of campaign to give the Members a voice was suggested. A concern was raised over the diminishing number of State Members. To address the regional specificities, it was suggested to reinstall the Regional Specialist Groups that ceased to exist. It was noted that the study left out those who are not or no longer Members and the reasons for this. In general, it was suggested that more Ambassadors of the Union were needed to draw attention to IUCN in different forums. Council members suggested a disaggregation by Membership type and by category of fees would be useful for a fair return of investment of the Membership fees and having different layers of payment. At the same time, they warned that principles of equality and equity of smaller and bigger Member organisations must be guaranteed as a differentiation was already made through the Membership Dues. The suggestion was made to provide additional services against payment, inspired by the IUCN Academy approach. Lastly, It was noted that there was confusion amongst Members between this particular Membership survey and the regular annual Member satisfaction survey.

5.3 Resolutions (continuation of agenda item 4.2 of C111 Part I)

The Chair of PPC informed that PPC members provided written status updates on the Resolutions, which were accessible in the Union Portal and more details on the status of implementation could be found in [C111/II/7.3 PPC21 Outcomes and Recommendations to Council 14 May 2024](#).

Following the discussion, the President concluded that there was broad agreement among Council members that as part of improving the motions process and updating the Statutes, a mechanism be created to close the gap of Resolutions not being implemented because of lack of funding. The mechanism should encourage Members proposing motions to include ways of funding implementation of their motion, if adopted, preferably before the next Congress, without however limiting the right of Members to propose motions or of Congress to adopt motions that did not include commitments to fund implementation.

The DG stated that Secretariat was keen to support the implementation of Resolutions. She agreed that the issue of funding would need to be addressed, as the annual budget could not possibly allow to cover the implementation of all Resolutions. Many Resolutions required Secretariat support and without the proper financial support this represents a challenge. It also represents a challenge for Members and Commissions. On the particular question of support to Resolution 034 on Ecological Integrity she confirmed to have identified a Secretariat staff member to dedicate part of her time to supporting the Task Force.

5.4 Governance reforms

The Chair of GCC, reporting on the first meeting of the TF on Governance reforms which included members from all three standing committees, the Legal Adviser and the Secretary to Council, recalled that the purpose was to identify any potential amendments to Statutes, Rules and Regulations being considered in any of Council's existing committees and working group with a view to ensuring their consistency. The TF would also be open to any other suggestions for improvement of our statutory documents e.g. to address anomalies, lacunae, or other inefficiencies. He explained that the last wholesale reform of Statutes dated back to 1994, followed by substantive reforms of major aspects, namely of the motions process in 2015 and making the Congress a fully hybrid event in 2023. In between, Council had brought forward to every Congress some statutory reform proposals on topical issues. It was noted, however, that in some instances, a recommended change in policy or practice could be an alternative to recommending a change to the Statutes.

The TF noted the following processes that might result in proposals to amend the Statutes, Rules or Regulations:

- Continued work of GGC TF on motions process to codify the actions approved by decision C111/14 to improve the motions process prior to Congress and amendments to enhance the transparency and efficiency of the process pertaining to motions on new and urgent topics during the 2025 Congress;
- Any statutory changes that might result from the adoption of the 20-year Strategic Vision;
- Continued work by GCC's TF on implementing 2021 Congress [Decision 145 - Establishment, operating rules and oversight of National, Regional and Interregional Committees](#)

5.5 Matrix of deliverables 2025

The IUCN President recalled that at the last Council meeting there was consensus to create a matrix of key roles and responsibilities with a high level KPI based on the Statutes, for Council, Members, Commissions, National and Regional Committees and Secretariat ([Summary Minutes C110, November 2023, p 9](#)). The President worked with the DG to present a proposal which she had also discussed with the Bureau ([C111/II/5.5 Matrix of deliverables 2025](#)). The table was not to be seen as a comprehensive list, but rather a high-level overview, an internal "health check" to check at every future Council meeting whether each constituent part was focusing on their mandate defined in the Statutes and understood and supported the roles and responsibilities of the other constituent parts. It could also become a useful tool for future new Council members. Bureau considered it as a useful tool for internal Council use and suggested to finetune the key performance indicators. The President was therefore not requesting a formal approval of the document.

The DG complemented the fact that most items were based on the IUCN Statutes, but some items were also related to Resolutions requiring action from Council by the Congress 2025, e.g. the 20-year strategic vision.

Council members welcomed the matrix as a useful high-level guidance and internal tool, but recommended to improve the indicators and ensure they were measurable (e.g. use previous Congress data as baseline). The financial health of the institution should be included. Further, it was recalled that previously Council members had an obligation to report on their activities. In any case, the matrix provided a good structure for the Council report to Congress. A Council member suggested that this matrix could also be an impetus for ensuring that the roles and responsibilities were clearly outlined in the Statutes, e.g. who leads on international representation of the Union which was based on practice but not clearly codified.

The Secretary to Council explained that the previous Council had decided to abandon the obligation of individual Councillor members to circulate a written report in the lead-up to each Council meeting as uptake had been too weak (Bureau decision B97/2, August 2021). In response to a question whether Council presented a written report to Congress, he explained that since 2012, Council presented a written report to Congress on its achievements and suggested a process with the view to publish the report three months in advance of the Congress.

The President agreed to take the matrix back to Bureau for refinement of the measurement tools. She reminded that this was an internal document of relevance for the current Council until the 2025 Congress but which could possibly supplement the next Council's onboarding. The President also agreed that the matrix could play an important role in ensuring that what Council members considered as priorities matched what IUCN Members considered as priorities for IUCN.

Agenda Item 6: IUCN World Conservation Congress 2025

6.1 Elections

6.1.1 Election Officer and Deputy Election Officer

The President, explaining that, earlier that day, the Bureau had selected two candidates for appointment as Election Officer and Deputy Election Officer based on a nominations received from the Steering Committee of WCEL as per the ToR (Bureau decision B12/4, March 2024), requested Mr Ayman Cherkaoui, Deputy Chair of WCEL who had represented the Chair of WCEL during the Bureau meeting, to present the two final candidates to Council.

The Deputy Chair of WCEL explained that WCEL had received several expressions of interest from potential candidates which all had the required legal background, experience with governance, ability to maintain independence and preferably knowledge of international organizations with a global membership in particular when it comes to elections and other relevant procedures. After an internal process to determine who from the interested individuals would be best suited for the position, the Steering Committee of WCEL transmitted four names to the Bureau with a recommendation that the top two final candidates resulting from the internal selection process be considered for appointment. As both candidates possessed characteristics of high relevance in this regard, he mentioned their deep love for IUCN's work, their professional expertise on the issues that the Election Officer will be expected to handle and their high degree of integrity, At the request of the Bureau, following consultation with the Chair of WCEL and a conversation with both candidates, WCEL recommended for Election Officer, Mr David Forman, and for Deputy Election Officer, Ms Claudia de Windt.

The President thanked WCEL for selecting and proposing excellent candidates.

COUNCIL DECISION C111/12

The IUCN Council,

On the recommendation of its Bureau in conformity with the ToR of the Election Officer and Deputy Election Officer approved by the Bureau (decision B12/4, March 2024),

Appoints Mr David Forman as Election Officer and Ms Claudia de Windt as Deputy Election Officer.

6.1.2 Criteria for the qualities required for the positions of President, Treasurer, Chairs of Commissions, Councillors elected from the Regions and Indigenous Councillor

The President explained that Council was to approve the qualities required for election (also called "profiles" or "ToR") as required by Regulation 31 based on a recommendation from GCC for the purpose of attaching them to the Call for nominations to be launched around 1 November 2024.

Introducing the qualities required for election, the Chair of GCC guided Council through the criteria required for the elected position of the President, Treasurer, Commission Chairs, Councillors elected from the Regions and Indigenous Councillor which were based on the versions approved by Council in 2020 ([C111/II/7.1 Annexes 1 to 5 to GCC Report - Criteria for election to Council](#)) with the exception of the Indigenous Councillor's profile which was new. The draft largely drew on the profile for Councillor elected from the Regions, with GCC amending some of the wording and adding specifications (including more flexible language requirements and familiarity with the UN Declaration on the rights of Indigenous people). GCC recommended Council to approve the "profiles" for the elected positions, as well as the Guidance for 2025 Election Candidates ([C111/II/6.1.2/1 Annex 6](#)), with a request to the Nominations Committee to provide a description of "campaign activity" referred to in paragraph 1 which had been proposed by the Nominations Committee; and the "Additional requirements for nomination to Council for members of Council and members of the Secretariat staff" ([C111/II/6.1.2/1 Annex 7](#)). The draft decision proposed by GCC ([C111/II/7.1 PPT GCC Report to Council](#)) also included a paragraph to specify that the call for nominations for Commission Chairs would also include the Climate Crisis Commission (as the call for nominations was to be issued in 2024 while Council would consider the draft Commission mandates at its meeting in May 2025), and offered Commissions the possibility to add commission-specific qualification criteria to be submitted to Council by end July 2024.

Council members discussed the ToR for the Indigenous Councillor more in detail as it was the first time they were prepared in order to be attached to the Call for Nominations, given that the current Indigenous Councillor had been appointed and that the 2021 Congress had established the elected position and

the rules for nomination but not further specified the ToR of this position. In response to a request for guidance to ensure rotation among the Regions and that the Indigenous Councillor would be the voice for all IPO in Council, it was clarified that the nominations were open to candidates from around the world and Congress had not established rotation. It should be specified whether candidates needed to be a member of an Indigenous Organisation. Mr. Ramiro Batzin Choj, appointed by Council as Indigenous Councillor, clarified that the proposal adopted in 2021 was to require that candidates be nominated by five Members of which at least two were Members of Cat. C, drawn from more than one State. He added that there was a consultation mechanism among Indigenous Peoples' Organisation Members about candidates and about the topics which the Indigenous Councillor would bring to the Council's attention. Council members requested more time to read and consider the documents which had only been prepared in final version by GCC on the eve of the Council meeting and that the wording of the draft decision be made clearer.

On the proposal of the President, the Council agreed to refer the draft decision and its annexes to the Bureau for approval.

6.1.3. Update from the Nominations Committee

Peter Cochrane, Chair of the Nominations Committee, reported that, considering the lessons learnt from the previous Council, the committee recommended to amend the Regulations in order to increase the independence of the Commissions' ad hoc committees and to request them to propose, where possible, two candidates (instead of "up to two prioritized candidates"). However, as it was impossible to amend the Regulations before the call for nominations, given the statutory deadlines involved, the Nominations Committee recommended Council to provide guidance and to formulate amendments to the rules next year taking into account the lessons learnt from the forthcoming nominations process. Further, bearing in mind in particular the Climate Crisis Commission which only had a limited number of members, the committee proposed to allow the consideration of candidates for Commission Chair who were not members of the Commission concerned.

Council approved the draft decision with some changes.

COUNCIL DECISION C111/13

The IUCN Council,

Noting the Nominations Committee's intention to submit to Council, for consideration at the latest at its 113th meeting (May 2025), proposals for mainstreaming the nominations process taking into account experience of the 2024-25 nominations process, including but not limited to reform of Regulations 30 and 30bis in order to strengthen the independence of the Commissions' *ad hoc* committees;

1. Recommends the Steering Committees of the IUCN Commissions to ensure as much diversity as possible when establishing the *ad hoc* committees referred to in Regulation 30bis, and preferably submit to Council two candidates for Commission Chair;
2. Recommends the Nominations Committee as well as the Commissions' *ad hoc* committees to also consider for candidate Commission Chair individuals who meet the qualities and requirements required for election without being a member of the Commission concerned;
3. Requests the DG to take the above into account when issuing, around November 2024, the Call for Nominations to all IUCN Members and Commission members inviting proposals for Chair of the current Commissions including the Climate Crisis Commission.

6.2. Motions

6.2.1. Update from the Motions Working Group (MWG)

Jon Paul Rodriguez, Chair of the MWG presented an update on the work of IUCN Motions Process in the run-up to Abu Dhabi 2025 (C111/II/6.2.1 PPT Update from the Motions Working Group) and recommended that 15 January 2025 be approved as deadline for submission of motions.

6.2.2 Improvements to the motions process (deferred from Part I, item 4.2.b) and 6.2.3 Deadline for submission of motions

Imèn Meliane, Chair of the GCC Task Force on improvements to the motions process presented an update on the work undertaken by the TF in collaboration with the MWG and the Secretariat as well as the draft decision and its annex. This process was launched by Council decision C107/14 (May 2022) to address complaints from Members about the transparency of the Motions process taking into account the lessons learnt from 2021 and the Report on the implementation of the 2021 Resolutions. The TF proposed reforms in three steps agreed by consensus among the members of the TF and the MWG: 1) in the absence of a formal mandate of the Congress to put amendments to the Rules of Procedure of the Congress (RoP) to an electronic vote of Members between two sessions of the Congress, the TF

proposed that Council requests the MWG to implement a number of actions (presented in [Annex 11 to the draft decision](#)) during the online motions process (in the period November 2024 through September 2025) pending 2) the codification of these actions by Council in 2025 as amendments to the RoP for submission to the 2025 Congress for adoption; and 3) at the same time, the GCC will present to Council draft amendments to the RoP to enhance the transparency of the process for urgent and new motions, for adoption and immediate application during the 2025 Congress.

Council members expressed appreciation for the way Members' concerns on the motions process had been addressed. In response to the question why submitted motions will only be accessible for one week following the deadline, the TF Chair explained that the proposal provides that all submitted motions will be accessible via the Intranet from the moment they are submitted from November 2024 onwards until one week after the end of the submission, being 22 January 2025. In response to the question whether available funding should not become compulsory as far too many Resolutions were not implemented because funding was not available, the TF Chair said that instead of curtailing Members' right to submit motions, the MWG and TF will, through the template for submission of motions (to be prepared for approval by September 2024) and the technical review process, facilitate proponents providing a realistic cost estimate for all motions include potential sources of funding, which would be a significant improvement as previously far too many motions were submitted without or with a very weak cost estimate. In response to the question why it was necessary to revise the RoP, the Chair of the TF argued that changes in the Rules of Procedure were required to ensure that the new requirements regarding transparency were applied in the longer term, and that, anyway, to improve the process for new and urgent motions, changes would have to be made to the RoP. In response to the question how to ensure diversity among the technical reviewers, the Chair of the MWG replied that as the pool of available technical reviewers was small, one would first need to give priority to finding sufficient reviewers and apply criteria related to diversity as much as possible. He would appreciate Council members' assistance to identify good technical reviewers.

The Chair of FAC explained that, as part of FAC's reflection on ways to improve the motions process, FAC recommended that it be involved early in the process to improve the technical review of motions. The Chair of the MWG informed that the motions submission template was to be presented to Bureau for approval in September 2024. The DG suggested that contentious topics be identified in advance in order to ensure that, depending on the topic, a technical expert was sitting next to the moderator of the session.

The President concluded by reiterating how important transparency was and that technology could support the process. The Host Country of the Congress might be open for such investments.

COUNCIL DECISION C111/14

The IUCN Council,
On the recommendation of its Governance and Constituency Committee (GCC), following consultation with Motions Working Group (MWG),
Taking into account the experience from the IUCN World Conservation Congress 2021 and in response to the requests from IUCN Members during and following the 2021 Congress to enhance the transparency and efficiency of the motions process,
Requests the MWG to implement the actions presented in [Annex 11](#) as part of the forthcoming motions process pending a revision of the Rules of Procedure of the World Conservation Congress (RoP) during the 2025 Congress;
Requests the Director General to ensure adequate staffing and engagement of the Secretariat in support of the MWG, in particular during the technical review of motions;
Notes that the GCC, in consultation with the MWG, will prepare draft amendments to the RoP codifying these actions and include amendments enhancing the transparency and efficiency of the process pertaining to motions on new and urgent topics during the 2025 Congress, in time to submit them to Council for approval at the latest during its 113th meeting in May 2025 for the purpose of transmitting them to the 2025 Congress for adoption;
Decides, in accordance with Article 49 (a) of the RoP, that the deadline for submission of motions will be 15 January 2025.

6.2.4 Update on Council-sponsored motions

The Chair of PPC reported that PPC discussed the five Council-sponsored motions that it had been working on, noting that such motions should focus on issues where there were identified policy gaps that Council agreed would benefit from policy articulation through the motion process: synthetic biology; pathways for a just and nature positive climate/energy transition; geoengineering; Nature Positive and Biodiversity Credits; and carbon markets. She stated for the record that PPC had resolved no longer to pursue the remaining two of seven topics for Council-sponsored motions approved by decision C110/17

in November 2023. PPC leads had prepared an update report that was made available for Council. ([C111/II/7.3 PPC21 Outcomes and Recommendations to Council 14 May 2024](#))

Given these Motions were on policy gaps, Council members suggested that an additional one could consolidate and update the Resolutions on Antarctica and the Southern Ocean. Regarding the motion on Geoengineering, the suggestions were made extensive background information was available in CBD and that the motion should include solar radiation management and reference the report from the Climate Overshoot Commission. For the Nature Positive and Biodiversity Credits motion, it was suggested to change it to Nature and People Positive and Biodiversity Credits.

6.3 First discussion of topical issues of importance that are likely to be discussed at the 2025 Congress either by way of a motion or the implementation of Resolutions adopted by the previous Congress

The DG explained that she would like to start briefing Council on topics that might be contentious during the Congress and the status of implementation of any Resolutions on such topics. Trophy hunting and synthetic biology had been named as examples. The aim was to have at each Council meeting one presentation. She proposed to start with synthetic biology and thanked the two Councillors Bibiana Sucre and Hilde Eggermont, as well as the Secretariat staff leading on implementing this Resolution. The Director of International Policy Centre made a presentation (C111/II/6.3 PPT Topical issues of importance – synthetic biodiversity). She noted that a similar presentation on the process of implementation of 2021 Congress Resolution 123 on synthetic biology was going to be presented at all the RCFs to keep the Members informed of where we were with this process.

6.4 Update from the Congress Preparatory Committee

Imèn Meliane, Chair of the CPC informed that the Committee had already met two times and looked at the timeline, the milestones and deadlines. CPC analysed together with the Secretariat the work that needed to be done to meet the deadlines. She highlighted that the appointment of the Host Country's Representative to the CPC was still pending and that the host country agreement was still being finalised. As soon as the agreement was finalised, elements such as the risk matrix could be completed and a site visit with a small delegation could take place (which would partly be hybrid). She also informed that the criteria for the approximately 600 sponsored delegates were being finalised by June and communicated during the RCFs.

In response to a point of order on the question from a Council member from UAE whether she had a (potential) conflict of interest and should recuse herself from this discussion, the President responded negatively explaining that the Council member from UAE and the President were members of the IUCN Council in a personal capacity and not as representatives of the Host Country of the 2025 Congress. Other Council members concurred.

6.5. Update on Regional Conservation Forums

The DG thanked the Members, Council members and Commission Chairs and Deputy Chairs present during the recent RCF, the Regional Director as well as the Secretariat staff who made the first RCF a success.

The Director of Membership and Commission Support presented some highlights from the first Regional Conservation Forum of Mexico, Central America and the Caribbean held in Mexico from 16-19 April 2024 and a preview for the upcoming RCFs. ([C111/II/6.5/1 PPT RCF Update by I Stewart](#)) He invited Councillors to coordinate with the respective Regional Director for the RCF in their Region. He asked Council members to support the GCC TF on 2021 Congress Decision 145 in taking the survey to National and Regional Committees during the RCF (see in these summary minutes under agenda item I/4.2). He informed that all information on the RCFs can be found on IUCN Engage. Ursula Parrilla, Regional Director for Mexico, Central America and the Caribbean shared some highlights with Councillors from the first RCF ([C111/II/6.5/2 PPT RCF Mexico, Central America and Caribbean April 2024 by U Parrilla](#)) and a video produced by CEC.

6.6. Terms of Reference of the 2025 Congress Committees

The President reminded Council that this was a continuation of agenda item I/5.3, where Council approved four out of six Terms of References of Committees for the 2025 Congress. The ToR of the Congress Steering Committee ([C111/II/6.6/1 GCC15 - ToR of the 2025 Congress Steering Committee](#)) was ready for approval on a recommendation from GCC taking into account advice from CPC. The ToR of the 2025 Resolutions Committee would be submitted for approval when Council would review the

proposals for amending the Rules of Procedure to improve the motions process (expected for May 2025).

The Chair of GCC presented the draft ToR explaining that the revisions mainly included details of the specific duties of the CSC as well as a Conflict-of-Interest clause to align with the TORs of the CPC.

Council approved the ToR of the 2025 Congress Steering Committee as presented by GCC.

(Note from the Secretary to Council: for the purpose of publishing a coherent decision sheet for C111, the text of the decision on this topic is included as paragraph 1.e in decision C111/5 above)

7. Reports of the Council's Standing Committees

7.0 Letters received from IUCN Members in response to the invitation to comment on the draft agenda C111

Letter from IUCN US National Committee on Membership Dues

The Chair of GCC reported that, after in-depth examination of the letter received from the US National Committee about the membership dues for 2022 of two Member organisations and of new information received, GCC concluded that there had been a misunderstanding in good faith between the Members and the IUCN Secretariat on the latter's advice to them to hold off any action regarding their membership dues. Specifically, the Members believed they had been penalised for following IUCN's advice. For this reason, GCC felt that due to these exceptional circumstances, a re-consideration of the Council's earlier decisions was warranted as they were focusing on non-retroactive application of decisions concerning change of membership category, which the Members concerned did not question. ([C111/II/7.1/1 PPT GCC15 Outcomes and recommendation to Council 14 May 2024](#))

Council accepted GCC's recommendation noting that the communication needed to be very clear on this topic as the decision related only to these three Members, all parties concerned had acted in good faith and this was in no way to be seen as a precedent.

COUNCIL DECISION C111/15

The IUCN Council,
On the recommendation of its Governance and Constituency Committee,
Considering the discussions between IUCN Secretariat and IUCN Members, Environmental Defense Fund, USA-AF/751, Zoological Society of London, UK-AF/252, and Smithsonian Institution, USA-AF/279, in light of additional information received,
Decides exceptionally, that these Members be invoiced at the Affiliate rate for their 2022 dues.

A Council member noted that this letter was received by Secretariat on 9 May which was the deadline set for Member comments, only a few days before the Council meeting started. In consequence Secretariat had very little time to prepare the necessary information and GCC therewith to take an informed decision. It was requested to amend the [Procedure for dealing with Letters received from IUCN Members](#) approved by the Bureau to ensure Members send their comments on the agenda three weeks before the Council meeting starts. Council agreed to refer this matter to the Bureau for consideration at its next meeting.

Comments from Whistleblower Center (NWC), Earth League International, and SPECIES regarding the integration of Nature Crime into the IUCN Programme

The Chair of PPC explained that PPC had noted that Nature Crime was part of the draft Programme 2026-29 on which Members should be encouraged to comment. PPC also suggested to establish a Secretariat focal point on Environmental Crimes. The Chair of PPC would respond directly to the Members concerned.

7.1 Report of Governance and Constituency Committee (GCC)

See slide presentation [C111/II/7.1/1 PPT GCC15 Outcomes and recommendation to Council 14 May 2024](#)

Membership applications

GCC had discussed and approved two applications deferred from its last meeting, Stichting The Ocean Cleanup, and Svenska Djurparksföreningen, and one additional application, University of Balamand, and recommended Council to approve them.

(Note from the Secretary to Council: for the purpose of publishing a coherent decision sheet for C111, the text of the decision on this topic is included as paragraphs 2 and 3 in decision C111/2 above)

Recognition of a new National Committee

GCC had reviewed and approve the application for recognition of the National Committee of Libya and recommended the IUCN Council to recognize the Committee.

COUNCIL DECISION C111/16

The IUCN Council,
On the recommendation of its Governance and Constituency Committee,
Approves the recognition of the National Committee of Libya.

GCC Task Force on the implementation of 2021 Congress Decision 145

Shaikha Al Dhaheri, Chair of the TF presented an update on the work undertaken so far. The questionnaire for National and Regional Committees will be shared with Chairs ahead of the RCFs with the view to make appointments for in person interviews during RCFs. This required support from Councillors elected from the Region concerned and it was confirmed that experience to date had proven that this was a useful way to gather important information from the National and Regional Committees.

A Councillor noted that all National and Regional Committees had completed the survey during the RCF for Mexico, Central America and Caribbean.

Working Group on the membership dues

Maud Lelièvre, Chair of the WG informed that the outcomes of the membership model analysis were going to be used to support the revision of the Membership Dues Guide, along with the WG analysis of the current status of dues (income collection - taking into account that this tends to be better in pre-Congress years - and rescission status). GCC had noted that there was a need for clarity on how the Membership dues were being spent before any decisions could be made.

Awards Jury for the Medals and Honorary Membership

The Chair of GCC informed that five Members of the GCC were appointed as members of the core Awards Jury to nominate Honorary Members of IUCN and for the Phillips Medal and the Coolidge Medal: Vivek Menon, Ana Di Pangraco, John Smaranda, Maud Lelièvre and Sixto Inchaustegui. At their first meeting, they will consider three additional names to join them for the selection of the winner of the Coolidge Medal as per the ToR of the Medal.

7.2 Amendments to the Regulations

The Chair of GCC informed Council that GCC approved in a second reading, with a minor, non-substantive change following a comment received by a Member, and two minor technical changes, the proposed amendments to Regulations 94 and 95 aiming to shorten the length of the process for electronic voting. In light of the Member's concern that the second formal notice which would only be sent two weeks before opening the vote was too short for Government Members to consult and decide their position, the GCC had agreed to add one extra week as a compromise solution. The total length of the electronic voting process was therefore nine weeks (down from 16 under the current Regulation).

COUNCIL DECISION C111/17

The IUCN Council,
On the proposal of its Governance and Constituency Committee (GCC), in accordance with Articles 101 and 102 of the IUCN Statutes,
Adopts in second reading the proposed amendments to Article 94 and 95 of the Regulations aiming to shorten the length of the process for electronic voting by IUCN Members between sessions of the Congress. (Annex 12).

7.3 Report of the Programme and Policy Committee (PPC)

See document C111/III/7.3 PPC21 Outcomes and Recommendations to Council 14 May 2024

Updates from the Antarctica and Southern Ocean Task Force

The Chair of PPC explained that the TF had studied two documents, the draft strategy for IUCN's Programme and Policy on Antarctica and the Southern Ocean and a draft proposal on Staffing and Finance for the Strategy. She highlighted the presence of a TF focal point and mentioned potential funding mobilization for conference attendance. Councillor Sonia Castañeda Rial had joined the TF due to her expertise in the topic. Catherine Iorns, Chair of the TF who was going to lead IUCN's delegation

at the Antarctic Treaty Meeting, added that the TF was going to finalize its recommendations, continue discussion on funding with the Secretariat and report to the next Council.

PPC engagement at RCFs

PPC is working to ensure that at least one of its members was present at every RCF.

Update from the Private Sector Task Force (PSTF)

The Chair of PPC informed that the Chair of the PSTF had presented outcomes of the PSTF workshop of 13 May 2024. It was stressed that distinctions between different private sector actors needed to be made, categorizing them into broad business engagement, partners, and funders. Tailoring engagement for adequate policy and recommendations was emphasized. Caution was raised about the risk of companies not being sincere in investing in biodiversity, citing examples of greenwashing, and concerns about IUCN reputational risk. Further emphasis was placed on considering regional differences. It was also noted that engagement with the private sector could be a topic for a Council-sponsored Motion.

Peter Cochrane, Chair of the PSTF noted that so far there had been a fragmented approach for private sector engagement. There were over 200 Resolutions on the topic and around 60 of which were still active. The current Business Engagement Strategy dated from 2015 and was out of date. The new one aimed to bring in the current discussions of PPC thinking about impact, FAC about income and GCC thinking about Membership. The aim of the strategy was to deliver a more cohesive and consistent approach to our engagement with private sector. The ongoing Programme and 20-year Strategic Vision consultations shall also be considered in the revised strategy, which the PSTF aimed to present to Council at its 112th meeting, part I. The Chair invited a member from GCC and FAC to join the TF.

Council members thanked for the work done. They preferred to not yet formalise a decision on having a Council-sponsored motion on that topic.

COUNCIL DECISION C111/18

The IUCN Council,
On the recommendation of the Programme and Policy Committee,
Endorses the collaborative development of a new Private Sector Engagement Strategy by the Secretariat and Private Sector Task Force for adoption at the 112th Council meeting.

Updates on Knowledge Management Strategy

The Chair of PPC explained that the Secretariat had presented to PPC the process, key principles, and outline of the Knowledge Management Strategy, proposing to establish a Council Working Group with representatives from interested Commission Chairs, Council members, and Secretariat representatives, operating from June to December 2024. PPC members suggested to engage with Members on the Knowledge Management Strategy during the RCFs to learn what Members would like to see in the Strategy without discussing a draft document.

COUNCIL DECISION C111/19

The IUCN Council,
On the recommendation of the Programme and Policy Committee,
Establishes a Council Working Group to prepare an IUCN Knowledge Management Strategy building on Council decision C109/17 to be submitted to the 112th Council meeting and appoints the following Council members as members of the WG: [...] ¹
Recommends that the Knowledge Management Strategy should include the following key principles:

- Supporting IUCN's role as a catalyst for action towards transformational change
- Engagement with IUCN constituencies - Building on existing good practices
- Forward looking and innovative
- People before technology and solutions – Needs-based
- Clear roles for Members, Commissions and Secretariat

Agenda Item 7.4: Report of the Finance and Audit Committee

(See document [C111/II/7.4/4 FAC16 Outcomes and recommendations to Council 14 May 2024](#))

The Chair of FAC reported that FAC had focused on two main areas over the past few months: one was the Financial Strategy for the 20-year Strategic Vision (see above agenda item II/3); the second

¹ The process of appointing the members will be continued / completed after the 111th Council meeting.

was to continue work on recommendations from the MKS analysis of IUCN financial governance, together with a few additional business items.

Risk Management Report

At the request of the Chair of FAC, Antoine Ouellet-Drouin, Director of Institutional Performance Management and Evaluation presented the top risks the organization was facing, the mitigative actions being taken to reduce those risks, and how they were changing. ([C111/III/7.4/4 PPT Risk Management Report by A Ouellet-Drouin](#)).

The Chair of FAC added that FAC had reviewed in more detail the risks that it considered most significant to the organisation. (cf. [C111/III/7.4/2 FAC15 Outcomes and recommendations to Council 17 April 2024](#)). He mentioned that it was particularly important to monitor risk related to the reserves because if that risk was determined lower than the level we had ranked it at, it may lower the target for the reserves we have as an organisation.

Report of the Treasurer

In the absence of the Treasurer, the Chair of FAC presented the Treasurer's Report ([C111/III/1.3/3 FAC16 Report of the Treasurer to Council and FAC](#)) commending the Treasurer for providing excellent insights to FAC and Council on the trends in the finances, their implications on revenues and expenses.

Financial Governance items

As part of our continued follow through on MKS recommendations to improve IUCN's oversight, FAC advanced several items including:

- *Evaluation of Finance and Audit Committee*
FAC agreed on a performance evaluation process and related survey that was to be implemented once per year, as determined by the FAC.
- *Bringing in external expertise that FAC nor Secretariat have in order to help address complex financial issues facing IUCN*
A Swiss investment banker was willing to help on a pro-bono basis to review performance of the investment portfolio. In its analysis, Globalance Bank focused on structure and risk, performance and the impact of IUCN's current portfolio mix on climate change and biodiversity. The Chair observed that it had been a sobering and insightful experience for FAC. In conclusion, he said that we could maintain the level of risk that we currently provide to our financial managers while increasing returns and reducing impact in climate change and biodiversity.

As a result, FAC had requested the Secretariat to i) review the investment policy and propose potential changes to the policy for consideration by the FAC at a future meeting, ii) initiate a request for proposals and invites other financial managers to bid for the management of IUCN's portfolio, noting that the current investment managers have been managing the portfolio for the last 10 years.

Recommendations to improve financial considerations of the Motions process

The Chair of FAC explained that during the FAC Retreat in Montreux in March 2024, the Secretariat had presented the challenges related to funding of the implementation of motions. FAC noted the importance of strengthening accountability of the motion sponsors for the financial implications of their motions. FAC's recommendations on this had already been discussed by Council under agenda items 5.3 and 6.2.2. [See also [C111/III/7.4/1 FAC14 Meeting Notes – FAC retreat held in Montreux 13-15 March 2024 \(RESTRICTED TO COUNCIL\)](#)]

Head of Internal Oversight Report

The Chair of FAC recalled that this role provided independent, objective assurance to FAC and Council that IUCN operations were managed with consistency and in compliance with legal requirements and best practices. The Head of Oversight had presented to FAC the Unit's Annual Workplan, which included seven audits, selected on the basis of a risk assessment and organizational priorities. FAC approved the Internal Oversight Workplan. FAC noted that new internal audit standards had recently been rolled out by the Performance Standards of Institute of Internal Auditors, so it was timely to align IUCN's charter with the new standards. FAC approved the charter with all revisions proposed by the Head of Oversight, including in particular an addition suggested by the Senior Governance Manager related to ethics issues of Council: *"In case of allegations of misconduct against a member of the IUCN Council, the Head of Oversight shall refer the investigation to the Chair of the Ethics Committee except if the allegation is against the Chair of the Council's Ethics Committee - in which case the Head of Oversight shall refer the investigation to another member of the Council's Ethics Committee."*

Fundraising

The Chair of FAC explained that the Secretariat had presented to FAC a summary of the fundraising efforts being undertaken, noting that the Director General has been busy engaging with both existing and potential new Framework Partners. She also reported that Denmark was committed to doubling their unrestricted Framework contribution, and that there were ongoing discussions with potential Framework partners such as Saudi Arabia, Qatar, Japan and Canada. The FAC noted that Council members should assist the Secretariat in efforts to develop framework donors in their regions. The FAC commended the Secretariat and the Director General for the role she was playing in leading Fundraising efforts.

Extension of the IUCN Programme and Financial Plan 2021-24 to include 2025

On behalf of FAC, the Chair of the committee presented a draft decision referring to the discussion during C111 Part I (agenda item 6.1) which saw broad agreement in Council to extend the Programme without change and to submit this to an online vote of IUCN Members subject to FAC's advice regarding the changes required to the Financial Plan.

COUNCIL DECISION C111/20

The IUCN Council,

Recognising that the IUCN Programme and Financial Plan 2021-24 adopted by electronic vote of IUCN Members in February 2021 is in effect until the end of 2024 only;

Taking into account the recommendation of PPC and FAC to extend the IUCN Programme and Financial Plan 2021-2024 through the end of 2025, since the next IUCN Programme and Financial Plan to be tabled for adoption by the 2025 World Conservation Congress will apply for the next quadrennial period 2026-29 and cannot include 2025;

Taking into account that according to the IUCN Statutes, only IUCN Members have the authority to adopt the IUCN Programme and Financial Plan;

Decides to submit to an electronic vote of IUCN Members to be organized before the end of 2024 a Council motion to extend the IUCN Programme and Financial Plan 2021-24 adopted by electronic vote of IUCN Members in February 2021 to include 2025; and

Approves the Annex to the Financial Plan 2021-24 applicable to 2025 in view of attaching it to the Council motion referred to in the previous paragraph. (Annex 13)

Council members noted that the growth of the portfolio had been impressive, while the reserves had also slightly increased. Council was confident that with the Financial Strategy, the recommendations from FAC and the steps Secretariat took to strengthen the current business model, IUCN was on track for being a financially healthy organisation.

Closing of the meeting

A Council member noted that the reports from the Standing Committees should be tabled at an earlier stage during the Council meeting and not left for the very last agenda item. It was also suggested that the way of reporting could be streamlined and reports made available earlier in the Council meeting.

The DG thanked Secretariat staff who had been working very hard to prepare the Council meeting. She provided special thanks to the SungAh Lee, the Deputy Director General for Corporate Services, and Mike Davis, Chief Financial Officer, for their excellent work during their time at IUCN. She also thanked Council for the ongoing support, without which this job wouldn't be possible. She thanked the President for her leadership and the excellent collaboration.

Council thanked the President and the Vice Presidents for the excellent chairing and keeping the discussions on time.

The President thanked everyone in the room for making the meeting a success. This marked halfway of a challenging but awarding term. Having navigated murky waters, Council had come out of it as a stronger team. This was visible from the content and substance of our discussions, as well as the way we engage on the subjects which was highly professional and with respect towards each other. Disagreements were recognised, and diversity of views made decisions for the Union even stronger. She acknowledged the able Secretariat and the immense achievements of the DG over the past six months. She called on all in Council and Secretariat to invest the energy and creativity in the 20-year Strategic Vision to make it really visionary, moving beyond producing a good document, and in a successful Congress, making it an unprecedented milestone embodying the fundamental values of IUCN.

111th Council meeting, virtual
29 April 2024

LIST OF PARTICIPANTS

Thirty-one members of the IUCN Council participated in the conference call. Council members not participating are listed in red with a footnote explaining whether a proxy was designated. As a result, at any given time during the meeting on 29 April 2024, 34 of the 39 members of the IUCN Council were present or represented by proxy or a Deputy Commission Chair.

PRESIDENT

Ms Razan Al Mubarak, UAE

TREASURER

Mr Nihal Welikala, Sri Lanka and UK¹

COMMISSION CHAIRS

Commission on Ecosystem Management

Ms Angela Andrade, Colombia²

Commission on Education and Communication

Mr Sean Southey, Canada/South Africa³

Commission on Environmental, Economic and Social Policy

Ms Kristen Walker Painemilla, USA

Species Survival Commission

Mr Jon Paul Rodriguez, Venezuela

World Commission on Environmental Law

Ms Christina Voigt, Germany

World Commission on Protected Areas

Ms Madhu Rao, India/United Kingdom

Climate Crisis Commission

Mr Manuel Pulgar-Vidal, Interim Chair

COUNCILLORS ELECTED FROM THE REGIONS

Africa

Mr Brian Child, Zimbabwe

Mr Ali Kaka, Kenya

Ms Imèn Meliane, Tunisia⁴

Ms Gloria Ujor, Nigeria

Meso and South America

Mr Marco Vinicio Cerezo Blandon, Guatemala

Ms Ana Di Pangraccio, Argentina

Mr Ramon Perezgil Salcido, Mexico

Ms Bibiana Sucre, Venezuela

North America and the Caribbean

Mr Rick Bates, Canada

Mr Sixto J. Inchaustegui, Dominican Republic
Ms Susan Lieberman, USA

South and East Asia

Mr Kazuaki Hoshino, Japan

Mr Ma Keping, China

Mr Vivek Menon, India

Ms Hasna Jasimuddin Moudud, Bangladesh

Mr Jong Soo Yoon, Republic of Korea

West Asia

Ms Shaikha Salem Al Dhaheri, UAE

Mr Said Ahmad Damhoureyeh, Jordan

Mr Ayman Rabi, Palestine

Oceania

Mr Peter Michael Cochrane, Australia

Ms Lolita Gibbons-Decherong, Palau

Ms Catherine Iorns, New Zealand

East Europe, North and Central Asia

Mr Carl Amirgulashvili, Georgia

Mr Vilmos Kiszal, Hungary

Mr Samad-John Smaranda, Romania

West Europe

Ms Sonia Castañeda Rial, Spain

Ms Hilde Eggermont, Belgium

Ms Maud Lelièvre, France

COUNCILLOR FROM THE STATE IN WHICH IUCN HAS ITS SEAT

Mr Norbert Baerlocher, Switzerland

APPOINTED COUNCILLOR

Mr Francisco Ramiro Batzin Chojoj, Guatemala

ACTING DIRECTOR GENERAL (non-voting)

Ms Grethel Aguilar

Other:

Ms Sandrine Friedli Cela, Legal Adviser

Mr Stewart Maginnis, Deputy Director General

Ms SungaAh Lee, Deputy Director General

Mr Michael Davis, Chief Financial Officer

Ms Sonia Pena Moreno, Director International Policy Centre

Mr Iain Stewart, Director, Membership and Commission Support

Mr Antoine Ouellet-Drouin, Director of Institutional Performance Management and Evaluation

¹ Proxy to Rick Bates

² Proxy to Jon Paul Rodriguez

³ Represented by CEC Deputy Chair Margaret Otieno

⁴ Proxy to Ramón PerezGil

Mr Marc Magaud, Director of Global Convenings and
Events / Congress Director
Mr Luc De Wever, Secretary to Council
Ms Sabrina Nick, Initiatives and Governance Officer
Ms Louise Imbsen, Governance Assistant

111th Council meeting, Part II, in-person
Gland, Switzerland, 15-16 May 2024

LIST OF PARTICIPANTS

Thirty-five members of the IUCN Council participated in-person and one remotely. Council members not participating are listed in red with a footnote explaining whether they had designated a proxy. As a result, at any given time during the meeting on 15 and 16 May 2024, 39 of the 39 members of the IUCN Council were present or represented by proxy or a Deputy Commission Chair.

PRESIDENT

Ms Razan Al Mubarak, UAE

TREASURER

Mr Nihal Welikala, Sri Lanka and UK¹

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Ms Angela Andrade, Colombia
Ms Liette Vasseur, Deputy Chair

Commission on Education and Communication

Mr Sean Southey, Canada/South Africa
Ms Margaret Otieno, Deputy Chair

Commission on Environmental, Economic and Social Policy

Ms Kristen Walker Painemilla, USA

Species Survival Commission

Mr Jon Paul Rodriguez, Venezuela

World Commission on Environmental Law

Ms Christina Voigt, Germany²

World Commission on Protected Areas

Ms Madhu Rao, India/United Kingdom

Climate Crisis Commission

Mr Manuel Pulgar-Vidal, Interim Chair
Ms Cathy Yitong Li, Deputy Chair

COUNCILLORS ELECTED FROM THE REGIONS

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Meso and South America

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Mr Ramon Perezgil Salcido, Mexico
Ms Bibiana Sucre, Venezuela

North America and the Caribbean

Mr Rick Bates, Canada
Mr Sixto J. Inchaustegui, Dominican Republic

Ms Susan Lieberman, USA

South and East Asia

Mr Kazuaki Hoshino, Japan
Mr Ma Keping, China³
Mr Vivek Menon, India
Ms Hasna Jasimuddin Moudud, Bangladesh
Mr Jong Soo Yoon, Republic of Korea

West Asia

Ms Shaikha Salem Al Dhaheri, UAE
Mr Said Ahmad Damhoureyeh, Jordan
Mr Ayman Rabi, Palestine

Oceania

Mr Peter Michael Cochrane, Australia
Ms Lolita Gibbons-Decherong, Palau
Ms Catherine Iorns, New Zealand

East Europe, North and Central Asia

Mr Carl Amirgulashvili, Georgia⁴
Mr Vilmos Kiszal, Hungary
Mr Samad-John Smaranda, Romania

West Europe

Ms Sonia Castañeda Rial, Spain
Ms Hilde Eggermont, Belgium
Ms Maud Lelièvre, France

COUNCILLOR FROM THE STATE IN WHICH IUCN HAS ITS SEAT

Mr Norbert Baerlocher, Switzerland⁵

APPOINTED COUNCILLOR

Mr Francisco Ramiro Batzin Chojoj, Guatemala

DIRECTOR GENERAL (non-voting)

Ms Grethel Aguilar

Other:

Ms Sandrine Friedli Cela, Legal Adviser
Mr Stewart Maginnis, Deputy Director General
Ms SungaAh Lee, Deputy Director General
Mr Michael Davis, Chief Financial Officer
Ms Sonia Pena Moreno, Director International Policy Centre

¹ Proxy to Rick Bates

² Represented by WCEL Deputy Chair Ayman Cherkaoui

³ Participated remotely

⁴ Proxy to Samad-John Smaranda

⁵ Proxy to Catherine Iorns in his absence on 16 May

Ms Ursula Parrilla, Regional Director, Mexico, Central America and the Caribbean
Mr Gabriel Quijandria, Regional Director, South America
Ms Tracy Farrell, Director, IUCN North America Office
Mr Boris Erg, Director, IUCN European Regional Office
Mr Maher Mahjoub, Director, Mediterranean Cooperation Centre
Mr Hany El Shaer, Regional Director, West Asia
Ms Nana Toure, Regional Director, West and Central Africa
Mr Luther Anukur, Regional Director, Eastern and Southern Africa
Mr Dindo Campilan, Regional Director, Asia
Ms Maria Muavesi, Regional Director a.i., Oceania
Mr Iain Stewart, Director, Membership and Commission Support
Ms Courtney Hood, Special Adviser and Head Director General's Office
Mr Luc De Wever, Secretary to Council
Ms Sabrina Nick, Initiatives and Governance Officer
Ms Louise Imbsen, Governance Assistant



111th Meeting of the IUCN Council (C111)

Part I by conference call on 29 April 2024, and
Part II in-person in Gland, Switzerland on 14, 15 and 16 May 2024

Agenda

(Approved by Council C111 Part I on 29 April 2024)

Oversight	Strategic	Fiduciary
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INF: for information; in principle, no discussion/decision required unless Council decides otherwise
DIS: for discussion in view of providing feedback or guidance
DEC: a decision is required

Part I, virtual		
29 April 2024		
1	Agenda C111 Approval of the draft Agenda	DEC
2	Constituency Issues Approval of membership applications and notification of a name change, based on recommendations from GCC.	DEC
3	IUCN Annual Report 2023 Approval of the IUCN Annual Report 2023 presented by the Director General following a round of comments from Council members by email in April 2024.	DEC
4	Council's strategic priorities & objectives 2022-25 (other than the 20-year Strategic Vision) <i>Purpose is to take stock of what has so far been achieved on each of the Council priorities 2022-25 and discuss and provide guidance/directions for what is still to be achieved by the time of the 2025 Congress (9-15 October 2025). Some of the topics may continue to be discussed during the in-person meeting of C111</i> 4.1 Governance Reforms First discussion on suggestions from GCC based on recommendations from its Task Force on statutory reforms 4.2 Resolutions Progress with implementation of 2021 Congress Resolutions requiring action from Council, including: a. presentation by GCC's TF inviting Councillors' cooperation for the implementation of 2021 Congress Decision 145 - Establishment, operating rules and oversight of National, Regional and Interregional Committees b. update from GCC, in cooperation with the Motions Working Group, on progress regarding improvements to the motions process (follow-up to decision C107/14, May 2022). A fuller report with recommendations is under preparation for presentation at C111 Part II in person c. update from PPC on progress with the implementation of a number of Resolutions. A fuller report will be available at the in-person meeting of C111	DIS
5	IUCN World Conservation Congress 2025	

	<p>5.1 Presentation of the timeline for key processes preparing for Congress including in particular the motions process and process for nomination of election candidates</p> <p>5.2 Elections</p> <p>5.2.1 Deadline for nominations</p> <p>Approval of the deadline for Member proposals for persons to be nominated by Council as President, Treasurer and Commission Chair, and for Member nominations of candidates for election as Councillors elected from the Regions and for Indigenous Councillor (Regulations 35 and 38ter)</p> <p>Based on a recommendation from the Nominations Committee</p> <p>5.3 Terms of Reference of the 2025 Congress Committees</p> <p>Approval of ToR and the process to appoint their members, based on a recommendation from GCC. Decision C110/11 requested GCC to coordinate the preparation of ToR after consultation with relevant other committees (PPC, FAC, Motions Working Group and CPC) and present all ToR to Council for approval.</p> <p>5.4 Process, incl. the appointment of a jury, for nomination of candidates for Honorary membership, and the Phillips and Coolidge Medals</p> <p>Update from GCC on the process and appointment of the jury. Cf. document GCC14/6/1 Process for nominations for IUCN Awards at 2025 Congress reviewed by GCC14 on 22 April 2024.</p>	<p>INF</p> <p>DEC</p> <p>DEC</p> <p>INF</p>
6	<p>Reports of Council's Standing Committees – selected topics</p> <p>Proposals from standing committees on selected topics requiring Council's guidance and/or approval that are ready for consideration at the virtual meeting of C111 and that are not yet dealt with under other agenda items. Further items may be brought to Council during the in-person meeting, in particular those dealt with during the standing committee meetings on 14 May 2024 (Agenda Item 7 Part II)</p> <p>This may include:</p> <p>6.1 Extending the Programme and Financial Plan 2021-24 to 2025</p> <p>Based on recommendations from PPC and FAC.</p>	DEC
7	<p>Appointment to the Steering Committee of WCEL</p> <p>Proposal from the Chair of the IUCN World Commission on Environmental Law (WCEL)</p>	DEC

Part II, in-person, Gland, Switzerland

Tuesday 14 May 2024

Meetings of the standing committees of the IUCN Council (GCC, PPC and FAC)

See the draft Agendas and documents of the standing committee meetings of 14 May 2024: GCC15, FAC16 A and FAC16 B (restricted), PPC21

In accordance with the Procedure for dealing with Letters received from IUCN Members, the standing committees will consider and, under Agenda Item 7, make recommendations to Council concerning the response to letters received from IUCN Members in response to the invitation to send comments on the draft agenda of C111.

Wednesday 15 May 2024

1	<p>Report of the Director General</p> <p>The DG will present:</p>	
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	<p>5.1 International Positioning</p> <p>Positioning of IUCN at three COPs to be held in the last quarter of 2024: CBD CoP16, UNFCCC CoP29 and UNCCD CoP16</p> <p>5.2 Membership value proposition</p> <p>Presentation of progress on the membership model analysis</p> <p>5.3 Resolutions</p> <p>Continuation of the update from C111 Part I virtual</p> <p>5.4 Governance reforms</p> <p>Continuation of agenda item 4.1 of C111, Part I</p> <p>5.5 Matrix of deliverables 2025</p> <p><i>“The IUCN President, echoing the positivity and calling for continuing to work within these values, said there was consensus to create a set of key reporting indicators and a clear matrix of key roles and responsibilities for key “deliverables” for membership, existing and future Council members, and Secretariat staff and DG ahead of Congress in 2025 in order to demonstrate what we collectively achieve as an organization. [The President] will work with the DG to present a proposal to Bureau before submitting it to Council for approval at its next meeting”</i> (extract from the Summary Minutes C110, November 2023, p 9).</p>	DIS
		DIS
		DIS
		DIS
		DEC
6	<p>IUCN World Conservation Congress 2025</p> <p>6.1 Elections</p> <p>6.1.1 Election Officer and Deputy Election Officer</p> <p>Appointment of the Election Officer and Deputy Election Officer based on a recommendation from the Bureau following nominations by the Steering Committee of WCEL as per the ToR (Bureau decision B12/4, March 2024)</p> <p>6.1.2 Criteria for the qualities required for the positions of President, Treasurer, Chairs of Commissions, Councillors elected from the Regions and Indigenous Councillor (Regulation 31)</p> <p>Approval of the “profiles of the elected positions” based on a recommendation from GCC. These documents will need to be attached to the Call for nominations to be launched around 1 November 2024. If this requires further work after C111, the approval can be delegated to the Bureau or by email correspondence of Council.</p> <p>6.1.3 Update from the Nominations Committee including the committee’s consideration of the advice based on lessons learnt from the previous Council</p> <p>6.2 Motions</p> <p>6.2.1 Update from the Motions Working Group (MWG)</p> <p>Update on the work of the MWG. The MWG will propose for approval at a later date (but in due time before the launch of the motions process around 1 November 2024) the template for submission of motions as required by Rule 54 (b) xii.</p> <p>6.2.2 Improvements to the motions process (deferred from Part I, item 4.2.b)</p> <p>Proposals for improving the efficiency and transparency of the motions process prepared by GCC’s TF on the motions process in cooperation with MWG (follow-up to decision C107/14, May 2022).</p>	DEC
		DEC
		DIS
		INF
		DEC
	Lunch presentation by Luther Bois Anukur, Regional Director - Eastern and Southern Africa Regional Office	
	<p>6.2.3 Deadline for submission of motions</p> <p>Approval required from Council under Rule 49 (a) based on a recommendation of the MWG</p> <p>6.2.4 Update on Council-sponsored motions</p>	DEC
		INF

	<p>Presented by PPC</p> <p>6.3 First discussion of topical issues of importance that are likely to be discussed at the 2025 Congress either by way of a motion or the implementation of Resolutions adopted by the previous Congress (such as synthetic biology)</p> <p>6.4 Update from the Congress Preparatory Committee</p> <p>6.5 Update on Regional Conservation Forums</p> <p>Including a report from the first Regional Conservation Forum of Mexico, Central America and the Caribbean held in Mexico from 16-19 April 2024</p> <p>6.6 Terms of Reference of the 2025 Congress Committees</p> <p>Continuation of agenda item I/5.3, in particular regarding the ToR of the Congress Steering Committee and Congress Resolutions Committee, on a recommendation from GCC taking into account advice from, respectively, CPC and MWG which will be received after C111 Part I.</p>	<p>DIS</p> <p>INF</p> <p>INF</p> <p>DEC</p>
7	<p>Reports of the Council's Standing Committees</p> <p>Under this agenda item, the standing committees will present topics, if any, for information or decision that have not yet been covered under other agenda items.</p> <p>7.0 Letters received from IUCN Members in response to the invitation to comment on the draft agenda C111</p> <p>As mentioned in the draft agenda C111 approved on 29 April 2024, in accordance with the Procedure for dealing with Letters received from IUCN Members (Annex 3, pp 69-70), the standing committees will, during their meeting on 14 May 2024, consider the letters received from IUCN Members in response to the invitation to send comments on the draft agenda of C111 and, under Agenda Item 7, report with recommendations to Council concerning the response to these letters. Two letters were received on 9 May 2024.</p> <p>7.1 Report of Governance and Constituency Committee (GCC)</p> <p>The Chair of GCC will present the committee's recommendations to Council based on the Outcomes of its meetings held on 25 January 2024, 22 April 2024 and 14 May 2024.</p> <p>7.2 Amendments to the Regulations:</p> <p>Amendments to Regulation 94 to shorten the length of the process for electronic voting by IUCN Members between sessions of the Congress approved by Council in first reading in November 2023 (C110/15 Annex 10). If approved by Council in second reading, taking into account comments received from IUCN Members by 29 April 2024, the amendments will come into effect immediately. The GCC will include this in its report to Council together with any recommendations it wishes to make. This topic is presented as a specific item on the Council agenda as required by Article 101 (c) of the Statutes.</p> <p>7.3 Report of the Programme and Policy Committee (PPC)</p> <p>The Chair of PPC will present the committee's recommendations to Council based on the Outcomes of its meetings held on 23 January 2024, 4 March 2024, 5 April 2024 and 14 May 2024.</p> <p>This will include but not be limited to the presentation of the report of the Council's Global Focal Person for Oceans, the Private Sector Task Force, the Task Force on reducing the impact of fisheries on marine biodiversity, and the Task Force on Antarctica and the Southern Ocean.</p> <p>7.4 Report of the Finance and Audit Committee (FAC)</p> <p>The Chair of FAC will present the committee's recommendations to Council based on the Outcomes of its meetings held on 13-15 March 2024, 17 April 2024 and 14 May</p>	<p>INF/ DEC</p> <p>DEC</p> <p>INF/ DEC</p> <p>INF/ DEC</p>

	2024. This will include the presentation by the Secretariat of the high-level risk assessment requested by Council (C110/9) which will have been presented to and reviewed by FAC during its meeting of 14 May. It will also include the FAC recommendations on the extension of the Financial Plan 2021-24 to cover 2025 followed by a decision on extending the Programme and Financial Plan 2021-14 to cover 2025 which was deferred from Part I (item 6.1).	
8	Any other business	

¹ The Commissions' work plans approved in January 2023:

- CEM work plans 2021-25 (Annex 11)
- WCPA Workplan 2022-2023 (Annex 12)
- CEC Workplan 2022-2023 (Annex 13)
- CEESP Workplan 2022-2023 (Annex 14)
- WCEL Workplan 2022-2023 (Annex 15)
- WCEL Workplan 2023 (Annex 16)
- SSC Workplan 2022-2023 (Annex 17)
- Climate Crisis Commission Workplan 2023-24 (C/VII – 9 March 2023)

AFRICA						
Organisation	Acronym	Country	Website	Category	Endorser name 1	Endorser name 2
Marine Biology in Libya Society	MBLS	State of Libya	http://mb.org.ly	NGO	[Member] Association Tunisienne de Taxonomie [Africa]	[Member] Libyan Wildlife Trust [Africa]
Tsavo Trust		Kenya	https://tsavotrust.org/	NGO	[Member] Conservation Alliance of Kenya [Africa]	
NORTH AMERICA AND THE CARIBBEAN						
Organisation	Acronym	Country	Website	Category	Endorser name 1	Endorser name 2
Amazon Conservation Association	ACA	United States of America	https://www.amazonconservation.org/	NGO	[Member] Conservation International [North America and the Caribbean]	[Member] EcoCiencia, Fundación Ecuatoriana de Estudios Ecológicos [Meso and South America]
ICOMOS-USA, The United States National Committee of the International Council on Monuments and Sites	ICOMOS-USA	United States of America	https://icomos-usa.org/	NGO	[Member] Cornell Botanic Gardens [North America and the Caribbean]	[Member] George Wright Society [North America and the Caribbean]
Betty Ford Alpine Gardens	BFAG	United States of America	http://www.bettyfordalpinegardens.org	NGO	[Member] Cornell Botanic Gardens [North America and the Caribbean]	[Member] Desert Botanical Garden [North America and the Caribbean]
SOUTH AND EAST ASIA						
Organisation	Acronym	Country	Website	Category	Endorser name 1	Endorser name 2
Li Shui Ren Min Zheng Fu		China	http://www.lishui.gov.cn/	SN		
Hai Nan Guo Jia Gong Yuan Yan Jiu Yuan	HINP	China	https://www.hinp.org.cn	NGO	[Member] China Mangrove Conservation Network (legal name: Putian Green Sprout Coastal Wetlands Research Center) [South and East Asia]	[Member] Beijing Greenovation Institute for Public Welfare Development [South and East Asia]
WEST ASIA						
Organisation	Acronym	Statutory state	Website	Category	Endorser name 1	Endorser name 2
University Of Balamand	UOB	Lebanon	http://www.balamand.edu.lb/home/Pages/default.aspx	NGO	[Member] Lebanon Reforestation Initiative [West Asia]	[Member] Association for Forests, Development and Conservation [West Asia]
WEST EUROPE						
Organisation	Acronym	Country	Website	Category	Endorser name 1	Endorser name 2
Etat de Vaud		Switzerland	http://www.vd.ch	SN		

Stichting The Ocean Cleanup	The Ocean Cleanup	The Netherlands	https://theoceancleanup.com/	INGO	[Member] Ministerie van Landbouw, Natuur en Voedselkwaliteit [West Europe]	[Member] National Environment & Planning Agency [North America and the Caribbean]
Doğa Araştırmaları Derneği	DAD	Turkey	https://www.dogaarastirmalari.org.tr/	NGO	[Member] Doğa Koruma Merkezi Vakfi [West Europe]	[Member] KuzeyDoğa Derneği [West Europe]
Ambassadeurs pour l'Environnement	JAÉ	France	https://www.jeunesambassadeurs.org	NGO	[Committee] Comité national de l'UICN, France [West Europe]	[Councillor] Dr Maud LELIEVRE [West Europe]
Fundación Tormes-EB	FTO-EB	Spain	https://fundaciontormes-eb.org/	NGO	[Member] Fundación Oxígeno [West Europe]	[Member] Fundación Global Nature [West Europe]
RESPECTOCEAN	RESPECTOCEAN	France	http://www.respectocean.com	NGO	[Member] Association Française du Fonds Mondial pour la Nature - France [West Europe]	[Member] Centre de Culture Scientifique, Technique et Industrielle de la Mer OCEANOPOLIS BREST [West Europe]
Svenska Djurparksföreningen	SAZA	Sweden	https://djurparksforeningen.se	NGO	[Member] European Association of Zoos and Aquaria [West Europe]	[Member] Insamlingsstiftelsen Kolmården Foundation [West Europe]
Wildlife Conservation Society European Union Office	WCS EU	Belgium	https://brussels.wcs.org	NGO	[Member] Koninklijk Belgisch Instituut voor Natuurwetenschappen [West Europe]	[Member] World Wide Fund for Nature - Belgium [West Europe]

* Application circulated to Members between 17/11/2023-18/12/2023 and no objection were received.

Finance and Audit Committee of the World Conservation Congress 2025

Terms of Reference

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

The responsibility of the Finance and Audit Committee of the 2025 Congress may include matters related but not limited to the following financial and audit aspects of the Union:

1. present their recommendation on the approval of the audited financial statements during the intersessional period 2021-2024
2. present their recommendations on the approval of the Financial Plan 2026-2029 including a long-term financial strategy as well as the appointment of the external auditors for the years 2026-2029
3. advise and propose appropriate action on any financial issue that may arise during the plenary sittings
4. comment on the implications of the motions submitted to Congress for decision in relation to the Financial Plan approved by Council.

To fulfil this responsibility, the committee shall:

- a) examine the audited financial statements and reports of the external auditors for the years 2021, 2022, 2023 and 2024, and the estimates for 2025, together with the Report of the Director General and Treasurer on the Finances of IUCN in the Intersessional Period 2021-2025;
- b) examine the Financial Plan for the period 2026–2029 and any matters related to membership dues;
- c) consider the reports of the Council and of its Finance and Audit Committee;
- d) evaluate the recommendation made by the Council regarding the appointment of the external auditors;
- e) consider any other matters of finance or financial and operational procedures referred to the Committee by the plenary sittings or by the Steering Committee;
- f) advise the Congress on the outcome of these considerations, and to propose action as appropriate;
- g) review the motions submitted to Congress and the adequacy of their financial plans and the potential impact on the Financial Plan for the period 2026 - 2029;
- h) coordinate with the Programme Committee, the Credentials Committee and the Resolutions Committee when preparing their report to the 2025 Congress;
- i) make recommendations to the next Congress for improving the committee's role and functioning based on its own evaluation, to be made at its last meeting before the end of the 2025 Congress. These recommendations shall be included in the minutes of that meeting and transmitted to the next Council by the Secretariat.



Governance Committee of the 2025 Congress

Terms of Reference

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

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

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

Rule 56 states that:

(a) The Resolutions Committee may refer a motion to a committee or ad hoc contact group of delegates from accredited Members, for its review and advice or decide that it be debated and voted upon directly by the World Congress. It may also propose that motions whose arguments are not technically sound or coherent and require further development or motions which are so controversial that it is, in its opinion, not possible to produce a consensus text for submission to a decision by the Members' Assembly, be deferred to the next World Congress.

[...]

(g) The reports of such contact groups or drafting groups shall ordinarily be considered by the Resolutions Committee prior to their presentation to the World Congress. The debate in the World Congress shall take place on the text resulting from this process.

- b. advise, consult with and facilitate discussion among IUCN Members, representatives of IUCN Commissions, and representatives of IUCN National and Regional Committees participating in the IUCN World Conservation Congress on the objectives and content for proposed governance reforms;
- c. assist Congress by taking note of comments from the Membership on governance reform proposals coming from the floor¹ or raised in Congress workshops;
- d. consult with Members or groups of Members who wish to discuss governance matters which they have been unable to address in full in Plenary, and facilitate contact groups on motions related to governance as may be scheduled by the Resolutions Committee;
- e. as appropriate, propose specific adjustments to the proposed governance reforms based on the discussions with Members and the governance contact groups;

¹ Refers to interventions made delegates present physically and connected remotely.

- f. in preparing its report, the Committee will coordinate with the Resolutions Committee and the Credentials Committee; and
- g. make recommendations to the next Congress for improving the committee's role and functioning based on its own evaluation, to be made at its last meeting before the end of the 2025 Congress. These recommendations shall be included in the minutes of that meeting and transmitted to the next Council by the Secretariat.



Programme Committee of the 2025 Congress

Terms of Reference

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

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

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

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

- b. assist Congress by taking note of comments from the Membership on the Programme of the Union, as expressed from the floor or online;
- c. consult with Members or groups of Members who wish to discuss programmatic matters which they have been unable to address in full in Plenary;
- d. if necessary, propose specific adjustments to the draft Programme for 2026–2029 or the draft mandates of any Commission for the next intersessional period;
- e. if necessary, prepare recommendations for adoption by the Congress;
- f. in preparing its report, the Committee will coordinate with the Congress Resolutions Committee and the Finance and Audit Committee;
- g. make recommendations to the next Congress for improving the committee’s role and functioning based on its own evaluation, to be made at its last meeting before the end of the 2025 Congress. These recommendations shall be included in the minutes of that meeting and transmitted to the next Council by the Secretariat.



CREDENTIALS COMMITTEE OF THE 2025 WORLD CONSERVATION CONGRESS

TERMS OF REFERENCE

The Credentials Committee shall be appointed by the Congress on the proposal of the President, in accordance with Rule 21 of the Rules of Procedure of the World Conservation Congress.

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

The Terms of Reference of the Committee shall be:

- (a) to approve the “Guidelines for delegates and observers attending the World Conservation Congress” prepared by the Secretariat;
- (b) to supervise the accreditation process of Members and Observers in accordance with Rules 5 to 12, 40, 63, 66 and 66bis of the Rules of Procedure of the World Conservation Congress;
- (c) to certify to the Congress that only Members whose dues are paid entirely up to and including 2024 are able to exercise their rights in connection with elections, voting and motions, in accordance with Article 13 (a) of the IUCN Statutes¹;
- (d) to refer to the Congress the name of those Members who are two years (2023 and 2024) or more in arrears in the payment of their dues and whose remaining rights may be rescinded on such terms as the Congress may determine, in accordance with Article 13 (a) of the IUCN Statutes;
- (e) to inform Congress daily of the total number of votes to be exercised by each category of voting Members present² (or represented) at the Congress in accordance with Articles 34 and 35 of the IUCN Statutes;
- (f) to advise the Congress Finance and Audit Committee on the membership dues for the next intersessional period and the decision to be put forward to Congress;
- (g) to advise on Sponsored Members’ requirements, participation and voting;
- (h) to act as focal point for non-administrative issues of the IUCN membership constituency³; and
- (i) to coordinate as necessary with the Steering Committee, the Finance & Audit Committee, the Election Officer and Governance Committee of Congress; and
- (j) make recommendations to the next Congress for improving the committee’s role and functioning based on its own evaluation, to be made at its last meeting before the end of the 2025 Congress. These recommendations shall be included in the minutes of that meeting and transmitted to the next Council by the Secretariat.

¹ Members which are not in order with their dues are allowed to speak only on issues not related to motions, voting and elections.

² Since the adoption, in December 2023, of amendments to the Statutes making the Congress a fully hybrid event, this will henceforth include Members participating remotely.

³ Members must be informed ahead of Congress.



2025 CONGRESS STEERING COMMITTEE

TERMS OF REFERENCE

1. The Steering Committee of the World Conservation Congress shall be established in accordance with Rule 13 of the Rules of Procedure of the World Conservation Congress.
2. The Steering Committee shall comprise the members of the Preparatory Committee appointed by the Council to make preparations for the World Congress together with the President, the Vice Presidents and the Director General and shall be charged with the general duty of forwarding the business of the World Congress. (Rule 15)
3. All matters concerning the organization of the World Congress shall be referred to the Steering Committee. (Rule 17)
4. Specific duties of the Steering Committee are as detailed in the Rules of Procedure of the Congress:
 - a. Consider appeals from speakers against the decision of the Chair to exclude them from the debate or from participants who consider that they have been denied the right to speak (Rule 37)
 - b. Consider appeals from voting delegates against a ruling by the Chair (Rule 44)
 - c. Be the only one authorized to submit to the World Congress proposals to add to or otherwise to alter the agenda once it is adopted (Rule 47)
 - d. Decide any appeal from a proposer and co-sponsors against the amendment of a draft motion by the Motions Working Group or Resolutions Committee, with the exception of appeals referred to under Rule 62*ter* [i.e. appeals from a proponent and co-sponsors against the classification, exclusion or amendment by the Motions Working Group of a motion referred to the electronic discussion and vote prior to the World Congress – which will be referred to the Congress Preparatory Committee acting as appeals body] (Rule 55)
 - e. Approve memoranda submitted on behalf of Members or observers on matters pertaining to the organization of the World Congress for the purpose of considering them as official documents of the World Congress (Rule 86).
5. The Steering Committee shall meet as necessary during Congress and invite concerned individuals as appropriate to join its meetings. (Rule 18)
6. The Steering Committee shall assess and address any actual, potential or perceived conflict of interest situations and as appropriate, consult with the Ethics Committee of Council to get guidance in case of doubt on how to address them.
7. Make recommendations to the next Congress for improving the committee's role and functioning based on its own evaluation, to be made at its last meeting before the end of the 2025 Congress. These recommendations shall be included in the minutes of that meeting and transmitted to the next Council by the Secretariat.

Process for identifying the members of the 2025 Congress committees

1. Once the Terms of Reference of all six 2025 Congress committees will have been approved by Council at its meeting C111 in May 2024, the standing committees of the Council¹ will be invited to identify qualified individuals for nomination as members of the 2025 Congress committees with the exception of the Congress Steering Committee whose membership is governed by Rule 15.
2. The Resolutions Committee shall include the members of the Motions Working Group (Rule 20). Council and/or Members at Congress may wish to nominate additional members.
3. The Director General or the DG's representative shall be *ex officio* a member of the Credentials Committee (Rule 21).
4. Traditionally, Council invites the host country to designate a representative to be a member of the Congress Preparatory Committee and the Congress Steering Committee (with the right to vote). In 2021, the host country was also invited to designate a representative in the Congress Resolutions Committee.
5. The Congress Preparatory Committee (CPC) coordinates this process and reports to Council on progress at Council's 113th meeting in May 2025. Should it be necessary, this process will continue following the 113th Council meeting which may request the CPC to submit a complete proposal to the Bureau for approval in advance of the 2025 Congress.²
6. With the exception of the Congress Steering and Resolutions Committees, the Congress Committees usually have between 6 and 10 members of which 30-50 % Council members, with remaining members nominated by IUCN Members in response to Council's invitation issued a couple of months prior to the Congress.
7. Established as a body of the Members' Assembly, Congress committee meetings are, in principle, hybrid allowing equal participation of members present onsite and attending remotely by electronic means.
8. The general criteria for identifying candidates for 2025 Congress committees shall include, but not be limited to:
 - Be associated with a Member organization/institution or member of Council (current or previous);
 - A good mix between experience in past Congress(es) and new people;

¹ FAC for the 2025 Congress Finance and Audit Committee; PPC for the 2025 Congress Programme Committee; GCC for the 2025 Congress Credentials Committee and the 2025 Congress Governance Committee; the Motions Working Group for the 2025 Congress Resolutions Committee.

² In 2021, following guidance from CPC that it was not advisable to be part of both the Congress Steering Committee and the Congress Resolutions Committee (potential conflict of interest and overlapping meetings), two Council members withdrew from the Congress Steering Committee in order, for one, to sit exclusively in the Congress Resolutions Committee and, the other, in the Congress Finance and Audit Committee. Two Council members withdrew from the Congress Resolutions Committee in order to sit exclusively in the Congress Steering Committee, while one Council member withdrew from the Congress Resolutions Committee in order to sit exclusively in the Congress Programme Committee.

- Be registered for the Congress either for participation onsite³ or remotely by using electronic means⁴;
 - Gender and regional balance in each committee; gender and regional balance across the chairs of all Congress Committees;
9. The Standing Committees may suggest additional criteria specifically related to the field of work of the respective Congress Committee.
 10. Council members will be invited to identify candidates.
 11. Nomination of individuals as chair of a Congress committee shall be done in close consultation with the IUCN President.
 12. The IUCN President formally nominates to Congress the members of the 2025 Congress Committees.

³ Candidates for membership of a Congress committee who wish to participate onsite must secure funding for travel and related costs, e.g. by the IUCN Member whose delegation they belong to, or as sponsored delegate.

⁴ Candidates for membership of a Congress committee participating remotely must take into account that committee meetings may be convened at short notice, and at times that may be inconvenient for them as meetings are scheduled in function of the availability of the members present onsite, i.e. early morning before the beginning of the Members' Assembly sitting, or during the lunch break or after the end of the afternoon sitting of the Members' Assembly.

Director General 2024 Strategic Objectives

This document presents the Director General’s (DG) Strategic Objectives for 2024, and related overarching indicators to be used to evaluate performance. These objectives are based on and/or are complementary to:

- IUCN Workplan, approved by Council at its 110th Part II meeting (November 2023);
- One Programme Charter;
- [Council Handbook](#) and documents delivered by the Secretariat to Council on an annual basis, in accordance with Annex 2: Strategic Planning and Reporting Framework;
- Congress outcomes;
- IUCN External Reviews.

Strategic Objectives

In 2024, the DG will focus on six high-level priorities structured according to the six core areas established in the IUCN Council Handbook for the performance objectives of the DG:

- Strategic Leadership in Conservation
- Fundraising and Financial Management
- Operational and Change Management
- Programme Management
- External Liaisons and Public Image
- Human Resources Management

Overarching performance indicators

Strategic
Leadership in
Conservation

1. **Policy influence:**
 - a. 5 succinct policy documents developed in collaboration with Commissions, issued and shared with Members
 - b. Mission reports include IUCN’s main policy achievements during each major COP in 2024
 - c. 9 Regional Conservation Fora delivered
 2. **Membership increase and engagement:**
 - a. 55 new Members (reported on by category)
 - b. 1 Membership Satisfaction Survey completed
 3. **Coordinate with IUCN President and Council** for timely follow-up on Council decisions
 - a. All follow-up actions from Council meetings are allocated a Secretariat lead within 6 weeks from the meeting.
 - b. One annual IUCN report published
 - c. 12 DG Updates shared with Council
 - d. Co-creation and collaboration between Secretariat and Council encouraged in order to deliver on IUCN’s priorities (# of collaborations)
-

Fundraising and Financial Management	<p>4. Financial result in line with 2024 budget and an increase in unrestricted reserves of CHF2m</p> <p>5. Resource Mobilisation: size of unrestricted funding increased (% increase)</p> <p>6. Strategic partnerships:</p> <ul style="list-style-type: none"> a. 9 current Framework Partners retained and 2 new Framework partners under cultivation; b. 3 novel partnerships (including: private sector, donors, multilateral organisations, etc)
Operational and change management	<p>7. Improved operation:</p> <ul style="list-style-type: none"> a. 8 improved or new operational policies/ strategies / procedures
Programme Management	<p>8. Portfolio:</p> <ul style="list-style-type: none"> a. 55% of IUCN projects engage at least 1 Member b. Project implementation rate to exceed 85% of budget
External liaison and public image	<p>9. Events</p> <ul style="list-style-type: none"> a. DG attends 14 major events (IUCN and non-IUCN-led) b. IUCN hosts 1 Leaders Forum
Human Resources Management	<p>10. People management:</p> <ul style="list-style-type: none"> a. Voluntary staff turnover rate not exceeding 15% b. 100% of managers promoted to level M1 and above are enrolled in the leadership coaching programme. c. 80% of staff trained on IUCN Standards of Professional Ethics

I. Strategic Leadership in Conservation

Outcome statement: Regularly engage the Programme and Policy Committee (PPC) of Council, Commission Chairs, and membership on IUCN yearly policy priorities and strengthen IUCN's influence on the global policy stage.

<u>Key deliverables</u>	<u>KPI (Key Performance Indicators)</u>
1.1 Draft 20-year Strategic Vision for the Union prepared with Steering Committee and in consultation with members	1 Draft document produced 9 consultations with Members during RCFs
1.2 Draft 2026-2029 IUCN Programme document prepared with Joint Working Group and consulted with IUCN membership	1 Draft document produced 9 consultations with members during RCFs
1.3 IUCN's science-based diagnostic tools and standards, co-created with commissions and partners, further developed and promoted. These tools should be consistent with IUCN's policy mandates, in support of GBF delivery and shared with IUCN's members.	2 Updates to the Red List of Threatened Species 1 Global Ecosystem Typology Assessed 1 NbS guidance publication 1 Nature Positive Report released providing guidance on how to apply IUCN's NP approach All tools shared with Members

1.4 Succinct position and information papers with clear and focused messages for key Conventions and policy processes (e.g. CBD, UNFCCC, CMS, UNEA6, etc), in consultation with Commissions and Council and in line with adopted IUCN Resolutions.	Release at least 5 succinct position papers to prioritised policy processes in 2024
1.5 Regular outreach and communications conducted regarding IUCN policy positions and policy engagement with IUCN Council and Commissions.	12 DG Updates to Council 20 Digest messages to Members 100% of position papers consulted with Commission Chairs 1 IUCN Annual Report
1.6 High-integrity Nature-based Solutions through the IUCN Global Standard promoted in major policy processes (e.g. UNEA6, CBD, UNFCCC, UNCCD).	Promote NbS Standard through at least 3 policy papers for major global events
1.7 Independent evaluation of IUCN's influence on policy completed and management response submitted.	1 Final Evaluation 1 Management Response
1.8 On Ocean Governance: Supported ratification and implementation of the BBNJ treaty through development and dissemination of an implementation guide (WCC 2020 Res 128).	Support 5 BBNJ treaty informal dialogues Send letter to all State Members urging ratification of BBNJ
1.9 Draft policy on Synthetic Biology in relation to Nature Conservation developed (WCC 2020 Res 123), informed by Citizens' Assembly recommendations , inclusive and participatory process across IUCN bodies, and three meetings of the Policy Development Working Group.	1 IUCN Citizens' Assembly 8 IUCN Statutory Regions undertake discussions on synthetic biology in relation to nature conservation in their respective RCFs
1.10 Develop an IUCN Freshwater Biodiversity Strategy to address the global crisis in the loss of freshwater species and ecosystems, taking a One Programme approach.	1 Freshwater Biodiversity Strategy
1.11 Mobilize the conservation community through nine Regional Conservation Forums.	60% of Members participated in a RCF

II. **Fundraising and Financial Management**

Outcome statement: Strengthened engagement with Framework partners, philanthropy and private sector, and improved direct and indirect cost recovery across the Secretariat in line with the Overhead Policy.

<u>Key deliverables</u>	<u>KPI (Key Performance Indicators)</u>
2.1 a) Existing framework partners retained b) Three new Framework Partners under cultivation.	a) 9 of 9 framework partners retained b) 3 new Framework Partners under cultivation
2.2 Two new private sector partnerships	2 new private sector partnerships
2.3 Track and report progress on five major financial objectives ¹	2 reports to the Finance and Audit Committee

¹ The 'big 5': reserves, unrestricted income, de-risking the portfolio, costs, and investment

2.4 Revised approach to portfolio risk management in place, including tailored reserve levels per project typology	1 Revised approach presented to FAC and reserve requirements adjusted accordingly
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III. Operational, Change Management

Outcome statement: The corporate infrastructure of the Secretariat is improved to strengthen performance and identify and mitigate institutional risks

<u>Key deliverables</u>	<u>KPI (Key Performance Indicators)</u>
3.1 Risk committee and risk assessments cycle implemented in accordance with the Enterprise Risk Management (ERM) policy	2 risk reviews completed
3.2 Roadmap for IT developments in place following the IT review	1 Roadmap developed
3.3 Ethics and safeguards streamlined, ethics training rolled out	90% of staff complete ethics training
3.4 Updated project portal in place	2 project portal releases
3.5 Cybersecurity assessment and trainings ongoing	95% of staff participate in cybersecurity training

IV. Programme Management

Outcome statement: Members and Commissions supported to build and implement the IUCN programme and Strategic Vision.

<u>Key deliverables</u>	<u>KPI (Key Performance Indicators)</u>
4.1 External Review of the IUCN Programme 2021-2024 completed and Management Response submitted with key actions underway	1 External Review 1 Management Response
4.2 Draft results architecture for Secretariat programme (new) designed	1 Results architecture
4.3 Measures of members' participation in Secretariat portfolio in place and targets set for engagement	At least 55% of projects engage at least 1 Member
4.4 Support members in adding their contributions to the Contributions for Nature Platform	20% of Members documenting at least one contribution

V. External Liaisons, Public Image

Outcome statement: IUCN’s external image is strengthened.

<u>Key deliverables</u>	<u>KPI (Key Performance Indicators)</u>
5.1 Provide a ‘Home of the Union’ for Members and Commissions during major 2024 policy events, including through pavilion space (CMS COP, CBD COP, UNFCCC COP)	2 Pavilions at major CoPs
5.2 Branding guidelines implemented and trainings offered to staff	2 trainings delivered
5.3 Two issues of IUCN Members’ magazine	2 magazine issues
5.4 Curated presence on LinkedIn	+20% followers on LinkedIn

VI. People Management

Outcome statement: IUCN’s capacity to prepare future leadership is strengthened, and employee satisfaction assessed.

<u>Key deliverables</u>	<u>KPI (Key Performance Indicators)</u>
6.1 Roll-out global on-boarding program	Onboarding programme implemented in 2 Regions in addition to HQ
6.2 Employee Engagement Survey completed and follow-up action initiated	2024 survey completed 75% of 2024 Action Plans are completed
6.3 Quarterly Global Town Halls	4 Town Halls delivered
6.4 IUCN staff members are familiar with approved ethics-related policies, tools and processes, including IUCN’s Whistle-blower and Anti-Retaliation Policy, Code of Conduct and Professional Ethics, and Ombudsperson support.	80% of staff trained on IUCN Standards of Professional Ethics 1 report with an analysis of progress produced

Draft IUCN Programme 2026–2029

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NATURE 2030

One nature, One future

INTRODUCTION

IUCN's Programme – the Pulse of the Union

For over 75 years, the International Union for Conservation of Nature, IUCN, has worked towards safeguarding our natural world and rebuilding a healthy and equitable planet for people and nature. Our vision guides us: **a just world that values and conserves nature**. The IUCN Programme unites a large proportion of the world's conservation community, from States, government agencies, Indigenous peoples, sub-national jurisdictions, and national and international NGOs, as well as thousands of volunteer scientists and experts behind a shared commitment for urgent and transformative change to address the crisis facing our planet.

In 2021 the IUCN membership approved **Nature 2030**, an IUCN Programme which established a decadal framework for action to mobilise the entire Union. Since its adoption the Union has:

- been at the forefront of supporting governments to agree and implement the Kunming-Montreal Global Biodiversity Framework;
- advocated for, advised and supported governments to prioritise coordinated conservation action;
- promoted and secured recognition of the interrelated nature of the global crises we currently face as a first step for more integrated, whole-of-society transformations;
- built alliances with Indigenous Peoples to pioneer innovative mechanisms that promote and enable their direct access to both decision-making and conservation funding;
- advocated for and secured recognition of Nature-based Solutions as a key delivery instrument in all three Rio Conventions;
- delivered tens of thousands of targeted individual actions to protect and restore endangered species and declining ecosystems. (EVENTUALLY INSERT INFO / ILLUSTRATION FROM "CONTRIBUTIONS FOR NATURE").

At the halfway point in this decade, IUCN is now reaffirming its commitment to ensuring that the world remains on target with respect to United Nations 2030 Agenda for Sustainable Development, the Kunming-Montreal Global Biodiversity Framework and the Paris Agreement. However, in so doing, this revision of the Programme has been shaped and improved by the lessons learned since 2021 as well as new developments that have emerged both within the Union and beyond.

This 2026–2029 revision of **Nature 2030** now incorporates key directions from the Member-driven "IUCN 20-year vision", reinforcing a determination that in bringing biodiversity conservation to scale, the Union will systematically mainstream nature within key societal transformations that are needed urgently to ensure a sustainable future and a liveable planet. To achieve this, IUCN will be more purposeful in optimising its catalytic role to bring about this ambitious change agenda, reasserting the Union's statutory objectives to convene and facilitate networking; generating and disseminating knowledge, science and data; enabling and advocating for effective changes in policy and laws; and building the necessary capacity at all levels. This means that the period 2026 to 2029 will not only be a period of programmatic continuity but also one of programmatic transition. So, while new structures of the 20 year vision are incorporated and profiled, particularly at the Outcome level, it will still be possible to map these back to the programmatic priority areas that were established in 2021 which means that

by 2030 we will be able to retrospectively report and account for the Union's effort in the past decade while setting a clear course of action for the future.

Building on this, IUCN's focus for the upcoming quadrennial period will be characterised by three top-line objectives. First, the Union will refocus its efforts on its core conservation mission by **scaling up action that protects and restores species and ecosystems** in a fair and inclusive manner. Second, IUCN will intensify its focus on the **nature-climate nexus for mutually beneficial solutions** for the planet. And third, through its conservation actions to address biodiversity loss and the causes and impacts of climate change, IUCN will **promote justice, equity and rights**, demonstrating that effective conservation is a vehicle for achieving social justice outcomes, and understanding that equity and justice are a cornerstone of sustainable conservation.

Another major input into this revision is the External Review of the IUCN Programme 2021-2024. A key takeaway from this evaluation was that the Programme should be more directive in how it deploys its catalytic roles and less descriptive. In other words, even though the Union is complex, there is still scope for greater Union-wide alignment and clearer reporting on impact and progress. It recommends that the 2026-2029 revision should incorporate a robust Theory of Change, recalibrate some of the Programme Priority Areas, include a mechanism to operationalise the Programme for all constituent parts of IUCN and strengthen the reporting of results and outcomes.

The period covered by **Nature 2030** will be key for human history. We can choose to commit to and deliver the necessary societal transformations for a liveable planet or we can choose to face an acceleration of unpredictability, instability and decline that will leave all of humanity worse off. What we cannot choose is delay and procrastination without consequences. More than ever the world needs a strong, unified and aligned Union that can shape and drive global transformations and scale-up conservation impacts with approaches that can integrate and facilitate "whole-of-society" solutions. Therefore, while this 2026-2029 revision of Nature 2030 builds on what has been achieved over the last four years, it will intensify and extend its efforts to address the interlinked global crises of biodiversity loss, the climate emergency, and pandemics, leveraging the respective roles, capacities, and unique features of the constituent parts of the Union – our Members, Commissions, National and Regional Committees and Secretariat.

Box 1. *A broad-based Programme development process*

This Box should be retained and updated during the finalisation process.

Section 1: The triple planetary crisis and its drivers

The planet faces a deepening crisis driven by biodiversity loss, climate change, inequitable, illegal, and unsustainable use of natural resources, and by increasing health/pandemic risks. The chances of achieving the 2030 Sustainable Development Goals (SDGs) and other goals in multilateral environmental agreements are narrowing by the year. From a situation analysis of the current trends, three global challenges are of particular concern. First, the catastrophic loss of biodiversity – our living nature and global heritage – continues apace. Second, this biodiversity loss is compounded by the growing impacts of climate change, with synergistic effects worsening both, while solutions lie in addressing these together. Third, inequities in the way humanity shares and uses nature are steepening, not only between and within countries, but also over time, eroding intergenerational equity. A set of specific drivers have been identified that significantly contribute to the pace and direction of these three global challenges (Figure 1). Taken together, these trends render IUCN's vision of "a just world that values and conserves nature" as more urgent – and more challenging – than ever before.

GLOBAL CHALLENGE	SPECIFIC DRIVERS NEEDING PROGRAMMATIC RESPONSE
<p>Biodiversity loss (including loss of species, ecosystems, and genetic diversity)</p>	<p>UNSUSTAINABLE USE OF BIODIVERSITY</p> <ul style="list-style-type: none"> • Land-use change – conversion and degradation • Unsustainable and illegal use of species and ecosystems, including water • Unsustainable agricultural production <p>SPREAD OF INVASIVE ALIEN SPECIES AND ZOO NOTIC DISEASES</p> <ul style="list-style-type: none"> • Invasive alien species and zoonotic diseases • Impacts on ecosystem, plant/animal and human health <p>URBANISATION AND INFRASTRUCTURE</p> <ul style="list-style-type: none"> • Extractive industries, production and consumption, pollution
<p>The nature-climate nexus (Negative synergistic effects of biodiversity loss and climate change)</p>	<p>CLIMATE CHANGE</p> <ul style="list-style-type: none"> • Climate change impacts on temperature, hydrology, weather and disaster risk • Greenhouse gas emissions from ecosystem degradation, atmospheric pollution, energy • Ocean warming, sea-level rise, de-oxygenation and acidification <p>SECTORAL RESPONSE TO CLIMATE CHANGE</p> <ul style="list-style-type: none"> • Geo-engineering • Uncoordinated sectoral responses that impact biodiversity
<p>Inequity and poor governance (resulting in negative impacts on nature and people)</p>	<p>FINANCIAL AND ECONOMIC SYSTEMS</p> <ul style="list-style-type: none"> • Financial, economic and trade systems incentivising biodiversity loss and impacts on vulnerable groups • Inequitable distribution of costs and benefits • Impacts on health and well-being <p>POWER AND GOVERNANCE ARRANGEMENTS</p> <ul style="list-style-type: none"> • Poor application of the rule of law, and procedural injustice • Poor recognition of rights and identity • Corruption • Crime, illegal trade, unregulated and illegal use

Figure 1. Global challenges and specific drivers of the planetary crisis facing nature, climate, and humanity.

1.1. Biodiversity loss

As the global decline of nature has become increasingly well-understood and widely-recognised over recent years, its severity has become ever more apparent. More than a quarter of the 157,190 species for which extinction risk has been assessed on the IUCN Red List of Threatened Species face a high risk of extinction in the medium-term¹. The Intergovernmental Platform on Biodiversity and Ecosystem Services (IPBES) extrapolated from this to undescribed species, to estimate that one million species may be threatened with extinction². The Red List of Ecosystems is increasingly complementing this in assessing risk of ecosystem collapse around the world and shows that nearly half of 2,810 ecosystems considered are threatened³. The Global Land Outlook reveals that between 20–40% of the global land area is degraded or degrading⁴, the Global Wetlands Outlook finds a 35% decrease since 1970 in the extent of wetlands⁵, and the World Ocean Assessment shows that many areas of the ocean have been seriously degraded⁶. These losses not only impact the intrinsic value of nature itself, but also the benefits that nature provides to people, including nature's foundational role in underpinning wildlife, human, and ecosystem health, as well as the stability of planetary processes; IPBES reports that 14 out of 18 classes of such benefits are deteriorating².

The drivers of this crisis are also now clear, with the relative prevalence of different drivers apparent from assessments of extinction risk on the IUCN Red List of Threatened Species⁷ (Figure 2). Most severe is the cocktail of **land use change and the unsustainable use of species and ecosystems**. At a finer granularity, on land unsustainable agricultural production is most prevalent driver, with arable and livestock production combining to cause at least a third of terrestrial biodiversity loss. Unsustainable use of wild species, including logging of natural forests, fishing and hunting of wild animals, drives around a quarter of loss. **Invasive alien species** and unsustainable **urbanisation and infrastructure** are also highly prevalent drivers, while climate change looms as a further threat and is growing in prevalence. While the precise prevalence of drivers varies between terrestrial, freshwater, and marine environments, all of these drivers have impacts both on the land and in the water. Recent IPBES assessments have further elucidated the impacts of these drivers, including use of wild species⁸, invasive alien species⁹, and the complex interplay of demands for food, water, and health¹⁰.

¹ IUCN (2023) IUCN Red List of Threatened Species <https://www.iucnredlist.org>

² IPBES (2019) Global Assessment <https://www.ipbes.net/global-assessment>

³ IUCN (2023) Red List of Ecosystems <https://iucnrle.org>

⁴ UNCCD (2022) Global Land Outlook 2 <https://www.unccd.int/resources/global-land-outlook/glo2>

⁵ Ramsar Convention (2021) Global Wetlands Outlook <https://www.global-wetland-outlook.ramsar.org>

⁶ UN (2021) World Ocean Assessment II <https://www.un.org/regularprocess/woa2launch>

⁷ IUCN (2023) Species Threat Abatement & Restoration metric <https://www.iucnredlist.org/assessment/star>

⁸ IPBES (2022) Sustainable Use Assessment <https://www.ipbes.net/sustainable-use-assessment>

⁹ IPBES (2023) Invasive Species Assessment <https://www.ipbes.net/ias>

¹⁰ IPBES (2024) Nexus Assessment <https://www.ipbes.net/nexus>

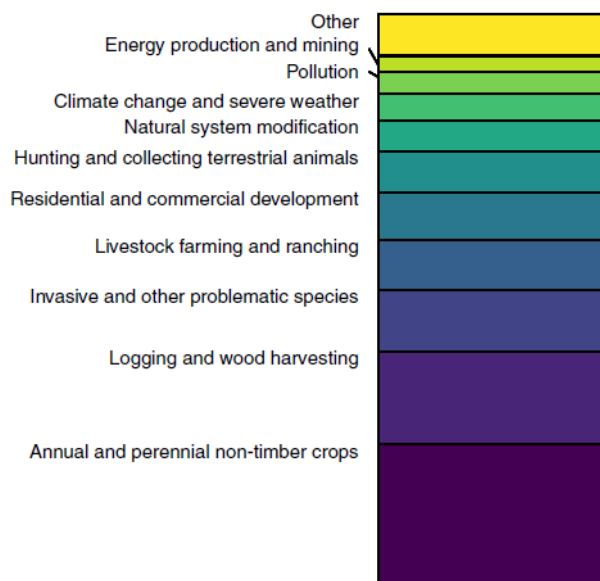


Figure 2. Relative prevalence of drivers of biodiversity loss, based on the IUCN Red List of Threatened Species⁷.

1.2. The nature-climate nexus

While the loss of biodiversity is of existential concern in its own right, it is also increasingly clear that its acceleration is deeply connected to the progress and impacts of climate change. The Intergovernmental Panel on Climate Change (IPCC) reports that anthropogenic greenhouse gas emissions have caused 1.2°C global warming above pre-industrial levels with widespread negative impacts, and that net emissions will need to reach zero by 2050, and stay negative thereafter to limit global warming to 1.5-degrees¹¹. To stay within this threshold will require unprecedented changes in all sectors. Humanity must urgently seek pathways towards a just transition and away from carbon energy sources, as signalled by the UAE consensus of the 2023 UN Climate Change Conference¹². However, without positive change at the nature-climate nexus, the risk of dangerous climate change overshooting the aim of the Paris Agreement of "pursuing efforts to limit the temperature increase to 1.5°C above pre-industrial levels" will continue to increase, with numerous feedbacks to acceleration of biodiversity loss in turn (Figure 3).

Four aspects of this nexus contribute particularly severely to the planetary crisis. First, while biodiversity enhances both climate change mitigation and adaptation, greenhouse gas emissions from the conversion of natural ecosystems and unsustainable land and water management remain major contributors, accounting for nearly a quarter of greenhouse gas emissions¹³. Second, climate change impacts biodiversity directly, as highlighted by IPBES and IPCC¹⁴. Third, global changes resulting from greenhouse gas emissions drive numerous indirect impacts on ecological processes, perhaps most severely in the oceans¹⁵, as documented in IUCN's reports on ocean warming¹⁶ and deoxygenation¹⁷. Fourth, humanity's responses to climate change have the potential to worsen biodiversity loss still further **through uncoordinated sectoral responses to the climate**

¹¹ IPCC (2023) Assessment Report 6 <https://www.ipcc.ch/report/ar6/syr>

¹² Decision 1/CMA.5 Outcome of the First Global Stocktake https://unfccc.int/sites/default/files/resource/cma2023_16a01_adv_.pdf UNFCCC (2023) COP28 <https://unfccc.int/cop28>

¹³ IPCC (2019) Climate Change & Land Report <https://www.ipcc.ch/srccl>

¹⁴ IPBES & IPCC (2021) Biodiversity & Climate Change <https://www.ipbes.net/biodiversity-climatechange>

¹⁵ IPCC (2019) Oceans & Cryosphere Report <https://www.ipcc.ch/srocc>

¹⁶ IUCN (2016) Ocean Warming <https://portals.iucn.org/library/node/46254>

¹⁷ IUCN (2019) Ocean Deoxygenation <https://portals.iucn.org/library/node/48892>

emergency, for example through poorly designed renewable energy infrastructure, unsustainable harnessing of bioenergy with carbon capture and storage, forest plantations with new and/or invasive species, or potential geoengineering approaches. Systematically addressing these nexus issues is made all the more challenging due to the highly fragmented and sectoral approach that characterises how public policy and law, and in particular multilateral policy agreements have been formulated and implemented over the last several decades. There is an urgent need for a more integrated, whole-of-society approach to addressing these drivers.

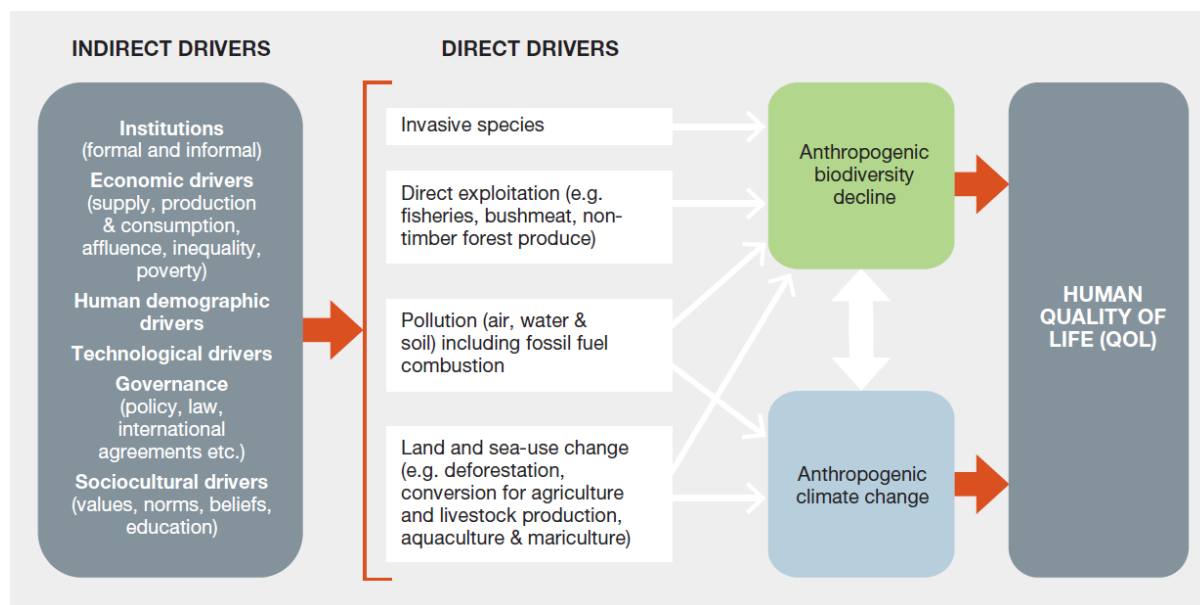


Figure 3. Indirect and direct drivers of biodiversity loss and climate change due to human activities¹⁴.

1.3. Root causes in inequity and poor governance

While more than a billion people have lifted themselves out of poverty during the last 25 years, one in ten people still suffer from extreme poverty, with the COVID-19 pandemic having driven increases in poverty for the first time in the twenty-first century¹⁸. Moreover, global prosperity, albeit unevenly distributed across **financial, economic, and trade systems**, has come at a high cost for nature and climate, with natural resource use deeply inequitable and unsustainable across humanity, and much of that use illegal in violation of national, sub-national, or international law. Globally, nearly half of the human population is directly dependent on natural resources for their livelihoods, and many of the most vulnerable people depend directly on biodiversity to meet their daily subsistence needs. These inequities in turn exacerbate the growing geopolitical tensions of recent years, with conflict and aggression in multiple countries and regions. The first IUCN Flagship Report on “Conflict and Conservation” elucidated the deep feedbacks between environmental degradation and civil conflict¹⁹.

These inequities and **imbalances in power and governance arrangements** cut across numerous dimensions of humanity, space, and time. Many groups of people remain underrepresented in decision-making in general, and in governance of natural resources specifically. In many cases, the lives and livelihoods of Indigenous Peoples or local communities are harmed through illegal activities/nature crimes, often perpetrated by external actors and driven by external economic factors, weak governance, corruption, and other factors. Particularly overt divisions relate to gender, with women still underrepresented in nature-related decision-making, and bearing the brunt of the impacts of the biodiversity and climate crises, including through environmental gender-based violence²⁰. In the health dimension, where biodiversity, ecosystem health, animal and plant health and human health and well-being are interlinked, disparities in access to healthy environments, food, water, health services, and increased exposure and vulnerability to pathogens and other health challenges

¹⁸ UN (2023) Sustainable Development Goals Report <https://unstats.un.org/sdgs/report/2023>

¹⁹ IUCN (2021) Conflict & Conservation Flagship Report <https://portals.iucn.org/library/node/49472>

²⁰ IUCN (2020) Gender-based Violence & Environment Linkages <https://portals.iucn.org/library/node/48969>

disproportionately affect women, children and marginalised groups. Indigenous peoples hold customary (albeit often unrecognised) rights to about a quarter of the world's land area and are thus in the frontlines of action in response to biodiversity loss, but suffer in consequence in many cases, with close to 200 environmental defenders murdered annually in recent years²¹. At the country scale, not only are there enormous disparities in national loss of nature, but harmful impacts in the Global South are driven by long-distance supply chains, embodied in trade to and consumption in the Global North and account for as much as a third of the loss of biodiversity. Hardest to account for but perhaps most fundamental is the impact of the biodiversity and climate crises in driving intergenerational inequity by depriving opportunities from today's children and youth, and tomorrow's unborn generations.

²¹ Global Witness (2023) Standing Firm <https://www.globalwitness.org/en/campaigns/environmental-activists/standing-firm>

Section 2. Transformative change for nature, climate, and people

While the planetary crisis revealed by situation analyses of the state of the world for nature, climate, health, and people are daunting, there remains a window for optimism. Three lines of evidence support this, spanning biodiversity, the nature-climate nexus, and equity and governance. First, the world's governments are adopting increasingly robust global goals and accountability mechanisms to address elements of the crisis. Second, the overwhelming evidence from implementation of conservation action is that practical interventions typically yield positive impacts – the challenge is to bring them to scale. Third, sustainability science is increasingly mature (Figure 4) in revealing that drivers can be abated through cross-sectoral action across a range of levers²².

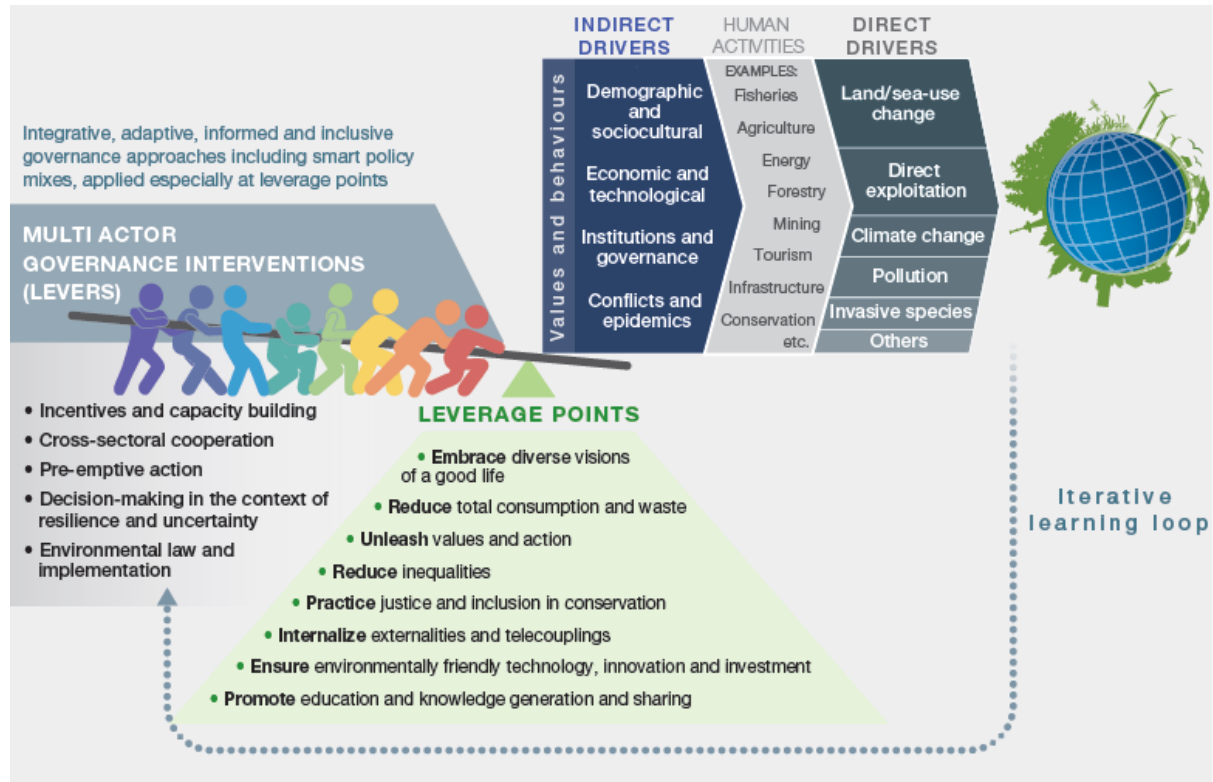


Figure 4. Transformative change in global sustainability pathways².

2.1. Transformative change for biodiversity: taking conservation to scale

The public profile of biodiversity loss has gained unprecedented prominence over recent years with the adoption, under the Convention on Biological Diversity, of the Kunming-Montreal Global Biodiversity Framework²³. Perhaps most important, this is structured around 23 action targets (including eight specifically focused on biodiversity) aligned towards delivery of four outcome goals. It triggers revision of National Biodiversity Strategies and Action Plans by all CBD Parties (all but one UN Member State). It is also explicitly an all-of-society framework and is integrated with the work of the other biodiversity-related conventions, including the Convention on International Trade in Endangered Species of Wild Fauna and Flora, the Convention on the Conservation of Migratory Species of Wild Animals, the World Heritage Convention, and the Ramsar Convention on Wetlands of International Importance. For the oceans, these conventions are now complemented by the new Agreement under the United Nations Convention on the Law of the Sea on the Conservation and Sustainable Use of Marine Biological Diversity of Areas Beyond National Jurisdiction. Such multilateral environmental agreements are reflected in turn at the top level of global governance as

²² IPBES (2024) Transformative Change Assessment <https://www.ipbes.net/transformative-change>

²³ CBD (2022) The Biodiversity Plan for Life on Earth <https://www.cbd.int/gbf>

SDGs 14 (Life below Water) and 15 (Life on Land). They are also amplified by the emergence of new target-setting methods (such as the IUCN Nature-Positive approach²⁴) and disclosure frameworks (such as the Taskforce on Nature-related Financial Disclosures²⁵) for application at the level of individual organisations and businesses.

But how do these grand international commitments translate into conservation impact? Recent years have seen great growth in the evidence base underpinning the impacts of conservation action. This evidence reveals that conservation interventions do indeed typically deliver positive impacts but need to go to scale to be sufficient to deliver global biodiversity goals. For instance, the IUCN Red List of Threatened Species reveals that trends in species extinction risk would have been at least 20% worse in the absence of conservation action, and that actual extinction rates for birds and mammals over the last three decades would have been 3–4 times higher in the absence of conservation action¹. A recent meta-analysis published in the leading journal *Science* (Figure 5) reveals significant positive impacts of conservation actions both overall, for specific interventions designed to abate particular drivers, and across different dimensions of biodiversity²⁶. The transformative change needed for “bending the curve” on the loss of biodiversity is thus one of taking these actions to scale, through effective and fair environmental policies, laws, and regulations, and their implementation, compliance, enforcement, and sufficient financing. As an example, the 293,756 sites documented in the World Database on Protected Areas²⁷ cover, on average, only 44% of the 16,333 sites documented in the World Database of Key Biodiversity Areas²⁸ as contributing significantly to the global persistence of biodiversity.

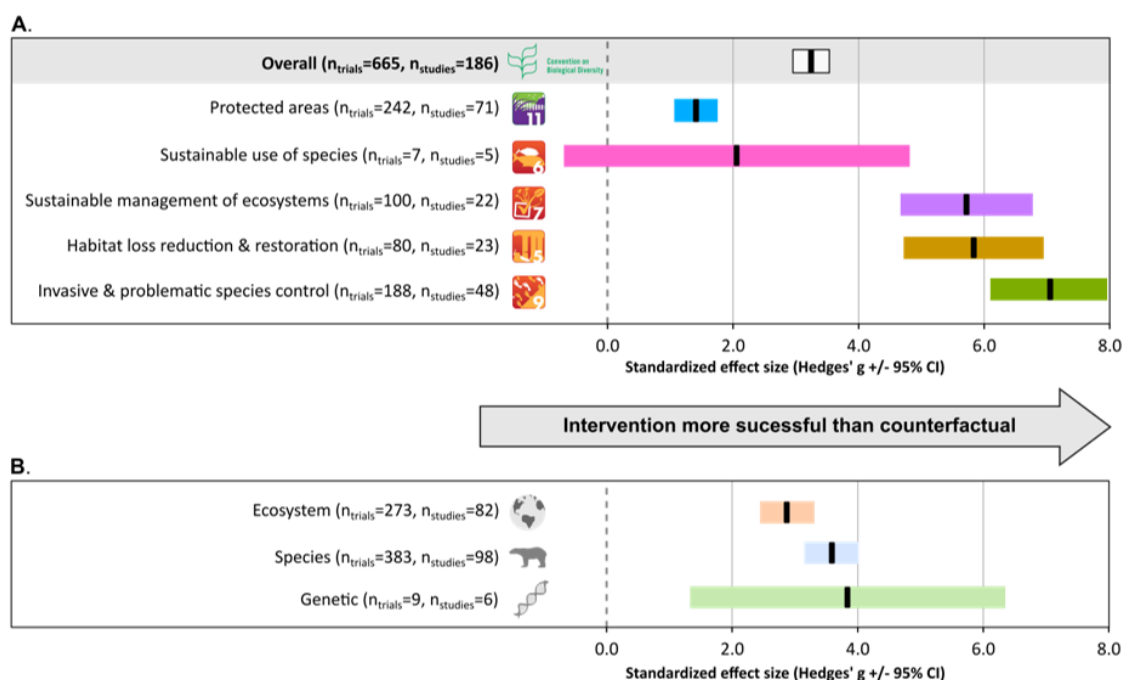


Figure 5. Effect sizes (vertical line) and 95% confidence intervals (coloured bars) of conservation interventions (A) for different interventions to abate different threats, and (B) for different levels of ecological organization²⁴.

²⁴ IUCN (2024) Nature Positive <https://www.iucn.org/our-work/biodiversity/nature-positive>

²⁵ TNFD (2023) Taskforce on Nature-related Financial Disclosures <https://tnfd.global/>

²⁶ Langhammer et al. (2024) *Science* <https://www.science.org/doi/10.1126/science.adi6598>

²⁷ UNEP-WCMC & IUCN (2024) Protected Planet <https://www.protectedplanet.net/en>

²⁸ BirdLife International (2024) World Database of Key Biodiversity Areas <https://www.keybiodiversityareas.org>

2.2. Transformative change at the nature-climate nexus.

As with the loss of biodiversity, the level of governmental and intergovernmental attention to the impacts of climate change has reached unprecedented levels with the Paris Agreement adopted under the United Nations Framework Convention on Climate Change (UNFCCC) and its top-level goals for holding temperature increase to 1.5-degrees, adaptation to the adverse impacts of climate change, and increasing financial flows consistent with low GHG emissions and climate resilient development²⁹. This is reflected in turn in SDG 13 (for climate action), and amplified at the organisational level by target-setting mechanisms (such as the Science-Based Targets Initiative³⁰) and disclosure frameworks (such as the Taskforce on Climate-related Financial Disclosures³¹) as well as the Outcome of the First Global Stocktake (UNFCCC COP28) recognition of the “Underlining the urgent need to address, in a comprehensive and synergetic manner, the recognition of the “interlinked global crises of climate change and biodiversity loss in the broader context of achieving the Sustainable Development Goals, as well as the vital importance of FCCC/PA/CMA/2023/16/Add.1 3 protecting, conserving, restoring”.” However, despite such statements and mechanisms, the current political discourse has fallen short in outlining and embracing practical pathways to systematically address the nature-climate nexus, including through better, more integrated policy and law alignment and coherence.

In terms of practical implementation, nature-based solutions³² can provide important contributions to climate change mitigation and adaptation, as well as securing food and water security, alleviating poverty, reducing the risk of future pandemics and other crises, and contributing to One Health. However, driving transformative change at the nature-climate nexus extends well beyond nature-based solutions. It is imperative that conservation actions are assessed and scaled up in the context of potential future impacts as well as those planetary changes that are already “locked-in”. Standards, incentives and regulations will be needed to guide how new green sources of energy and their distribution networks can be installed at scale while being nature positive, as well as in facilitating taking nature conservation itself to scale. Greater clarity and agreement will be required between and within countries on what an accelerated energy transition looks like in practice and how to ensure that it is just and equitable, within the specificities of national contexts and circumstances. Should poorer countries with fossil fuel reserves and a low historic carbon footprint leave those resources untapped? Can the increasing demand for metals and minerals be satisfied without harmful impacts on marine, freshwater and terrestrial biodiversity? How will non-economic Losses and Damages such as loss of livelihoods due to local ecosystem collapse be compensated and by what mechanism? Finally, new tools including scenarios approaches will be crucial to evaluate non-conventional, so-called geo-engineering, solutions to both climate change mitigation and adaptation, to ensure that these do not do more harm than good to nature and that a precautionary approach is properly exercised in any pilot phase.

2.3. Transformative change for addressing inequity, illegality and injustice in the use of natural resources.

Addressing the dual biodiversity and climate crises requires expanding the conservation toolbox and moving beyond incremental changes to catalyse transformational and systemic changes needed for a safe and just future. To be effective, interventions should seek to address the ultimate societal drivers of environmental change, by supporting economic, governance, regulatory and social policies and practices that contribute to equity and justice, hand-in-hand with nature conservation, and across the entire framework of the Sustainable Development Goals and the GBF. Fundamental to achieving durable conservation outcomes are processes of governance and regulation that are inclusive and address access and inequality and lead to effective and just legal tools, crime prevention, and enforcement, including the need to review consumption patterns, access to resources, as well as investments and trade patterns that results in environmental degradation and social exploitation, and to take actions both to bring offenders to account and to prevent crime in the first place, using modern crime science.

²⁹UNFCCC (2015) The Paris Agreement <https://unfccc.int/process-and-meetings/the-paris-agreement>

³⁰SBTI (2024) Science-Based Targets Initiative <https://sciencebasedtargets.org>

³¹TCFD (2024) TCFD Recommendations <https://www.fsb-tcf.org/recommendations>

³²IUCN (2020) IUCN Global Standard on Nature-based Solutions <https://portals.iucn.org/library/node/49070>

There is much to recognise and learn from the knowledge and actions of the world's Indigenous Peoples, whose rights must be recognised, respected and protected (including in the context of UNDRIP). Many of the planet's highest biodiversity ecosystems are home to Indigenous Peoples and local communities, and their respective knowledge and expertise. More generally, the growing size and diversity of the conservation constituency, encompassing broad social movements, youth, new partners, cities and local governments, and many private sector companies, gives further cause for optimism, including the need for greater accountability to laws and regulations, and greater emphasis on behaviour change and the use of crime science, and the recognition that nature crimes are not victimless crimes. Moreover, there is a growing recognition that human well-being does not need to come at the expense of nature. Many countries are working towards being able to include nature's benefits to people into national accounting or even embracing rights of nature³³. Nature conservation in general, and protected areas specifically, also have a critical economic and health-related disaster-mitigation role in responding to and limiting the emergence of infectious disease, and thus the resulting economic loss including that due to reductions in tourism. One Health, an integrated, unifying approach to sustainably balance and optimize the health of people, animals and ecosystems is an appropriate framework to bring these aspects together. It recognizes the health of humans, domestic and wild animals, plants, and the wider environment (including ecosystems) are closely linked and inter-dependent.

The intersection of agriculture and conservation is particularly fundamental, given that the degree to which agriculture is sustainable vs unsustainable will be central to both safeguarding nature and feeding humanity, as highlighted in the Second IUCN Flagship Report, on "Agriculture and Conservation"³⁴. The New Climate Economy Report³⁵ showed that a shift to more sustainable forms of agriculture combined with strong forest protection and regulation could deliver over US\$2 trillion per year of economic benefits, while low-carbon growth could deliver economic benefits of US\$26 trillion to 2030. In the long term, sustainable green growth requires decoupling economy from its adverse impacts on nature. This requires pricing environmental externalities, removal of perverse subsidies that adversely impact on nature, and the use of positive pro-nature incentives to change business and social behaviour. It also includes strictly enforcing regulations and addressing illegal use with greater accountability among authorities and communities alike, from crime prevention at source through to enforcement along the trade chain.

³³ UNSD (2021) UN System of Environmental Economic Accounting: Ecosystem Accounting <https://seea.un.org/ecosystem-accounting>

³⁴ IUCN (2024) Agriculture & Conservation Flagship Report <https://portals.iucn.org/library/node/XXX>

³⁵ New Climate Economy (2018) New Climate Economy Report <https://newclimateeconomy.report>

Section 3: Nature 2030: A Union in Action

In recognising the urgent need to address the multifaceted challenges of biodiversity loss, illegal and unsustainable resource exploitation and consumption, social inequity and injustice, and climate change, this programme marks a purposeful repositioning of IUCN's spheres of action, influence and interest.³⁶ IUCN is uniquely positioned to build upon its established constituency, and proven conservation approaches and measures, integrating innovative and transformative strategies designed to better tackle the drivers of biodiversity loss, shortfalls in natural resource governance and equity and blockages to effective synergistic action at the nature-climate nexus. This involves engaging with a diverse range of sectors and stakeholders, influencing policy and economic decisions, and fostering a deeper understanding of the complex interdependencies between human activities, natural ecosystems, health, and climate change. IUCN's aim is to catalyse transformative change, leveraging IUCN's expertise and network to promote effective and sustainable solutions that reconcile ecological health with human health and well-being.

This section describes how we anticipate the outcomes and impact of the Programme to come into effect. It is a simple guide to IUCN's current and future *modus operandi* to deliver and make progress on the results detailed in Section 4. As such, this section specifies how this 2026-2029 Programme intends to drive change with the support of boundary partners (See Section 5) to address drivers of biodiversity loss. It provides a quick overview of IUCN's sphere of action, influence and interest, the IUCN catalytic roles (as described in the IUCN Strategic Vision), and the main pathways through which change will happen. Figure 6 provides a visual summary of the Programme 2026-2029, and its key elements: the drivers included in section 1 and 2; IUCN's spheres of action, influence and interest; IUCN's catalytic roles; and the outcomes and key outputs of Section 4.

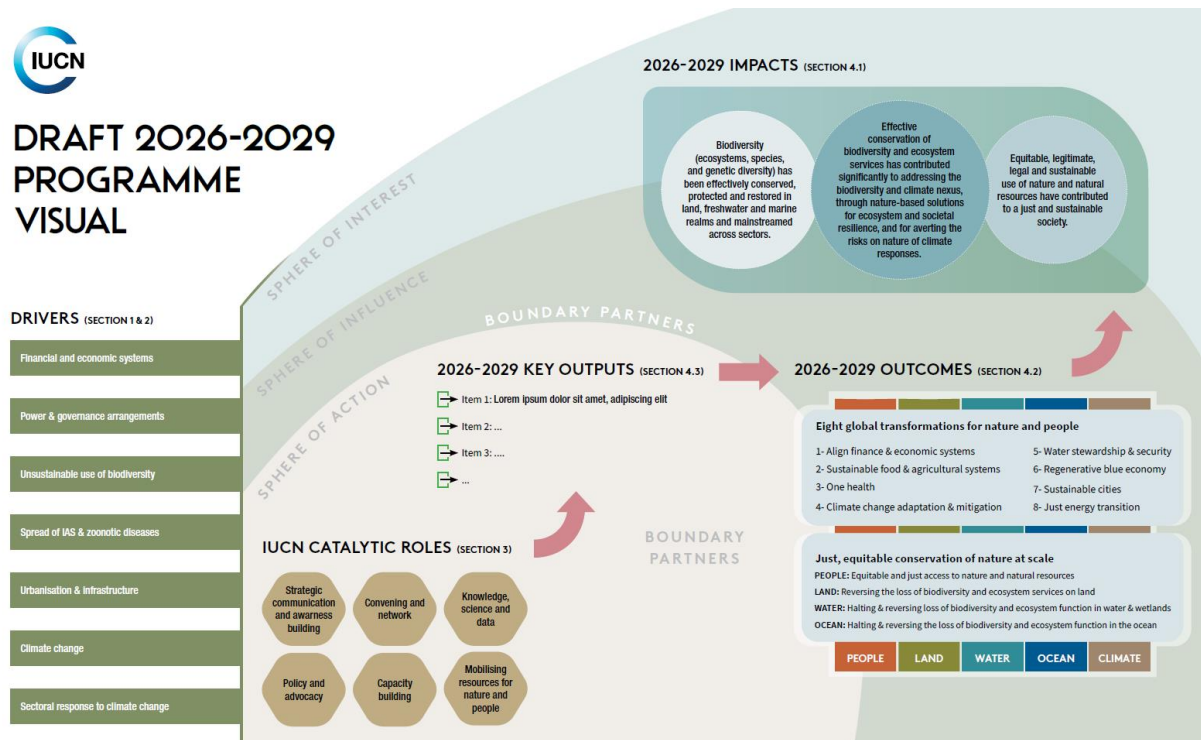


Figure 6. IUCN 2026-2029 Programme Visual

³⁶ Drawing on the work done by the International Development Research Centre (IDRC) on planning, monitoring and evaluating social change, specifically its work on Outcome Mapping (IDRC, 2001).

3.1 IUCN's spheres of action, influence, and interest

The **sphere of interest** refers to the broader areas that are relevant to IUCN's mandate, mission, and goals, but are outside of IUCN's direct or indirect control. This sphere includes trends, developments, and external factors that the IUCN keeps track of, which might affect its strategic planning and Programme operations.

Within the **sphere of influence**, IUCN seeks to inspire and empower stakeholders to embrace evidence-based science and knowledge, help them catalyse transformative changes in their behaviours and actions towards a more sustainable and equitable future. This sphere captures the indirect impact that IUCN has on the world, as well as direct impacts with others. This will be explored in more detail in Section 5 which will describe the range of boundary partners that the Union does, and will, engage with.

Within the **sphere of action**, IUCN provides public, private and non-governmental organisations with the knowledge and tools that enable and support nature conservation policies, programmes, and projects. The sphere of action is where IUCN has direct control over operations and decision-making.

The power to make changes within the sphere of influence in most cases rests with boundary partners. In working with partners, IUCN tries to influence them to effect change through the following change pathways, among others:

- Shaping and influencing evidence-based policies, laws and governance mechanisms at local, national, and international levels. IUCN's approach to conservation efforts and addressing the drivers of biodiversity loss is guided by the development of robust policy and legal frameworks, the provision of up-to-date scientific data, and the enhancement of institutional and individual capacities. IUCN plays a pivotal role in convening expert forums and stakeholder discussions, facilitating dialogue and consensus-building across different sectors. This helps ensure that policies and laws are not only environmentally sound but also culturally relevant and socially equitable.
- Informing and influencing the adoption and establishment of inclusive, equitable and sustainable practices by societies, governments, businesses, cities and communities. In this domain, IUCN works to emphasise the role of diverse stakeholders in adopting conservation measures and practices, ensuring that interventions are nature positive, socially just and environmentally sustainable. Through this approach, IUCN fosters a culture of stewardship among communities, governments, and businesses and inspires and guides the implementation of sustainable practices. This requires effective mobilisation of the Union at various levels, from local communities to global policymaking arenas.
- Generating, managing and disseminating state of the art knowledge and tools to inform and guide conservation efforts and addressing the drivers of biodiversity decline and loss. In its efforts to address biodiversity decline and loss, IUCN is dedicated to empowering all sectors with the understanding and skills necessary for effective conservation. IUCN's extensive research and data-gathering initiatives form the foundation for the resources that guide conservation efforts worldwide. By ensuring broad-based participation in science-based conservation efforts, IUCN bridges the gaps between science, policy, and practice, enabling practitioners, policymakers, and communities to make informed decisions, take impactful actions and share their learnings.

3.2 IUCN's catalytic roles

This section summarises IUCN's value proposition and key competencies to deliver on the Programme. It complements the IUCN change pathways described above by detailing how IUCN leverages its catalytic roles to better influence the world. The power of the Union lies in its collective strength and diverse perspectives, transforming the many voices into a formidable force. By uniting Constituents around our global conservation challenge, IUCN amplifies awareness and understanding, ensuring that the concern is not just heard but deeply comprehended by a wider audience. The Union also serves as an incubator and a platform to foster the exchange of ideas and experiences, contributing to mobilisation efforts and leading to innovative and scalable solutions.

The Union plays a transformative role in influencing global perspectives and supporting behavioural change. By leveraging its collective voice, the Union can help shift public discourse and shape policies, hence influencing stakeholders beyond its immediate network. Drawing from the Outcome Mapping methodology, behavioural changes are defined as changes in the behaviour, relationships, activities, or actions of the people, groups, and organisations with whom IUCN interacts and work directly.

To deliver the Programme, IUCN will capitalise on its core business, and the roles it plays, while orientating and adjusting its core business to help bring about outcomes and impacts identified. Catalytic roles include:

- **Convening and networking:** *Bringing together a wide range of actors for dialogue, discussion, and debate to identify, agree and address the necessary long-term transformational changes*

Convening and networking refer to bringing together diverse stakeholders to share knowledge, collaborate, and form partnerships for conservation efforts. Convening and networking foster collaboration and synergy among various actors, enhancing the impact of conservation initiatives through shared expertise and resources. The ability to convene diverse stakeholders and provide the latest science, objective recommendations, and on-the-ground and local expertise, drives IUCN's mission of informing and empowering conservation efforts worldwide. We provide a neutral forum in which governments, NGOs, scientists, businesses, local communities, Indigenous Peoples groups, and others can work together to forge and implement solutions to environmental challenges.

- **Knowledge, science and data:** *Guiding conservation with robust science, data and multi-disciplinary evidence*

Knowledge, science and data encompass research, information, and data about biodiversity and ecosystems, and how human activities impact them. Scientific knowledge and data are essential for understanding the state of biodiversity, the causes of its loss, and the effectiveness of conservation strategies. They inform evidence-based decision-making and policy development. In addition, combining the latest science with the traditional knowledge of Indigenous Peoples and local communities help produce a wealth of data and information which feeds into IUCN's analytical capacity to safeguard species and Key Biodiversity Areas, reverse habitat loss, restore ecosystems and improve people's well-being.

- **Policy and advocacy:** *The ability to create change for nature from the local to the global level.*

Policy and advocacy address the formal rules and frameworks established by governments and other authorities to conserve and protect biodiversity and natural resources. Effective policies, laws, and governance structures are crucial for setting standards, establishing and enforcing regulations, and guiding sustainable practices. They provide the legal and institutional foundation necessary for the conservation of wildlife and ecosystems.

Capacity strengthening: *Empowering and helping others to change (deepening learning, and making this more relevant for Members)*

Capacity building involves investing in and strengthening the skills, expertise, and capabilities in individuals, organisations, and communities to engage in biodiversity conservation. Capacity strengthening ensures that stakeholders at all levels are equipped with the necessary tools and knowledge to implement and sustain conservation efforts effectively.

- **Mobilising resources for conservation action on the ground:** *Brokering partnerships with, and through, Members and partners to support focused and innovative conservation action.*

Resource mobilisation for conservation efforts refers to securing and efficiently using financial, human, and technical resources to develop and demonstrate proof of concept for effective conservation activities and to catalyse and leverage scaled-up action. Underpinning our conservation strategies is the vital task of enhanced resource mobilisation, recognising that resource scarcity often poses a significant barrier to the implementation and scalability of conservation efforts. Our focus is on developing innovative funding mechanisms, forging strategic partnerships, and mobilising community support to develop and test approaches for scaled up conservation action, and to leverage support for implementation.

- **Strategic communication and awareness building:** *This also speaks to our ambitions to grow our work in education.*

Education, communication, and awareness refer to interventions aimed at increasing public understanding and engagement regarding biodiversity and conservation issues. Raising awareness and educating people, businesses and societies about the importance of biodiversity and the threats it faces is vital for building public support and encouraging sustainable behaviours.

Section 4: Prioritised Programme Areas

Over the next four years IUCN's network of 1,400+ State, Government Agency, Sub-national governments, Indigenous Peoples' Organisations and NGO members, its 16,000+ scientists and other experts, and its Secretariat will mobilise collectively to deliver the transformations, for nature, climate, health and people, described in Section 2. Although the Union constitutes mobilises a significant proportion of the world's collective conservation effort, to be effective it is critical that we are clear in our vision, ambitious but realistic in what can be achieved and concrete in the actions that we commit to deliver. The IUCN 2026-2029 Programme is therefore more than just a global call-to-action, it sets the direction on the specific issues the Union will mobilise around. The following section describes in detail the focus of IUCN's ambition for change in terms of three bold IMPACTS (section 4.1), the pathways the Union will use to shape this change in terms of twelve ambitious OUTCOMES (section 4.2) and the collective actions that Members, Commissions and Secretariat will commit to deliver in terms of 21 concrete packages of work or OUTPUTS (section 4.3).

4.1 IUCN 2026-2029 Impacts

IMPACT 1: Biodiversity (ecosystems, species, and genetic diversity) has been effectively conserved, protected and restored in land, freshwater and marine realms and mainstreamed across sectors.

The global community adopted the Kunming-Montréal Global Biodiversity Framework (GBF), with a vision of a world of living in harmony with nature where biodiversity is valued, conserved, restored and wisely used, maintaining ecosystem services, sustaining a healthy planet and delivering benefits essential for all people. The mission by 2030, aligned with IUCN's Nature 2030 programme, is to take urgent action to halt and reverse biodiversity loss to put nature on a path to recovery for the benefit of people and planet by conserving and sustainably using biodiversity and by ensuring the fair and equitable sharing of benefits from the use of genetic resources, while providing the necessary means of implementation.

To achieve this, Goal A of the GBF is to address the social and economic drivers of biodiversity loss on land, freshwater and ocean realms, and to maintain, enhance or restore the integrity, connectivity and resilience of all ecosystems, halt and reverse the risk of extinction of all threatened species, and maintain and safeguard the genetic diversity within populations of wild and domesticated species. Among the eight Targets of Goal A is the ambition and commitment to effectively protect and conserve areas of particular importance for biodiversity covering at least 30% of each of land, freshwater and ocean realms, and to do so in a way that is inclusive and participatory, especially involving the areas and territories, as well as agency of indigenous peoples and local communities.

IMPACT 2: Effective conservation of biodiversity and ecosystem services has contributed significantly to addressing the biodiversity and climate nexus, including through nature-based solutions for ecosystem and societal resilience, and for averting the risks on nature of climate responses.

The biodiversity and climate crises are inextricably linked. Climate regulatory systems are shaped by ecosystems and how they function, including in the ocean, tundra, and forests and other ecosystems. High integrity ecosystems (in terms of function, structure, and composition) contribute to mitigating the increase in atmospheric CO₂ through carbon sequestration and storage, and to protecting vulnerable communities from extreme events. Climate change itself progressively compromises the integrity of ecosystems, species populations and genetic diversity in multiple ways, including through altering the timing and seasonality of rainfall, temperature and the manner in which society accesses and uses ecosystems. A failure to address the climate emergency and the loss of biodiversity runs the risk of, at best, missed opportunities and at worse, globally significant counterproductive outcomes. Fortunately, regenerating the capacity of natural ecosystem also offers solutions for mitigating the harmful effects of climate change, and for helping society to adapt to the changes that are taking place. It is also fully consistent with a One Health approach.

Biodiversity action needs a climate lens and climate action needs a biodiversity lens, and both need a One Health lens. Both require the agency and capacity of society to give effect to the changes that

will result in planetary stability. Among these are large-scale restoration programmes for damaged or destroyed ecosystems, changes to the way in which agriculture and livestock practices are conducted to be nature-positive and sustainable, and the large-scale transition to renewable energy supported by infrastructure that is nature-positive. Conservation actions need to be robust to current and future climate change projections, and how this affects the connectivity, resilience and integrity of natural ecosystems. Climate solutions need to consider the risks and impacts on nature of geo-engineered solutions. The best hope for meeting international commitments for biodiversity and climate is to achieve them together; no other course of action will suffice.

IMPACT 3: Equitable, legitimate, legal and sustainable use of nature and natural resources have contributed to both nature conservation and a just, equitable, and sustainable society.

IUCN's vision is a "just world that values and conserves nature"- a two-way relationship. The planet is being exploited in ways that are inequitable and unsustainable, and often illegal. Effective conservation depends on equity and justice in the way that the society and economy are conducted, and as a means of averting and reversing the loss of biodiversity, and the causes and impacts of climate change. Equity and justice are both a fundamental quality of, and a requirement for good conservation; conserving species and ecosystems should also help deliver better quality, more inclusive local decision-making and more equitable benefit-sharing in the long term. The principles and practices of effective and just conservation must be a "whole of society" endeavour.

There is a need for strengthened inclusion of social equity and justice in conservation policies, programmes and projects, such as the needs and interests of Indigenous and traditional peoples, gender equity, poverty, tenure and natural resource rights, environmental security and ecological vulnerability. There is also a need to engage with policy and regulatory processes at global and national levels, to promote the rule of law, reduce inequity and illegality, and corruption, in access to and use of environmental resources, and in participating in environmental decision-making. Rebuilding natural capital for future generations requires a shift in values to integrate equity and ecological sustainability as a foundation for social and economic development. This should in turn incentivise and promote transformation of direct drivers and actions to achieve nature and people-positive economies and societies.

4.2 Programme areas

The three impacts presented above represent both the **ambition** and **big picture themes** that will shape the Union's programme of work over the next four years. They respond to IUCN's vision of a "*just world that values and conserves nature*" and are framed within the context of accelerating stewardship of nature as described in IUCN's 20-year vision. To turn this ambition into reality the Union will build its activities around twelve outcome areas that collectively represent pathways to meaningful change through i) mainstreaming nature in key transformational areas and ii) scaling-up equitable and just conservation efforts.

4.2.1 The Eight Global Transformations for nature and people

IUCN will leverage its core capabilities to mainstream nature conservation in eight transformational areas in response to the major global drivers of nature loss as described in Section 1 and 2. The transformational outcomes listed below are ambitious and while they cannot be delivered by the Union alone, IUCN has a key role to play in influencing and shaping the successful achievement of outcomes over the next four years. To do so we will need to work with, and in some cases build new relationships with, different partners and different types of networks. It will also entail that IUCN develops deep expertise, richer data sets, and new knowledge to advocate and mobilise for change in these areas that traditionally lie beyond our existing expertise in conservation science.

4.2.1.1 **ONE HEALTH:** - Sustainable pathways to environmental and human health have been established.

The pathway to change: ‘One Health’ recognises that human, wildlife, livestock, and ecosystem health are fundamentally linked. The multi-dimensional linkages mean that negative outcomes in one dimension, e.g. environmental degradation, are likely to trigger subsequent negative outcomes in other dimensions, such as accelerated pathogen or disease transmission, with negative health outcomes for domestic animals, wildlife, and people. The converse is also true; there is a causal relationship between improvements in environmental conditions, e.g. better pollution control in urban waterways, better wildlife handling and management practices, and human and ecosystem health. The COVID pandemic has re-focused the importance of a system-wide understanding of the connections between people, biodiversity and the environment, and One Health offers real promise as a vehicle to mainstream nature into a high-profile area of public sector policy.

While this decade has witnessed progress in advancing One Health, there is now an imperative to systematically establish more effective health and biodiversity pathways at both the national and international levels. This will require building new networks between public health practitioners, agriculturalists, planners, regulators and conservationists. Law enforcement and wildlife management agencies will need to understand and address the health implications of addressing wildlife trade (legal and illegal), and other forms of use of nature and nature crime. Outreach and network building will require a stronger and compelling evidence base that explains and raises the profile of the multiple pathways to improving human and animal health and well-being. New public policy frameworks will be needed to address the environmental determinants of human and wildlife health such as avoiding ecosystem degradation that drives zoonoses and pathogen spillover and spillback, ensuring that wildlife use, handling, and farming practices do not increase the risk of pathogen spillover or spillback, ensuring the maintenance of access to clean water and healthy food with high nutritional value, reducing pollution and contamination that are the source of disease and ill-health, promotion of access to outdoor recreation that supports health lifestyles and avoids non-communicable diseases, and providing access to nature that supports cultural and spiritual values and improve mental health. Ultimately, these shifts in public policy will need to be enforced and promoted through informed regulatory and judicial actions. Over the next four years the conservation community must take a proactive and leading role in catalysing the partnerships and generating the knowledge upon which global, multilateral and national policy shifts can be established.

4.2.1.2 **REALIGN FINANCIAL AND ECONOMIC SYSTEMS:** Economic and financial systems have been refocused to reflect dependencies and impacts on nature (including a focus on equitable stewardship of nature and natural resources)

The pathway to change: Economic and financial decisions generate whole-of-society outcomes, with direct and indirect consequences, determining the impacts of both public and private decisions, including their benefits, costs, and their allocation within economy and society. During the past decades these decisions have resulted in exceedingly negative impacts on nature and those who directly depend on it. Orientating economic decisions and aligning financial flows within a framework that takes account of the values and irreplaceability of nature, recognising and rewarding those whose stewardship delivers these benefits and disincentivising those whose practices come at nature’s expense is a critical and necessary transformation for the 21st century.

To achieve this, economic activities and financial flows need to align with conservation and sustainable use of nature. Both governments and private sector must measure, account, monitor and disclose their impacts and dependencies on nature. Central Banks will need to understand macroeconomic risks and consequences emerging from degradation and loss of nature, recognise the impacts of monetary policy on local and global natural capital and conservation, and develop and deploy tools to address these risks. Credit ratings agencies will need to assess the exposure to nature-related risks of debt instruments more systematically and effectively, reflecting this in the evaluation of their clients’ creditworthiness. Governments and private-sector procurement policies will be instrumental in driving change in market behaviour, consumers will need to be made more aware

of the nature-impacts of choices they are making, and both international and national judicial systems better equipped to support the effective implementation of international agreements and national regulations. To build substantive momentum for these types of reforms over the next four years, the global conservation community needs to deliver better and more readily applicable knowledge and insights that the finance and economic sectors understand and can easily adopt and collaborate around the provision and use of required metrics, data and standards.

4.2.1.3 SUSTAINABLE FOOD AND AGRICULTURE SYSTEMS: Significant progress in establishing sustainable and nature-positive contribution of multifunctional agricultural landscapes has been achieved.

The pathway to change: Unsustainable, harmful agriculture practices are the leading driver of biodiversity loss globally and a key contributor to short and long-lived greenhouse gas emissions. Conversely many agriculture and food systems are threatened by climate change and the decline in ecosystem functions and services. Despite the rapid increase in urban populations, agrifood systems underpin the livelihoods of 3.83 billion people globally and is the largest source of income for poor, rural households. With the required increase in global food production over the next 25 years estimated as high as 70%, the future of animal and plant agriculture and food systems is a key nexus issue that urgently needs to be addressed. New systems of food production urgently need to replace current business-as-usual scenarios, not only to safeguard biodiversity but also food security, land health and local livelihoods.

New alliances with shared common goals that safeguard nature, production systems and sustainable on-farm incomes will be required. Evidence-based approaches and innovations that enhance the sustainability of food production systems will need to be developed and tested inclusively with a range of key stakeholders, including small-scale producers, feed-producers, pastoralists and Indigenous Peoples. Critically, governments and agricultural ministries will need to assess the efficacy and role of their policies and incentive systems, fully understanding their impact in terms of biodiversity and provision of support for rural communities with a view repurposing those with detrimental impacts to deliver both nature and people positive outcomes. Part of reframing the narrative will be to increase understanding of land health and soil biodiversity framed within the context of agricultural policy reform with associated tools, metrics and data to support change processes. This will have to be extended not only to farming systems but also to improved understanding, transparency and accountability of commodity supply chains, including shaping both public and corporate procurement policies as a driver of nature-positive market behaviour.

4.2.1.4 SUSTAINABLE CITIES: Sub-national planning processes integrate biodiversity, ecological footprints and nature into urban planning and infrastructure development, demonstrating improvements in citizen well-being and mitigation of urban challenges.

The pathway to change: Fifty-six percent of the world's population (four and a half billion people) already live in cities and this will increase to seventy percent by 2050 (potentially 6.8 billion people). Historically, urbanization has had major negative implications for biodiversity aside from the immediate loss of habitat to built infrastructure. Indeed, the manner in which urbanisation continues to progress will be a key determinant for the eleven other outcomes described in this section. It can accelerate the spread of both disease and invasive alien species, increase the consumption of fossil fuels, increase water stress and disrupt water cycling and increase pollution. Making cities sustainable and liveable is a fundamental challenge that is already upon us and that will need to be resolved in the forthcoming decades.

To transform these challenges into opportunities requires an effort that extends way beyond the establishment of green spaces and urban tree planting. It begins with building proactive coalitions and alliances with local government structures and authorities. Local governments are closer to their citizens and therefore tend to be more responsive to their needs. But the world's 10000 cities, have

an enormous impact far beyond the 3% of the land surface they occupy. There is a need for more collective action, with cities networking with each other and exchanging ideas, approaches, tools and new knowledge. Conservation will have to establish new, responsive working relationships with municipalities helping build capacity and provide tools that can support nature-positive planning and permitting processes and help establish ambitious but realistic biodiversity-related targets and monitoring frameworks. It will also be critical to support city authorities in addressing some of their key challenges such as youth employment, water cycle management and flooding control and mitigating periods of heat stress using Nature-based Solutions. Ultimately the sustainability of cities rest in the hands and the votes of their citizens, therefore it will be critical to ensure the often broken link between people and nature is re-established not only through raising awareness but also supporting school curricula, engaging and profiling biodiversity in sporting and cultural events and helping to increase citizens' understanding and own sense of agency in advancing sustainable outcomes.

4.2.1.5 WATER STEWARDSHIP AND SECURITY: Policy frameworks, regulations, spatial planning processes and water cooperation agreements improve the governance of water resources.

The pathway to change: the management of freshwater has both global and significant local implications for biodiversity, ecosystem functioning, climate change impacts and responses, economic stability and development, local livelihoods and rights, and human health. As a scarce natural resource, access to and quality of freshwater can have significant political implications and opportunities. An increasing number of countries face water scarcity challenges, or extremes of floods and droughts due to climate change. Over 30% of the world's water is over-allocated, and over 30% of the world's freshwater ecosystems have been lost since 1970 – far faster than terrestrial and marine ecosystem and species loss – and yet our policies and multilateral agreements are ill-equipped to deal with freshwater protection and conservation. Pollution of freshwater systems has significant impacts on biodiversity, people, and economies; yet access to safe and reliable water supplies is critical for human health wellbeing, industrial manufacturing, food security, and the functioning and integrity of surface and sub-surface freshwater ecosystems and coastal zones.

Advancing water stewardship and water security over the next four years will require a multi-faceted approach involving a broad diversity of stakeholders, policies, technologies, and behavioural changes at multiple levels within layered governance hierarchies and across international borders. New frameworks and policies will be required that can deal with the multiple ways water is both managed and influenced by different sectors. Significant improvements in sharing the range of benefits from effective freshwater resource management are needed alongside greater engagement with spatial planning agencies and regulators to improve land-use planning, regulatory enforcement and compliance and pollution control to improve freshwater health, protection, and connectivity. Multi-stakeholder and multi-sector partnerships able to efficiently scale and invest in solutions are urgently needed due to the connectivity, dependencies and diverse impacts on freshwater ecosystems and the biodiversity they support. Awareness raising and capacity development within conservation is urgently needed to deal with diverse and opposing stakeholder needs for freshwater, highlighting the need to develop strong river basin level leadership and skillsets, and the opportunity to build communities of policy and practice that work to consistently improve freshwater management through longer term programming and partnerships.

4.2.1.6 REGENERATIVE BLUE ECONOMY: A framework for developing a regenerative blue economy, focusing on sustainable and equitable marine resource utilisation is incorporated into national and regional development strategies.

The pathway to change: The Ocean has always played a critical role for societies, in particular for coastal communities. From the regulation of key planetary processes that make life on earth possible to being an important source of protein, the services the Ocean provides are both numerous and fundamental. However, the common popular perspective of the Ocean as vast, untouched and unchangeable is no longer true. Exploitative economic activities, both on land and at sea, are altering the biotic and abiotic balances and cycles with potentially serious, if not yet fully quantified, societal implications. Industrial, uncontrolled and poorly planned exploitation of the ocean resources

exacerbate other common drivers of biodiversity loss and ecosystem decline culminating declining Ocean health. Climate change is fundamentally altering how oceans operate.

The essential next step is to unlock a Regenerative Blue Economy: to focus on ocean health including its wealth of biodiversity and ecosystem services, while fostering development, social inclusion, equity and empowerment of coastal communities to be its natural stewards. To bring this vision to fruition, there is a need to foster a collaborative approach among all stakeholders, including governments, the conservation sector, economic sectors, Indigenous peoples and local communities. The framework for a Blue Economy needs to encompass the definition and principles for all blue economy-related work through the lens of biodiversity conservation and sustainable use across the globe and provide a roadmap toward a regenerative approach to using ocean resources. Such a framework should help redirect finance and all sectors to regenerative activities, promoting collaboration, and guiding global, regional and national level strategies towards greater sustainability.

4.2.1.7 CLIMATE CHANGE ADAPTATION AND MITIGATION: National and international climate strategies, frameworks and actions optimise the role of Nature-based Solutions while avoiding adverse biodiversity impacts from novel climate technologies.

The pathway to change: At UNFCCC COP 26 in 2021, governments formally acknowledged that climate change and biodiversity loss are clearly interlinked. While the potential to accelerate integrated solutions is significant so are the uncertainties surrounding novel climate technologies. Indecision on how to address the nature-climate nexus risks a perverse scenario where the most promising options, such as nature-based solutions, are left underutilised while the escalating impacts of climate change drives some governments to consider non-reversible interventions that could have global impacts on biodiversity. Charting and implementing a clear, way forward with respect to the nature-climate nexus is one of the most important challenges for conservation of this decade.

To harness this potential, the global conservation community needs to set a clear direction for working with nature to achieve not only durable mitigation and just transition objectives but also for nurturing adaptive resilience. Mechanisms to incentivise the storage and sequestration of biome-based carbon that go beyond market-based transactions and carbon offsetting narratives need to be urgently tested, promoted and taken to scale with new frameworks that recognise and reward the maintenance of existing carbon stocks and important biodiversity values concurrently. Transaction costs, particularly around verification, need to be significantly reduced so that a wider range of natural resource stewards, such as Indigenous Peoples and local communities, can more easily access, participate in and receive benefit from Nature-based Solutions. The innovative application of new technologies will be critical in this effort. Climate resilience actions must work at this intersection, drawing from the best available science that incorporates local and traditional knowledge to ensure societies can adapt to a changing climate. The development of climate information services that use climate and biodiversity data and incorporates local and traditional knowledge provide a comprehensive view that is crucial for informed, strategic decision-making. More broadly, government will need to play a more active role in providing safeguards and guarantees to local communities who wish to deploy the management and restoration of their natural resources for both adaptation and mitigation. This should be supported by the proactive use of legal instruments and judicial reviews. At the same time greater efforts will be required to enhance the evidence base concerning the role, if any, that novel climate technologies such as solar radiation modification (SRM), ocean fertilisation and alkalinisation, and novel carbon dioxide removal (CDR) methods, can play in combatting the climate crisis. Conservation will need to engage in constructive dialogue with protagonist of such approaches concerning the associated moral hazard, ethics, consent, equity and governance. Governments will need support to establish strongly regulatory frameworks including the application of the precautionary principle to the testing of these novel technologies.

4.2.1.8 **GREEN, JUST ENERGY TRANSITION:** Global installed renewable energy generation and distribution capacity is trebled within a socially equitable and nature positive framework.

The pathway to change: The transition from fossil to renewable energy has been too slow and the current pace falls far short of the 1.5-degree pathway. At the same time, one person out of every ten does not have access to electricity with energy poverty increasing in 2022. To limit warming to 1.5°C, the world requires three times more installed renewable energy capacity by 2030, and at the same time an annual doubling of the global rate of energy efficiency improvements. This means a rapid scale-up of both renewable energy capacity and accompanying efficient transmission grids.

This monumental task comes with both risks and opportunities. Historically the large-scale roll out of infrastructure has had negative impacts on biodiversity and natural resource dependant livelihoods. Developing, installing and operating renewable energy systems will be accompanied with potential impacts at the landscape and seascape level, risk persistent habitat disruption from noise and vibration as well as witnessing an expansion of mining operations to extract essential raw materials.

This urgently needed energy transition therefore must be both nature- and people-positive. This requires the formation of new coalitions to align technological advancements in renewable energy generation and distribution with ambitions global conservation and social goals. Government regulators and investors will need a new array of screening and decision support tools that will be capable of balancing licensing agility with effective conservation safeguards. The electrification networks and storage capacity in many countries will need to be enhanced, expanded and made more accessible. The conservation community will need to mobilise effectively to build new and effective collaboration with energy utilities and transmission grid operators, understanding their needs, building their capacity on nature-positive screening, generating new knowledge and packaging this into new tools and standards.

4.2.2 *Just, equitable conservation of nature at scale*

Drawing from the strong evidence that where implemented, conservation works (Figure 5), IUCN will reinforce and scale up equitable and just conservation interventions across land, freshwater, and ocean environments. This action is anticipated to underpin the eight global transformations (Section 4.2.1), which will in turn feedback through progressive removal of the barriers to conservation at scale. Across the Union, the primary actors driving these efforts in protecting species, safeguarding important sites, and conserving and restoring ecosystems will be the governments and agencies, non-governmental organisations and foundations, and Indigenous Peoples' organisations who comprise the IUCN Membership. Crucial enabling roles are provided by the science, data and expertise mobilised through IUCN's Commissions, financial mechanisms (notably IUCN's roles as an agency for the Global Environment Facility and Green Climate Fund), and policy engagement (through IUCN's UN Observer status and roles with the Multilateral Environmental Agreements). Through the Programme, IUCN will not only track outcomes of these interventions, but also assess what would have happened in their absence, allowing iterative improvement in the genuine impact of conservation action.

4.2.2.1 **PEOPLE:** Equity and justice for sound environmental governance has been enhanced in every aspect of scaling up conservation on land, freshwater and oceans

The pathway to change: The Global Biodiversity Framework acknowledges the importance of a whole of society approach to addressing the planetary crisis, including political will and recognition at the highest levels of government, and action by all actors in society. It highlights, in particular, Indigenous Peoples and local communities as custodians of biodiversity and as partners in its conservation, restoration and sustainable use. The voices of women and youth spearhead calls to action at all levels of responsibility. Pervasive injustice, inequality and the illegal and unsustainable use of nature undermine the prospects for human prosperity and nature conservation alike. Crime,

corruption and illegal exploitation of nature at all levels are impacting resources, impacting people and undermining efforts for transparent, inclusive governance,

Scaling up conservation to meet the ambitious goals and targets by 2030 must ensure the full, equitable, inclusive, effective and gender-responsive representation and participation in decision-making, and access to justice and information related to biodiversity for all actors in society. In particular, an emphasis is needed on indigenous peoples and local communities, and respect for their cultures and their rights over lands, territories, resources, and traditional knowledge. Measures to secure participation by women and youth, and other marginalised groups, and to ensure the full protection of environmental human rights defenders must be taken. There needs to be a response to the long-standing call for effective grievance and redress mechanisms, and for dealing with illegal and criminal activities through enhance regulation and enhancement in criminal justice and application of the rule of law. Scaling up conservation impact in land, freshwater and oceans is only possible through equity, social justice and redress, and much greater participation by social actors; conservation programmes must in turn contribute towards social and economic outcomes and long-term sustainability.

4.2.2.2 LAND: The effective conservation and restoration of areas of important for terrestrial key biodiversity areas, other areas important for biodiversity, ecosystems and species has been achieved equitably and inclusively to reach global targets

The pathway to change: The world made strides to expand the area of protected and conserved areas (PCAs) globally to 17%, while falling short of safeguarding the most important areas for biodiversity (Key Biodiversity Areas), of achieving ecological representativity and connectivity, or meeting quality standards for effectiveness in the long-term. Although rates of forest and grassland ecosystem destruction and degradation decreased in some areas, it continued to accelerate in others, and loss, degradation and fragmentation of habitats continues, leading to declining ecosystem services on which societies depend. Good progress was made on identifying and prioritizing invasive alien species for risk and management, but new introductions continue apace. Species continue to move closer to extinction with nearly 25% of assessed species threatened with extinction, primarily through habitat destruction, illegal and unsustainable use, and with negative impacts on species used for food and medicine.

There is an urgent need to expand the area and ecological integrity of natural ecosystems by maintaining, enhancing or restoring the integrity, connectivity and resilience of all ecosystems, and through the establishment of new protected areas and recognition of other effective area-based conservation measures (OECMs), especially areas of particular importance for biodiversity, reaching 30% by 2030 using participatory approaches and involving grievance and redress mechanisms. Governments must be supported to roll out their national biodiversity strategies and action plans (NBSAPs), including national targets aligned with agreed global targets, National Species Action Plans and species recovery plans, and to avoid and address human-wildlife conflict. Damaged and degraded ecosystems must be restored to enhance ecosystem functions and services in multifunctional landscape mosaics, founded in integrated land-use planning and participation of stakeholders across multiple sectors.

4.2.2.3 WATER: The effective conservation and restoration of freshwater key biodiversity areas, other areas important for biodiversity, ecosystems and species has been achieved equitably and inclusively to reach global targets

The pathway to change: Life in freshwater and wetland ecosystems remains in crisis, with ecosystems and species disappearing three times faster than forests, and the manner of their use leading to ecosystem degradation and fragmentation, undermining prospects of recovery and impacting human livelihoods, health and well-being, particularly for vulnerable communities, women and children. The drivers include pollution from nutrients, pesticides and waste, as well as the ongoing impact of invasive alien species. Unsustainable abstraction use of water resources, and inter-basin transfers for agriculture, industry and urban development, as well as direct and unsustainable levels of use of freshwater species and ecosystems are driving extinction. A burgeoning aquaculture industry and other land-use change is converting and destroying habitats.

Governments and other authorities must be supported through updated NBSAPs to conserve Key Biodiversity Areas covering at least 30% of freshwater ecosystems by 2030, maintaining, enhancing or restoring their integrity, connectivity and resilience of these, and expanding protection through new PAs and OECMs. There is a need to prevent overexploitation of freshwater species, through improved biological assessments, science-based management and development of freshwater fisheries action plans and controlling invasive alien species. There is also a need for better management and investment in water resources for protection and for ensuring equitable access to water for people and broader human needs and well-being. An integrated approach is needed for guaranteeing the water flows required by nature and people, improving water quality, and safeguarding connectivity to allow recovery of freshwater systems, including wetlands and free-flowing rivers from mountains to coasts.

4.2.2.4 OCEAN: - The effective conservation and restoration of marine key biodiversity areas, other areas important for biodiversity, ecosystems and species has been achieved equitably and inclusively to reach global targets

The pathway to change: The world's oceans, 70% of the planet's surface, remain inadequately protected, governed and managed in the face of the multiple stressors and demands for use of marine living and non-living resources. Less than 3% of the global ocean is free from human pressure, and less than 2% of the global ocean is protected in any form of marine protected area or OECM. While just over 18% of national waters is protected (in 2023), the area does not adequately represent the diversity of ocean ecosystems, species or processes. More than 10% of all marine species assessed are threatened with extinction, with marine mammals and coral reefs critically threatened.

Stronger and more effective governance, and legal and policy frameworks for protection, regulation, mitigation and restoration of ocean key biodiversity areas within and beyond national jurisdiction, are urgently required. There is a need for marine spatial planning to facilitate species conservation, protection and management, including for targeted and other fisheries, that also meet livelihood, nutritional and health needs of the most dependent, while also improving the legality and sustainability of maritime fleets and mariculture production. Globally, there is a need to address the systematic threats and stressors including the impacts of climate change on marine species, ocean warming, ocean acidification and ocean deoxygenation, as well as sea-level rise and perturbation of weather patterns and events. Increased maritime and defence activities and the exploration and exploitation of deep sea-bed resources with impacts on marine life, human health and well-being, and livelihoods at both local and planetary scales, demand increased attention.

4.3 The Union's contributions

The twelve outcomes presented in the previous section represent both the specific changes that IUCN will commit to pursuing over the period 2026-2029. Success lies not only in IUCN's hands but will require partnerships and the commitment and contributions of other boundary partners in the public and private sectors, academia and civil society and at the local community level. IUCN's specific contribution is described in the following section. If Members, Commissions and Secretariat can combine forces to effectively deliver on the following 21 outputs then the prospect of achieving the change we believe necessary will be significantly enhanced. In other words these outputs are the direct deliverables for which IUCN holds accountability (sphere of action), showcasing our unique position and responsibility within the conservation community. Our deliverables will focus on impactful environmental initiatives and strategic partnerships that leverage our extensive network and expertise. Each output will be critical to advancing our mission and amplifying our global impact, aligned with the outcomes and impact described in previous sections. The outputs below are not presented in any order of priority, all are important for the Union to achieve.

4.3.1 Composite Outputs to deliver the Eight Global Transformations for nature and people.

(i) Scaling up Nature-based Solutions:

Output: Adoption of high-integrity Nature-based Solutions by the public and private sector in the design, implementation and assessment of actions and initiatives to deliver the eight global transformations

The next step in the effective deployment and upscaling of Nature-based Solutions (NbS) as a transformative pathway is to address national and regional demand for clearer guidance and tools appropriate to national contexts and circumstances, appropriate frameworks for better validating compliance and proof of concept demonstrations at scale for its application in different sectors (health, cities, agriculture etc). IUCN will deploy its Commission and Secretariat expertise to develop and provide tailored guidance, capacity-building and decision-support tools that will enable its Members and Partners to incorporate NbS into policies, regulations and investments across a wide range of geographic and sectoral circumstances during this 4-year period.

This output will be delivered through:

- Locally applicable, globally consistent guidance for the effective application of the IUCN Global Standard for Nature based Solutions within specific national and regional contexts and circumstances.
- Enhanced availability of, and capacity to effectively deploy, NbS knowledge, tools, metrics and financial instruments.
- Promotion of and advocacy for high integrity NbS within policy and financial frameworks at national, regional and global levels.

(ii) Biodiversity metrics for a nature positive transition:

Output: Adoption of Nature-Positive approaches and metrics by the private sector, government and civil society, to deliver the eight global transformations.

This output is a Union-wide response to the need for a whole-of society Nature Positive effort. Within the approach, transition pathways for private sector actors, including financial institutions, will enable key sectors to identify, set baselines and deliver verified, concrete contributions to the eight global transformations. The Members, Commissions and Secretariat have come together to develop this approach. They will be further engaged to ensure that any tools and frameworks that are developed to mobilise financial flows, such as biodiversity credits, are underpinned by the necessary principles and standards. Support to project developers, policymakers and investors will ensure that positive impacts on the underlying biodiversity are measured with metrics mobilised by the Union.

This output will be delivered through:

- Promotion and adoption of the Measuring Nature Positive approach by key private sector players, engaged by IUCN Members and Secretariat
- Engagement with multiple stakeholders, in particular governments, Indigenous Peoples organisations and civil society to build consensus on and raise awareness about IUCN's Measuring Nature Positive approach, and on policies, tools and metrics relevant to its implementation.
- Development and deployment of decision support tools that enable IUCN Members to effectively engage with the private sector on nature-positive contributions, target setting and the use of biodiversity metrics.
- Union-wide consultation and generation of consensus and agreement on the effective use of Measuring Nature Positive and its application to emerging frameworks such as biodiversity credits.

(iii) Sustainable Food and Agricultural Systems

Output: Conservation and food and agricultural systems actors (government, producers, companies, civil society) have co-designed and implemented solutions contributing to sustainable and nature-positive multifunctional agricultural systems

To address the escalating demands of global food production, IUCN will, as a key first step, seek to bridge historic fractures by building coalitions with key organisations from the agricultural and food sector with a view to mobilising critical knowledge, capacity and policy pre-requisites to promote and implement sustainable and nature-positive agricultural systems. Working at both global and regional level, IUCN Secretariat and Commissions will work with IUCN Members, partner organisations, farmer associations and the private sector to co-design and support implementation of proof-of-concept frameworks that balance food production with ecological integrity, sustainability, and equity.

Across all IUCN Regions, the output will be delivered through:

- Facilitation of multi-level dialogues among stakeholders to foster shared commitments to sustainable landscapes encompassing arable, pastoral, and plantation production.
- Promotion of governance systems that support inclusive and participatory policy and action plan development.
- Development and dissemination of knowledge products and tools to assist stakeholders in transitioning to sustainable agricultural practices.
- Mobilization of investments, including options to repurpose public sector payments, to support nature-positive agricultural initiatives.

(iv) One Health

Output: Policymakers, government agencies, public health experts, veterinarians, scientists, and conservation professionals set and implement targets, and integrate health and conservation aspects, reporting progress in preventing and combating zoonotic diseases and improving health outcomes, using a One Health approach

During this 4-year period the building blocks will be put in place to simultaneously deliver healthier wildlife and human communities, significantly reduced pathogen spillovers and disease transmission risk, and enable effective management of terrestrial, freshwater and marine habitats and ecosystems. IUCN will advocate for and implement a One Health approach, integrating conservation with human, plant, wildlife, and other animal health sectors. This will mobilise a wide array of expertise and knowledge across the Union on the interlinkages between environment, species and human health across the Union. The ultimate outcome would be trans-sectoral approaches to wildlife utilisation and health, ecosystem conservation, livestock systems, and human health.

This output will be delivered through:

- Advancing the science underlying the One Health approach, especially through ongoing assessment as to whether disease emergence is related to specific drivers including conversion of natural ecosystems, spread of invasive alien species, wildlife harvest and trade, and climate change; and if so, how.
- Ensuring a trans-sectoral approach to wildlife and public health policies, to incorporate wildlife and nature conservation considerations into public health interventions, and to incorporate pathogen spillover and health considerations into conservation interventions, and wildlife utilisation.
- Establish long-term partnerships between the conservation and public health sectors for joint solution development, aligned with KMGBF implementation towards strengthening delivery of conservation impacts.
- Enhance community health through conservation projects focusing on forests, grasslands, freshwater and marine ecosystems, climate change adaptation, and zoonotic disease prevention.

(v) Nature-based urban development

Output: State and sub-national authorities effectively deploy biodiversity management and Nature-based Solutions to increase access to green and blue spaces in urban areas and manage ecological footprint.

While the importance of sustaining and enhancing biodiversity at the species and ecosystem level is increasingly recognised, urban development and consumption are responsible for an outsized ecological footprint. To effectively bring both these dimensions more effectively into urban planning and management will require engaging and equipping city planners, municipal authorities and citizen groups with the knowledge and capacity to understand these options, account for their actions, both positive and negative, and set and measure robust sustainability targets. This requires a whole of Union response – working with IUCN’s sub-national jurisdiction members as champions of change, providing the Commissions’ and Secretariat’s expertise and capacity-building and supporting Member driven action and advocacy.

The output will be delivered through:

- Raising awareness among governments and the private sector about the importance of urban biodiversity.
- Providing policy guidance to ensure that biodiversity and health are integral parts of local urban planning.
- Development and dissemination of guidance for safeguarding Key Biodiversity Areas and implementing Nature-based Solutions in urban environments.
- Promotion and application of the IUCN Urban Nature Indexes to integrate biodiversity considerations into urban projects, including the setting of science-based targets.

(vi) Re-aligning economic and financial systems

Output: Public and private sector actors, including countries and corporations, have initiated assessing, reporting and setting targets on the alignment of economic and financial systems with nature by measuring, monitoring and disclosing nature-related impacts, dependencies, risks and opportunities, and initiating actions towards delivery of these targets.

Comprehensively achieving the transformation of economic and financial systems from drivers of negative impacts to instruments of sustainability will require commitment and effort over several decades. The current interest in mainstreaming nature into both public and private sectors policies, planning, monitoring, and disclosure represents an important first step. To sustain this momentum requires data and frameworks to incorporate information on the value of nature into public and private decision-making. IUCN Commissions, Secretariat and Members will leverage and their coordinated expertise and global data resources to shape, influence and contribute to the implementation of frameworks such as the UN System of Environmental-Economic Accounting (SEEA) and Task Force on Nature-Related Financial Disclosure (TNFD).

The output will be delivered through:

- Metrics, data and tools to enable standardized, robust, and comprehensive measurement and disclosing of nature-related impacts, risks, and dependencies.
- Development, piloting and promotion of best practice frameworks for nature-related impacts, risks and dependencies such as Task Force on Nature-Related Financial Disclosure (TNFD) and natural capital accounting, including the UN System of Environmental-Economic Accounting
- Guidance and capacity building for implementing the frameworks.

(vii) Water security and stewardship

Output: States, corporations, and communities mobilise freshwater ecosystem restoration, governance and stewardship.

In a water constrained world, increasing attention needs to be placed upon global water security and stewardship. Inadequately dealt with in both national policy and Multilateral Environmental Agreement processes, freshwater ecosystems and biodiversity have suffered from a lack of institutional capacity, inadequate financial investment, and poor communications and awareness undermining the provision of water for all human needs, which risks being significantly exacerbated by the current climate crisis. The IUCN Secretariat will work with its global network of Members and Commission counterparts to upskill Union wide efforts to restore, protect and improve the value and management of freshwater ecosystems for water security, including proactively working with a coalition of actors on an ambitious Freshwater Challenge to restore 300,000 km of rivers and 350 million ha of wetlands.

This output will be delivered through:

- Guidance and advocacy to align multilateral agreements and frameworks in support of national and transboundary water governance, restoration and management.
- Convening and facilitating mechanisms for whole-of-society inputs to improved water governance and stewardship frameworks.
- Collaborative partnerships that develop and apply freshwater ecosystem restoration, and conservation methodologies and monitoring protocols that, *inter alia*, track progress against multilateral, national and global goals.
- Filling knowledge gaps on demand driven freshwater related data to enable scalable restoration action to support the Freshwater Challenge
- Leveraging financial resources for freshwater from source-to-sea through existing initiatives, programmes and funds, and creating larger scale impact through targeted finance leverage strategies.

(viii) A Regenerative Blue Economy

Output: Regenerative Blue Economy models that incorporate State, private sector, Indigenous and local community ownership and investment have been established.

It is of paramount importance to transform our ocean economy into a driver of positive conservation, climate and socio-economic outcomes. There is urgent need to develop and test robust regenerative blue economy models to meet national contexts and circumstances. IUCN Secretariat, Commissions and Members will support the development of this nascent regenerative blue economy sector by working to support the development of locally owned and supported ocean conservation projects. It will also work to ensure the role of key stressors such as plastic pollution and nutrient run-off generated deoxygenation that would constrain regenerative activities are identified and addressed.

This output will be delivered through:

- Establishment of regional partnerships building on the model of the Great Blue Wall
- Provision of legal and technical guidance and capacity building for blue economy development
- Collaborative agreements to remove key ocean stressors and therefore barriers to an effective regeneration blue economy, with a particular focus on marine plastic pollution.
- The establishment of technical assistance and innovative finance support to early-stage blue economy enterprises
- Collation and dissemination of case studies, lesson learning and locally adaptable monitoring mechanisms

(ix) Nature-positive renewables and grids

Output: Regulators and Companies have set targets and reported progress on nature-positive measures in the permitting and installation of renewable energy schemes and transmission grids.

Given the global momentum towards trebling global installed renewable capacity by 2030 the embedding of nature-positive practices, underpinned with strong social safeguards, at both the regulatory and corporate level will help establish critical momentum within the sector. The Secretariat and Commissions will develop best practice guidance, capacity-building, decision-support tools and proof-of-concept pilots that can support IUCN members and national committees engage with regulatory authorities, energy companies and grid operators in advancing nature-positive frameworks within national permitting and installation processes.

The output will be delivered through:

- Development and promotion of best practice frameworks for nature-positive renewable energy, with an initial focus on metrics, monitoring and reporting, linear infrastructure and connectivity and off-shore wind installations, using the Global Initiative for Nature, Grids and Renewables (GINGR) as an instrumental platform for engaging with regulators, civil society and companies.
- Guidance and capacity building for inclusive spatial planning to facilitate streamlined deployment.
- Guidance and capacity building for optimising legal and regulatory frameworks to enable effective permitting of nature positive renewable infrastructure.
- Tools and metrics to enable responsible sourcing and life cycle management of materials and components.

(x) Integrating Nature into Global Climate Policy and Action

Output: Global and national climate policies, strategies and frameworks address, incorporate and safeguard the role of nature in adaptation and mitigation responses and investment.

Addressing the climate crisis requires urgent upscaling measures to safeguard and restore nature in tandem with significant reduction of fossil fuels emission. Although the nature-climate nexus is now widely recognised there are few frameworks, mechanisms and instruments that enable effective, inclusive and coordinated action at local, national and global levels. This now requires a Union-wide effort to raise awareness, influence policies and provide practical operational frameworks. The global distribution of IUCN membership, Commissions and Secretariat will enable the Union to provide leadership and expertise on how nature conservation and nature-based solutions can be aligned with international framework and countries' Nationally Determined Contributions.

This output will be delivered through:

- Building and strengthening partnerships for global, regional, national and subnational commitments promoting integrated climate-nature approaches that safeguard biodiversity values, including through the ENACT Partnership.
- Facilitating the streamlined delivery of climate finance to IUCN members and other practitioners through the expansion of established initiatives (e.g. Global EbA Fund, WALD Innovation Facility, Kiwa Initiatives) and the development of new mechanisms.
- Provision of technical assistance, capacity building and institutional strengthening to promote standardized implementation of high-quality mitigation and adaptation actions.
- Creating knowledge, science & tools to enable science-based biodiversity-integrated climate adaptation, resilience and mitigation outcomes.

4.3.2 Composite Outputs to deliver Just and Equitable Conservation at Scale

(i) **Respecting the rights and agency of Indigenous Peoples and environmental defenders**

Output: Environmental initiatives prioritize and advance the agency and leadership of Indigenous Peoples and environmental defenders towards their safety and protection and strengthening access to justice

Globally, violence that silences environmental defenders of human rights and Indigenous Peoples' rights is on the rise. Countless others have faced displacement, repression, criminalisation and violent targeting for their environmental defence – with Indigenous Peoples and women facing multilayered discrimination and vulnerabilities. Indigenous Peoples face disproportionate attacks – accounting for nearly 40% of environmental defenders that are killed, despite being 5% of the global population. Yet, defenders persist and lead the protection of the planet's increasingly degraded and diminishing natural resources.

IUCN will deploy its Commission and Secretariat expertise, as well as that of Members, National and Regional Committees, IUCN's Indigenous Peoples Organisations Members (IPOs) and other key Indigenous partners, to take further steps to address the causes and consequences. IUCN will work globally with an emphasis on the regions where documented murders are most frequent: Asia, Latin America and sub-Saharan Africa. IUCN is particularly well placed to facilitate delivery with already established support from Government Agencies and Environmental Finance Mechanisms to convene efforts to develop defender-led knowledge, tools, convening and capacity building that can be applied to advance the update of regulatory frameworks and how they are implemented and monitored.

The output will be delivered through:

- Developing and promoting of inclusively developed best practice frameworks, standards, guidelines and tools that advance the priorities and rights of environmental defenders, including but not limited to Indigenous environmental defenders
- Filling knowledge and policy gaps, contributing to monitoring and accountability frameworks, and protection mechanisms, with an emphasis on state actors, policy processes and related implementation, and engagement with financial institutions and businesses.
- Developing and promoting inclusive financial arrangements which prioritise safe and inclusive leadership of environmental defenders to lead advocacy campaigns and results.
- Providing guidance and capacity building for environmental stakeholders at all levels on the protection needs of environmental defenders, including justice operators.
- Providing guidance, capacity building and technical support for environmental human rights defenders to participate meaningfully and impactfully in environmental platforms and processes.
- Providing guidance and capacity building for optimising legal and regulatory frameworks to enable effective monitoring and accountability on the protection of defenders.
- Providing tools and metrics to uphold free, prior and informed consent of Indigenous Peoples, to advance a zero-tolerance approach to violence within supply chains, and to meet the needs of defenders.

(ii) **Gender equity in conservation**

Output: By closing gender gaps, women, girls and people of diverse genders have improved agency in environmental decision making and access to benefits/opportunities – while also becoming more freely, safely and meaningfully able to contribute to environmental actions which improve outcomes for people and nature.

Gender equity and women's empowerment in environmental action have been linked to improvements for people and nature – bolstering economic outcomes, strengthened green and blue policies, greater sustainability, a fairer distribution of natural resources and more peaceful natural resource governance. Yet, meaningful gender-responsive approaches that go beyond mere participation and engagement towards systematically closing gender gaps through gender equity and

women and girls' empowerment remains severely lacking across environmental sectors globally. Furthermore, efforts tend to only address women's differentiated vulnerabilities or focus solely on participation or empowerment – which ignores the complex ways discrimination, violence and the burden of care work has on the capacities and opportunities women and girls can access in environmental leadership.

IUCN will deploy its Commission and Secretariat expertise to move away from anecdotal successes, to transform environmental systems and structures that promote gender equality and equity in conservation. IUCN will support the coordination of the Union's efforts with significant inputs from Commissions, Members and especially Indigenous Peoples Organisation members (IPOs), and national and regional committees.

The output will be delivered through:

- Generating and disseminating enhanced knowledge on gender and environment interlinkages across environment and natural resource sectors based on rigorous scientific data and practical applied experience towards ensuring that environmental policymakers and practitioners have the tools, capital and capacity to advance gender equality.
- Supporting the development of new or strengthened policies that promote and inform the integration of gender mandates at all levels – institutionally, nationally, regionally and internationally.
- Promoting and supporting the mainstreaming of gender-responsive action across programmatic spheres of influence.
- Providing strategic technical and capacity-building support for gender-responsive results within implementation at institutional and programming levels by developing meaningful standards, systems, safeguards and protocols that address gender gaps and advance gender equality and women's empowerment.

(iii) Culture, Education and Youth

Output: A diverse range of intergenerational stakeholders are engaged with and help shape conservation frameworks of actions, incorporating them into their own initiatives, curricula, programmes, and strategies

Nature embodies different concepts and represents different values for different people. Although the importance of engaging with, listening to and working among a wider range of stakeholders beyond professional conservationist, scientists and policy & decision makers has been recognised it has not systematically actioned. In this 4-year period the IUCN Commissions, Members and Secretariat will prioritise making conservation more inclusive of and responsive to different nature-related needs and perspectives. This four-year period will focus on establishing a strong and deep foundation, building on what the Union already has, including the IUCN Youth Strategy, the Sports for Nature Initiative and emerging area of work on Nature-based Education, and expanding into other ways of knowing, valuing and safeguarding nature including faith and art.

This output will be delivered through:

- Providing materials, tools and guidance for, and promoting the uptake of, a range of educational approaches, strategies and frameworks tailored to meet specific user needs (i.e. from educational curricula to indigenous ways of knowing)
- Operationalizing the Youth Engagement Strategy in all geographies, including mainstreaming the role of youth in the Union's activities and portfolio delivery
- Empowering a well-functioning Youth Advisory Committee that informs and drives the youth agenda for the Union.
- Development and implementation of an IUCN Strategy on Culture for Nature
- Expansion of IUCN's work on Sports for Nature and strengthening its relevance to Culture for Nature
- Opening IUCN convenings, such as the Leaders Forum, to facilitate engagement with a broader range of stakeholders.

(iv) Assessing the status of biodiversity

Output: IUCN standards and tools on species, ecosystems, protected and conserved areas, and key biodiversity areas have informed and guided implementation and monitoring of the Global Biodiversity Framework

Given the need for action-oriented, science-based and standardised approaches to conservation and policy that are based on the latest information and applicable at different scales, 'knowledge products' based on IUCN standards will underpin the Union's contribution to biodiversity assessment. The IUCN Science and Knowledge Centre will support the coordination of the Union's effort, working closely with the Species Survival Commission, Commission on Ecosystem Management and World Commission on Protected Areas, as well as with Members, including through the IUCN Red List Partnership, the Key Biodiversity Areas Partnership and the Red List of Ecosystems Partnership to drive the maintenance, promotion and application of these IUCN standards. This contribution will be delivered at the global and national scales, as well as relevant regional applications, across land, ocean and water.

The output will be delivered through:

- Maintaining the scientific integrity of IUCN's biodiversity standards through updated guidance and training materials and peer-reviewed analytical outputs.
- Updating and expanding the taxonomic scope of The IUCN Red List of Threatened Species, to include all marine fishes, more invertebrates, plants and fungi and to complete re-assessments of land vertebrates, freshwater fish and other comprehensively assessed groups
- Identifying and delineating Key Biodiversity Areas to advance the conservation of these important sites, using data from a broad array of sources including from The IUCN Red List of Threatened Species and the Red List of Ecosystems.
- Expanding the application and promotion of the use of IUCN Red List of Ecosystems, based on the IUCN Global Ecosystem Typology, to assess ecosystems across terrestrial, marine and freshwater systems, supporting national assessments, and contributing to the development of a Global Ecosystem Atlas.
- Supporting governments, businesses, civil society, and Indigenous Peoples and local communities on maximising the use of the IUCN Red List of Threatened Species, the World Database of Key Biodiversity Areas, the World Database on Protected Areas and the Red List of Ecosystems, including through the Integrated Biodiversity Assessment Tool.
- Catalysing measurable, evidence-based actions and decisions that lead to the conservation and recovery of species based on the Species Threat Abatement and Restoration metric, as well as for ecosystems and areas.
- Enabling decision-making that benefits biodiversity by the delivery of up-to-date data, indicators, derivatives and analytics through better online services and upgraded platforms, to the UN's Sustainable Development Goals, multilateral environmental agreements conventions and other inter-governmental processes.

(v) Effective and equitable protected and conserved areas

Output: National and sub-national governments, Indigenous Peoples and local communities, and civil society have been supported to implement plans for fair and effective systems of Protected and Conserved Areas, in line with Targets 1 and 3 of the Global Biodiversity Framework (GBF).

The next step in the effective implementation of GBF Target 3 is to work with the WCPA, IUCN members and the High Ambition Coalition for People and Nature to support spatial planning, guidance, capacity development and implementation of 30x30 at national and sub-national level that demonstrates effective and equitable conservation of Key Biodiversity and other spatial prioritizations in protected and conserved area systems.

IUCN will deploy its Commission and Secretariat expertise to develop and provide tailored guidance, capacity-building and decision-support tools that will enable its Members, including IPOs, and Partners to incorporate standards for effective protected areas, and other effective area-based conservation measures into policies, regulations and investments across a wide range of national and

sub-national jurisdictions during this four-year period to meet the quantitative and qualitative elements of Target 3, as well as Target 1.

This output will be delivered through:

- Mobilisation of partnerships to raise awareness and coordinate action globally.
- Development of globally relevant frameworks and tools to improve effectiveness of area-based conservation ensuring the delivery of conservation outcomes
- Encouraging the application, where relevant, of the IUCN Green List Standard for Protected and Conserved Areas in systems and sites throughout the world.
- .
- Enhanced guidance and capacity to effectively deploy IUCN's standards for protected and conserved areas in practice, including the professional development of rangers and other custodians of sites.
- Promoting learning from good practices, solutions and promoting appropriate technologies, such as acoustic monitoring and digital information systems, through peer-to-peer networks.
- Innovative approaches for resource mobilisation to finance high-integrity implementation.

(vi) Conserving the outstanding universal value of natural and mixed World Heritage

Output: The world's most significant natural and cultural areas are protected, conserved and their outstanding universal values are maintained through equitable, effective and inclusive governance and management

The next step in the effective implementation and influence of IUCN's statutory advisory role to the World Heritage Convention, is to implement the IUCN World Heritage Strategy, working with the Convention Parties, including IUCN State and State agency members, UNESCO, IUCN Members, and other partners to support the long-term protection of World Heritage Sites, the expansion of the World Heritage List (natural and mixed sites), and to leverage the relevance of World Heritage status and experience to global conservation action through its knowledge, tools, standards, and capacity-building. IUCN will support effective and equitable area-based conservation in World Heritage Sites, delivering biodiversity outcomes for ecosystems and species, and ensuring communication, advocacy and action for human rights-based approaches.

IUCN will deploy its Commission and Secretariat expertise to provide highly visible and rigorous technical advice to the World Heritage Convention, and through a whole of Union effort, to develop and provide tailored guidance, capacity-building and decision-support tools that will enable its Members, including IPOs, and Partners to incorporate the highest standards for effectively and equitably governed and managed sites that offer exemplary models for area-based conservation worldwide, and to assist national governments to address factors that threaten the integrity of sites and their rights-holders and stakeholders.

The output will be delivered through:

- Implementing the IUCN Council-approved IUCN World Heritage Strategy.
- Providing expert scientific and technical advice to the World Heritage Convention.
- Maintaining, communicating and utilizing the IUCN World Heritage Outlook as the most comprehensive assessment of sites leading to improved outlook over time.
- Supporting the World Heritage Outlook with the IUCN Green List Standard and other relevant IUCN standards and tools at site level.
- Strengthened guidance and capacity building for effective, equitable, and inclusive management of World Heritage ecosystems and species.
- Communicating the value of World Heritage Sites for conservation of nature and to benefit people who depend on World Heritage Sites.
- Mobilizing resources and brokering partnerships, with, and through IUCN members and partners to support effective, people-centred and rights-based conservation action for World Heritage Sites.

(vii) Protection and recovery of threatened species

Output: The human-induced extinction of targeted threatened species has been halted and reversed, enhancing the recovery and conservation of these species.

While delivery of all the outputs established in this Programme is essential to safeguard species, many species also require species-specific management to ensure their persistence. Thus, the next step in the effective implementation of Targets 4 and 5 of the Global Biodiversity Framework is to harness the scientific and technical expertise from across IUCN Members, Commissions and other Partners to support specific national governments and civil society organisations to implement the Global Species Action Plan for the recovery of threatened species, as well as actions under other Multilateral Environmental Agreements such as CITES and CMS. Interventions include conducting species reintroduction and translocations; combatting illegal wildlife trade and other wildlife crime; mitigating human wildlife conflict and fostering co-existence; addressing over-exploitation and unsustainable use; and reducing zoonotic pathogen spill-over.

IUCN will deploy its Commission and Secretariat expertise to develop and provide tailored guidance, capacity-building and decision-support tools that will enable national governments, Members, Partners and civil society organisation to plan and undertake effective conservation action, including through the Global Species Action Plan for the recovery of threatened species.

This output will be delivered through:

- Support and guidance for the development of National Species Action Plans to be incorporated into NBSAPs in targeted countries, including measures to address sustainable use, nature crime, and to avoid human-wildlife conflict.
- Development and effective implementation of recovery plans for targeted threatened species at national level.
- Targeted technical and financial support, including through grant-making, to scale up actions to enhance species recovery and secure sustainable livelihoods.
- Promoting learning and knowledge of best practices for enhancing species conservation, yielding increasing institutional and individual capacities and skills for species conservation.
- Compilation of scientific evidence and experience in implementation that informs species conservation policy and financing at national, regional and international levels.
- Technical and scientific support to assist governments, civil society, local communities in preventing unsustainable, illegal, or unsafe use of wild species, focused on species conservation and the prevention of pathogen spillover.

(viii) Preventing and reducing the spread and impact of Invasive Alien Species

Output: Countries, companies and civil society have taken measures to reduce the introduction, establishment and spread of invasive alien species (IAS), and implemented actions to eliminate, reduce or mitigate their impacts in priority sites.

The next step in implementing Target 6 of the Global Biodiversity Framework is to catalyse action across the whole-of-society to identify and manage pathways to prevent the introduction and establishment of priority IAS, to halve the rates of invasions for all IAS and to eradicate or control IAS in particular in priority sites. Such measures will support effective conservation and restoration of terrestrial, freshwater and marine key biodiversity areas, ecosystems and species, and the implementation of One Health policies and actions.

IUCN will deploy its Commission and Secretariat expertise to support such efforts through the provision of knowledge and data, guidance and tools, and capacity building activities that will help governments, Members, partners and civil society organisations to plan and implement comprehensive programmes, individually and collectively to achieve this Target, and to contribute towards many other targets that depend on the removal of this key driver of biodiversity loss. IUCN is well placed to support actions undertaken for this output due to its global leadership on the issue, mandates received from global policy instruments such as the CBD, and its standards and datasets.

This output will be delivered through:

- Updating of the Global Register of Introduced and Invasive Species (GRIIS) national checklists, and its expansion to include sub-national checklists including for islands, and protected areas, and data on evidence of impacts and pathways of introduction.
- Increasing the number of IUCN Environmental Impact Classification of Alien Taxa (EICAT) assessments and species accounts on the IUCN Global Invasive Species Database (GISD) focusing on IAS identified by the IPBES thematic assessment on IAS.
- Supporting countries, the private sector and others in the development of measures in line with Target 6 of the GBF. This will include use the CBD IAS Toolkit developed by IUCN (soon to be published), including for National Invasive Species Strategies and Action Plans.
- Continuing provision of scientific and technical support to the European Commission and facilitating action on the ground in line with the implementation of the EU IAS Regulation and in meeting EU Biodiversity Strategy 2030 IAS Target.

(ix) Conserving freshwater biodiversity

Output: Governments and the private sector have used data and tools mobilised through IUCN standards to incorporate freshwater biodiversity into decision-making processes for effective and equitable conservation, water governance and management.

The next step in achieving international goals and targets for freshwater ecosystems and species, is to redress the historical lack of data, global conservation science and policy to adequately represent the status and needs of freshwater biodiversity. Through data and tools mobilised through the application of IUCN's standards, IUCN is well placed to guide evidence-based management and conservation actions benefitting freshwater biodiversity and ultimately human populations, and to put in place a comprehensive strategy and programme of action. An urgent priority is to increase the representation of freshwater biodiversity within IUCN's ecosystem and species datasets and tools.

IUCN will deploy its Commission and Secretariat expertise to develop and provide tailored guidance, capacity-building and decision-support tools that will enable national governments, Members, Partners and civil society organisation to plan and undertake effective freshwater conservation action. In particular, the IUCN Biodiversity Assessment and Knowledge Team will support the coordination of the Union's effort, working closely with the Species Survival Commission, WCPA, and with Members through the IUCN Red List Partnership and the Key Biodiversity Areas Partnership. Outputs will be delivered at the global and national scales, as well as relevant regional applications.

This output will be delivered through:

- Updating and expanding the taxonomic scope of the IUCN Red List of Threatened Species, to include all freshwater molluscs, and to complete re-assessments of selected freshwater fishes and odonates, thereby ensuring that the Union is providing the most up to date and comprehensive data with which to support the implementation of the Global Biodiversity Framework
- Expanding the coverage of the IUCN Green Status of Species to include more freshwater species.
- Expanding the coverage of the STAR metric to include freshwater species as represented by freshwater decapod crustaceans, fishes, and odonates.
- Identifying and mapping Key Biodiversity Areas for freshwater species to help safeguard these important sites, using data and metrics from The IUCN Red List of Threatened Species, Red List of Ecosystems to promote habitat restoration and species recovery at the national level.
- Increasing awareness and facilitating the use of IUCN data and tools on freshwater biodiversity with governments, private sector, and other key groups, including their use in identifying priorities for protection in protected and conserved areas, World Heritage tentative lists, the identification of significant conservation values in meeting the criteria of the Green List of Protected and Conserved Area Standard, and in the governance and management of protected and conserved areas more generally.

(x) Conserving the ocean, both within and beyond national jurisdiction

Output: The global ocean will have achieved protection of Key Biodiversity Areas and other spatial prioritizations in protected and conserved areas summing to at least 30% of its area, and other area-based management tools and systematic approaches to address stressors to the integrity of marine biodiversity, including fisheries and extractive industries have been identified and being implemented.

The next step in the conservation of the global ocean and to achieve the Global Biodiversity Framework for the marine environment is to ensure the uptake and implementation of the Biodiversity Beyond National Jurisdiction Implementing Agreement under the UN Convention on the Law of the Sea (UNCLOS). It will assist in addressing the fragmentation of global and regional instruments and institutions which have not been equipped to manage the cumulative impacts of human activities and climate stressors such as ocean warming, acidification, deoxygenation, and marine heatwaves, which can occur in concert and further exacerbate other existing anthropogenic pressures, undermining ocean resilience.

IUCN will deploy its Commission and Secretariat expertise to develop and advocate international policy and to provide tailored guidance, capacity-building and decision-support tools that will enable national governments, Members, Partners and civil society organisation to plan and undertake effective ocean conservation action in Areas Beyond National Jurisdiction using the BBNJ Agreement as a vital platform to improve integrated management of a changing ocean and support collaboration across regions and sectors to sustain marine ecosystems. IUCN will help to cultivate essential political alliances to mobilise resources to ensure swift ratification of the BBNJ Treaty and to fast-track early implementation. It will furthermore, advance and guide the implementation of High Seas MPA proposals by the time of the first BBNJ COP. This will make a major contribution towards ensuring that the right 30% of the ocean is protected and to support future high seas MPA designations and their effectiveness.

The output will be delivered through:

- Advocating appropriate policy in relation to the Preparatory Commission of the BBNJ Secretariat providing parties with legal and scientific technical expertise to inform decisions to be taken at BBNJ COPs.
- Promoting and convening a High Ambition Coalition for BBNJ Implementation, and in particular for establishing MPAs.
- Providing knowledge, science and data, including global standards and guidelines for selecting and designating MPAs on the High Seas
- Undertaking capacity building, and especially building regionally-led capacity building efforts to empower national governments and other relevant stakeholders.
- Mobilising resources for brokering partnerships with, and through, Members and partners to support early ratification and fast-tracking early implementation of the BBNJ Treaty focusing on the establishment of Marine Protected Areas.
- Increasing stakeholder understanding and engagement regarding biodiversity and conservation of the high seas. Raising awareness amongst public, businesses and societies.

(xi) Restoring terrestrial ecosystems

Output: Collaborative multi-stakeholder ecosystem conservation and restoration at landscape scale have engaged government, private sector, and non-government actors to advance restoration of forest, grassland, and other terrestrial ecosystems benefitting biodiversity as well as associated human well-being and livelihoods.

The next step in the effective implementation of Target 2 of the Global Biodiversity Framework (as well as contributing to Target 1), the goals and targets of the UN Convention to Combat Desertification, building on the Bonn Challenge, the Global Partnership on Forest Landscape Restoration and the World Initiative on Sustainable Pastoralism, is to work with IUCN members, Commissions and Partners to support specific national governments and civil society organisations to implement comprehensive programmes of action in selected landscapes at national level to restore

threatened ecosystems in an inclusive manner that empowers institutions and leads to strong biodiversity conservation outcomes as well as sustained community capacity and action.

IUCN will deploy its wealth of knowledge, assessment methods and tools, and capacity-building programmes, to guide conservation and restoration endeavours at landscape level in selected national contexts, from inception to tracking progress against national and global goals. Commissions including CEM and WCPA, Secretariat, and Members will work to facilitate on-the-ground implementation of conservation and restoration activities in living landscapes.

This output will be delivered through:

- Advocating for conservation action in priority terrestrial ecosystems through key policy mechanisms at global level, including the Rio Conventions and the UN Forum on Forests.
- Developing and advancing tools and deploying knowledge-sharing platforms and technical support mechanisms, like ROAM, PRAGA, and the Restoration Barometer to facilitate planning, implementation, and progress reporting on conservation and restoration initiatives.
- Collaborating with sectors to jointly address unsustainable practices that contribute to biodiversity loss
- Fostering knowledge exchange for best practices, and co-creating solutions with communities, local organisations and researchers.
- Streamlining stakeholder engagement processes, focusing on capacity building, equitable decision-making, and inclusivity, particularly for women and Indigenous peoples.
- Developing innovative mechanisms to catalyse public and private sector funding for landscape conservation and restoration, ensuring long-term success.

4.4. How IUCN will deliver

This section will describe the collaborative approach and mechanisms through which IUCN will achieve the outputs outlined in section 4.3.1. Following a recommendation from the External Review of the 2021-2024 Programme, this process will incorporate extensive consultations across Regional Conservation Fora (RFCs) to ensure that all constituent parts of the Union are aligned and effectively contributing. This section will detail the accountability, operational strategies, resource allocation, and coordination efforts that are essential for the successful delivery of our outputs. By integrating feedback from these consultations, IUCN aims to enhance transparency, accountability, and efficiency in its operations. It will be completed after on the basis of feedback received from the constituent parts of IUCN after the consultation process is completed.

Section 5: Boundary Partners

This section will specify the 2026-2029 boundary partners categories and their respective roles. Given that boundary partners are critical stakeholders who directly interact with and are also influenced by the IUCN 2026-2029 Programme, the section will describe how IUCN will actively engage with them to deliver on the Programme.

Boundary partners have themselves a capacity to directly affect change within their sphere of action and influence which often goes way beyond IUCN's capacity. This aspect makes them pivotal in delivering the intended results. The section will therefore explain how the engagement with key boundary partners will be leveraged to contribute on delivering the results comprised in the Programme and enhancing its overall outreach and sustainability.

Boundary partners include both institutions which are not currently IUCN Members but which could be (i.e. other Governments, NGOs, Indigenous Peoples' Organisations, etc.), as well as institutions beyond the IUCN Constituency (e.g. intergovernmental agencies, private sector, etc).

Section 6: Programme accountability

This section will describe how we know that we have succeeded – describing how we will measure success as a Union both with respect to our AREA OF ACTION (section 4.3) and our contribution within our AREA OF INFLUENCE (section 4.2). It requires a major restructuring and rewrite of Section 8 in the 2021-2024 Nature 2030 document.

The section of the Programme will serve as an accountability tool designed to measure and report on the overall effectiveness of the Programme implementation. While the methods and tools proposed will be developed at a later stage, the following aspects will be covered:

*The **Contribution for Nature Platform**, mandated in Nature 2030 in 2021, is now fully operational. It documents nearly 10,000 contributions in terms of conservation and restoration actions on the ground, documented by IUCN Members and other constituents. This documentation goes through validation, and is then published in a public visualisation module, where contributions are reported in terms of potential contributions towards global goals for biodiversity and for climate change, as well as socio-economic reporting (e.g. current and required budgets, gender-differentiated numbers of beneficiaries). Current innovations include addition of reporting on carbon storage (in addition to the existing reporting on carbon sequestration), establishment of unique URLs for each report, and an overhaul of the user experience and user interface. A campaign of roll-out through the 2024 Regional Conservation Fora is anticipated to greatly increase the volume of documentation, in advance of the 2025 World Conservation Congress.*

*Articulation of a clear **theory of change visual and narrative** building on the Programme content. A theory of change outlines the underlying assumptions and causal linkages leading to the desired results. It maps out how and why a desired change is expected to happen, laying the groundwork for strategic actions.*

*Detailed **results framework** and results architecture (including master data management capability): A results framework with specific indicators will be included for tracking progress and measuring outputs and outcomes. This framework will break down the Programme content into measurable and tangible results, each with associated indicators to provide the means to quantify progress. Indicators will be carefully selected to ensure relevance, accuracy, and reliability, offering a clear view of how well the Union is performing.*

***A Union impact scorecard** serving as a dynamic reporting tool that helps track key indicators included in the results framework.*

Glossary

Improving the efficiency and transparency of the motions process

1		Clear guidance document on drafting motions: elements and timeline	<ul style="list-style-type: none"> - Include a section that describes in a simple way the various channels through which Members can shape IUCN policy (aimed at reducing the number of motions). - The Explanatory Memorandum should be published together with the motion but be kept short (to keep translation cost/time reasonable); should include the information about resources (financial and other) required to implement the motion (if adopted); and should explain why a motion is required instead of exploring other possible ways to achieve the objective of the draft motion. - Provide clear and detailed guidance for Members to describe the resources required to implement the motion (if adopted). - Provide examples from the previous motions process that showcase how the admissibility criteria defined in Rule 54 are interpreted / applied, helping IUCN Members to understand the reasons/arguments when a motion will be rejected, changed, and/or merged.
2		Enabling and facilitating enhanced engagement of IUCN Members on draft text of motions	<ul style="list-style-type: none"> - The Motions Working Group (MWG), supported by the Secretariat, will host webinars in the three official IUCN languages, and at different times, to introduce the members of MWG and highlight key elements of the guidance document. - The webinar registration form should include additional questions asking Members what would help them engage in motion drafts at an early stage in the process, and what the obstacles are they encounter when submitting motions. - The MWG should reach out to Regional Committees and to the Global Group for National and Regional Committee Development to raise awareness about key elements of the motions process and encourage early engagement on motions. - The Secretariat (Membership Unit) will send regular reminders to encourage Members to submit motion drafts early to facilitate engagement with other Members. - The IUCN Digest should include a section on Motions (incl. the number of motions submitted to date). - The MWG will consider incentives to encourage early submission (e.g. special T-shirts for Members that submit draft motions early in the process).
3		Publishing original text of motion as submitted by the proponents in	<ul style="list-style-type: none"> - Keep “draft motions” in IUCN’s intranet system after Members “submit” them, in order for Members to view them until at least one week following the deadline for submission of motions.

Improving the efficiency and transparency of the motions process

		internal Member's space	<ul style="list-style-type: none"> - Make it clear to Members that motions remain unofficial "draft motions" until the MWG publishes the motions "accepted" by them – at which time they become official "motions" tabled as Congress documents for discussion at Congress or the online motions process prior to Congress and are published on IUCN's public website.
4		Enhanced Technical review process by Secretariat and Commissions	<ul style="list-style-type: none"> - A new governance related motion "category" will be added for motions that have implications for IUCN's Governance. - The motions review process should include provisions for the Legal Adviser and GCC to review Governance related motions. - The motions review process should include provision for early involvement of Council's FAC with regard to the resource implications of motions. - The Secretariat will issue a Call for Expression of Interest to establish a roster of technical reviewers from Secretariat thematic programmes and Commission members that can support the technical review of motions. - A similar call will be issued for online motion facilitators that can support the facilitation of the online discussion of motions. - The Secretariat will enhance training of technical reviewers and motion facilitators.
5		Publication of rationale of the decisions by the MWG and the CPC acting as appeals body for the motions process	<ul style="list-style-type: none"> - The MWG will each publish a summary table with brief explanation of the rationale of the decision for each submission (i.e. their rationale for accepting, rejecting or proposing to merge a motion). - The MWG's rationale for merging, modifying or rejecting motions will be published as an official Congress document. - Similarly, the CPC acting as appeals body for the motions process will publish the rationale of their decisions on appeals in an official Congress document.
6		Improving online discussion of motions ahead of online vote	<ul style="list-style-type: none"> - The online motion facilitators should provide better clarity on tabling, discussing and agreeing amendments during the online discussion. - The MWG should make use of online contact group modality, enabled by the recent revision of the Statutes, during the online discussion of motions.

Amendments to the Regulations

with the purpose of shortening the duration of the electronic ballot

Existing provisions of the IUCN Regulations	Proposed amendments (with track changes)	New text of the IUCN Regulations as amended (all track changes 'accepted')
<p>Regulation 94</p> <p>94. Where a mail ballot is required under the Statutes¹, an electronic ballot shall be carried out in accordance with the following procedure:</p> <p>a. At least six weeks before issuing the first notice of the electronic ballot referred to in paragraph b. of this Regulation, the Director General shall transmit the proposal(s) on which to vote, together with the background documentation, to the Members of IUCN, inviting comments or amendments either by electronic communication or through an online discussion forum;</p>	<p>Regulation 94</p> <p>94. Where a mail ballot is required under the Statutes¹, an electronic ballot shall be carried out in accordance with the following procedure:</p> <p>a. At least six weeks before issuing the first notice of the electronic ballot referred to in paragraph b. of this Regulation, <u>The</u> Director General shall transmit <u>a first formal notice of the electronic ballot together with</u> the proposal(s) on which to vote, together with <u>and</u> the background documentation, to the Members of IUCN, inviting comments or amendments either by electronic communication or through an online discussion forum. <u>The length of the online discussion shall not be less than four weeks.;</u></p> <p>b. <u>The Council may decide to convene one or more meetings of a contact group, exclusively by electronic means and</u></p>	<p>Regulation 94</p> <p>94. Where a mail ballot is required under the Statutes¹, an electronic ballot shall be carried out in accordance with the following procedure:</p> <p>a. The Director General shall transmit a first formal notice of the electronic ballot together with the proposal(s) on which to vote and the background documentation, to the Members of IUCN, inviting comments or amendments either by electronic communication or through an online discussion forum. The length of the online discussion shall not be less than four weeks.</p> <p>b. The Council may decide to convene one or more meetings of a contact group, exclusively by electronic means and</p>

¹ See Article 94 of the IUCN Statutes

Existing provisions of the IUCN Regulations	Proposed amendments (with track changes)	New text of the IUCN Regulations as amended (all track changes 'accepted')
	<p><u>open to all IUCN Members eligible to vote, with the purpose of producing a consensus text that can be put to the vote. These fully virtual contact groups should be held during the online discussion and the outcomes of such contact group meetings must be posted online, visible to all Members, before the end of the online discussion.</u></p>	<p>open to all IUCN Members eligible to vote, with the purpose of producing a consensus text that can be put to the vote. These fully virtual contact groups should be held during the online discussion and the outcomes of such contact group meetings must be posted online, visible to all Members, before the end of the online discussion.</p>
	<p><u>c. Following the close of the online discussion, the Council will:</u></p> <p>i. <u>submit each proposal, as amended during the online discussion or together with proposed amendments, as appropriate, to the electronic vote of the IUCN Members eligible to vote and, if appropriate, ask the Members if they want to refer the matter to the next session of the World Congress; or</u></p> <p>ii. <u>refer to the World Congress for continued debate and vote on the floor, motions which have been the subject of such discussion and divergent proposed amendments or that are so controversial that it is, in its opinion, not possible to produce a consensus text for submission to a decision by electronic vote, with the exception of electronic votes that have</u></p>	<p>c. Following the close of the online discussion, the Council will:</p> <p>i. submit each proposal, as amended during the online discussion or together with proposed amendments, as appropriate, to the electronic vote of the IUCN Members eligible to vote and, if appropriate, ask the Members if they want to refer the matter to the next session of the World Congress; or</p> <p>ii. refer to the World Congress for continued debate and vote on the floor, motions which have been the subject of such discussion and divergent proposed amendments or that are so controversial that it is, in its opinion, not possible to produce a consensus text for submission to a decision by electronic vote, with the exception of electronic votes that have been</p>

Existing provisions of the IUCN Regulations	Proposed amendments (with track changes)	New text of the IUCN Regulations as amended (all track changes 'accepted')
<p>b. A first formal notice of the electronic ballot, together with relevant background documentation, shall be circulated by the Director General of IUCN via electronic communication to the Members of IUCN at least eight weeks in advance of the date/time of the opening of the electronic ballot, and shall be followed by a second notice of the electronic ballot to be sent by the Director General three weeks following the date of the first notice. Each of these notifications shall inform Members that, upon their request received by the IUCN Secretariat at the latest one week prior to the opening date/time of the vote, they will be able to vote by postal mail in case they have difficulties with electronic voting. The ballot must be returned by postal mail so as to be received by the Director General before the closing date/time of the vote;</p>	<p><u>been requested by IUCN Members pursuant to Article 94 of the Statutes.</u></p> <p>d. A first<u>second</u> formal notice of the electronic ballot, together with <u>the proposal(s) as amended during the online discussion</u>relevant background documentation <u>or together with the proposed amendments, as appropriate,</u> shall be circulated by the Director General of IUCN via electronic communication to the Members of IUCN <u>who are eligible to vote, at least eight-three</u> weeks in advance of the date/time of the opening of the electronic ballot,and shall be followed by a second notice of the electronic ballot to be sent by the Director General three weeks following the date of the first notice.<u>The notification shall specify the closing date/time of the electronic vote which will not be sooner than two weeks as of the date/time of the opening of the vote.</u> Each of these notifications shall inform Members that, upon their request received by the IUCN Secretariat at the latest one week prior to the opening date/time of the vote, they will be able to vote by postal mail in case they have difficulties with electronic voting. The</p>	<p>requested by IUCN Members pursuant to Article 94 of the Statutes.</p> <p>d. A second formal notice of the electronic ballot, together with the proposal(s) as amended during the online discussion or together with the proposed amendments, as appropriate, shall be circulated by the Director General of IUCN via electronic communication to the Members of IUCN who are eligible to vote, three weeks in advance of the date/time of the opening of the electronic ballot. The notification shall specify the closing date/time of the electronic vote which will not be sooner than two weeks as of the date/time of the opening of the vote.</p>

Existing provisions of the IUCN Regulations	Proposed amendments (with track changes)	New text of the IUCN Regulations as amended (all track changes 'accepted')
	<p>ballot must be returned by postal mail so as to be received by the Director General before the closing date/time of the vote;</p> <p>-</p>	
<p>c. The IUCN Members who are or become eligible to vote at the latest as of two weeks prior to the date/time of the opening of the electronic ballot shall be notified by electronic communication from the Director General of the opening of the electronic ballot together with the link to the electronic system to cast their vote. The notification shall specify the closing date/time of the electronic vote which will not be sooner than two weeks as of the date/time of the opening of the vote;</p>	<p>c. The IUCN Members who are or become eligible to vote at the latest as of two weeks prior to the date/time of the opening of the electronic ballot shall be notified by electronic communication from the Director General of the opening of the electronic ballot together with the link to the electronic system to cast their vote. The notification shall specify the closing date/time of the electronic vote which will not be sooner than two weeks as of the date/time of the opening of the vote;</p>	
<p>d. The voting options shall be: 'yes', 'no', 'abstain', or where appropriate 'refer to the next session of the World Congress'. Any Member who is unable to log in and cast its vote may contact the Secretariat for assistance via electronic communication and the Secretariat will send via electronic communication to the Member a ballot form which the Member may use to</p>	<p>d.<u>e</u> The voting options shall be: 'yes', 'no', 'abstain', or where appropriate 'refer to the next session of the World Congress'. Any Member who is unable to log in and cast its vote may contact the Secretariat for assistance via electronic communication and the Secretariat will send via electronic communication to the Member a ballot form which the Member may use to cast its vote and must return</p>	<p>e. The voting options shall be: 'yes', 'no', 'abstain', or where appropriate 'refer to the next session of the World Congress'. Any Member who is unable to log in and cast its vote may contact the Secretariat for assistance via electronic communication and the Secretariat will send via electronic communication to the Member a ballot form which the Member may use to cast its vote and must return</p>

Existing provisions of the IUCN Regulations	Proposed amendments (with track changes)	New text of the IUCN Regulations as amended (all track changes 'accepted')
cast its vote and must return via electronic communication prior to the date and time of the closing of the particular ballot	via electronic communication prior to the date and time of the closing of the particular ballot	via electronic communication prior to the date and time of the closing of the particular ballot
e. The IUCN Legal Adviser shall monitor and ensure the accuracy of the electronic voting process; and	e-f. The IUCN Legal Adviser shall monitor and ensure the accuracy of the electronic voting process; and <u>except for the vote on motions prior to Congress pursuant to Rule 62quinto (a) which shall be monitored by the Election Officer when the electronic system used is the same as during the Congress.</u>	f. The IUCN Legal Adviser shall monitor and ensure the accuracy of the electronic voting process, except for the vote on motions prior to Congress pursuant to Rule 62quinto (a) which shall be monitored by the Election Officer when the electronic system used is the same as during the Congress
f. Consistent with the requirement under Rule of Procedure 71bis, the complete voting record of each IUCN Member shall be made available to all IUCN Members within two weeks following the close of the electronic ballot. Consistent with the requirement under Rule of Procedure 72, this voting record shall also include the written statements of any Members explaining their vote, which the Secretariat shall have received by electronic communication before the closing date/time of the electronic ballot.	f-g. Consistent with the requirement under Rule of Procedure 71bis, the complete voting record of each IUCN Member shall be made available to all IUCN Members within two weeks following the close of the electronic ballot. Consistent with the requirement under Rule of Procedure 72, this voting record shall also include the written statements of any Members explaining their vote, which the Secretariat shall have received by electronic communication before the closing date/time of the electronic ballot.	g. Consistent with the requirement under Rule of Procedure 71bis, the complete voting record of each IUCN Member shall be made available to all IUCN Members within two weeks following the close of the electronic ballot. Consistent with the requirement under Rule of Procedure 72, this voting record shall also include the written statements of any Members explaining their vote, which the Secretariat shall have received by electronic communication before the closing date/time of the electronic ballot.
g. In accordance with Article 94 of the Statutes, if urgent circumstances require it, the Council may by a two-thirds majority of votes cast, apply shorter deadlines than those	g-h. In accordance with Article 94 of the Statutes, if urgent circumstances <u>so</u> require it , the Council may by a two-thirds majority of votes cast, apply	h. In accordance with Article 94 of the Statutes, if urgent circumstances so require, the Council may, by a two-thirds majority of votes cast, apply shorter

Existing provisions of the IUCN Regulations	Proposed amendments (with track changes)	New text of the IUCN Regulations as amended (all track changes 'accepted')
established in the previous paragraphs.	shorter deadlines than those established in the previous paragraphs.	deadlines than those established in the previous paragraphs.
95. Where an electronic ballot is conducted by other components of IUCN, the same format as specified in Regulation 94 d. shall be used mutatis mutandis.	95. Where an electronic ballot is conducted by other components of IUCN, the same format as specified in Regulation 94 ed. shall be used mutatis mutandis.	95. Where an electronic ballot is conducted by other components of IUCN, the same format as specified in Regulation 94 e. shall be used mutatis mutandis.

Annex to the Financial Plan 2021-2024 for the year 2025

1. Introduction

The Financial Plan 2021-2024 was approved by Members by electronic vote on 10 February 2021. As a result of the Covid 19 pandemic the Congress that was planned to be held in 2020 was postponed to 2021. The next Congress, to be held in October 2025, will consider the Financial Plan 2026-2029. As a consequence, it is necessary to extend the Financial Plan 2021-2024 by one year to cover 2025.

This annex presents the Financial Plan for 2025.

The Financial Plan 2025 has been developed by considering the 2023 actual financial results and the 2024 approved budget and by making projections for 2025 based on the current financial situation and the expected evolution of income and expenditure streams.

2. Summary

Table 1 shows planned income and expenditure for 2021-2024, as approved by Members, with the addition of a column for 2025. To provide context, the actual results for 2023 and the Council approved budget for 2024 are also shown.

Table 1: Income and expenditure 2021-2025

	2021	2022	2023	2024	Total 2021-24	2025	Total 2021-25	2023	2024
	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Actual	Budget
	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m
Unrestricted income and expenditure									
Unrestricted income									
Membership dues	13.0	13.8	13.9	14.2	55	13.6	68	13.4	13.5
Framework income	12.6	12.6	12.6	12.6	50	13.1	64	13.1	12.6
Other unrestricted income	8.0	8.2	8.2	8.6	33	6.9	40	7.8	6.9
Total unrestricted income	33.6	34.6	34.7	35.4	138	33.6	172	34.3	33.0
Total unrestricted expenditure	33.6	34.1	33.7	33.8	135	31.6	167	33.2	31.0
Surplus/(deficit)	0.0	0.5	1.0	1.5	3	2.0	5	1.1	2.0
Restricted income and expenditure									
Restricted income	99.0	108.9	119.8	131.8	459	169.6	629	130.1	154.2
Restricted expenditure	99.0	108.9	119.8	131.8	459	169.6	629	130.1	154.2
Surplus/(deficit)	0.0	0.0	0.0	0.0	0	0.0	0	0	0
Total income and expenditure									
Total income	132.6	143.5	154.5	167.1	597	203.2	800	164.4	187.2
Total expenditure	132.6	143.0	153.5	165.6	594	201.2	795	163.3	185.2
Surplus/(deficit)	0.0	0.5	1.0	1.5	3	2.0	5	1.1	2.0

The Financial Plan 2025 foresees total income of CHF 203.2m and total expenditure of CHF 201.2m, resulting in a surplus of CHF 2.0m and a planned increase in the level of unrestricted reserves by the same amount.

The Financial Plan 2025 takes into consideration recommendations of the financial strategy review performed in 2023. The review recommended 5 areas of focus: (1) increasing unrestricted income, (2) building reserves, (3) de-risking the portfolio, (4) increasing cost recovery, and (5) controlling costs and investments. Reserves are project to increase by CHF 2.0m, in line with the budgeted increase in 2024 and higher than that foreseen in the

Financial Plan for 2024 (CHF 1.5m). Unrestricted expenditure is projected to be in line with 2024 budget (CHF 31.0m) which is lower than that shown in the Financial Plan for 2024 (CHF 33.8m). This reflects good cost control and higher levels of cost recovery, and the fact that increases in operating costs are primarily funded by higher levels of cost recovery.

3. Unrestricted income and expenditure

Unrestricted income

Total unrestricted income of CHF 33.6m is planned.

Membership dues

Membership dues are planned at CHF 13.6, an increase of CHF 0.1m on the 2024 budget, reflecting a marginal increase in the number of Members.

Framework income

Framework income is planned to increase from CHF 12.6m in 2024 to CHF 13.1m in 2025, reflecting the addition of one new partner. In addition, CHF 1.6m of loosely restricted framework income is planned. This is included under restricted income as it is restricted for specific programme areas.

Other unrestricted income

Other unrestricted income is planned at the same level as the 2024 budget.

Unrestricted expenditure

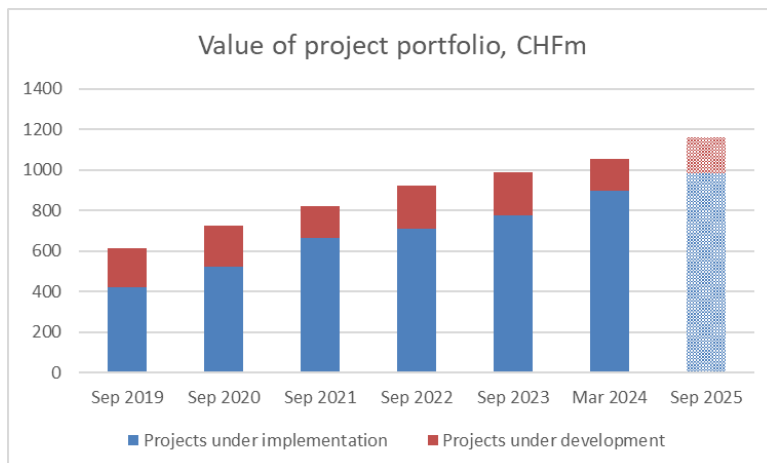
Unrestricted expenditure is planned at CHF 31.6m, an increase of CHF 0.6m on the 2024 budget.

4. Restricted income and expenditure

Restricted income and expenditure are planned at CHF 169.6m. This represents an increase of CHF 15.4m compared to the 2024 budget. The increase reflects a growing project portfolio and takes into consideration the projected spend on major projects. The spend rate on GEF and GCF projects is expected to increase significantly in both 2024 and 2025 as projects that were at the initiation stage move to full scale implementation.

Figure 1 shows the evolution of the project portfolio. A modest increase of 10% in the value of the portfolio is foreseen in 2025.

Figure 1: project portfolio evolution



5. Balance sheet

Table 2 shows the projected balance sheet for the end of 2025.

Table 2: 2025 projected balance sheet

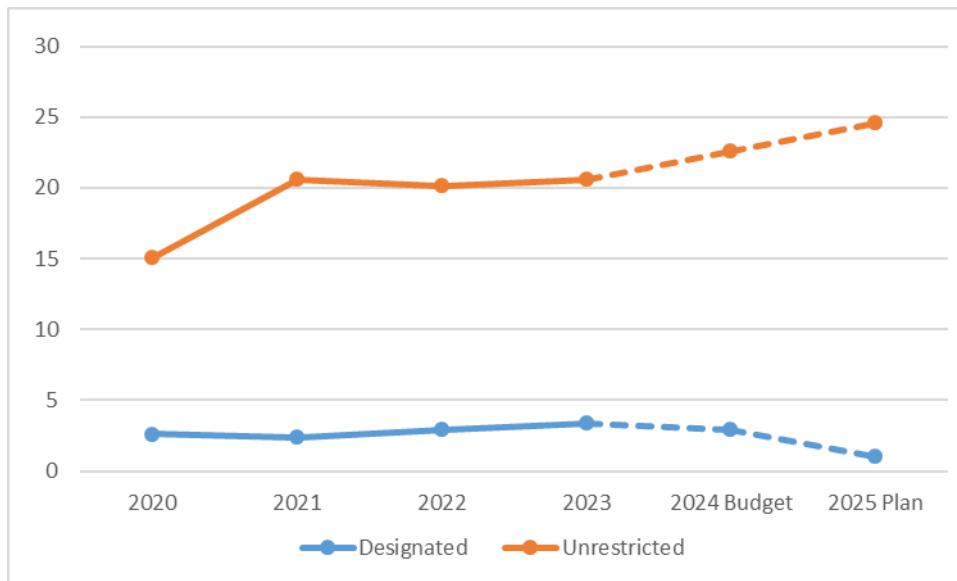
	2021	2022	2023	2024	2025	2023	2024
	Plan	Plan	Plan	Plan	Plan	Actual	Budget
	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m
Current assets							
Cash and short term deposits	60	62	64	66	111	92	101
Investments	17	17	18	19	16	15	16
Other receivables	43	44	46	48	76	63	69
Total current assets	120	123	128	133	203	170	186
Non-current assets							
Fixed assets	28	29	29	29	23	23	23
Intangible assets	0	0	0	0	0	0	0
Total non-current assets	28	29	29	29	23	23	23
Total assets	148	152	157	162	226	193	209
Current liabilities							
Other liabilities	97	101	105	109	172	142	156
Provisions	6	7	7	7	7	5	6
Total current liabilities	103	108	112	116	179	147	162
Non-current liabilities							
Deferred income	15	14	14	14	13	13	13
Building loan	11	10	10	10	8	9	9
Total non-current liabilities	26	24	24	24	21	22	22
Designated reserves	1	1	1	1	1	3	2
Unrestricted reserves	18	19	20	21	25	21	23
Total reserves	19	20	21	22	26	24	25
Total liabilities and reserves	148	152	157	162	226	193	209

Cash and short- term deposits are expected to increase by 10% in line with portfolio growth, as are other liabilities (of which the main item is project advances – funds received from donors not yet spent. This mirrors the increase in cash and short-term deposits).

Reserves

Figure 2 shows the expected reserves evolution.

Figure 2: Reserves evolution



Unrestricted reserves are projected to increase by CHF 2.0m to CHF 25.0m in line with the planned result for 2025. Designated reserves are projected to fall to CHF 1.0m. This reflects the utilisation of funds set aside in the years 2021 to 2024 for the 2025 Congress and also the utilisation of unspent funds accumulated by the IUCN Commissions.