



112e réunion du Conseil de l'UICN

Partie I (virtuelle), le 6 novembre 2024¹

Partie II (présentielle), du 28 au 30 janvier 2025 à Antigua, Guatemala

DÉCISIONS

Déc. #	Décision du Conseil										
Ordre du jour (point I/1 de l'Ordre du jour)											
C112/1	Le Conseil de l'UICN, <u>Adopte</u> l'ordre du jour de sa 112e réunion. (Annexe 1)										
Questions institutionnelles (Point I/2 de l'Ordre du jour)											
C112/2	Le Conseil de l'UICN, <i>Sur recommandation</i> de son Comité institutionnel et de gouvernance (CIG), <u>Approuve</u> l'admission de 19 Membres (Annexe 2) ; <u>Diffère</u> l'examen de la candidature de Federación Indígena Empresarial y Comunidades Locales de México, A.C. et Green Zoological Rescue and Rehabilitation Centre Society jusqu'à ce que des informations supplémentaires aient été reçues ; <u>Prend note</u> du changement de nom du Membre de l'UICN suivant : <table><tr><th>ID de Membre</th><th>Nom précédent</th><th>Nouveau nom</th><th>Pays</th></tr><tr><td>ST/100</td><td>Ministry of the Environment, Climate and Sustainable Development (Ministère de l'Environnement, du Climat et du Développement durable)</td><td>Ministry of the Environment, Climate and Biodiversity (Ministère de l'Environnement, du Climat et de la Biodiversité)</td><td>Luxembourg</td></tr></table>			ID de Membre	Nom précédent	Nouveau nom	Pays	ST/100	Ministry of the Environment, Climate and Sustainable Development (Ministère de l'Environnement, du Climat et du Développement durable)	Ministry of the Environment, Climate and Biodiversity (Ministère de l'Environnement, du Climat et de la Biodiversité)	Luxembourg
ID de Membre	Nom précédent	Nouveau nom	Pays								
ST/100	Ministry of the Environment, Climate and Sustainable Development (Ministère de l'Environnement, du Climat et du Développement durable)	Ministry of the Environment, Climate and Biodiversity (Ministère de l'Environnement, du Climat et de la Biodiversité)	Luxembourg								
Plan de travail et budget de l'UICN pour 2025 (Point I/4 de l'Ordre du jour)											
C112/3	Le Conseil de l'UICN, <i>Sur proposition</i> de la Directrice générale, <i>Tenant compte</i> des recommandations de son Comité du Programme et des politiques (CPP) et de son Comité des finances et audit (CFA), <u>Approuve</u> le Plan de travail 2025 de l'UICN, tel que révisé, ainsi que le Budget 2025. (Annexe 3)										
Amendements au Règlement (Point I/5 de l'Ordre du jour)											
C112/4	Le Conseil de l'UICN, <i>Sur recommandation</i> de son Comité institutionnel et de gouvernance (CIG),										

¹ Les décisions C112/1 à C112/4 ont été adoptées au cours de la partie I (virtuelle).

	<u>Adopte</u>, en première lecture, les amendements proposés au articles 72 et 75 du Règlement réformant le processus de renouvellement des membres des Commissions (annexe 4) ; <u>Décide</u> d'inscrire les amendements proposés à l'ordre du jour de la prochaine réunion du Conseil de l'UICN (C113, mai 2025) pour adoption en deuxième lecture, modifiés le cas échéant à la suite de la consultation des Membres de l'UICN requise par les articles 101 et 102 des Statuts ; <u>Demande</u> aux Présidents des Commissions de : - prescrire dans le règlement intérieur de leur Commission respective, avant le Congrès de 2025, le processus et les conditions de nomination et de révocation des membres des Commissions ainsi que toute délégation de cette responsabilité au sein de leur Commission respective, comme l'exigent les articles 72 et 75 du Règlement, tels que révisés et adoptés en deuxième lecture ; et - veiller à ce que les critères de révocation des membres des Commissions soient clairs, uniformes à toutes les Commissions, non discriminatoires et favorisent la diversité, et à ce que des dispositions soient prises pour révoquer les membres de Commissions décédés ou dont l'état de santé est tel qu'ils ne peuvent démissionner eux-mêmes de la Commission.
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7 novembre 2024

112th Meeting of the IUCN Council (C112)

Part I by conference call on 6 November 2024
Part II in-person in Antigua, Guatemala, on 28-30 January 2025

Agenda

(Approved by the IUCN Council on 6 November 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

C112 Part I, virtual		
6 November 2024 from 11:00-14:00 UTC		
1	Agenda C112 Approval of the draft Agenda	DEC
2	Constituency Issues Approval of membership applications based on recommendations from GCC	DEC
3	IUCN World Conservation Congress 2025 3.1 Reminder of key processes and timeline in the run-up to Congress 3.2 Update from the Congress Preparatory Committee (CPC) and, as the case may be, any proposals for decision CPC will provide an update following its (virtual) meeting scheduled for 5 November 2024 3.3 Update and decision on Council-sponsored motions Update and recommendations by PPC (following its meeting scheduled for 4 November 2024) regarding Council-sponsored motions that will be ready for Council's consideration. Council may also wish to: a) adopt a process for approval of the remaining Council-sponsored motions (e.g. mandate the Bureau) in time for submitting them by 15 January 2025; b) seek clarification from or provide guidance to the Motions WG for the next steps in the motions process regarding the Council-sponsored motions.	INF INF/DEC INF/DEC
4	Draft IUCN Workplan and Budget 2025 Based on the DG's proposal and the recommendations of the standing committees	DEC
5	Amendments to the IUCN Regulations The GCC TF on membership value proposition and the Chairs of the Commissions propose to amend the Regulations in order to reform the Commission membership renewal process. It will be presented to GCC and onwards to Council on 6 November 2024 in order for the IUCN membership consultation period required by Art. 102 of the Statutes to be concluded in time for Council C113 to reconsider the proposal for adoption in May 2025. Amendments to the Regulations must appear on the agenda of the Council meeting [Art. 101 (c)].	DEC

6	Council's strategic priorities & objectives 2022-25 <i>Quick update and guidance for preparing substantive discussion at C112 in person:</i>	
	6.1 20-year Strategic Vision High-level summary of feedback from the IUCN membership (Regional Conservation Forums and online) by the Secretariat and process for preparing a discussion at C112 in person	INF
	6.2 Governance Reforms Update from GCC and its Task Force on statutory reforms with the purpose of providing guidance for the preparation of proposals for discussion at C112 in person	DIS
	6.3 Resolutions Update from PPC and GCC on progress in implementing 2021 Congress Resolutions requiring action from Council	INF
	6.4 International Positioning Highlights from IUCN's engagements since C111 (May 2024) and CBD CoP16 and brief overview of plans for IUCN's engagement at UNFCCC CoP29 and UNCCD CoP16 (possibly also IPBES). Update on the development of a draft IUCN intergovernmental policy strategy requested by Council decision C111/11	DIS
	6.5 Membership value proposition Update on the process for preparing discussion at C112 (in person) on the follow-up to the membership model analysis presented/discussed at C111 (May 2024) taking into account Members' feedback during the RCF	INF

Part II, in-person		
Tuesday 28 January 2025		
All day	Meetings of the standing committees of the IUCN Council (GCC, PPC and FAC) Draft agendas and documents of the standing committee meetings to be held on the eve of the Council meeting will be prepared in due time. In accordance with the Procedure for dealing with Letters received from IUCN Members, the standing committees will consider and, as part of their report to Council under Agenda Item 7, make recommendations concerning the response to any such letters, in particular those with comments on the draft agenda of C112.	
Wednesday 29 January 2025		
1	Report of the Director General The DG will present an update on activities since the previous Council meeting (the DG's report on achievements against the DG's Objectives 2024 will be submitted at C113 in May 2025)	INF
2	20-year Strategic Vision for IUCN Update from the Steering Committee (SC) for the 20-year Strategic Vision on any adaptation of the document ' <i>Unite for Nature' on the path to 2045 - a 20-year Strategic Vision for the Union</i> incl. the Financial Strategy (Annex 3) that it considers necessary following IUCN Members' feedback through the Regional Conservation Forums and online. Council may wish to give further input to the Steering Committee for preparing the final	DIS

	version of the Strategic Vision which will need to be distributed to IUCN Members as a Congress document at the latest by 9 July 2025.	
3	Draft IUCN Programme 2026-29 Update from <i>[PPC and/or the Nature 2030 Programme Development Working Group]</i> on any modifications of the Draft Programme 2026-29 following the feedback from the IUCN membership online and through the Regional Conservation Forums (RCF). Council may wish to give further guidance to <i>[PPC and/or the Nature 2030 Programme Development Working Group]</i> for preparing the final version of the Draft Programme 2026-29 before Council approves it at C113 in May 2025 for the purpose of distributing it to IUCN Members as a Congress document at the latest by 9 July 2025.	DIS
4	IUCN Commissions: 4.1 Reports of the IUCN Commissions The Chairs of CEC, CEESP, WCEL and CCC will present their annual report as required by Article 77 of the Statutes (20' presentation followed by 10' Q&A on each report). They report on outputs, outcomes, impact and resources raised against the Commission's work plan approved by Council (Regulation 78<i>bis</i>). The Chairs of SSC, WCPA and CEM already presented their annual report to C111 in May 2024. 4.2 Council discussion on the performance of the Commissions (Council Handbook p. 7) As part of the discussion, Council may wish to provide guidance to the Chairs for preparing the draft mandate 2026-29 of their respective Commission in view of submitting it in time to Council C113 (May 2025) for approval taking into account the draft programme 2026-29. (Art. 74 of the Statutes and Regulation 70) Also the draft Commission mandates will have to be distributed as an official Congress document by 9 July 2025 at the latest. 4.3 Workplan 2025 of the Climate Crisis Commission Noting that the Workplan of Climate Crisis Commission approved by Council decision C/VII in March 2023 was for 2023-24.	INF DIS DEC

Thursday 30 January 2025		
5	Council's strategic priorities & objectives 2022-25 (continued from the virtual meeting of C112; except 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 to provide guidance/direction for what is still to be achieved by the time of the Congress (9-15 October 2025)</i> 5.1 Governance reforms Update from GCC and its Task Force on statutory reform incl. presentation of proposals ready for Council discussion and decision 5.2 Resolutions • Annual report of the Secretariat on implementation of Resolutions of the 2021 Congress • Update from PPC and GCC on progress with the implementation of Resolutions requiring action from Council, incl. presentation of proposals ready for Council discussion and decision. This may include proposed amendments to the Rules of Procedure of the Congress improving the efficiency and transparency of the motions process during Congress (i.e. pertaining to motions on new and urgent topics), prepared by GCC's TF on the motions process in cooperation with MWG as a follow-up to decision C107/14 (May 2022) 5.3 International Positioning Overview of IUCN's participation and positioning at the three Rio Convention CoPs recently concluded; update on CoPs and other major intergovernmental policy events that will take place in 2025 (e.g. CITES Standing Committee, Our Ocean,	DIS/DEC DIS/DEC DIS

	UN Ocean, UNGA, UNFCCC CoP30, CITES CoP20, UNEA7); and follow-up to Council decision C111/11 (May 2024) requesting the development of a draft IUCN intergovernmental policy strategy 5.4 Membership value proposition GCC recommendations to follow-up on the Membership Model Analysis presented/discussed at C111 (May 2024), taking into account additional feedback from Members during the RCF, including on the sections of the 20-year Strategic Vision concerning IUCN's membership	DIS
6	IUCN World Conservation Congress 2025 6.1 Update from the Motions Working Group (MWG) on the status of the process following the close of the submission of motions on 15 January 2025, incl. follow-up to Council's guidance to increase the efficiency and transparency of the online motions process (Council decision C111/14, May 2024) 6.2 Second 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 discussed at C111, May 2024) 6.3 Update from the Congress Preparatory Committee incl. presentation of proposals ready for Council discussion and decision 6.4 Review of the outcomes of the Regional Conservation Forums incl. lessons learnt and recommendations for the next Council	INF DIS INF/DIS/DEC DIS
7	Reports of the Council's Standing Committees 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. 7.0 Letters received from IUCN Members in response to the invitation to comment on the draft agenda C111 In accordance with the Procedure for dealing with Letters received from IUCN Members (Annex 3, pp 69-70), the standing committees will 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. 7.1 <u>Report of Governance and Constituency Committee (GCC)</u> The Chair of GCC will present the committee's recommendations to Council based on the Outcomes of its meetings held on [...] The report will include among others: 7.1.1 Membership applications Based on recommendations from GCC 7.2 <u>Report of the Programme and Policy Committee (PPC)</u> The Chair of PPC will present the committee's recommendations to Council based on the Outcomes of its meetings held on [...] 7.3 <u>Report of the Finance and Audit Committee (FAC)</u> The Chair of FAC will present the committee's recommendations to Council based on the Outcomes of its meetings held on [...]. This will include the outcomes of the FAC's discussion following the Treasurer's presentation of his report	INF INF/DIS/DEC DEC INF/DEC INF/DEC
8	Any other business	

AFRICA							
Organisation	Acronym	Country	Website	Category	Endorser name 1	Endorser name 2	GCC recommendation to Council
Madagascar Wildlife Conservation	M.W.C.	Madagascar	http://www.madagascar-wildlife-conservation.org	NGO	[Member] Rasmussen Family Foundation [North America and the Caribbean]	[Member] Conservation Allies [North America and the Caribbean]	APPROVE
Wildlife Conservation Action	WCA	Zimbabwe	http://www.wildlifeconservationaction.org	NGO	[Member] BirdLife Zimbabwe [Africa]	[Member] Zimbabwe Environmental Law Association [Africa]	APPROVE
City of Cape Town	CCT	South Africa	https://www.capetown.gov.za	SN			APPROVE
Fikambanana Bongolava Maitso	FBM	Madagascar	https://bongolavamaitso.mg/	IPO	[Member] Rasmussen Family Foundation [North America and the Caribbean]	[Member] Conservation Allies [North America and the Caribbean]	APPROVE
Association Antrema Miray	AMI	Madagascar	http://antrema.net	IPO	[Member] Rasmussen Family Foundation [North America and the Caribbean]	[Member] Conservation Allies [North America and the Caribbean]	APPROVE
Groupe d'Etude et de Recherche sur les Primates de Madagascar	GERP	Madagascar	http://www.gerp.mg	NGO	[Member] FANAMBY [Africa]	[Member] Conservation Allies [North America and the Caribbean]	APPROVE
EAST EUROPE, NORTH AND CENTRAL ASIA							
Organisation	Acronym	Country	Website	Category	Endorser name 1	Endorser name 2	GCC recommendation to Council
Yerevani Qaghaqapetaran		Armenia	https://www.yerevan.am/en/	SN			APPROVE
Agencija za zaštitu životne sredine Crne Gore	EPA	Montenegro	https://epa.org.me/	GA			APPROVE
MESO AND SOUTH AMERICA							
Organisation	Acronym	Country	Website	Category	Endorser name 1	Endorser name 2	GCC recommendation to Council
Municipio de La Estrella	SMADS	Colombia	https://www.laestrella.gov.co/	SN			APPROVE
NORTH AMERICA AND THE CARIBBEAN							
Organisation	Acronym	Country	Website	Category	Endorser name 1	Endorser name 2	GCC recommendation to Council
Fundación Dominicana de Estudios Marinos	FUNDEMAR	Dominican Republic	https://www.fundemardr.org/	NGO	[Member] Centro para la Conservación y Ecodesarrollo de la Bahía de Samaná y su Entorno [North America and the Caribbean]	[Member] Grupo Jaragua [North America and the Caribbean]	APPROVE
The Gabby Wild Foundation, Inc.	GWF	United States of America	https://gabbywild.org/	NGO	[Member] Re:wild [North America and the Caribbean]	[Member] The Explorers Club [North America and the Caribbean]	APPROVE
OCEANIA							
Organisation	Acronym	Country	Website	Category	Endorser name 1	Endorser name 2	GCC recommendation to Council
Pacific Theological College	PTC	Fiji	https://ptc.ac.fj	NGO	[Member] National Trust of Fiji Islands [Oceania]	[Member] TierraMar Ltd [Oceania]	APPROVE
ACT Environment and Sustainable Development Directorate Departmental	EPSDD	Australia	https://www.environment.act.gov.au	GA			APPROVE
SOUTH AND EAST ASIA							
Organisation	Acronym	Country	Website	Category	Endorser name 1	Endorser name 2	GCC recommendation to Council
Department of Environment and Natural Resources	DENR	Philippines	https://denr.gov.ph/	GA			APPROVE
ADM Capital Foundation	ADMCF	Hong Kong Special Administrative Region, China	https://www.admcf.org/	NGO	[Member] Fauna & Flora International [West Europe]	[Member] The Born Free Foundation [West Europe]	APPROVE
Yayasan Belantara		Indonesia	https://belantara.or.id/	NGO	[Member] Indo-Myanmar Conservation [South and East Asia]	[Member] The Samdhana Institute Incorporated [South and East Asia]	APPROVE
Shenzhen Zhilan Foundation	Zhilan	China	https://www.tzhilan.cn/	NGO	[Member] Shan Shui Conservation Center [South and East Asia]	[Member] Qingdao Marine Conservation Society [South and East Asia]	APPROVE

WEST ASIA							
Organisation	Acronym	Country	Website	Category	Endorser name 1	Endorser name 2	GCC recommendation to Council
The friends of the cedar forest committee		Lebanon	https://www.facebook.com/cedarsfriends/	NGO	[Committee] Lebanon National Committee of IUCN Members [West Asia]	[Member] Al Shouf Cedar Society [West Asia]	APPROVE
WEST EUROPE							
Organisation	Acronym	Country	Website	Category	Endorser name 1	Endorser name 2	GCC recommendation to Council
ANDALUS, Asociación para la Supervivencia de la Naturaleza y el Medio Ambiente	ANDALUS	Spain	http://www.asociacion-andalus.org	NGO	[Member] Centro de Extensión Universitaria e Divulgación Ambiental de Galicia [West Europe]	[Member] Fundación Oxígeno [West Europe]	APPROVE



International Union for Conservation of Nature

WORKPLAN & BUDGET 2025



Credit: quang nguyen vinh, Pexels

Part I - WORKPLAN

Revised and approved by Council on 6 November 2024

Part I Contents

INTRODUCTION	4
PART I - 2025 WORKPLAN	6
WORKING AS A UNION	6
WORLD CONSERVATION CONGRESS	6
THE PROGRAMME.....	9
Progress and learning from the 2021-2024/25 Programme	9
Nature 2030	11
People	12
Land	15
Water	18
Oceans	21
Climate	24
Knowledge, science and data	26
Policy and Advocacy.....	28
Nature-based Solutions	30
Business Engagement and the Private Sector	31
SUPPORTING THE PROGRAMME	32
Knowledge Management.....	32
GEF/GCF Portfolio Management	32
Enhanced donor compliance	33
Measuring impact	33
Enhancing the planning process	34
MEMBERSHIP ENGAGEMENT AND DELIVERY	36
Membership engagement	36
Convening: From Regional Conservation Forums to Congress and beyond	37
Regional and National Committees	38
Contributions for Nature platform	38
Portfolio engagement with IUCN Constituents	39
COMMISSION ENGAGEMENT & SUPPORT	42
RESOLUTIONS.....	43

APPENDIX: PROGRAMME PORTFOLIO.....	48
2025 overview.....	48

INTRODUCTION

Adopted in 2021, the IUCN Nature 2030 Programme sets the Union's ambition over a ten-year timeframe and was rolled out through a quadrennial Programme and financial plan, 2021-2024. Initial planning expected the IUCN membership to approve, in 2024, a revised Nature 2030 IUCN Programme for the following quadrennial but due to the COVID crisis this will now occur at the next World Conservation Congress in 2025.

To cover the year 2025, the IUCN Members decided, through an online vote, to extend the current Programme and financial plan, in line with the IUCN Council Decision C111/20. As such, 2025 is a transition year between Programmes, as the new quadrennial Programme will cover the period 2026-2029 and in addition will fit within the context of a new 20-year Strategic Vision for the Union.

In 2025, the Union will mark its presence on the global stage. All of IUCN will focus on delivering an impactful World Conservation Congress in Abu Dhabi, in October 2025, as a key priority. There will also be other important international fora to navigate, such as the UN Ocean Conference in June 2025, and the UN Climate Change conference in November 2025. It will be critical to take heed of the message of Indigenous Peoples to rally the change that is needed for nature and people. We must keep pushing for the early ratification of the Biodiversity Beyond National Jurisdiction treaty before the 2025 World Conservation Congress, as well as the successful conclusion of the negotiations of the Plastics Treaty.

This next year is a good year for IUCN to raise the profile and importance of its Knowledge Products (Key Biodiversity Areas, World Database on Protected Areas, Red List of Ecosystems, Environmental Impact Classification for Alien Taxa, Red List of Threatened Species, Global Standard for Nature-based Solutions, Global Ecosystem Typology) given the growing interest and demand for biodiversity conservation data and metrics both from the public sector (vis a vis national reporting of progress against the Kunming Montreal Global Biodiversity Framework) and the private sector in terms of corporate disclosure processes

The Red List of Threatened Species celebrates its 60th year in 2025 and therefore IUCN will run a special initiative to further raise its profile, broaden its application and uptake and further mobilise resources in line with WCC-2020-Res-131 "*Ensuring adequate funding for the IUCN Red List of Threatened Species*". The crisis of species loss is not yet subsiding, but we are positive that improving our offer of species data can make a difference. The addition of marine and freshwater data layers to STAR (Species Threat Abatement and Restoration metric) and the roll-out at Congress of an accessible and easy to use biodiversity metric platform will enable the private sector to make concrete contributions towards the Kunming Montreal Global Biodiversity Framework (GBF).

With one eye on 2030 and the imperative to achieve Target 3, and other targets of the GBF, IUCN will continue to push for accelerated action on area-based conservation both through Protected and Conserved Areas and Other Effective Conservation Measure (OECMs) in terrestrial, freshwater, coastal and marine (including high seas) biomes. With respect to Area-based conservation Beyond National Jurisdiction we will launch a major initiative to support

governments on early action for high sea marine protected areas once the High Seas Treaty has been ratified.

To guide this work, this 2025 Workplan & Budget document sets out the Secretariat's planned contributions to advance implementation of the Nature 2030 Programme in collaboration with Commissions and Members. It will function as a roadmap, helping to transition from the Impact Targets of the 2021-2024 period to the new Outcomes and Outputs of the 2026-2029 period. Specifically, it will enable us to chart pathways through which the Union can not only makes substantive scaled-up contributions to the goals and targets of the GBF, but can also help to steer towards the critical and necessary sectoral transformations embodied in the Sustainable Development Goals.

This Workplan & Budget document presents the Secretariat's annual overarching strategic planning and highlights key aspects of delivery in 2025. **Part I** contains the Work Plan for 2025, outlining a framework for delivery with respect to the Congress, the Programme, Membership and Commission engagement, and the IUCN Resolutions, and providing highlights of how the portfolio will contribute to IUCN's five Programme Areas: People, Land, Water, Oceans, and Climate. **Part II** provides the associated budget of the Secretariat and the Commissions' Operating Funds (CoF), in line with the 2021-2024/25 Financial Plan.

PART I - 2025 WORKPLAN

WORKING AS A UNION

The roles IUCN must play to deliver on its Programme and its Mission are diverse. They range from mobilizing its Members and partners to build alliances for conservation, and encouraging research, to science generation and mechanisms to provide trusted information for conservation. They also entail promoting and taking appropriate conservation actions, including resource mobilization, and influencing policy and environmental law in local, national, regional and global domains. This 2025 Workplan document reflects these roles and in addition places emphasis on the following elements:

- **Alignment:** This document aligns all our efforts across the Union and aspires for IUCN to become bigger than the sum of the parts. The 20-year Strategic Vision and Programme to be adopted in 2025, as well as the Contributions for Nature Platform, will also help us move towards that direction.
- **Impact:** IUCN must focus its efforts on the change it seeks to create – its impact. It needs to action the biggest ‘levers’ that can make a difference for nature and facilitate scale up.
- **Regional and National contexts:** The Regional Conservation Forums held during 2024 have been rich and diverse. They have been a powerful means to mobilise IUCN Members, Commissions and the nature community. They have shown that the Union’s regional and national voices are as valuable as its global one. Each can seek to ensure that it has its own plans and vision, in keeping with overall global plans.
- **External stakeholders:** Our interactions with youth, women, indigenous people, governments, other key stakeholders and the global community to make change happen, resonate across the Union. Our engagements with other parts of society, such as the private sector, need to be more substantive if IUCN is to contribute to deep change.

WORLD CONSERVATION CONGRESS

2025 is the year of the World Conservation Congress in Abu Dhabi as a hybrid event, the first of its kind for IUCN. The Union will need to be focused on this task if this is to be a success for the 6,000 to 10,000 people expected to join in person, along with the thousands who will join online. The hybrid online conference will allow many to join who could not before – both in terms of convening and voting in the Member’s Assembly.

With 1,450 diverse Members, over 17,000 Commission members, 70+ National and Regional Committees and 1,100 Secretariat staff, the potential for impact is huge. In terms of impetus, the Regional Conservation Forums have created immense energy to guide us towards Abu Dhabi. Below is the ADNEC Centre in Abu Dhabi, United Arab Emirates, where the World Conservation Congress 2025 will be held. IUCN has now completed negotiations of the Congress hosting agreement with the Government of the United Arab Emirates, represented by the Ministry of Climate Change and Environment.



Aligned with the successful delivery of Congress, every part of the Union and every team of the Secretariat has built Congress into their plans for 2025. Delivering a successful Congress is truly a Union-wide effort. The Congress must create a prodigious and lasting impact for our nature constituency whilst creating a financial surplus. A task of this magnitude entails several layers of governance and management, both internally and externally with the host Government. The Council's Congress Preparatory Committee (CPC) will oversee the entirety of the process, providing strategic direction and checkpoints.

Various committees and working groups have already been established and will continue be established in the near future, to oversee preparations made by the organizing team in relation to the venue, logistics, travel and accommodation from all over the world, sustainable Congress accreditation, security and access, VIPs, VVIPs, press and communications and multiple other tasks required to deliver a Forum, Exhibition and Members' Assembly, as distinct components of the Congress.

The Secretariat will continue working on a draft Congress Workplan, to be submitted to CPC, that specifically notes:

- **Members** – including Indigenous Peoples and Youth, giving their effort and energy to the Congress.
- **Commissions** – helping to shape the agenda with their tools, data, knowledge and initiatives.
- **National and Regional Committees** – mobilizing their Members and working on motions, Programme and 20-year Strategic Vision.
- **Regions** – each region has devoted special attention to how they are going to build Membership and Commission engagement and support these through Congress. This

involves the development of Motions and their validation. Also helping to seek support for those in low- or middle-income countries and ensuring that members can participate and attend (online or in person).

- **Centres** – building momentum and coherence around thematic areas of work underpinned by cutting edge knowledge and science and bringing together coalitions of actors initiatives to drive real conservation change.
- **Membership & Commissions Engagement** - Improving One Programme realisation in IUCN strategy; also mobilising the Union and beyond (new partners, participants, sponsors, etc.)
- **Communications** – to upscale efforts towards Congress, webmasters, and other communications specialists are needed if the Union is to maximise its impact and the ripples this can create.
- **Technology** – powerful systems and platforms are needed to run a hybrid Congress.
- **Governance and Legal** – strengthen the ability to manage and support the Motions process, Resolutions and their successful delivery.
- **Human Resources** - management of staff and volunteer assignments, coordination of SEAH function before, at, and after Congress, Congress HR management system, and Congress staff and volunteer orientation and support.
- **Council-given direction and leadership** for the success of the Congress.

This has to be IUCN's main 2025 priority, to make the Congress a success in every respect. The Union may need to prioritise and hold back on other activities to make sure this Congress is delivered with excellence.

Each World Conservation Congress creates a unique opportunity to engage and bring together the entire Union, including Secretariat staff. Efforts will be made in 2025 to connect as many staff members as possible to Congress, leveraging the new hybrid technology that will be deployed.

The Secretariat will carefully plan the work of its staff to be able to deliver on both the Congress and other work planned for 2025. The Union must have the right staffing to do its work effectively and with quality. This will require effective recruitment, clear delegation of work and realistic work objectives, as well as a need to prioritise activities.

THE PROGRAMME

Summary

- Progress and learning from delivery of the 2021-2024/25 Programme
- Nature 2030
 - People
 - Land
 - Water
 - Oceans
 - Climate
- Knowledge, science and data
- Policy and advocacy
- Nature-based Solutions
- Business Engagement and the Private Sector

The current IUCN Programme Nature 2030 was approved electronically by Members in February 2021. It had been written for the period January 2021 to December 2024. As the COVID 19 pandemic disrupted the Congress cycle by one year, it was therefore necessary to seek Member approval to extend the current programme document by one year¹. This means that 2025 is somewhat unique – it represents not only a continuation of the current intersessional programme of work but also a transition into the next programme cycle and the period to be covered by the new 20-year Strategic Vision.

The following section therefore briefly describes how the 2026-2029 draft Programme has been framed, including how it responds to recommendations of the External Review of the current programme, as necessary context for the 2025 programme work plan.

Progress and learning from the 2021-2024/25 Programme

The External Review of the IUCN Programme 2021-2024/25 was completed in the first quarter of 2024 and presented to the IUCN Council and Framework partners. The objective of the review was to evaluate the overall performance of the IUCN Programme 2021-2024/25 considering (1) relevance, (2) coherence, (3) effectiveness, (4) efficiency, (5) sustainability, and (6) impact to ensure the accountability of IUCN towards its Council, framework partners, constituents, donors, and other stakeholders. It also aimed to provide lessons learnt that will generate actionable recommendations and improvements. Below are key highlights from the review; more can be found in the [External Review IUCN Programme 2021-2024 report](#) and the [Management response](#).

¹ The result of this Membership vote will be published on the 23 October 2024.

Relevance - The 2021-24 Programme was found to reflect the wide priorities of IUCN's wide constituency.

Coherence - The Programme is strongly aligned with the global nature conservation agenda. There was also strong alignment between the Secretariat's work and the work of Commissions.

Effectiveness - Overall, the review found that IUCN has been effective in delivering work aligned with the Programme. While it is not possible to conduct a systematic assessment of the entire project Portfolio, there is plenty of evidence that IUCN is delivering good conservation action.

Efficiency - Over the review period, IUCN has been very active in improving its efficiency along several dimensions. We find that as regards resource efficiency, the attainment of financial targets is overall moving in the right direction and that resource mobilisation and cost recovery are improving as well, although there is still further progress needed.

Impact - IUCN produces impacts at the international level, thanks to its convening power, its technical knowledge and its legitimacy as a long-standing actor of the conservation field. It also generates impact at the project level and changes lives of its beneficiaries.

Sustainability - IUCN is on a trajectory of progress and benefitting from a favourable environment where the demand for conservation knowledge and action is strong and growing. IUCN has taken steps to strengthen lessons learning and sharing, although there is still need for systems strengthening. It has taken several initiatives to improve the services it renders to its Members and is progressing towards stronger financial sustainability, but still can and has to do better, notably as regards its capacity to report on results, with attention to be paid to limiting the risks of generating deficits associated with certain projects and its work with private sector.

GESI - IUCN exhibits a strong commitment to Gender Equality and Social Inclusion (GESI) through its policy framework and programmatic. However, the integration of GESI across IUCN's portfolio varies.

The review made seven key recommendations: -

- a) Realign on the purpose and the role of the Nature 2030 Programme in directing IUCN's work
- b) Build a Programme Theory of Change
- c) Recalibrate the Prioritised Programme Areas in the next iteration of Nature 2030
- d) IUCN should include a strategy to operationalise the Programme in its next quadrennial Programme document
- e) Strengthen results monitoring and reporting practices
- f) Reflect on the scope and purpose of the next Programme evaluation
- g) Strengthen GESI practices across the Union

As IUCN moves into 2025, the learnings from the Regional Conservation Forums, the survey on the draft 20-year Strategic Vision and 2026-2029 Programme, and from the above External Review are feeding into the preparation of the next Programme 2026-2029:

- **Aligning old and new Programme activities.** IUCN will measure outcomes from both the 2021-2024/25 Programme and 2026-2029 Programme and have proposed a way to align these in our Outcome Framework. This means that by 2030 IUCN will be able to retrospectively report and account for the Union's effort in the past decade, under its Nature 2030 Programme, while setting a clear course of action for the future. This also means that the 2026-2029 Programme will be better positioned to articulate "how" delivery will be achieved over the next four-year period. Alignment with the 20-year Strategic Vision allows us to bring both the long-term vision and programmatic priorities

closer together, which previously had been difficult to achieve, as highlighted in the external review.

- **Focus our efforts around three core impacts:** Aligned with our proposed 20-year Strategic Vision, IUCN’s focus for the upcoming quadrennial period will be characterised by three topline objectives:

- (1) 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.
- (2) IUCN will intensify its focus on the **nature-climate nexus** for mutually beneficial solutions for the planet.
- (3) Through its conservation action 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.

- **Our catalytic roles:** There is still much greater scope for greater Union-wide alignment of activities, and clearer reporting on impact and progress. As such, the 2026-2029 Programme will be more directive in how it deploys its catalytic roles. It recommends that the 2026–2029 revision incorporates a robust Theory of Change, and recalibrates 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 previous 15 Impact Targets have been reframed as 12 Outcome Areas, that coherently align with the 20-year Strategic Vision and, collectively, represent the key pathways to change that the Union will follow over the next four years. This has enabled the inclusion of 21 specific and measurable **high-level outputs** that IUCN commits to deliver over the course of the quadrennial period; the first time in the history of the IUCN Programme. All of this will be tested and rolled out in 2025-26 and will address weaknesses identified by the external review.

Nature 2030

The IUCN Nature 2030 Programme is delivered through IUCN Members, Commissions, implementing and executing partners, and a wide range of stakeholders, coordinated by the Secretariat’s Centres and Regional and Country Offices. Nature 2030 organises this work across five interconnected areas: (1) People, (2) Land, (3) Water, (4) Ocean and (5) Climate.

This section of the document describes the activities that will be undertaken in 2025 according to each area of our programme of work, including a focus on indigenous peoples, youth, gender equality and women’s empowerment as critical elements of this. It will conclude by giving a brief description of a series of common catalytical areas of work and/ or cross cutting themes, specifically Knowledge, Science and Data; Policy and Advocacy; Nature-based Solutions; and Business Engagement and the Private Sector.

Highlights about the project portfolio which underlies Programme delivery are also provided in the Appendix, showing data such as the portfolio's main donors, project typologies, geographic scope and funding by Programme area.

People



Credit: 2013CIAT/Neil Palmer

Within the Nature 2030 Programme, IUCN has focused activities in the PEOPLE Priority Area on realizing rights and improving governance frameworks. In 2025, as we transition to the new Programme, IUCN will expand its work on people-centred approaches, to incorporate stakeholders' rights, agency and benefits within specific societal transformations that have a direct impact on biodiversity conservation outcomes, such as urbanisation, financing, sustainable use of natural resources for economic gains and climate change. In doing so, IUCN recognizes that certain groups of society need focused attention due to historic marginalisation and lack of equal opportunities. Therefore, IUCN will continue to prioritise specific activities with indigenous people, women and youth.

Impact target 1.1 Fully realised rights, roles, obligations and responsibilities to ensure just and inclusive conservation and sustainable use of nature

In 2025, IUCN will work with its Indigenous Peoples member organizations to:

- Chart pathways for the provision of more inclusive conservation finance to Indigenous Communities, underpinned by requested capacity building and accelerate "Stewarding

the Earth” - women-led Indigenous intergenerational mentorship through the Podong Indigenous Peoples Initiative.

- Launch the European Union supported COLOURS (Centres of Excellence, Opportunities Legacy Rights and Science) initiative, initiating a conservation grievance redress platform and charting pathways for the recognition of Indigenous Lands and Territories as part of 30 x 30 (Target 3).
- Consolidate the outcomes of the GEF7 Inclusive Conservation Finance, together with Conservation International, pulling lessons and insights from Indigenous communities supported across 5 countries, synthesizing these and facilitating discussion, reflections and next steps with ICI beneficiaries.
- Facilitate the promotion of Indigenous People led conservation and pathways to achieve this, including more direct access to finance and support for capacity building

Impact target 1.2 Equitable and effective governance of natural resources at all levels to benefit people and nature

IUCN will focus its work on effective and equitable governance on two key stakeholder groups, women and youth.

On gender:

- Support National Climate Change Gender Focal Points in the negotiation and agreement of more ambitious Gender Action Plans under the United Nations Framework Convention on Climate Change (UNFCCC)
- Launch the Gender Equality and Climate Policy Scorecard that IUCN has developed with UN Women and Binghamton University.
- Under its Resilient, Inclusive, and Sustainable Environments (RISE) initiative, undertake an evidence-based review on the link between gender equality integration and environmental outcomes, publish a gender-based violence assessment in Indonesia for marine, forestry, climate adaptation and clean energy sectors, and synthesize available learnings and cases studies using the IUCN PANORAMA platform. We will also award up to seven new projects addressing sexual exploitation in fisheries and Indigenous women’s rights. IUCN will also revise its Gender Equality and Women’s Empowerment Policy.



On Youth:

- Support the IUCN Youth Advisory Committee members including enabling the mainstreaming of the role of youth in implementation of the IUCN portfolio, facilitating an online Global Youth Summit (tentatively mid-April) and a youth engagement strategy for World Conservation Congress and a YAC succession plan.

Preparing for One Health

- Continue to develop IUCN's capacity to systematically engage on One Health building from ongoing policy engagements as well as other activities in Central Asia – effectively deploying OECMs within the Tien Shan as a vehicle to prevent zoonotic spillover – and in Vietnam – supporting government to incorporate One Health measures into its planning framework.

Impact target 1.3 Enhanced realisation and enforcement of the environmental rule of law

In 2025, IUCN will continue to invest a growing share of its portfolio (up by 16% compared to 2024) to support the critical importance of the environmental rule of law, through:

- Support for the Nature Crime Alliance with the IUCN Director General joining the Alliance's Steering Committee and thereby positioning IUCN to align with the Alliance's vision to end nature crime.
- Explore how "big data" can be harnessed to track and control the unsustainable use and trade of wildlife, drawing on the experience of IUCN Commissions specialist groups and key actors such as the UN Office on Drugs and Crime.
- With the leadership of the World Commission on Environmental Law, continue engagement with proceedings in the International Court of Justice to issue Advisory Opinion on State obligations to protect the climate system and the legal consequences if such obligations were breached, profiling the conclusions of the Court and provision of advice to IUCN State Members.

Programme Area & Impact Target	2025 budget (m CHF)	% of total 2025 budget
PEOPLE	27.3	19%
IT1.1 Fully realised rights, roles, obligations and ...	8.4	6%
IT1.2 Equitable and effective governance of natural ...	15.8	11%
IT1.3 Enhanced realisation and enforcement ...	3.0	2%

Land



Credit: 2014CIAT/Georgina Smith

The LAND programme area historically represents the largest bloc of programmatic activity within the IUCN portfolio, and this continues to be the case. Forty percent of the portfolio value is allocated to terrestrial conservation efforts. However, behind this headline there have been several important developments that will be critical to enable a successful transition to the 2026-2029 Programme, particularly some of the new areas of work on “global transformations”. Work on production landscapes, specifically agriculture and food systems, has grown over the current intersessional period and the year-on-year growth of this part of the portfolio exceeds 10%. In 2024, for the first time, IUCN launched a major flagship report on Agriculture and Conservation. Work on the Urban-Nature nexus has continued to take root, albeit from a low base, with the portfolio value increasing by 33% with Nature-based Solutions to Urban development proving a key entry point.

Impact Target 2.1 Ecosystems are retained and restored, species are conserved and recovered, and key biodiversity areas are safeguarded

IUCN has continued to support national governments, members and other organisations to implement the Kunming-Montreal Global Biodiversity Framework (GBF), in particular spatial planning, restoration, monitoring, effective area-based conservation, and species conservation action.

Key results included building a partnership to achieve 30x30 goals, supported by technical guidance provided by WCPA and partners, strengthening ecosystem restoration monitoring to report on Target 2 via the Restoration Barometer, re-activating the Green List Panel to re-list existing sites and list new sites, and engaging a wide spectrum of existing and new jurisdictions to support capacity development.

After ten years of the Integrated Tiger Habitat Conservation Programme, tiger populations have expanded across their range, there is lower human-wildlife conflict surround tiger populations, and communities and organisations have had their capacity built to manage conservation actions into the future. For World Heritage, IUCN delivered over 40 state of conservation reports on nature conservation needs of sites spanning 34 countries fulfilling IUCN's statutory responsibilities.

In 2025, IUCN will:

- Lead four new CBD Regional Scientific and Technical Cooperation Support Centres, and partner with other Centres to support the implementation of the Global Biodiversity Framework.
- Roll out the Green List Development Plan in collaboration with WCPA, to refine the engagement, capacity development and assurance processes for scaling up equitable and effective protected and conserved areas.
- Support the preparation of National Species Action Plans in at least six countries and provide targeted technical and financial support through grant-making including a new call for proposal under the Integrated Tiger Habitat Conservation Project (phase IV) and SOS Lemurs (phase II). IUCN will furthermore work with grantees of SOS African Wildlife to consolidate lesson learnt and will work to convene a donor roundtable to explore opportunities for additional resource mobilisation for the SOS regranting mechanisms.
- Provide new guidance for the identification and recognition of “other effective area-based conservation measures” and help address the complexities of protected areas overlapping the boundaries of indigenous peoples’ and local communities’ conserved areas.
- Contribute to the monitoring of World Heritage Sites in support of the World Heritage Convention and in line with IUCN’s statutory role.
- Encourage progress towards greater inclusivity and involvement of indigenous peoples and local communities in protected and conserved areas.
- Update and expand the Restoration Barometer tool to monitor the progress of countries against GBF Target 2.
- Contribute to capacity development that will raise the visibility of tropical primary forests and native grasslands including intact forest landscapes and support the development of national forest financing strategies.

Impact Target 2.2 Thriving production landscapes are sustainable, and nature’s value and benefits are safeguarded in the long term

IUCN continued to support national governments and organizations to apply consistent tools and methods for the sustainable management of multifunctional production landscapes. Among other results, IUCN finalised and launched its second flagship report on Agriculture and Conservation. The report brings together data on agriculture from a wide spectrum of organisations and makes key recommendations for policy makers on how to balance food security with nature conservation, in support of Target 10 of the GBF. IUCN also supported governments in setting and implementing national restoration targets as part of revised NBSAPs, and for updated Nationally Determined Contributions for climate change mitigation and for achieving land degradation neutrality.

In 2025, IUCN will:

- Further strengthen action on the ground with the launch of the Forest Landscape Restoration Hub with the Government of Germany, WWF and WRI together with IUCN regions and country partners
- Mobilise the Forest Action Facility with KfW, the German Development Bank.
- Develop a capacity building programme on Sustainable Agriculture and NbS for practitioners, and continue to develop relevant knowledge products and tools, with the support of IUCN Commissions, based on key IUCN products and standards, to promote the transition to sustainable agricultural systems.
- Facilitate further Common Ground Dialogues in pilot countries to promote synergies between agriculture and conservation sectors to be showcased at the WCC.
- Continue to support the mainstreaming of the transformation of food and agricultural systems in the Rio conventions and other global political convenings, including the WCC, for policy change with potential for positive biodiversity outcomes.
- Continue to showcase the fundamental role of family farming in transforming food and agricultural systems and increase the role of family farming in climate change and biodiversity protection strategies through the Forest and Farm Facility.

Impact Target 3.3 Nature and people thrive in cities while delivering solutions for urban challenges and a sustainable ecological footprint

Following an internal review, IUCN convened the newly formed IUCN Urban Alliance, composed by members of the Union, including representatives from each membership category, from Commissions, and Secretariat. The group will guide the members in advising the IUCN Council on urban-related issues.

In 2025, IUCN will:

- Increase visibility of IUCN in relevant networks for cities and for youth to mobilise partnerships and resources, including by building upon innovative frameworks with potential significant cultural reach, notably “Sports for Nature”.
- Strengthen and continue to work through the IUCN Urban Alliance to expand universal access to high-quality green spaces and to enhance biodiversity conservation in cities, leveraging IUCN Members and expertise of Commissions.
- Build a portfolio of projects to lay a firm foundation for programme work on cities in the next programme period.
- Support cities to establish their GBF-aligned baseline and targets by applying the Urban Nature Indexes and assist local governments in applying these indexes.

Programme Area & Impact Target	2025 Budget (m CHF)	% of total 2025 budget
LAND	56.6	40%
IT2.1 Ecosystems are retained and restored, species ...	40.4	28%
IT2.2 Thriving production landscapes are sustainable...	14.1	11%
IT2.3 Nature and people thrive in cities ...	2.1	1%

Water



2025 will see IUCN raise its profile internationally with the Freshwater Challenge building momentum. The Freshwater Challenge (FWC) has now 46 country signatories and the European Union is now also supporting the Challenge while the US government has embedded the Challenge into their national plans and approaches, launching America the Beautiful Freshwater Challenge. IUCN has been prominent in developing the FWC, hosting a country meeting in Gland, private sector event in Stockholm and at UN Climate Week, and the supporting the incorporation of the FWC into the One Water Summit at UNCCD COP16 later this year.

IUCN has strengthened its programmatic focus on wetland and wetland conservation, while maintaining its long-established and well-recognized water stewardship (SDG6) and hydro-diplomacy (basin governance) activities, thereby providing an overall improved balance to its current scope of work. A Freshwater Biodiversity Strategy is currently being developed for review by Council. The overall share of the portfolio dedicated to Water remains relatively stable.

Impact Target 1.1 The loss of freshwater species and decline of freshwater ecosystem health is halted, and restoration initiated.

A 19% increase in the portfolio value dedicated to freshwater species and wetland work across IUCN (both bilateral and multi-lateral financed), a new workplan on wetlands, a Freshwater Biodiversity Strategy under development and the incorporation of Ramsar into the Freshwater Challenge highlight a renewed focus on freshwater species and wetland conservation. IUCN is in the process of incorporating freshwater habitats and freshwater-

obligate species into a STAR metric and a freshwater STAR will be shortly available. The Technical Guidance developed by the WCPA Commission Specialist Groups to support the protection and restoration of freshwater ecosystems will be launched at the CBD COP16 in Cali.

In 2025, IUCN will:

- Complete and launch a One Programme Freshwater Biodiversity Strategy for IUCN, incorporating activities and fundraising approaches to increase the volume and impact of IUCN's work on freshwater biodiversity specifically.
- Grow and continue to nurture the Freshwater Challenge through mobilising financial resources for countries, raising freshwater restoration within the political landscape, develop tracking approaches and integrate freshwater restoration into country reporting processes, and influencing MDB programming to assert global influence on financial programming for freshwater.
- Complete the STAR layer for freshwater species and incorporate it into existing key knowledge platforms such as IBAT.
- Support the develop of an initiative focused on financial instruments to reduce risks to river dolphins in support of the Cali Declaration
- Develop a set of "lighthouse initiatives" on global wetland ecosystem conservation in support of the Convention on Wetlands.

Impact Target 3.2 Equitable access to water resources and all associated ecosystem services are secured

2024 saw progressive work on water stewardship: (1) Developing the Valuing Water Youth Journey, as well as leadership course for young water leaders incorporating learning from intergenerational engagements established for the Meghna basins and in Eswatini. (2) increasing awareness and use of the benefit sharing approaches developed on good water governance and direct interventions supporting States to negotiate water agreements to ensure environmental protection and sustainable practices. While the current projected portfolio value allocated to these activities has declined slightly compared to 2024, there are several projects under development that are anticipated to come on-stream by mid-2025.

In 2025, IUCN will:

- Grow an initiative and deliver a report on the role of trans-frontier conservation to support transboundary water agreements and improved governance, and how formal agreements and arrangements should incorporate freshwater biodiversity more centrally into their mechanisms for cooperation.
- Mobilise the indigenous water governance initiative with partners for Congress as a first of its kind set of activities and actors working on indigenous water issues.
- Secure a new initiative on water and youth building on the successful youth journey to date.
- Build a targeted innovation initiative with the hydropower industry and multi-lateral financiers on the role of hydropower standards to improve freshwater ecosystem services.

- Secure follow-on resources for the SUSTAIN programme on water and land stewardship (currently operational in East Africa) following the successful completion of phase 1 at the end of 2025.

Impact Target 3.3 Water governance, law and investment decisions address the multiple values of nature and incorporate biodiversity knowledge

IUCN's work on Hydro-diplomacy and governance has been a recognized mainstay of programme delivery across several intersessional periods. In 2024, IUCN started work on transboundary water management in Central Asia for the first time and will continue to grow this through 2025 under the Swiss Blue Peace Initiative.

The portfolio of multi-lateral work has continued to grow based on the leverage approach of the global BRIDGE programme. New projects on the Ruvuma basin and the Mekong focusing on freshwater fisheries have helped maintain the portfolio size and range of work, with a healthy pipeline of international waters under development for 2025, including a very large initiative targeting transboundary water management in the Horn of Africa.

IUCN is in the process of becoming a member of the Steering Committee of the Transboundary Water Cooperation Coalition hosted by the UN Economic Commission for Europe (UNECE) as an outcome of the 2023 UN Water Conference.

In 2025, IUCN will:

- Launch the CREATES (Climate Resilient Eastern African Transboundary and Environmental Sustainability) programme in the Horn of Africa. This programme supports transboundary water management with a focus on increasing water security, promoting regional stability, and enhanced resilience through the application of NbS to water stewardship.
- Support the Transboundary Waters Collaboration Coalition to mobilise advocacy actions and grow political will to support transboundary water cooperation for peaceful and sustainable development and freshwater ecosystem protection.
- Grow the multilateral portfolio of international waters projects in Africa and South America.
- Develop an initiative for launch at the Congress on glaciers with IUCN members that support the 2025 International Year of Glacier Preservation.
- Extend the SUSTAIN initiative to the Middle East with a focus on resilient nature-based water security.

Programme Area & Impact Target	2025 Budget (m CHF)	% of total 2025 budget
WATER	13.8	10%
IT3.1 The loss of freshwater species and decline of ...	3.8	3%
IT3.2 Equitable access to water resources and all ...	4.5	3%
IT3.3 Water governance, law and investment ...	5.5	4%



2025 is a key year for Ocean Conservation. The UN Ocean Conference will precede the World Conservation Congress by three months with the prospect that High Seas Treaty could be ratified within that timeframe opening the way for the establishment of Marine Protected Areas in areas beyond national jurisdiction.

At the same time more work is required to accelerate the conservation of marine and coastal areas that lie within countries exclusive economic zone (EEZ) in order to reach agreed protection targets under the Kunming-Montreal Global Biodiversity Framework. Finally, 2025 could see agreement on a new international treaty to curb plastic waste pollution. However, there is an urgency to begin preparing countries and companies to take early action and not to wait until the Treaty comes into force. Overall, the Ocean-related portfolio remains stable with a good distribution of resources across the three impact targets and a healthy and growing pipeline.

Impact Target 4.1 The loss of marine species and decline of marine ecosystem integrity is halted, and restoration initiated.

IUCN will align its work with both formal and informal (type II) global commitments that focus on halting and reversing the loss of marine biodiversity, including the Climate Champions *Marine Conservation Breakthrough* and engagement with ecosystem specific commitments such as the *Mangrove Breakthrough* that were formalized in 2024.

In 2025, IUCN will prioritise the following actions:

- Continue to support updating the Marine Species Red List assessment, with an update of 264 species and finalizing the development and roll-out of a marine STAR layer that will be incorporated into relevant decision-support frameworks including IBAT and Nature Positive metrics.
- Engage with IUCN State Members to encourage the early ratification of the Biodiversity Beyond National Jurisdiction Treaty and, in parallel, build capacity among Parties for early action on identification and establishment of Marine Protected Areas in areas beyond national jurisdiction.
- Through collaborative initiatives with IUCN Members, upscale national and local policies and initiatives that support mangrove restoration and conservation. Capacity building and identification of additional financing will be key elements to enhancing ecosystem integrity.
- Contribute to the sustainable management of fisheries, marine living resources and their habitats in the Bay of Bengal region for the benefit of coastal states and communities.
- Regrant resources that support IUCN non-State Members and partners in the restoration and conservation of critical marine habitats and blue carbon ecosystems.
- Support on-ground action through regranting to and capacity building of IUCN Members and partners in European Outermost Regions and Overseas Countries and Territories.
- Develop and test a means to validate impacts on MPA effectiveness, linked to financial mechanisms, using the Green List Standard and validation in the Indonesian seascapes of the Coral Triangle.

Impact Target 4.2 Uses of marine natural resources generate overall positive biodiversity outcomes and sustain livelihood benefits for coastal communities.

IUCN has pioneered the establishment of large-scale regenerative seascapes that mobilise and align government support to ensure that the use of marine resources benefit the livelihoods of coastal peoples and their economies. The Great Blue Wall in the Western Indian Ocean

now has the support of 13 countries, an established Secretariat hosted by IUCN and a multi-year portfolio worth approximately CHF 80 million. Other countries and regional blocs are now interested in replicating these regenerative blue economy arrangements and structures.

In 2025, IUCN will:

- Support the implementation of the first tranche of Great Blue Wall regenerative blue economy activities in Kenya, Tanzania, Comoros, Mozambique, Madagascar and the Seychelles.
- Promote and build capacity around the Regenerative Blue economy principles through South-South cooperation, laying the groundwork to expand ocean conservation actions based on the Great Blue Wall model to at least one other IUCN programmatic region.



Credit: Amanda Cotton, Ocean Image Bank

- Promote the establishment of a connected network of regenerative seascapes that are positive for nature and people at the UN Ocean Conference and the IUCN Congress.
- Provide grants and technical assistance to members and partners projects designed to leverage blue carbon finance and blue natural capital projects.
- Strengthen the management capacities of the Mono Biosphere Reserve and the Bouche du Roy Marine Protected Area and promote the conditions for sustainable economic development based on environmental protection and enhancement objectives.
- Increase economic inclusion for sustainable commodities through improved access to alternative financing and employment opportunities in Central America.

Impact Target 4.3 Ocean and coastal processes are maintained as a key foundation for planetary stability.

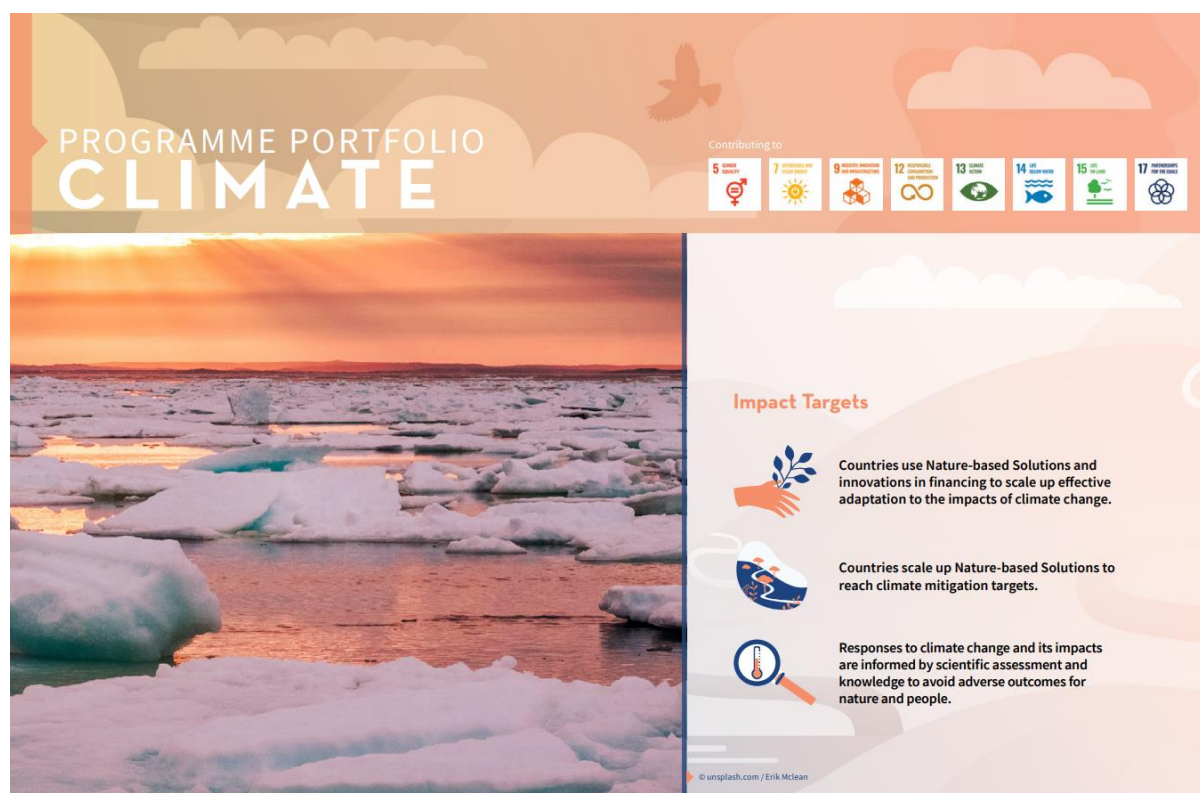
The world's Oceans support millions of people worldwide through fishing, tourism, and other industries. The critical role the Ocean plays in the regulation of climate, biodiversity and its importance in the Blue Economy will be directly affected by its ability to maintain its complex biophysical functions. At the start of the current intersessional period this area of work was relatively nascent. It has now developed and stabilized with, for example, the multi-year value of the EPPIC initiative increased to almost CHF 30 million in 2024.

In 2025, IUCN will prioritise the following:

- Support policy and regulatory frameworks supporting science-based solutions for plastic reduction that build on an international legally binding instrument.
- Build a network of States, NGO and private sector actors under the framework of EPPIC (End Plastic Pollution International Collaborative) to promote innovation, developed national plastic inventories, catalyse resources and support projects around the world to develop early-action, real-world plastic circularity solutions.
- Integrate scientific knowledge and understanding of ocean processes into decision-making processes within the global science fora.
- Develop guidelines and procedures for addressing potentially polluting shipwrecks.
-

Programme Area & Impact Target	2025 Budget (m CHF)	% of total 2025 budget
OCEANS	19.1	13%
IT4.1 The loss of marine species and decline ...	5.1	4%
IT4.2 Uses of marine natural resources generate ...	7.7	5%
IT4.3 Ocean and coastal processes are maintained ...	6.2	4%

Climate



The profile of Climate Change and Energy Transition will be a major feature of the 2026-2029 IUCN Programme. This makes 2025 a particularly important year as IUCN broadens its engagement beyond the climate-related application of Nature-based Solutions to embrace a more comprehensive approach that will address the inter-related nature of the biodiversity-climate nexus including the impacts of climate change and climate change policies and approaches on biodiversity. The World Conservation Congress in Abu Dhabi precedes UNFCCC COP30 in Belem by only one month, providing a unique opportunity for the conservation community to send collective messages on the nature-biodiversity nexus to Parties to the Climate Convention.

Within the UNFCCC, IUCN will advocate for countries to bridge the existing ambition and implementation gaps to keep the 1.5°C temperature rise goal alive, to concretely integrate Nature-based Solutions within their new Nationally Determined Contributions (NDCs) due in 2025, and to press for greater climate finance to flow towards nature and Indigenous peoples. IUCN will also work with the COP Presidencies Troika, including Brazil, to ensure that biodiversity-climate linkages are prioritised and that that UNFCCC COP30 in Belem has 'Climate and Nature' as its central theme.

Impact Target 5.1 Countries use Nature-based Solutions to scale up effective adaptation to the impacts of climate change

In 2025, IUCN will continue:

- Spearheading best practices and technical guidance on NbS for climate adaptation, influencing national, regional, and global initiatives.

- Enabling scaled up implementation of NbS underpinning the climate and biodiversity nexus through initiatives such as [NAbSA](#) (Nature-based Solutions for climate Adaptation: Monitoring & Impact Evaluation), [Global EbA Fund](#), and [Regenerative Seascapes](#) in the West Indian Ocean
- Promote the next round of resource mobilisation for the Global EbA Fund with a view to doubling (to approximately USD 28 million) the total disbursed fund value by 2028.
- Catalysing global recognition of NbS through FEBA (Friends of Ecosystem-based Adaptation) and ENACT (Enabling NbS for Accelerated Climate Transformation) networks – both of which are coordinated by IUCN - and supporting integration into nationally determined contributions (NDCs) by 2025.
- Supporting FEBA working groups on biodiversity, health, humanitarian action, and climate adaptation.
- Expanding ENACT membership by a further 25 State and Non-State actors and launching a dashboard to track climate and biodiversity actions.
- Using the instruments and platforms profiled above to advocating for nature-climate integration at COP30 and contributing to key UNFCCC frameworks and partnerships.

Impact Target 5.2 Countries scale up Nature-based Solutions to reach climate mitigation targets

The climate imperative of ensuring protected, well managed and restored ecosystem as a contribution to urgently needed mitigation action is clear. The use of NbS in the context of climate change mitigation is therefore linked with IUCN priorities to ensure high integrity and quality mitigation outcomes and avoid “greenwashing”. In addition, IUCN works towards implementation of this impact target by supporting its Members to transparently report NbS mitigation outcomes through the Contributions for Nature Platform.

In 2025, IUCN will:

- Continue working to support the inclusion of natural, managed and restored ecosystems into enhanced Nationally Determined Contributions and within the Long-term, Low emissions Development Strategies (LT-LEDS) of countries.
- Provide technical support and guidance (in a formal Technical Assistance function) to optimize conservation and social outcomes from three blended climate finance vehicles.
 - **the Subnational Climate Fund** (SCF) for regenerative agriculture and NbS projects are designed to generate mitigation outcomes with the highest environmental and social quality
 - **the Nature+ Accelerator Fund**, managed by Mirova, with the aim to provide early-stage seed funding for NbS investments mitigation while delivering positive impacts both on biodiversity and the wellbeing of local communities.
 - **the WALD Innovation Facility**, which will start operations in 2025, is a grant-funded assistance initiative established to leverage private sector voluntary carbon market investments in terms of biodiversity conservation impact. The Facility enables the development and implementation of well-designed, innovative, high impact NbS projects based at or near Key Biodiversity Areas in Sub-Saharan Africa, Latin America, and Asia.

- Support to the growing momentum for nature-based climate action through the ENACT partnership to promote up to 2.4 billion hectares of healthy natural ecosystems, to be secured by 2030.

Impact Target 5.3 Responses to climate change and its impacts are informed by scientific assessment and knowledge to avoid adverse outcomes for nature and people

This impact target has laid the foundation for IUCN's work on the Energy Transition, as well as associated issues related to global decarbonization trajectories, including topics such as geo-engineering, and the risks of mal-adaption.

In 2025, IUCN will

- Deliver guidance for building responsible supply chains within the renewable energy sector, working with private sector and governments to advance landscape and seascape strategic planning with respect to sustainable renewable energy and grid deployment.
- Produce guidance on measuring and assessing impacts on biodiversity in the marine environment alongside several discussion papers to help the renewable energy and grid sector navigate and contribute towards nature positive targets.
- Report on restoration and conservation actions by the renewable energy sector through the Global Initiative for Nature, Grids and Renewables (GINGR).
- With the support of the World Commission on Environmental Law, the GINGR partners will develop targeted guidance on policy enablers that facilitate sustainable decarbonization strategies.
- Develop and submit for Members consideration a policy process for IUCN on geo-engineering
- Deliver capacity building to at least 60 delegates from UNFCCC and CBD on the integrated implementation of climate and biodiversity through NbS.

Programme Area & Impact Target	2025 Budget (m CHF)	% of total 2025 budget
CLIMATE	24.3	17%
IT5.1 Countries use Nature-based Solutions and ...	15.0	11%
IT5.2 Countries scale up Nature-based Solutions ...	2.8	2%
IT5.3 Responses to climate change and its impacts ...	6.5	5%

Knowledge, science and data

Knowledge, science, and data provision are constantly highlighted by IUCN membership as some of the most valuable outputs of the Union.

In 2025, IUCN will prioritise the following knowledge, science and data outputs, many of which will be delivered in tandem with, or integrated into, those activities described in the five programme priority areas profiled above.

IUCN Red List of Threatened Species Strategic Plan

In 2025, IUCN will leapfrog delivery of the Red List Strategic Plan and capitalize on the 60th anniversary as a communication and fundraising campaign to ensure adequate funding for the IUCN Red List of Threatened Species. Some of the priorities include:

- Undertake IUCN Red List of Threatened Species assessments, improving the systems to deliver the assessment results to decision-makers, including advancing regional and national red lists, as well as development of an updated Species Information Service.
- Deliver a “RED LIST AT 60” (RL@60) communications and fundraising campaign.
- Continue mobilisation of Species Threat Abatement & Restoration (STAR) metric from the Red List, including addition of further species groups, increasing spatial resolution, and automating production and serving of the metric.

Measurement of “Nature Positive”

IUCN will work towards increasing measurement of “Nature Positive” outcomes via testing and learning from pilots with companies and subnational governments helping to deliver robust metrics to mobilise action towards the GBF. Specific priorities include the following themes:

- Delivery of a Council-sponsored resolution on Nature Positive & Publication of guidance on Measuring Nature Positive outcomes (V3) at WCC25 including final ecosystem metric methodology & value chain contribution calculation.
- Socialising the Nature Positive approach among key stakeholders and deliver capacity building for Nature-related corporate disclosure for example in Korea, to support dissemination of the Nature Positive approach, and promote the use of IBAT.
- Continue engagements with the private sector to develop & promote the use and application of Nature Positive Methods and Metrics & conduct critical on-the-ground testing of the approach to measuring nature positive.
- Maintain IUCN role in KBA Partnership, including as a KBA Partner and (through SSC and WCPA) in convening SAC.
- Continue to advance Red List of Ecosystems and Global Ecosystem Typology, including further assessments, and serving the products through IBAT.

Knowledge for conservation impact

In addition to the above, IUCN will also focus on delivering and incorporating credible knowledge for conservation impact in inter-governmental, public and private sector decision-making in 2025. Specific priorities include the following themes:

- **Knowledge Management and Learning:** together with a Commissions, develop a IUCN Knowledge Management Strategy
- Develop an IUCN Policy on Synthetic Biology in relation to Nature Conservation, to be considered by the IUCN Membership for adoption at the 2025 WCC.
- Continue IUCN engagement in provision of Indicators to UNSD for the SDGs and to the CBD for the GBF, as well as engagement with IPBES. With respect to IPBES, IUCN will mobilise expertise to support the finalisation of the IPBES Business & Biodiversity Assessment, support the development of First Order Draft of IPBES Monitoring

Assessment; engage with the First Order Draft of IPBES Spatial Planning & Connectivity Assessment and customised IUCN data for input to the First Order Draft of IPBES Second Global Assessment.

- Natural capital and mainstreaming nature work in support of an IUCN policy on Natural Capital (Res-120) for example through projects such as BIODEV-2030 and the EU Biodiversity Finance project.
- Advance data generation on Invasive Alien Species, in particular for application of EICAT (Environmental Impact Classification for Alien Taxa).
- Advance the development and promotion of the Green List of Species and the Green List of Ecosystems as scientifically robust instruments to recognise and document conservation success.

Policy and Advocacy



Effective policies, laws, and governance structures are fundamental for effective conservation action, for setting standards, and for shaping and enforcing regulations. Policy is central to IUCN's work and its ability to deliver on its Programme. By leveraging its collective voice, the Union can help shift public debate and shape policies, and influence stakeholders, way beyond its immediate network.

In 2025, IUCN will continue to play a key role in the implementation of the goals and targets of the Kunming-Montreal Global Biodiversity Framework – assisting and influencing Parties to the Convention on Biological Diversity (CBD) and others as they continue to update their National Biodiversity Strategies and Action Plans (NBSAPs), establish national biodiversity targets and implement them. By continuing to engage in the CBD processes (including the CBD Subsidiary Bodies), IUCN will advocate for commitments and actions, scientifically sound and coherent decisions, and enhanced and fair conservation practices. IUCN will put forward its conservation tools, knowledge products and best practices for advancing the work of the Convention, supported by the decisions and outcomes of the IUCN World Conservation Congress 2025. Through the regional scientific and technical cooperation support centres, partnerships and alliances, IUCN will continue to join forces with its Members and other actors to keep ambition high and enable the swift implementation of the Biodiversity Plan.

Conferences of the Parties to the Ramsar Convention on Wetlands is scheduled for 23 – 31 July in Victoria Falls, Zimbabwe and the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) will take place in Samarkand, Uzbekistan 24 November to 5 December 2025. IUCN will be actively taking part in both COPs, contributing to the preparatory processes (e.g. CITES standing Committee in February 2025) as well as inputting into the decision-making processes of each of these key agreements with scientific and technical expertise and sound policy advice, developed collaboratively with the IUCN Council.

On climate change, IUCN will continue to engage strongly in all relevant processes of the United Nations Framework Convention on Climate Change (UNFCCC). IUCN will advocate for countries to bridge the existing ambition and implementation gaps to keep the 1.5°C temperature rise goal alive, to concretely integrate Nature-based Solutions within their new Nationally Determined Contributions (NDCs) due in 2025, and to press for greater climate finance to flow towards nature and Indigenous peoples. IUCN will also work with the COP Presidencies Troika, including Brazil, to ensure that biodiversity-climate linkages are prioritised and that UNFCCC COP30 in Belem has 'Climate and Nature' as its central theme.

On the wider United Nations' agenda, IUCN will actively engage in the UN Ocean Conference, co-hosted by France and Costa Rica and to be held in Nice, France, in June 2025, to support the implementation of Sustainable Development Goal 14. The overarching theme of the Conference is "Accelerating action and mobilizing all actors to conserve and sustainably use the ocean", a theme IUCN links closely to.

IUCN will engage in the two Preparatory Commissions (PrepComs) planned in 2025 to advance the entry into force of the Agreement under the UN Convention on the Law of the Sea (UNCLOS) on the Conservation and Sustainable Use of Marine Biological Diversity of Areas beyond National Jurisdiction (BBNJ) and the Convening of the First Meeting of the COP to the Agreement. In the same vein and continuing to advocate for a moratorium on deep seabed mining in accordance with IUCN Resolution 122 of Marseille, the Union will participate in and contribute to the meetings of the International Seabed Authority in 2025.

In 2025, IUCN, as part of its Antarctic Strategy will submit papers to both the Antarctic Treaty Consultative Meeting (ATCM) and Convention for the Conservation of Antarctic Marine Living Resources (CCAMLR) on several key topics, including 1) bringing stronger tourism management to the continent (ATCM), 2) supporting the establishment of sub-Antarctic MPAs (CCAMLR), and 3) highlighting species status information in the context of fishing and climate change (CCAMLR). We will also ensure that protecting Southern Ocean biodiversity is part of the agenda at UNOC3.

IUCN will also engage in the Fourth International Conference on Financing for Development (FFD4) and contribute to the deliberations and outcomes emphasizing the need for enhanced finance for nature and climate. In a focused and strategic manner, IUCN will also take part in specific sessions of the UN Human Rights Council.

At the High-Level Political Forum (HLPF 2025) that will take place in July on the theme 'Advancing sustainable, inclusive, science- and evidence-based solutions for the 2030 Agenda for Sustainable Development and its Sustainable Development Goals for leaving no one behind', IUCN will contribute to the discussions mostly around SDG 3 (good health and well-being), SDG 5 (gender equality), and SDG 14 (life below water).

IUCN will again actively participate in the UN General Assembly, the UN High Level Week and Climate week in September.

Under the broader chemicals, waste and pollution agenda, IUCN Secretariat in close collaboration with WCEL, will engage towards finalization of the negotiations towards the adoption of a legally binding treaty to tackle plastic pollution.

In addition, IUCN will also continue to follow the discussions towards the establishment of a Science Policy Panel on Chemicals, Waste and Pollution prevention (SPP), engage with the Basel, Rotterdam and Stockholm (BRS) Conventions, the Strategic Approach to International Chemicals Management (SAICM) and its Global Framework on Chemicals and with the WTO in relation to environmental provisions in Trade Agreements, plastic pollution and environmentally sustainable plastics trade. Finally, IUCN will have a focused and limited engagement at the sixth meeting of the Conference of the Parties to the Minamata Convention on Mercury that will take place in Geneva, Switzerland, in November 2025.

South Africa will hold the G20 Presidency in 2025 and through the IUCN Regional Office for East and Southern Africa (ESARO), IUCN will seek to support the South African government as a technical partner, building on its previous collaborations with G20 Presidencies, most recently in India in 2023, where IUCN contributed to the “Environmental and Climate Sustainability” and “Sustainable Finance” workstreams. IUCN will also explore opportunities to support the Canadian G7 Presidency in 2025, including potentially on invasive alien species, Nature Positive Economies, and other priorities.

Nature-based Solutions

In 2025, IUCN will focus on enhancing and expanding the Nature-based Solutions (NbS) Standard and its associated tools to promote sustainable and resilient practices globally. IUCN also plans to finalise and launch several resources and guidelines, increasing support for the private, public and urban sectors. Below is a summary of key deliverables:

Nature-based Solutions standard and tools

- Global NbS standard update (version 2.0): Complete the update and officially launch the new version of the NbS standard at the World Conservation Congress (WCC).
- Investment screening tool: Both private and public sectors will benefit from the IUCN NbS investment screening tool, set for completion and launch in 2025.
- Urban NbS guideline: In collaboration with an expert advisory board, IUCN will release a comprehensive guideline on urban NbS.
- NbS economics and financial feasibility guideline: To assist in assessing the economic benefits of NbS, IUCN will launch a new guideline that covers financial feasibility.
- Enhanced quality assurance thresholds and metrics: This initiative will introduce refined thresholds and metrics to ensure the quality and effectiveness of NbS projects.
- Guidance on NbS mainstreaming: IUCN will complete guidance documents aimed at integrating NbS into national and subnational policies and plans.

NbS thematic reports

- Wetlands NbS report: In collaboration with the Ramsar and IUCN water experts, IUCN will publish a report analysing the cumulative benefits of NbS in wetlands and their impact on the planetary crisis.
- Locally-led NbS case study book: This report will highlight locally-led NbS success stories, offering a valuable resource for practitioners and policymakers alike.

- Profile how Nature-based Solutions framework can be applied to support application to One Health.

Constituency engagement and resolution implementation

- Strengthening NbS engagement: IUCN will deepen its internal collaboration across all Constituents to drive NbS implementation and build stronger support for these initiatives.
- Resolution monitoring and reporting: IUCN will ensure all NbS-related resolutions are systematically monitored and reported on, reinforcing accountability and progress tracking.

NbS capacity building

- Professional certificate in NbS: IUCN will continue delivering the NbS professional certificate, adapting the course content to align with emerging demands.
- Customised NbS training: IUCN will develop and offer additional tailored NbS training sessions, available on demand to meet the unique needs of both internal and external stakeholders.

Business Engagement and the Private Sector

Engagement with the Private Sector is seen as a critical part of the new 20-year Strategic Vision and IUCN is already taking forward this work. In hosting the Leaders Forum 2024, IUCN brought together large groups of the private sector together with Members and Governments to discuss a future path for nature including how the Private Sector can help address the drivers of biodiversity loss, can help innovate and find solutions and can mobilise capital to achieve this. The Private Sector is diverse and ranges from small social enterprises and nature-based business to large multi-national corporations. The potential of the private sector is being explored as a non-voting category of membership, through the Governance and Constituency Committee of the IUCN Council.

Leadership and Council approval of the new private sector engagement strategy

A Private Sector Engagement Strategy will be collaboratively developed by the IUCN Council's Private Sector Task Force (PSTF) for consideration by members. This aims to identify innovative options for strengthening our engagement and impact with businesses aligned with the draft Work Programme and 20-year Strategic Vision.

Securing new funding from the private sector: Alongside the core goal of delivering impact for nature, the strategy refresh process will consider how business engagements provide an entry point to deliver flexible and innovative funding to IUCN. The strategy will include financial models to explore this, aligned with the resourcing needs and financial plans of the new Programme, with clear methods to ensure that the appropriate tools, guidelines, skills, and risk management mechanisms are in place for funding from businesses to contribute significantly to IUCN's work and relevance over the long term.

SUPPORTING THE PROGRAMME

Summary

Knowledge Management

GEF/GCF Portfolio Management

Enhanced donor compliance

Measuring impact

Enhancing the planning process

Knowledge Management

The Knowledge Management, Learning and Library Services team was established in late 2021. This unit coordinates many Secretariat services for IUCN. This includes coordinating the development and implementation of the IUCN Knowledge Management Strategy, an important piece of work that will see progress in 2025.

The IUCN Knowledge Management Strategy will tie in closely with the IUCN quadrennial Programme Nature 2030 as well as the 20-year Strategic Vision and will support implementation of both. It is designed to underscore delivery of IUCN's mission and vision, i.e. focus on the knowledge that is required for the organisation to fulfil its objectives. The Strategy also aligns closely with the draft knowledge management strategy to support the implementation of the GBF and follows the same general logic as this document, positioning IUCN as an important player for supporting implementation of the GBF KM strategy.

GEF/GCF Portfolio Management

Strengthen IUCN's position as a GEF Implementing Agency (IA) and GCF Accredited Entity (AE): The GEF and GCF overlap due to the cross-cutting nature of work to address the climate crisis, but also differ in distinct ways. The GEF has a much wider mandate than GCF, as it serves as the financial mechanism for six global environmental conventions and treaties including CBD, UNFCCC, UNCCD, Stockholm convention on POPs, Minamata Mercury Convention, and the Montreal Protocol on Ozone depleting substances. GEF is the world's largest funder of biodiversity protection. GCF is the world's largest dedicated climate fund serving developing countries. GCF projects tend to be larger in size than GEF projects but take considerably longer to develop and approve. Both funds offer significant opportunities for IUCN engagement.

2025 represents an opportunity to strengthen IUCN's strategic niche and focus in both GEF and GCF partnerships. The following value proposition will be brought forward to advance on this agenda:

IUCN's strategic niche and focus in the GEF partnership: The GEF Secretariat sees that IUCN is the global leader in science-based conservation, with an unmatched set of resources, tools, partnerships and programmes supporting effective conservation action (Red Lists, STAR, Protected Planet, NbS Standard, ROAM, Agrobiodiversity Monitoring Framework and

indicators, Urban Nature Indexes, etc.). It is also the largest and most diverse environmental network offering unparalleled convening and reach.

IUCN leads substantial engagement in forest conservation and restoration including leading GEF8 Mesoamerica Forest IP; Co-leading Indo-Malay Forest IP; GEF6 Restoration Initiative, etc. and IUCN also provides pioneering support for IP- and LC-led conservation including GEF7 Inclusive Conservation Initiative.

IUCN has been working on Innovative finance for nature - CPIC & Nature+ Accelerator; Restoration Challenge Grant with Blockchain; and sustainable, regenerative agriculture is a growing part of the portfolio.

In 2025, the GEF's Small Grants Programmes offer an opportunity to expand support for conservation and for IUCN to determine how it can step into this role.

Similarly, IUCN has a strategic niche and focus in GCF partnership. IUCN provides nature-based solutions to climate change including conservation of terrestrial and marine areas, restoration, and sustainable land management. The Union also drives low-emission, climate-resilient agriculture and fisheries practices, securing livelihoods while reconfiguring food systems.

Our engagement with GEF and GCF portfolios will continue at pace in 2025 as IUCN brings pipeline projects from proposal to implementation, working closely with governments to attend to national and regional priorities. The IUCN Secretariat will also need to look carefully at the business model to ensure this effectively supports the Union's work.

Enhanced donor compliance

The IUCN Secretariat is seeking to continually improve its level of donor compliance, and its capacity to keep up with a growing portfolio and diversity of donor requirements. This applies not only to the Secretariat, but equally to an ever-growing array of implementing and executing partners.

In 2025, IUCN will reinforce the importance of management oversight and compliance with IUCN policies and procedures and donor rules, and will aim to help its executing partners with capacity building. The Union will also need to further develop its oversight capacity, as well as continue building whistleblowing capacities, environmental and social safeguards and grievance mechanisms for its projects with some level of social and environmental risk. The Secretariat aims to increase its oversight and safeguards capacity to support this.

Measuring impact

Theory of Change and results architecture: As IUCN moves towards the finalisation and adoption of the 2026-2029 Programme, 2025 will be the capital in finalising all approaches and instruments to measure impact. This is especially important in the context of our shared capacity to demonstrate results on both the IUCN Programme and the 20-year Strategic Vision.

As such, the approach and supporting tools underpinning section 6 of the 2026-2029 draft IUCN Programme (Programme Accountability) will be further developed and implemented in 2025. This includes:

- Adjustments to be made to the Contribution for Nature Platform to better capture Members contributions and this will be enhanced by the application of both Freshwater and, later in 2025, Marine Star, which can then capture members contributions to freshwater and marine conservation.
- The articulation of a clear theory of change visual and narrative building on the Programme content to help outline the underlying assumptions and causal linkages leading to the desired results laying the groundwork for strategic actions.
- A detailed results architecture (including master data management capability) with specific indicators from all Constituents for tracking progress and measuring Programme outputs and outcomes.
- A Union impact scorecard serving as a dynamic reporting tool that helps track key indicators included in the results architecture.

Influencing policy: In 2025, IUCN will also embed the recommendations from the recent independent evaluation of IUCN's influence on policy into its policy influencing strategy by defining a clear policy influencing operational framework. In this strategy and framework IUCN will confirm key definitions and concepts, update the conceptual model of the policy cycle and create a visual model to enhance communication of the framework. More importantly, criteria will be established to identify key policy topics that require specific programmatic approaches, referred to as "policy influencing programmes," which will incorporate tailored theories of change and impact measurement approaches. Lastly, IUCN will develop a roadmap for implementation of its policy influencing strategy, outlining the expected contributions from Commissions, Members, the Secretariat, and projects to ensure coordinated efforts across the Union.

Enhancing the planning process

This is also the last year of this quadrennial programmatic cycle and this process will need to be updated and enhanced as the Union ratifies its new 20-year Strategic Vision, Programme and Financial Plan. It has already been recognised by IUCN senior leadership that the annual planning cycle needs to be upgraded if we are to fully take a one-programme approach to the implementation of the 2026 to 2029 Programme. This should help reduce fragmentation between IUCN components and set a clear, comprehensive and fully-owned direction with respect to annual priorities and shared objectives. It will enable Commissions and Secretariat to strengthen their collaboration and in doing so offer Members a better defined programmatic value proposition. Framing the planning process and looking at each element as it currently stands, future annual work planning will focus on:

- **A Strategic direction** – created by the 20-year Strategic Vision (to be adopted at Congress in Abu Dhabi).
- **Effective Coordination:** – Members, Commissions and the Secretariat supporting the Programme and work plan.

- **Workforce plans** – to identify the skills, competencies, and expertise the Secretariat needs to service the Union and leverage the change that follows from the 20-year Strategic Vision and Programme.
- **Budgets** – to advance in ensuring there are resources to (1) implement the work plan and Programme, (2) scale up our efforts, (3) innovate, and (4) invest for the future.
- **KPIs** – simple metrics to guide and focus our efforts. This will enable us to keep our workplans on track and devise whether resources are being applied in the right way (these flow from the DG's Strategic Objectives and the results framework being implemented).
- **Risks** – a clear understanding of the risks faced, IUCN's risk appetite, and how risks will be mitigated and reduced for the future. The Secretariat has a strategic risk log and will continue to ensure effective risk management.

The above elements imply a dynamic process, as these need to be put in place at each level of the Union or with a Union-wide focus. They have the potential to maximise the power of the Union and strategically focus its efforts. It will equally take several years to get all of these elements in place. Enhancing the planning process in 2025 will then carry forward into the next quadrennial.



MEMBERSHIP ENGAGEMENT AND DELIVERY

Summary

- Membership engagement
- Convening: From Regional Conservation Forums to Congress and beyond
- Contributions for Nature platform
- Regional and National Committees
- Portfolio engagement with IUCN Constituents

Membership engagement

To improve and foster Member engagement in 2025, the Secretariat has developed a set of implementation priorities for 2025 in order to deliver on the Membership Strategy that Council approved in 2020 (Council document: [Annex 26 to decision C98/24](#)). These priorities build on Member feedback provided by the IUCN membership satisfaction survey (see box on next page), the IUCN membership model analysis and direct feedback from Members on engagement activities carried out in 2024. The priorities are supported by a roadmap with the goal to increase Member satisfaction, grow the membership base, and boost the active contribution of Members to the Union's conservation goals.

The 2025 roadmap focuses on delivering on the following four membership goals or priorities:

- **Membership recruitment:** Activities to attract at least 40 new IUCN Members in 2025 with a focus on new State and Subnational Government Members. A membership marketing campaign will be piloted in 2025 to increase awareness of IUCN membership among potential members.
- **Membership engagement:** Activities to boost Members' engagement will include two issues of the Member magazine, an IUCN Pavilion at COP30 in Belem, Brazil, along with greater promotion of opportunities for Members to get involved in projects and capacity building courses.
- **Members and Congress:** Increasing the participation and engagement of all IUCN Members and National/Regional Committees in the run up to and during the IUCN Congress.
- **Membership improvements:** Building on the Council-commissioned membership model analysis, the Secretariat will work closely with the Council Governance and Constituency Committee to introduce improvements to the IUCN Membership model.

IUCN Member Satisfaction Survey 2024

83% of IUCN Members are very or somewhat satisfied with membership. This includes a 6% increase of very satisfied Members from the 2023 survey with improved Member communication cited as the most notable development over the last year.

The most common reasons for satisfaction:

- IUCN's resources and technical support for local conservation activities
- Opportunities from IUCN to:
- Learn new conservation skills / knowledge
- Be part of a global conservation network
- Get involved in conservation projects

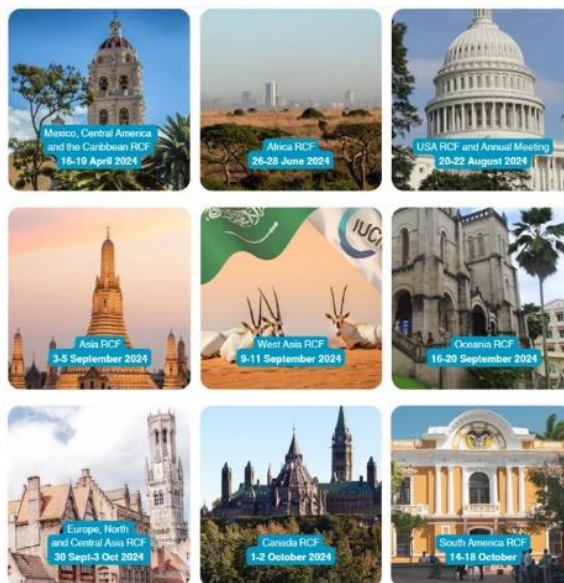
The most common reasons for dissatisfaction:

- Membership benefits are not clear and accessible enough
- Membership dues are too high for small organisations
- Insufficient capacity building activities or opportunities to get involved in conservation projects

Convening: From Regional Conservation Forums to Congress and beyond

Convening and networking are key catalytic roles that IUCN plays in supporting the Union to achieve its work. In 2024, the focus was on convening at the regional level with 9 Regional Conservation Forums (RCF) held in:

- Mexico, Central America & the Caribbean RCF in Mexico City, Mexico, 16–19 April
- Africa RCF in Nairobi, Kenya, 24–28 June
- USA RCF in Washington DC, USA, 20-21 August
- Asia RCF in Bangkok, Thailand, 3–5 September
- West Asia RCF in Riyadh, Saudi Arabia, 9–11 September
- Oceania RCF in Suva, Fiji, 16–20 September
- East Europe, North and Central Asia RCF in Bruges, Belgium, 30 September – 3 October
- Canada RCF in Ottawa, Canada, 1-2 October
- South America RCF in Santa Marta, Colombia, 14–18 October



Each RCF brought together Members, National and Regional Committees and Councillors from the region, along with regional Commission members and Secretariat staff. Combined, the RCFs attracted an audience of some 3,200 IUCN constituents and between 60% and 90% of Members in each region.

The RCFs have been powerful forums for discussion and socialization of potential Congress Resolutions. During the final day of each RCFs, Members were briefed on how to best prepare for the IUCN Congress over the coming year including sessions on submitting motions, on the election process for Councillors from the region, and opportunities to get involved at Congress via submitting event proposals for the Congress Forum and hosting a pavilion at the Congress Exhibition.

In 2025, Member engagement activities will prioritise ensuring Members can maximise the value they gain from convening at Congress. And following Congress in November 2025, IUCN will take the messages from the resolutions and other Congress outputs to the UNFCCC COP30 meeting in Belem, Brazil, as well as provide IUCN constituents another major opportunity to convene at the IUCN Pavilion at COP30.

Regional and National Committees

Regional and National Committees are officially recognized groups in the One Programme Charter. IUCN has over 70 officially recognized groups of Members in countries and regions which are known as either National, Regional or Inter-regional Committees. In 2025, they will continue to facilitate cooperation among Members, and with other parts of the Union, and support the participation of Members in the Programme and governance of IUCN. Committees vary greatly in size and activities. Some will work to jointly implement projects in 2025, whereas others will act predominantly as vehicles for exchange and networking. The focus in 2025 will be to prepare Members for Congress.

Contributions for Nature platform

An enduring challenge facing nature conservation – and one of the reasons why achievement of global goals for nature has proven so elusive – is that it is extremely difficult to document the aggregate contributions of nature conservation action. IUCN was mandated to do this in its founding statutes, but no mechanism was developed to enable such documentation until the specification in the IUCN Programme Nature 2030, approved by IUCN Members in the 2021 IUCN World Conservation Congress in Marseille, France, requesting the establishment of an [IUCN Contributions for Nature Platform](#).

The platform was developed over the subsequent year and launched at the 2022 IUCN Leaders Forum in Jeju, South Korea, and is accessible for all IUCN constituents to document their conservation and restoration contributions. To date, the IUCN Contributions for Nature Platform has been used by c.200 IUCN constituents to document c.10,000 contributions. The number of contributions grew rapidly after the Regional Conservation Forums.

In 2024, IUCN initiated a major campaign to support and incentivise IUCN constituents in documenting contributions into the platform, seeking as an initial target to have 20% of IUCN Members having documented at least one contribution by the end of 2024. This campaign

will continue in 2025, aiming to demonstrate that the platform can serve as a central tool for supporting the documentation of:

- The projects and contributions of individual IUCN constituents toward conservation
- The Union-wide delivery of the IUCN Programme
- The conservation activities at a national and regional level along with subsequent coordination and gap analysis of these efforts
- Progress towards the global goals for nature by IUCN

The platform will continue to evolve in 2025, with planned innovation to the system including addition of data from aquatic ecosystems and data on climate change adaptation contributions, as well as extended reporting (e.g. on contributions towards the Kunming-Montreal Global Biodiversity Framework).

Portfolio engagement with IUCN Constituents

Over the past year, IUCN has made significant strides in enhancing opportunities for Members to access the IUCN network, build capacity, and become more involved in the organisation's portfolio of projects. These efforts have been particularly important for ensuring that all stakeholders, including civil society and governmental bodies, are able to engage effectively with IUCN's mission through the portfolio.

To facilitate IUCN's capacity to report on engagement with Constituents and beyond, a dedicated Project Portal page was designed and rolled-out in 2024. In scope were approximately 800 projects going back to the inception of the 2021-2024 IUCN Programme. In 2024, the Secretariat undertook an exercise to see the level of involvement of IUCN members, commissions and committees in projects. This identified that approximately 59% of projects included one IUCN constituent. The 2025 engagement with IUCN Constituents is summarized in the figures below. It shows an increase in engagement to 65% – a momentum that is projected to continue in 2025.

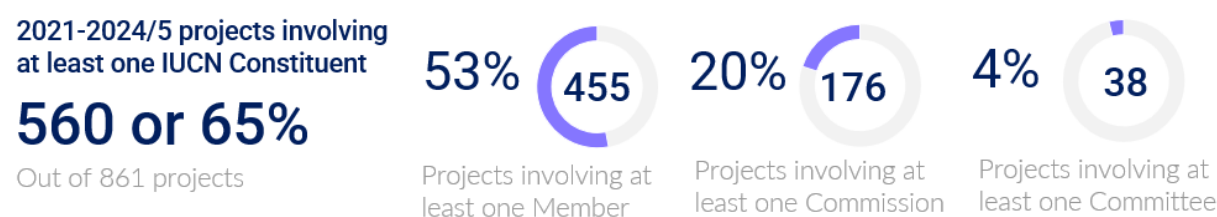


Figure 1: IUCN Constituents engagement through portfolio (2021-2024/5)

Within the 65% engagement, the breakdown of the portfolio by member engagement type and region looks as follows:

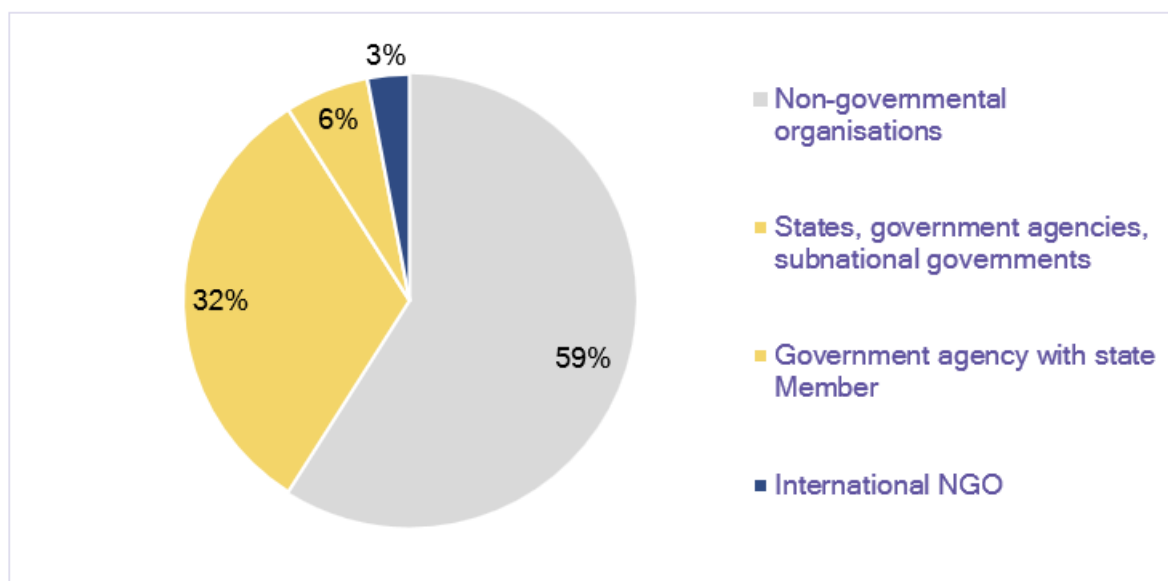


Figure 2: 2025 portfolio Member distribution by statutory region (distinct count)

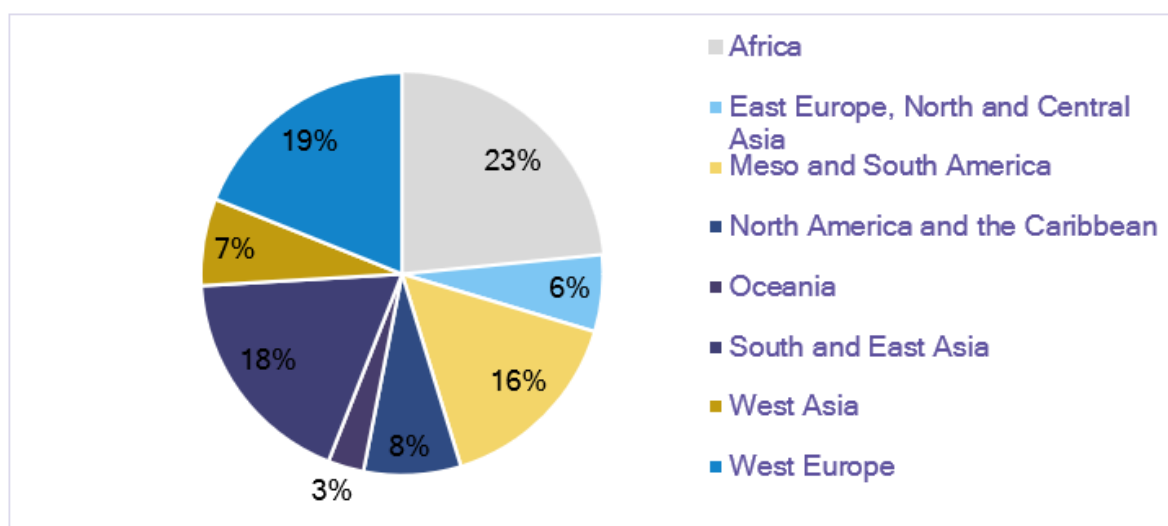


Figure 3: 2025 portfolio Member distribution by type (distinct count)

In the IUCN portfolio, the engagement with Constituents can take various forms.

- Some Constituents play an **implementation role**
- Some play a **governance and strategy role**
- Others play a **technical expertise role** contributing through specialised knowledge, resolving technical challenges and ensuring adherence to sectoral standards.
- Some are involved in **quality assurance** to help monitor and enforce quality standards, overseeing evaluations to ensure consistent project delivery.
- Finally, some provide direct **project management and coordination support**

In line with a long-term ambition where all projects include local Members and Commissions (in as far as possible) and demonstrate true engagement⁷, the three pillars of the Union shall continue to seek opportunities to work more closely together. However, this will also change the risk profile of our work. Our ambition is to advance to a greater percentage of all projects including at least one IUCN constituent in 2025.

The survey shows that IUCN Constituents benefit from the portfolio in many further ways:

- (1) Through **technical assistance**, offered as non-financial aid, helping partners with project design, skill enhancement, and strengthening their capacity for implementation.
- (2) **capacity strengthening**, where members or partners are equipped with new conservation-related knowledge and skills through training, workshops, and educational materials,
- (3) **policy support**, assisting partners in developing and implementing effective conservation policies, advocating for policy changes, and navigating complex policy environments, and
- (4) **accessing and using science and knowledge**, empowering them to use conservation science and knowledge to achieve their goals.

COMMISSION ENGAGEMENT & SUPPORT

At the Council meeting in November each Commission will present their own 2025 workplan. We do not duplicate that detail here – rather we leave them to present in their own words and their own format then.

The Union and Secretariat will continue to support the Commissions in 2025 with the aim to improve the efficiencies and effectiveness of support provided to the Commissions: membership, finance, administration and communication.

Particular focus areas in 2025 will be:

- **Socialising several new policies and guidelines** developed in 2024 including: Use of Commission logos; Principles of Engagement between Commissions and Secretariat; Commission member grievance mechanism; and Policy for Commissions members Providing Voluntary versus Paid Support to Projects (still under development).
- **Administrative and financial support for the Commission Operating Fund** including the processing of an estimated 1500 financial transactions for the Commissions.
- Ensuring Commission members can be easily found according to their expertise using **IUCN Engage**.
- **Support Commission succession planning** with four Chairs finishing two terms in October 2025.
- **Supporting Commissions with a Commission-wide member onboarding program** and with activities to increase engagement of Commission members.
- **Activities to increase the participation and engagement of all Commissions members** in the run up to and during the IUCN Congress.

RESOLUTIONS

Summary

Implementation of the Global Biodiversity Framework

An inclusive and rights-based approach to conservation

An integrated approach to addressing the climate and biodiversity crises

Advancing ocean and marine conservation

Addressing waste and plastic pollution

Addressing synthetic biology

Delivering the 20-year Vision

The IUCN World Conservation Congress is the highest decision-making body of IUCN, and through the adoption of Resolutions and Recommendations, it defines the general policy of IUCN.

The last IUCN Congress in Marseille adopted a total of 137 Resolutions and Recommendations covering a wide spectrum of issues. These corresponded to both the governance of the Union as well as to the conservation and sustainable use of natural resources, sustainable development and human wellbeing. IUCN will continue to make every effort to deliver existing active Resolutions, whilst paving the way for a new set of IUCN policies to be adopted at the Congress in Abu Dhabi.

Implementation of the Global Biodiversity Framework

Of the 137 Marseille Resolutions, 22 explicitly address the GBF and its elements². [Resolution 7.116](#) *“Develop and implement a transformational and effective Post-2020 Global Biodiversity Framework”*, will continue being an overarching reference, providing a comprehensive set of key elements needed for a transformational framework. It will remain central to IUCN’s efforts to implement the Biodiversity Plan.

In 2025, IUCN will continue to actively engage in the UN Convention on Biological Diversity (CBD) processes, including attending subsidiary meetings and participating in the global review of collective progress. It will offer its conservation tools, knowledge products and best practices to Parties of the CBD and other stakeholders as they navigate the implementation phase.³ In alignment with [Resolution 7.043](#) *“Enhancing implementation of the Convention on Biological Diversity through National Biodiversity Strategies and Action Plans (NBSAPs)”*, IUCN will continue to assist and influence Parties as they update their NBSAPs, establish national biodiversity targets, and implement them.

This will be greatly facilitated by the launch, in 2023 by the Global Environment Facility (GEF), of the Global Biodiversity Framework Fund (GBFF). As a GEF Agency, IUCN begun accessing this new fund, on behalf of Parties to the CBD, in the last quarter of 2024 and expects to

continue doing so in 2025. The GBFF aims to help countries achieve the GBF goals and targets with a strategic focus on strengthening national-level biodiversity management, planning, policy, governance, and finance approaches.

IUCN will in addition leverage its partnerships and alliances ⁴ to influence, facilitate and drive the rapid implementation of the GBF. With support from Red List Partners, and as mandated by [Resolution 7.131](#), IUCN will continue to fundraise for the [IUCN Red List of Threatened Species](#). In line with [Resolution 7.096](#), IUCN will actively engage with the CBD Inter-Agency Liaison Group on Invasive Alien Species (IAS), working with the other Members on the delivery of CBD COP decisions on providing guidance and tools to support progress towards [GBF Target 6](#).

Aligned with [GBF Target 3](#) and a number of Marseille Resolutions, including [Resolution 7.080](#) *“Recognizing, reporting and supporting other effective area-based conservation measures”*, [Resolution 7.118](#) *“Recognizing and supporting indigenous peoples’ and local communities’ rights and roles in conservation”* and [Resolution 7.125](#) *“Setting area-based conservation targets based on evidence of what nature and people need to thrive”*, IUCN will advocate strengthen and expand protected areas and OECMs in the right places while safeguarding areas of importance for biodiversity, natural heritage, climate mitigation and adaptation and recognizing the rights and territories of Indigenous peoples and local communities.

An inclusive and rights-based approach to conservation

Reinforcing an inclusive and rights-based approach to conservation, Marseille Resolutions [7.002](#), [7.036](#), [7.041](#), [7.115](#), [7.118](#), [7.119](#), [7.129](#) and [7.137](#) explicitly refer to Indigenous peoples and to local communities. These Resolutions will help shape collaboration across the Union to advocate for the recognition and respect of Indigenous rights and territories and the important role Indigenous peoples play in conservation. IUCN is committed to continuing its advocacy for the safeguarding of Indigenous rights.

In 2025, IUCN will advance its commitment through the [Podong Indigenous Peoples’ Initiative](#)⁵, enhancing its collaboration with the IUCN Indigenous Peoples’ Organisations Members and the International Indigenous Forum on Biodiversity (IIFB) to support Indigenous peoples’ contributions to the conservation of biodiversity and climate solutions through their Indigenous knowledge systems. IUCN will continue its efforts to ensure their full and effective leadership and access to adequate resources for the implementation of the GBF, the Paris Agreement and other global goals.

An integrated approach to addressing the climate and biodiversity crises

Building on Resolutions [7.015](#), [7.030](#), [7.032](#) and in particular [7.114](#), IUCN will continue to call for limiting global warming to below 1.5°C through sustained reduction of emissions and increase in removals from sinks. IUCN will advocate for the elimination of all fossil fuel subsidies as well as the use of coal for energy and the reduction of other fossil fuel consumption. The relationship between nature conservation and climate change will continue to feature as one of IUCN’s key policy messages, including the impact of climate change on species and ecosystems. IUCN will continue to advocate for the energy transition to renewables as both nature positive and just.

In line with Resolution [7.060](#) “*Promotion of the IUCN Global Standard for Nature-based Solutions*,” IUCN will continue to call on all actors and sectors implementing NbS, whether through market or non-market mechanisms, to adhere to a high-integrity approach in the design, verification and scaling up of such initiatives by applying the IUCN Global Standard for NbS™. The implementation of this Resolution will be further supported by the roll-out of ENACT - *Enhancing Nature-based Solutions for an Accelerated Climate Transformation*, which IUCN can deploy to amplify and support accelerated implementation of NbS and commitments through profiling and promoting good practices and success stories.

In 2025, IUCN will continue its impactful engagement in UNFCCC processes, particularly at COP30 in Brazil, and through its UN Observer role will provide input into COP30 decisions and outcomes aligning with IUCN's Resolutions, Programme and [20-year Strategic Vision](#).

Advancing ocean and marine conservation

The ocean and marine conservation agenda will be an integral part of IUCN efforts in 2025, guided by Resolutions [7.019](#), [7.023](#), [7.025](#), [7.032](#), [7.107](#), [7.113](#), [7.116](#), [7.122](#) and [7.128](#). These Marseille Resolutions provide a clear mandate and direction for Council, Members, Commissions and the Secretariat to accelerate action on ocean and marine conservation. Collaboration on initiatives related to legal and regulatory frameworks, the BBNJ agreement, the third United Nations Oceans Conference, and the development of a legally binding instrument on plastic pollution in marine environments will continue to be a priority.

In support of the new [High Seas Treaty](#) (BBNJ agreement) and in line with [Resolution 7.128](#) “*Acting for the conservation and sustainable use of marine biological diversity in the ocean beyond national jurisdiction*”, IUCN will call on its Members for technical support and active participation in implementing the agreement. Working through its Commissions, IUCN will provide scientific and legal advice to ensure the effective implementation of area-based management tools, particularly marine protected areas, to combat climate change and protect marine ecosystems, safeguarding the benefits these ecosystems provide to people while aligning with GBF Target 3. IUCN will develop an Explanatory Guide on the BBNJ agreement, through a consultative and participatory process involving UNOC, CBD, IUCN WCC and others.

In fulfilling the mandate from [Resolution 7.122](#) “*Protection of deep-ocean ecosystems and biodiversity through a moratorium on seabed mining*”, IUCN will advocate for a moratorium on deep seabed mining, issuing of new exploitation and new exploration contracts, and the adoption of seabed mining regulations for exploitation, by the International Seabed Authority (ISA).

Addressing waste and plastic pollution

The focus on the broader chemicals, waste and pollution agenda in 2025 will grow with increasing requests for action to tackle plastic pollution as evidenced in Marseille Resolutions [7.010](#), [7.015](#), [7.019](#), [7.069](#), [7.077](#), as well as action on other international biodiversity goals and targets including [Target 7](#) of the GBF and [SDG12](#).

Through its active engagement in the negotiations towards the adoption of a legally-binding UN treaty to tackle plastic pollution, engagement in the wider international policy processes

on pollution, chemicals and waste, and the implementation of various projects, IUCN will continue to address these issues in line with the mandates provided by the Resolutions [7.019](#) *“Stopping the global plastic pollution crisis in marine environments by 2030”* and [7.069](#) *“Eliminate plastic pollution in protected areas, with priority action on single-use plastic product”*.

Addressing synthetic biology

Recent technological advancements in synthetic biology create both significant risks and significant opportunities for nature conservation, as well as challenges in creating coherent policies and regulations to guide its potential applications. In 2025, guided by the IUCN Council, the Union will continue to advance in the implementation of [Resolution 7.123](#) *“Towards development of an IUCN policy on synthetic biology in relation to nature conservation”* which to date has followed a rigorous process to engage Members and experts in the development of this new IUCN policy.

This effort is being led by the 16 members of the Policy Development Working Group, who have been closely following the process mandated in the IUCN Resolution. The Working Group developed a first draft policy in early 2024, which underwent Union-wide peer-review and generated 391 comments. The Working Group met to then revise the draft policy on the basis of these comments, responding to each individually, and producing a second draft which in turn underwent Union-wide peer review between July and August and yielded 430 comments. In 2025, the IUCN Secretariat will continue to support this process with a view to presenting the Policy for adoption at the World Conservation Congress, as part of a Council-led motion.

20-year Strategic Vision

In 2021, through the [Marseille Congress Decision 147](#), IUCN Members requested

Council to develop a new 20-year Strategic Vision for the Union. The IUCN Council established an intersessional Council Working Group (the 20-year Strategic Vision Steering Committee ⁶) to lead and work with the Director General on this strategic initiative. The Congress Decision requested the Council to:

- “develop a long-term integrated Strategic Vision that includes a Financial Strategy, a Strategic Plan and other implementation plans, that follow the four-year planning process of the Union”; and
- “establish a clear roadmap to ensure the Union effectively and efficiently fulfils its mandated objectives, in particular by actively engaging its membership, while ensuring financial sustainability”.

A final draft of the 20-year Strategic Vision was created in May 2024, followed closely by the Financial Strategy as an annex to this document. The IUCN Council Finance and Audit Committee worked closely with the Steering Committee in shaping this Annex.

The 20-year Strategic Vision document has subsequently been aligned with the draft Programme 2026-2029. Both underwent a full feedback process through the Regional Conservation Fora (RCFs) and an online questionnaire for IUCN Members, Commission

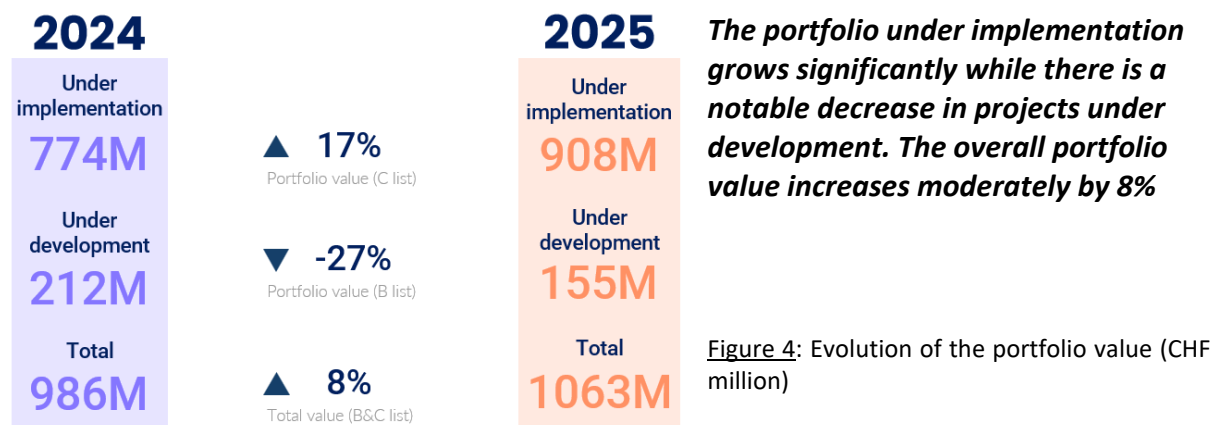
experts and Secretariat staff to make comments. In addition, individual meetings with special groups such as Indigenous Peoples and the Youth Advisory Committee, as well as the private sector at the Leaders Forum in October 2024, also served to gather feedback on the 20-year Strategic Vision. The Vision's Finance Strategy, however, received less exposure, reason for which the IUCN Secretariat will be running two or three online workshops to gather further Member feedback and attain sufficient and targeted engagement on this critical piece of the 20-year Strategic Vision.

The aim is to consolidate all internal and external feedback received and to create a next draft of the 20-year Strategic Vision in January 2025, which then needs to be agreed by the Steering Committee before being placed before Congress. Work continues at pace.

APPENDIX: PROGRAMME PORTFOLIO

2025 overview

In 2025 and in line with previous years, the value of the project portfolio will continue its slight upward trend from CHF986m to CHF1,063m. More detail is provided in the following section.



Notes:

- * Project types included: Executing, implementing, SLA
- * Project types excluded: Loosely earmarked, over the counter, internal investments

While the portfolio has slightly fewer projects and shorter average durations, the average value per project has grown significantly

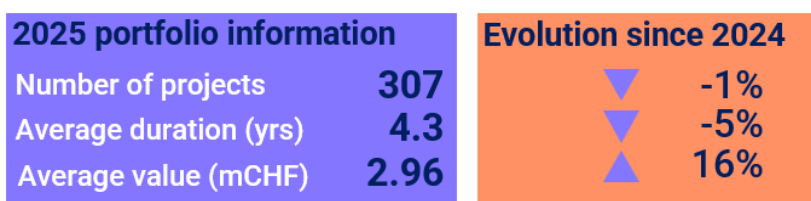


Figure 5: Basic portfolio information

Notes:

- * C projects
- * Project types included: Executing, implementing, SLA

2025 portfolio activities geographic scope



The majority of the portfolio activities are focused on national-level projects, while global and regional projects represent smaller portions of the total portfolio value.

Figure 6: 2025 portfolio activities by geographic level

Notes:

- * B & C projects
- * Project types included: Executing, implementing, SLA
- * Project types excluded: Loosely earmarked, over the counter, internal investments

In 2025, portfolio growth is observed across most donor types, with the biggest increase in working with governments

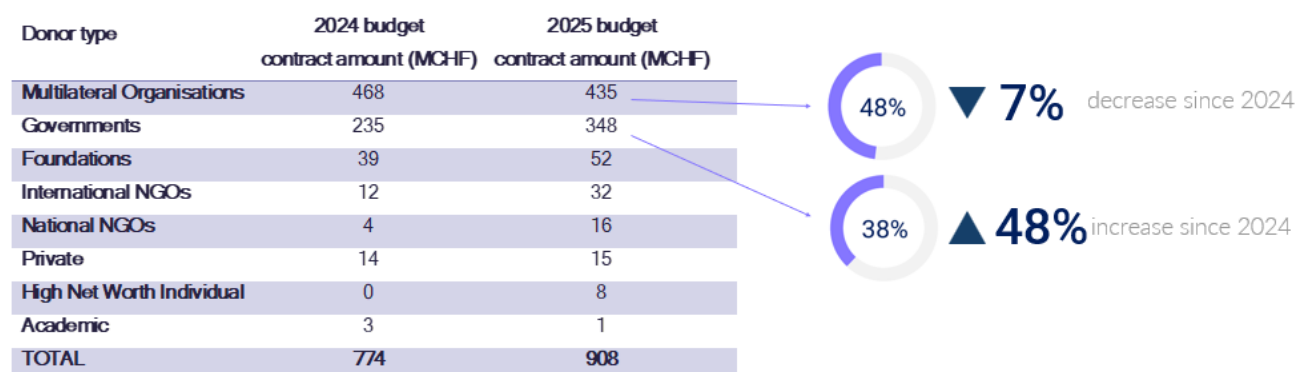


Figure 7: Portfolio value by donor type

Notes:

- * C projects only
- * Project types included: Executing, implementing, SLA
- * Project types excluded: Loosely earmarked, over the counter, internal investments

In 2025, the government of Germany becomes IUCN's top donor

Donor	2025 Budget (m CHF)
Government of Germany	22.5
Global Environment Facility	19.8
Green Climate Fund	14.0
European Commission	11.7
Government of the United States of America	7.4
United Nations Environment Programme	4.6
Government of France	4.4
Food and Agriculture Organization of the United Nations	4.0
Government of Sweden	3.5
Government of the Netherlands	3.2

Table 1: 2025 budget distribution by top 10 donors

Notes

- * C projects only
- * Project types included: Executing, implementing, SLA
- * Project types excluded: Loosely earmarked, over the counter, internal investments

The budget expenditures distribution across the IUCN project typology demonstrates the importance of the executing role in the financial balance of IUCN – representing app. 69% of the portfolio value in 2025. However, it is worth pointing out that increasingly IUCN’s execution role is characterized by a regranting component where resources are channelled to IUCN members and partners and the total value transferred through these efforts is substantial. For instance, the value of all active projects (C projects) that have at least one grant making component sums to **340 million CHF**, representing **37% of the total portfolio value**. This trend is growing with the value of all pipeline projects (C and B) with at least one grant making component sums to 78 million CHF, representing 50% of the total pipeline value. Furthermore in addition to the actual regranting element these projects tend to be characterised by an increased focus on knowledge transfer and management, support for monitoring and evaluation and capacity building.

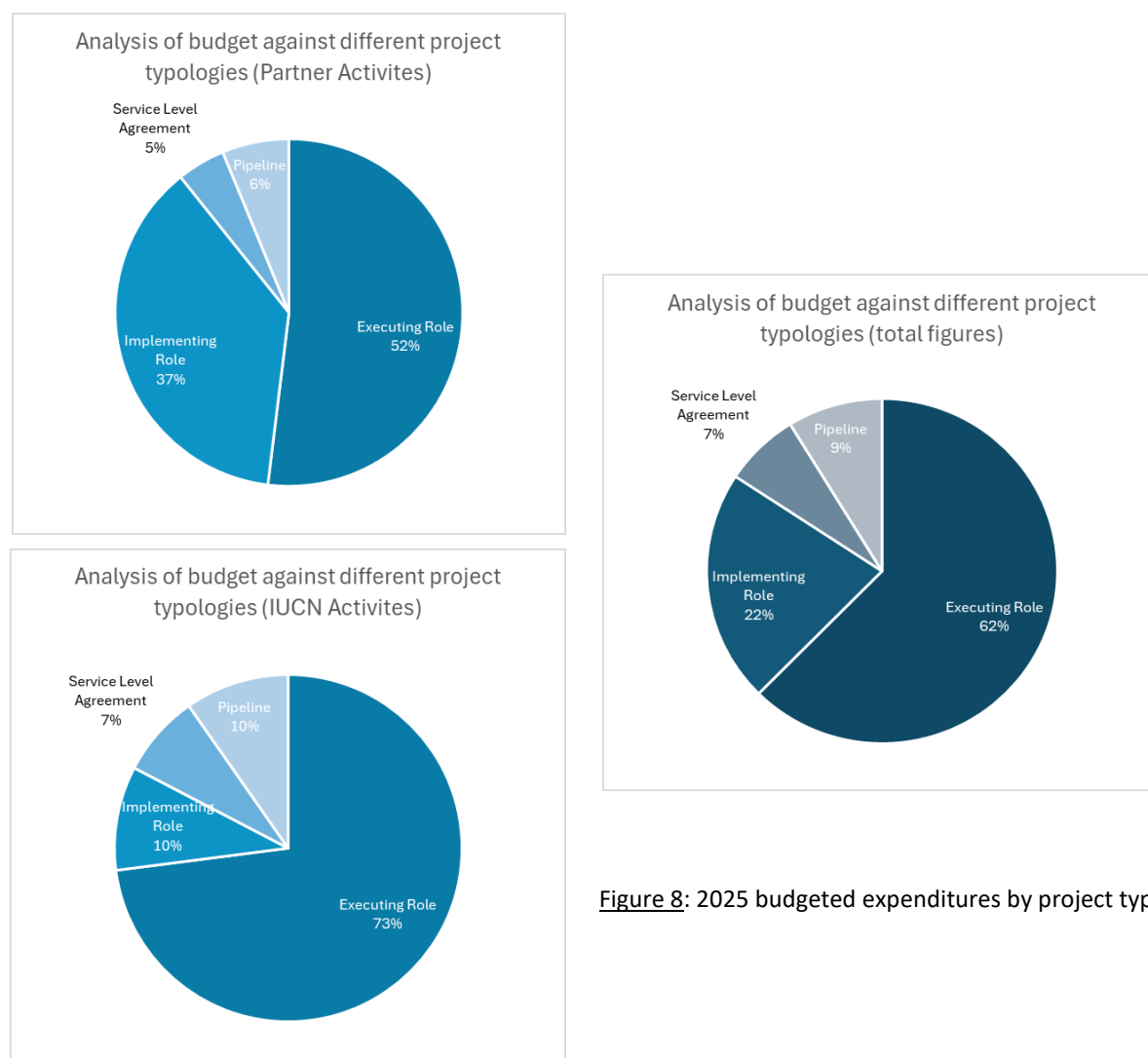


Figure 8: 2025 budgeted expenditures by project type

Notes

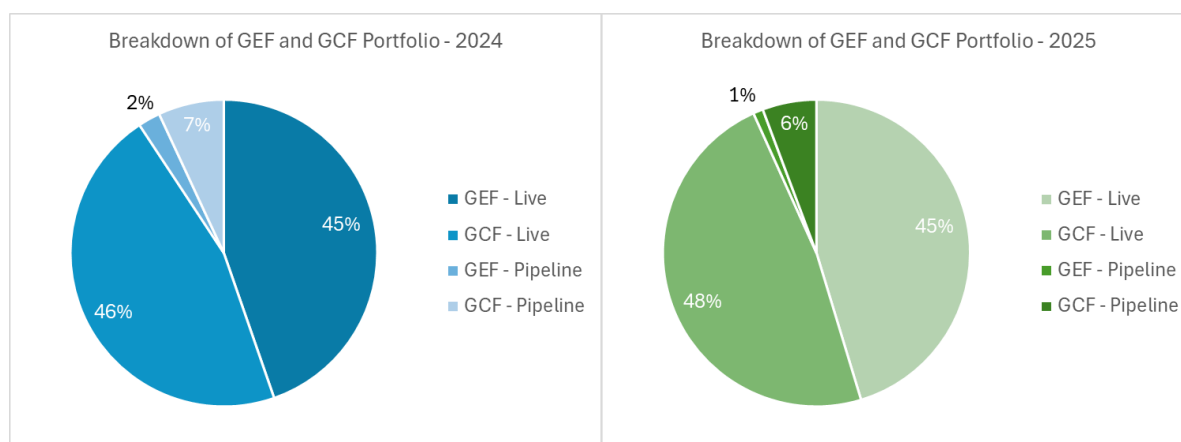
- * Project types included: Executing, implementing, SLA
- * Project types excluded: Loosely earmarked, over the counter, internal investments

GEF and GCF portfolio values (portfolio and annual tranche) are both decreasing as we move into 2025. This trend is valid for both projects under implementation and what is currently in the pipeline.

Figure 9: Comparison of 2024 and 2025 GEF and GCF portfolios

Notes

- GEF projects shown are only those for which IUCN is the implementing agency.



The 2025 IUCN budget allocations to the SDGs reflect a small increase in funding for most goals, a considerable boost for SDG 13 (Climate action) and SDG 14 (Life below water), and a decrease for SDG 17 (Partnership for the Goals)



Figure 10: 2024 and 2025 budget allocation per SDG (mCHF)

Notes

* B & C projects

* Project types included: Executing, implementing, SLA

* Project types excluded: Loosely earmarked, over the counter, internal investments



International Union for Conservation of Nature

WORKPLAN & BUDGET 2025



Credit: quang nguyen vinh, Pexels

Part II - BUDGET

Approved by the IUCN Council on 6 November 2024

Part II Contents

PART II 2025 BUDGET.....	3
Summary	3
Overall financial situation	3
Reserves	6
Budget summary	7
Income	8
Membership dues	8
Framework income	9
Other unrestricted income	10
Operating expenditure	11
Other income and expenditure	12
Transfers from/(to) reserves	12
PORTFOLIO ANALYSIS	13
THE BIG 5 AND RISK	15
Introduction	15
Increasing unrestricted income and diversifying our revenue streams to ensure flexibility	15
Building reserves and ensuring sufficient reserves to manage through a crisis and invest in our future	16
De-risking the portfolio and pro-actively addressing long-term risks	16
Greater cost recovery	16
Controlling costs and investing in programming to support our mission and future development	17
Focusing on Risk Management	18
IMPLEMENTATION OF THE FINANCIAL PLAN 2021-2025	19
ANALYSIS OF THE 2025 BUDGET BY ORGANISATIONAL STRUCTURE	20
STAFFING LEVELS AND COSTS	24
ALLOCATION OF UNRESTRICTED INCOME	25
FINANCIAL RISKS IN THE 2025 BUDGET	26

PART II 2025 BUDGET

Summary

The 2025 budget represents the fifth year of implementation of the 2021-2025 Financial Plan and is a year where we are laying the foundations for the financial strategy for the 20-year Vision to be voted on at Congress towards the end of 2025.

The total income budget is 2025 CHF 214m and the total expenditure budget is CHF 213m, a significant increase on the forecast for 2024 (total expenditure CHF 166m) and that of 2023 (CHF 164m). The Congress is responsible for the most significant increase in both income and expenditure in 2025, compared with 2024. See Figure 1 below.

A surplus of CHF 2.1m is budgeted for 2025.

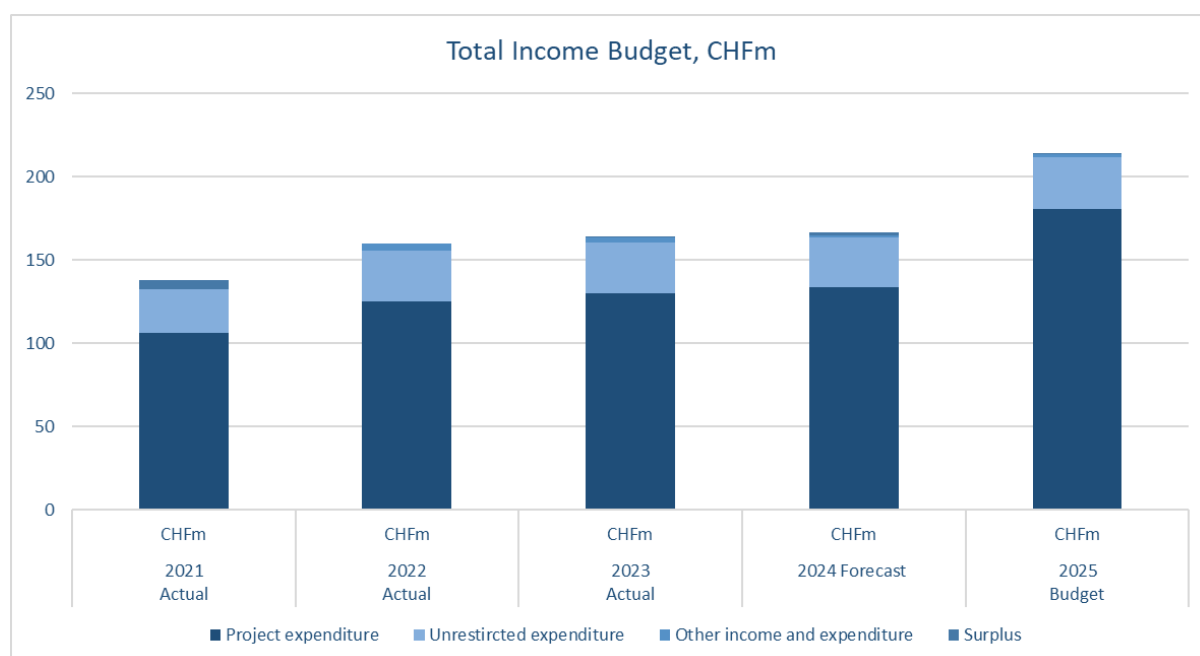


Figure 1: Total income budget

Overall financial situation

Our funding pipeline remains strong, driven by donor support for the IUCN Programme and a growing project portfolio. 81% of project funding for the 2025 budget is secured.

However, to be prudent, the budgeted value of membership dues and Framework income are based on the 2024 projected income. IUCN finances face a number of structural challenges identified in the financial plan for the 20-year strategy. During 2025 several initiatives and plans will also be completed to ensure budgets for 2026 and beyond can reflect the needed changes.

Figure 2 shows income trends over the last 3 years together with the forecast for 2024 and the budget for 2025. Project income shows a steady increase from 2021 to 2024 and a substantial increase in 2025 driven by both the World Conservation Congress and increases across the project portfolio. Project Income is recognised as expenditure is incurred.

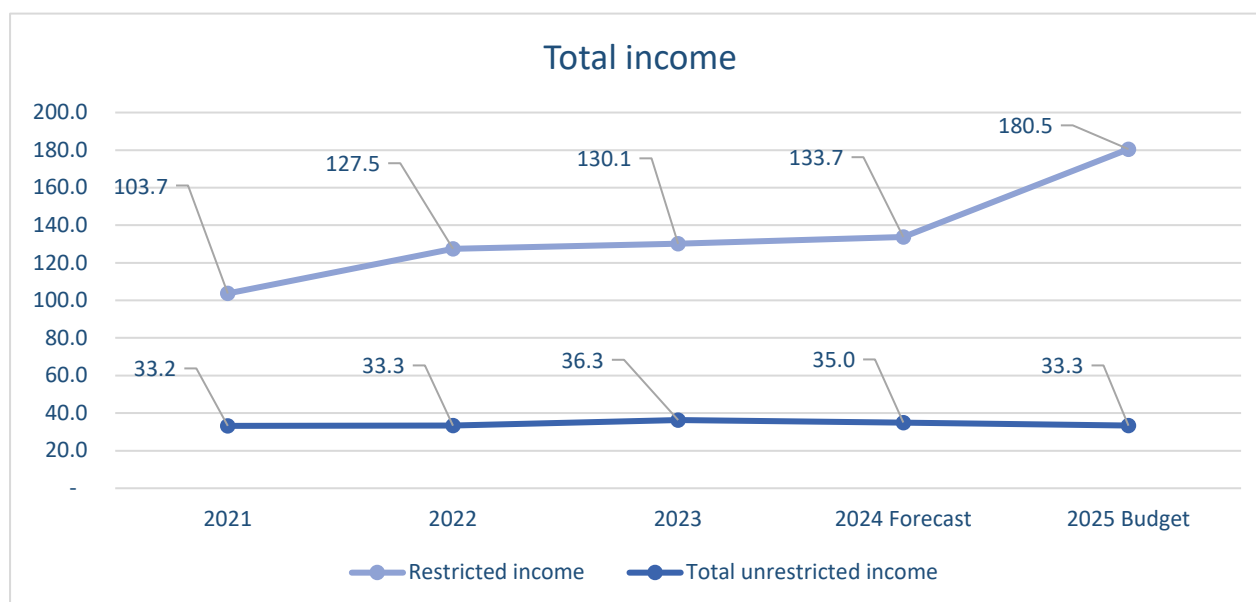


Figure 2: Income trends, CHF Million

The above figures include Congress 2025 income budget of CHF24.2m.

Figure 3 shows trends in unrestricted income. Framework Income is expected to remain constant in 2025 and Membership dues are expected to decline slightly. The main reasons the Other Income budget has reduced in 2025 are owing to a 2-year donation from BNP Paribas that ended in 2024, and separately some reclassifications of project income.

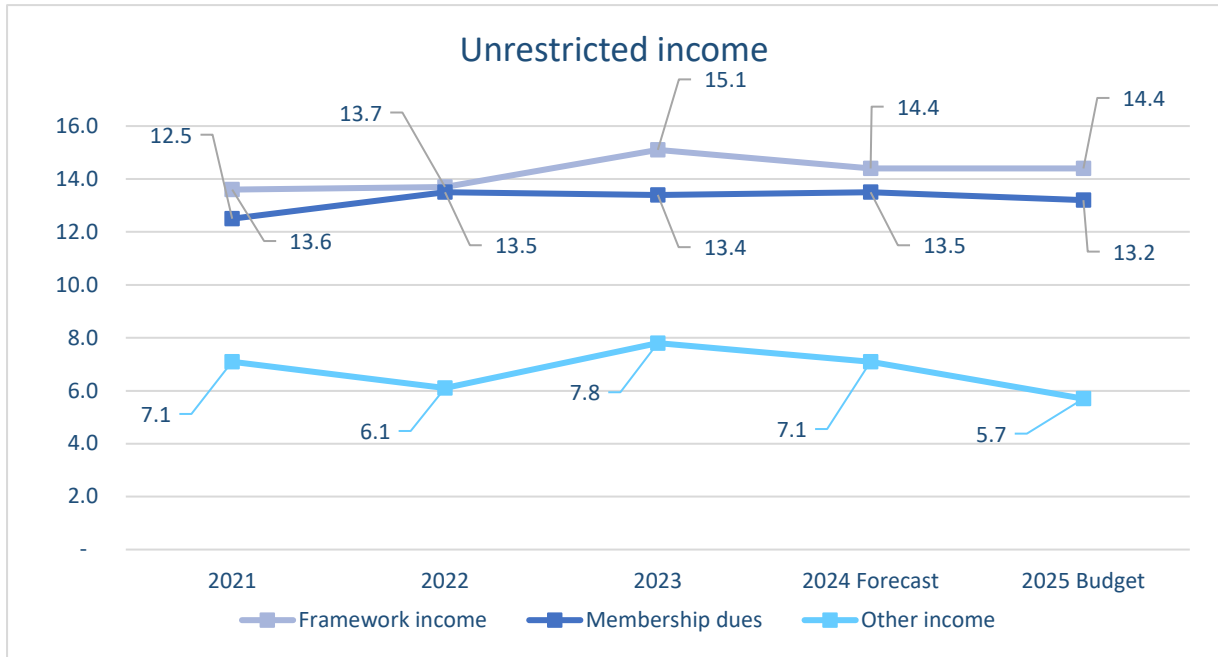


Figure 3: Unrestricted income trends, CHF million

Figure 4 below shows the evolution of the value of the project portfolio total value. At the end of September 2024 projects under implementation had a total value of CHF 908m and those under development a total value of CHF 155m. The light blue bar shows projects under development and this has slipped back slightly given the high level of project wins.

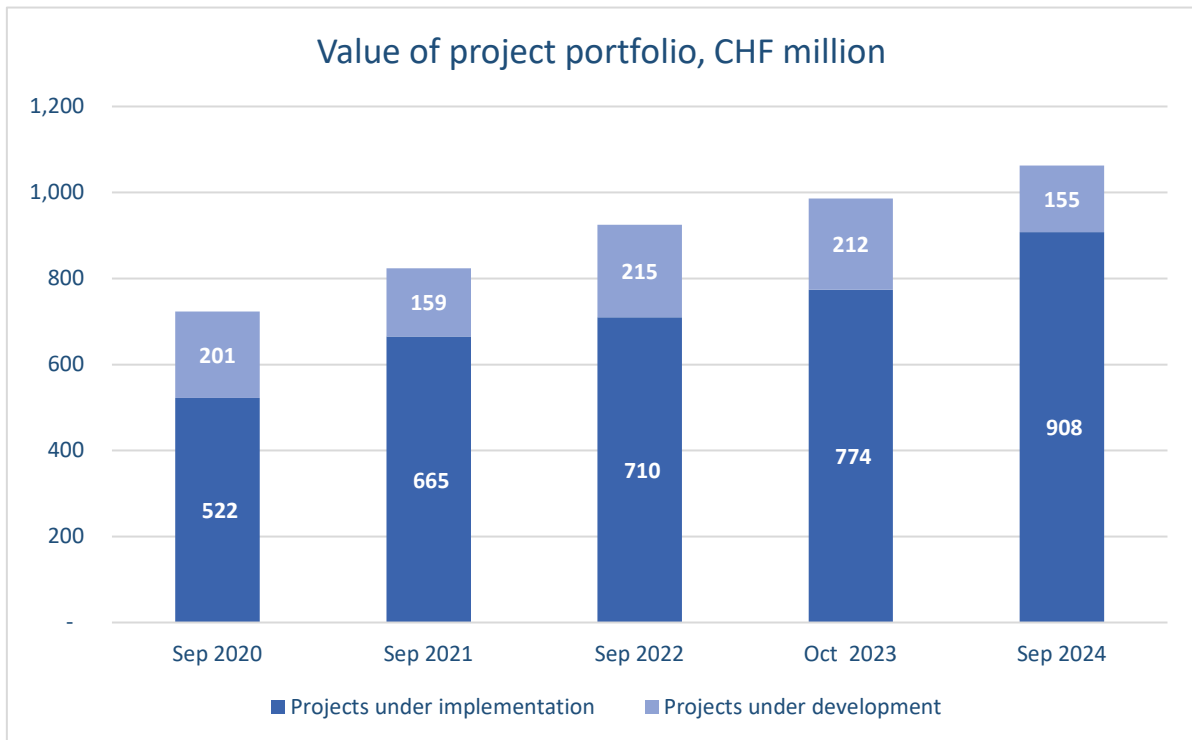


Figure 4: Portfolio evolution, showing execution, implementation and service level agreement total portfolio value.

Reserves

IUCN reserves stood at CHF 24.0m at the end of 2023, comprising CHF 20.6m in unrestricted reserves and CHF 3.4m in designated reserves. The 2024 forecast anticipates an increase of unrestricted reserves to CHF 22.9m and the 2025 budget an increase to CHF 25.0m. Figure 5 shows the expected progression of reserves.

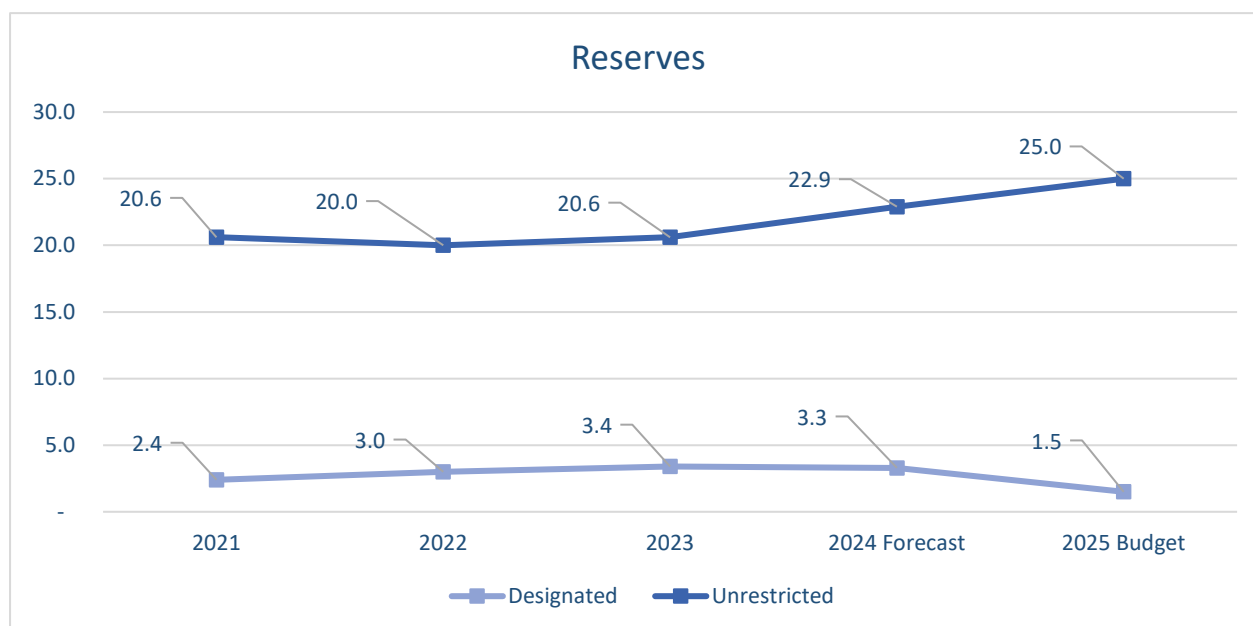


Figure 5: IUCN Reserves, CHF Million

A growing portfolio and the expansion of grant-making programmes and projects implemented through partner organisations continue to increase the level of financial risk taken on by IUCN. It is therefore essential that IUCN builds its reserves to support higher levels of risk, while balancing this off against the investment needed to drive unrestricted and our infrastructure for the future. This is a fine balancing act, but one we must get right – further explored in the Big 5 section below. The current unrestricted reserves target is CHF 36m. This will be recalibrated in 2025 to take account of portfolio growth and planned changes in its composition.

Reserves are also discussed under the financial strategy Big 5 “Building Reserves and ensuring sufficient reserves to manage through a crisis and invest in our future”.

...

Budget summary

Total Table 1 shows the budget for 2025, analysed between unrestricted (Unrest.) and restricted (Rest.) funding streams. The budgeted result for 2025 is a surplus of CHF 2.1 million.

Total Income is budgeted at CHF 213.8m in 2025 (Budget 2024: CHF 187.2m) and total expenditure at CHF 213.4m. Reserve movements of CHF 1.7m (described in section “Transfer from/(to) reserves” below) bring the budgeted result to CHF 2.1m.

BUDGET SUMMARY	2023			2024			2025		
	Unrest.	Rest.	Total	Unrest.	Rest.	Total	Unrest.	Rest.	Total
CHF m	Actual	Actual	Actual	Forecast	Forecast	Forecast	Budget	Budget	Budget
Income									
Membership dues (gross)	13.4		13.4	13.5		13.5	13.2		13.2
Framework income	13.1	2.0	15.1	12.4	2.0	14.4	14.4		14.4
Project income		128.1	128.1		131.7	131.7		180.5	180.5
Other income	7.8		7.8	7.1		7.1	5.7		5.7
Total income	34.3	130.1	164.4	33.0	133.7	166.7	33.3	180.5	213.8
Cross charges and allocations									
Allocations to projects	(2.6)	2.6	-			-	(0.5)	0.5	-
Staff cost recovery	37.0	(37.0)	-	40.6	(40.6)	-	41.6	(41.6)	-
Indirect cost recovery	11.6	(11.6)	-	12.1	(12.1)	-	14.3	(14.3)	-
Total cross charges and allocations	46.0	(46.0)	-	52.7	(52.7)	-	55.4	(55.4)	-
Operating expenditure									
Staff costs	62.8		62.8	68.4		68.4	70.6		70.6
Other operating costs	13.3		13.3	14.3		14.3	15.8		15.8
IUCN activities		44.3	44.3		30.5	30.5		60.8	60.8
Implementing partner activities		39.8	39.8		50.5	50.5		64.3	64.3
Total operating expenditure	76.1	84.1	160.2	82.7	81.0	163.7	86.4	125.1	211.5
Net operating result	4.2	-	4.2	3.0	-	3.0	2.3	-	2.3
Other income and expenditure									
Interest income and financial charges	0.3		0.3	0.3		0.3	-		-
Investment gain / (losses)	0.3		0.3	0.6		0.6	-		-
Foreign exchange losses	(2.3)		(2.3)	(0.5)		(0.5)	(0.8)		(0.8)
Provisions and write offs	(1.4)		(1.4)	(1.3)		(1.3)	(1.1)		(1.1)
Total other income and expenditure	(3.1)	-	(3.1)	(0.9)	-	(0.9)	(1.9)	-	(1.9)
Result for the year	1.1	-	1.1	2.1	-	2.1	0.4	-	0.4
Transfers from / (to) designated reserves	(0.5)		(0.5)	0.2		0.2	1.7		1.7
Result after reserve transfers	0.6	-	0.6	2.3	-	2.3	2.1	-	2.1

Table 1: Budget Summary

The budget includes initial investments on organizational development referred to as the “Big 5”:

- (1) increasing unrestricted income and diversifying our revenue streams to ensure flexibility,
- (2) building reserves and ensuring sufficient reserves to manage through a crisis and invest in our future,
- (3) de-risking the portfolio and pro-actively addressing long-term risks
- (4) increasing cost recovery; and
- (5) controlling costs and investing in programming that will achieve our mission and future development. IUCN will also need to strengthen its financial governance to achieve this.

Plans, investments and work in these areas form the path forward for our short- and medium-term financial goals over the next several years.

These investments are further explored in section 4 below.

Income

Membership dues

Table 2 shows details of the budget for membership dues.

MEMBERSHIP DUES	2023	2024	2025
	Unrest.	Unrest.	Unrest.
CHF m	Actual	Forecast	Budget
Membership dues (gross)	13.4	13.5	13.2
Provision for non-payment	(0.8)	(0.8)	(0.6)
Net Membership dues	12.6	12.7	12.6

Table 2: Membership dues

Membership dues are budgeted at CHF 13.2m, slightly lower than the forecast for 2024. It does not include an estimate of dues from Members that may join in 2025, nor does it include an estimate of Members who may leave. In a Congress year we expect an uplift in members but are unsure given the state of global events. We have budgeted on a prudent basis. A provision of CHF 0.6m has been budgeted to cover the risk of late payment or defaults.

Framework income

Table 3 shows details of framework income by partner (including funding given for innovation), analysed between unrestricted and restricted sources.

FRAMEWORK INCOME	2023	2024	2025
	Unrest.	Unrest.	Unrest.
CHF m	Actual	Forecast	Budget
Denmark	1.5	1.3	3.3
Norway	1.7	1.8	1.8
Sweden	4.1	4.0	4.1
Switzerland	1.5	1.5	1.5
France	1.3	1.1	1.2
Finland	0.7	0.7	0.7
Republic of Korea	0.7	0.8	0.8
United States	0.5	0.5	0.5
Luxembourg	0.5	0.5	0.5
New Partner			-
Deferred	0.6	0.2	-
Total Framework income	13.1	12.4	14.4
In-kind	1.1	1.1	1.0
Cash	12.0	11.3	13.4

Table 3: Framework income

Framework income is budgeted at CHF 14.4m. The budget is based upon the assumption that existing contracts with framework partners will be renewed in 2025 at the same level as 2024. We have started renegotiating our framework agreements and will continue this in 2025. See the Big 5 section “Renewing and Expanding Framework Partnerships” for more information below.

Unrestricted contributions include CHF 1.0m of in-kind contributions. This represents the value of staff provided by some partners. Some of these staff have technical programmatic roles, and others corporate roles.

The 2024 forecast includes CHF 0.2m of income deferred from 2023.

Other unrestricted income

Table 4 shows details of other unrestricted income.

OTHER UNRESTRICTED INCOME	2023	2024	2025
	Unrest.	Unrest.	Unrest.
CHF m	Actual	Forecast	Budget
Government tax exemptions	1.8	1.7	1.8
Rental income and services	0.9	1.0	1.3
Patrons of Nature	0.6	0.7	0.7
Deferred income	0.8	0.8	0.5
Consultancy income	0.2	0.3	0.1
Other income	3.5	2.6	1.3
Total Other Unrestricted income	7.8	7.1	5.7

Table 4: Other unrestricted income

Other unrestricted income is budgeted at CHF 5.7m. This includes income from Patrons of Nature (CHF 0.7m), rental and service fee income from 3rd parties (CHF 1.3m), the in-kind value of tax exemptions (CHF 1.8m) and other income (CHF 1.3m).

Fundraising and project development

There is high potential to increase fundraising return; to realise this it will be necessary to invest in our fundraising efforts to drive unrestricted growth for the future (more below in the BIG 5 section).

Fundraising for unrestricted or loosely restricted funds is performed primarily by the Strategic Partnerships Unit at Headquarters and to a lesser extent the Regional Office for North America which raises funds from high-net-worth individuals and foundations through its 501(c)(3) entity. The total budget is CHF 1.2m, representing 1.4% of unrestricted operating costs, less than similar organizations would spend. However, we saw a massive effort by regions to fundraise for the Regional Conservation Forums in 2024. This is not included in the figures above.

Additional fundraising investment in 2025 is catalytic. It will be directed towards gathering data on where best to place future investment to build unrestricted funding, match funding and project flexible funding.. This will form the basis of a forward-looking fundraising plan.

Operating expenditure

Table 5 shows details of operating expenditure.

OPERATING EXPENDITURE	2023		2024		2025	
	Unrestricted		Unrestricted		Unrestricted	
CHF m	Actual	%	Forecast	%	Budget	%
Staff costs	62.8	83%	68.4	83%	70.6	82%
Operating expenditure						
Consultants	2.4	3%	2.6	3%	2.8	3%
Grants to partners	0.5	1%	0.5	1%	0.1	0%
Travel	2.8	4%	3.0	4%	4.2	5%
Workshops and conferences	0.3	0%	0.3	0%	0.5	1%
Publications and printing costs	0.5	1%	0.5	1%	0.7	1%
Office and general administrative costs	3.2	4%	3.5	4%	3.7	4%
Vehicles & equipment - costs & maintenance	1.0	1%	1.1	1%	1.1	1%
Professional fees and costs	0.5	1%	0.5	1%	0.5	1%
Depreciation and amortization	2.1	3%	2.3	3%	2.2	3%
Sub-total Other operating expenditure	13.3	17%	14.3	17%	15.8	18%
Total Operating expenditure	76.1	100%	82.7	100%	86.4	100%

Table 5: Operating expenditure

The increase in staff costs of CHF 2.2m in 2025 compared to the forecast for 2024 is compensated by an increase in staff cost recovery of CHF 1m and a modest increase in indirect cost recovery as this also funds certain staff positions. The increase in staff costs is due to additional positions for Congress, and additional programme positions, linked to higher levels of project expenditure in the Regions and Centres. Inflation is also a contributory factor.

The increase of CHF 1.2m in travel primarily relates to the funding of participants to the World Conservation Congress in 2025.

Reduction in grants to partners is partially compensated by a slight increase of the costs in the budget line "Consultants" and the fact that additional new grant agreements covering financial year 2025 might be signed at a later stage.

Other income and expenditure

Table 6 shows details of other income and expenditure.

OTHER INCOME AND EXPENDITURE	2023	2024	2025
	Unrest.	Unrest.	Unrest.
CHF m	Actual	Forecast	Budget
Interest income and financial charges	0.3	0.3	-
Investment gain / (losses)	0.3	0.6	-
Foreign exchange losses	(2.3)	(0.5)	(0.8)
Provisions and write offs	(1.4)	(1.3)	(1.1)
Total Other Unrestricted income	(3.1)	(0.9)	(1.9)

Table 6: Other income and expenditure

Interest income and financial charges include interest of CHF 0.1m and financial charges of CHF 0.1m. The current trend is towards a reduction in interest rates and hence interest income. Many donors also require that any interest earned on their cash advances are credited to the project being funded.

Nothing has been budgeted for increases in the value of IUCN's investment portfolio through asset growth, nor has any provision been made for possible losses. The assumption is that the investment portfolio at the same level, as we work to find new investment advisors.

A provision of CHF 0.8m has been budgeted for foreign exchange losses. A hedging strategy is in place to minimise such losses; however, this cannot protect IUCN from losses that result from the translation of balance sheets maintained in non-CHF currencies.

Provisions and write offs include a provision for projects in deficit of CHF 0.5m and a provision for non-payment of membership dues of CHF 0.6m.

Transfers from/(to) reserves

In 2025 CHF 1.7m will be released from designated reserves. This is money set aside for specific purposes. Releases from reserves are as follows (including):

- CHF 0.1m will be released from designated reserves to cover part of the January 2025 Council Meeting.
- CHF 0.3m will be released from designated reserves to fund work on the 20-year strategy.
- CHF 0.9m will be released from designated reserves to fund 2025 World Conservation Congress.
- CHF 0.4m will be released from designated reserves for the Commissions

PORTFOLIO ANALYSIS

Total project expenditure is budgeted at CHF 181m (including CHF24.2m for Congress) compared to a 2024 forecast of CHF 133.7m.

Table 7 shows the evolution of project expenditure over the period 2023 to 2025, analysed by the main expenditure categories.

PROJECT INCOME AND EXPENDITURE	2023		2024		2025	
	Restricted		Restricted		Restricted	
CHF m	Actual	%	Forecast	%	Budget	%
Project income	130.1	98%	133.7	100%	180.5	100%
Allocations from unrestricted income	2.6	2%	-	0%	0.5	0%
Total income	132.7	100%	133.7	100%	181.0	100%
Project expenditure						
IUCN activities	44.3	33%	30.5	23%	60.8	34%
Implementing partner activities	39.8	30%	50.5	38%	64.3	36%
IUCN staff costs recovery	37.0	28%	40.6	30%	41.6	23%
Overheads cost recovery	11.6	9%	12.1	9%	14.3	8%
Total project expenditure	132.7	100%	133.7	100%	181.0	100%

Table 7: Project income and expenditure

Growth is strongest in implementing partner activities (primarily GEF/GCF portfolio) after adjusting for the impact of the Congress on the 2025 IUCN activities figures above. The Secretariat will continue work started in 2022 to increase the level of cost recovery from the portfolio and hence the proportion of the infrastructure funded by the project portfolio. This will include a more rigorous approach to budgeting and strengthened project review, including an assessment of financial returns, before entering into contracts with donors.

The substantial work, started in 2024, to de-risk the project portfolio, will be completed in 2025.

Table 8 (reproduced below from the workplan) provides an analysis of project expenditure by project typology.

Typology definitions are as follows:

Executing: IUCN is responsible for the management and administration of the day-to-day activities of projects in accordance with performance and assurance requirement from the implementing role or other donors.

Implementing: IUCN is responsible for the oversight of project execution performed by other entities and accountable to the Funds on the delivery of the project. IUCN receives money directly from the donor and is responsible for disbursing fund to executing agencies

Internal investment: A temporary endeavour undertaken to create a unique service, product or business capability based on our institutional priorities

Loosely earmarked funding: Flexible funds provided by a donor(s) linked to geography (region, country, etc.), a programme/thematic area that we can manage.

Over the Counter: A service or a product that would generate income by offering it to mass or multiple customers. These could include Convenings (eg Congress), publications etc

Service Level Agreements are projects set up to deliver a service to meet the objectives of a client in exchange for consideration (payment). The client, together with IUCN has defined the scope of work and outcomes. Private sector engagement could fall under this typology.

PROJECT EXPENDITURE BY PROJECT TYPOLOGY	2025				
	Restricted				
	Budget				
CHF m	IUCN activities	Implementing partner activities	Overheads cost recovery	IUCN staff costs recovery	Total
Under implementation - C list	36.0	60.3	13.1	36.8	146.2
Executing Role	28.6	33.4	7.8	27.7	97.5
Implementing Role	3.8	24.0	4.2	2.1	34.1
Internal Investment	-	-	-	0.2	0.2
Loosely Earmark	0.2	-	-	0.2	0.4
Over The Counter	0.4	-	-	2.7	3.1
Service Level Agreement	3.0	2.9	1.1	3.9	10.9
Pipeline projects - B list	24.8	4.0	1.2	4.8	34.8
Executing Role	2.5	3.1	0.6	3.5	9.7
Implementing Role	0.2	0.9	0.3	0.1	1.5
Internal Investment	-	-	-	-	-
Loosely Earmark	-	-	-	-	-
Over The Counter	21.0	-	-	0.1	21.1
Service Level Agreement	1.1	-	0.3	1.1	2.5
Total project expenditure	60.8	64.3	14.3	41.6	181.0

Table 8: Project expenditure by project typology

Expenditure under the executing role represents 59% of total project expenditure, implementation 20%, over the counter 13% (2025 Congress) and Service Level Agreements 7%.

In 2025 the Academy and NbS are included under Executing, The Academy is growing with small surpluses; discounted courses and pro bono learning are available for many members. The NbS budget is mainly focused on technical assistance – helping the private sector to change.

THE BIG 5 AND RISK

Introduction

Council are articulating IUCN's financial sustainability in both the short and long term as the 'BIG 5' financial concerns: (1) increasing unrestricted income and diversifying our revenue streams to ensure flexibility, (2) building reserves and ensuring sufficient reserves to manage through a crisis and invest in our future, (3) de-risking the portfolio and pro-actively addressing long-term risks, and (4) increasing cost recovery, while (5) controlling costs and investing in programming that will achieve our mission and future development. IUCN will also need to strengthen its financial governance to achieve this.

The Big 5 will take considerable effort to achieve. IUCN needs to balance holding reserves for our security, versus the investment it needs to ensure transformational change. **This is a real balancing act, which IUCN must get right.** Without investment, IUCN will have limited scope to increase its unrestricted income which is vital to allow future flexibility to permit rapid action in the face of changing needs, or to invest in efficiency savings and the leveraging of funding from different sources. On the other hand, if the Union does not have enough funds as a buffer to protect it in bad times, then this places the Union at undue risk. IUCN must ensure this balance in both the short and longer-term. The Secretariat will be working on four-year financial projections and four-year plans for the budget which will be submitted to Council with the Programme 2026-29.

Increasing unrestricted income and diversifying our revenue streams to ensure flexibility

Council and FAC have discussed the need to build greater unrestricted income, and this will come from greater levels of fundraising from trusts, foundations, and high net worth individuals, as well as from governments (as framework funding). The Secretariat will undertake a consultancy to look at generating fundraising income from ~~trusts and foundations and other~~ unrestricted sources in late 2024 and early 2025. This will give us an idea of where to invest and also how much investment will be needed to attain a critical mass with fundraising. **IUCN will need to make an investment from reserves to drive this.** The COO and CFO will work through FAC to complete appropriate plans for this and return to Council.

The Secretariat will grow the academy work for the Union and its income as it progresses towards Congress (as members become more aware of our capacity development offers). A new online system has been built to facilitate this.

The Union can also look towards greater levels of gifts-in-kind, and not just monetary income. The Union should aim to work closer with partners who can bring skills and knowledge to partnerships that drive solutions to our shared challenges. The Secretariat will look at the High-Net-Worth Individuals 'Patron of Nature' Programme and refresh this as part of our fundraising consultancy.

Renewing and Expanding Framework Partnerships

Framework Partners provide multi-year unrestricted financial contributions to support the IUCN Programme and related operations. This support is essential for IUCN's operations and its capacity to implement the Programme and innovate.

In 2025, the focus will be on the finalization of the renewal of Framework Partnerships with Denmark, Finland, France, Luxembourg, Norway, Sweden and Switzerland for the period 2025-2028 or 2026-2029 (Sweden and Luxembourg). The Republic of Korea renewed its commitment for 2025-2029 in 2024. Negotiations will also take place with the US State Department for 2025 Annual Voluntary Contribution. Discussions and engagements around new framework partnerships will continue throughout 2025.

IUCN will continue to engage Framework Partners in the development of the 20-year vision as well as seek their input in the development of the 2026-2029 IUCN Programme, which will be the basis for their continued support. This will include the ability to demonstrate clear results/value-for-money – the latter being key factor in decision-making for continued unrestricted funding.

Active engagement and participation of all Framework Partners will be expected in the lead up to and during the World Conservation Congress in Abu Dhabi. Other engagements with Framework Partners will be around events such as UNOC3 and UNFCCC.

The Secretariat will continue to devote significant efforts into strengthening strategic engagements with its Framework Partners with high level meetings with all current and prospective Framework Partners during the course of 2025. The Secretariat will work closely with Framework Partners on the implementation of the recommendations of the 2024 External Review.

Building reserves and ensuring sufficient reserves to manage through a crisis and invest in our future

The 2025 budget aims to build unrestricted reserves by CHF2.1m, as approved by the members in the 2025 Financial plan. The Union needs to fine tune and make better use of its reserves while plan the progressive use of reserves for operational and fundraising investments which will contribute to the organization's future financial stability, while maintaining a sufficient buffer to cover current risks. This will be reviewed further in 2025.

De-risking the portfolio and pro-actively addressing long-term risks

The Secretariat plans to do some urgent and important work on looking at the growth targets of implementation versus execution projects. This is critical as implementation projects (mainly GEF-GCF) carry a far lower level of overhead recoveries and agency fees than our portfolio.

The GEF-GCF portfolio is growing rapidly and the Union needs to understand how it will pay for this infrastructure. The Secretariat will obtain some modelling support to help it with this critical work.

The Secretariat will also be working on a clearer risk-based approach to donor contracts. The new project portal will facilitate better quality decision-making and portfolio decisions as it rolls this out in late 2024, early 2025 for the Union.

Greater cost recovery

It is critical to achieve full cost recovery and ensure that donors and funders pay a fair proportion of infrastructure costs, and all necessary direct project costs to deliver for the Union. We have started on this journey but can do more. The Secretariat will be working on simple ways to increase this, including enhanced sign off through the project portal, pro-forma budget templates and training.

IUCN must also work out how it supports sufficient infrastructure costs for the GEF-GCF portfolio and how costs can be recovered for this.

Controlling costs and investing in programming to support our mission and future development

Programmatic investments in the budget include technology updates of the Red List flagship product. (CHF 3m) to ensure a back office and data management function which is fit for the future.

We are also investing in the following Programmatic activities: Contributions for Nature positive (CHF 0.1m), Water: (CHF 0.2m), Human Rights in Conservation, (CHF 0.3m), and World Heritage (CHF 0.2m).

The Union will need to invest in integrated, powerful systems that enable IUCN to operate efficiently and take advantage of the digital dividend and new ways of working with better technology.

- ERP evolution: Following the IT assessment in early 2024 it was requested by Council to work towards updating the current ERP systems that effectively support all of our portfolio and operational work. The ERP evolution project was started in the last quarter of 2024 and is planned to go throughout 2025. This will form the basis for the choice of a new suite of integrated business applications covering Finance, HR, Procurement CRM, Project Portfolio, Time Recording and potentially other systems which integrate with this. The selected suite is planned to be implemented in 2026 for a go live in 2027.
- PAAS and Portal evolution: In 2024, the Secretariat deployed an important upgrade to the Programme and Project Portal to strengthen IUCN performance, assurance and accountability. The roll-out took place in early October and involved many IUCN staff across the globe. The Portal includes several new modules, such as the new Members and partners page, the results planning module, and the results monitoring module. Additionally, the Project Proposal Appraisal Score system (PAAS) was completely revised to better empower IUCN's second line functions (such as finance, monitoring and evaluation, safeguards and business engagement) to strengthen our internal controls and ensure high quality across the whole portfolio. We will continue roll out in 2025.
- Grants portal evolution: Grant making is a major vehicle for the delivery of the IUCN portfolio and in turn the IUCN programme. It is also a mechanism for the involvement of IUCN Members in programme delivery and a key element of both the membership strategy and the 20-year vision strategy.
 - In 2025, efforts will continue on building IUCN's grant management business capability and its grant management portal. The key purpose of the portal is to have an institutional tool that supports the efficient delivery of grant-making projects. It will result in cost savings through the elimination of stand-alone, project specific portals, and will also support the standardization of grant management processes across the Secretariat. Consequently, it will reduce risk and facilitate reporting both at a project and programme level.

The following technology investments are included in the 2025 budget:

- Enterprise Resources Planning (ERP) System Evolution: CHF 0.2m
- Grant management system: CHF 0.2m
- Corporate Website upgrades: CHF 0.1m
- Congress systems: CHF 0.1m

Focusing on Risk Management

The latest risk management exercise conducted as part of the 2025 planning process has allowed IUCN to reiterate the importance of ensuring long-term sustainability and operational success. The findings can be summarized in three groups. Addressing these risks will be critical to ensuring IUCN's continued ability to deliver on its mission while safeguarding financial stability and operational health. As in previous years, IUCN will continue tackling these challenges in 2025.

Business model and sustainability: IUCN faces a growing imbalance between restricted and unrestricted funding, limiting its financial flexibility and sustainability. Key risks include the potential for unsustainable portfolio growth, shifting donor priorities, and financial uncertainties that could strain the organisation's reserves. If left unaddressed, these challenges may hinder IUCN's ability to innovate, grow, and maintain resilience, jeopardizing its long-term viability in a rapidly evolving global landscape.

Prioritisation and focus: IUCN must sharpen its focus, balancing ambitious goals with achievable outcomes to avoid overextension. Without clear prioritisation, staff could become overburdened, leading to unrealistic targets and challenges in talent management. Additionally, gaps in partner selection could further impact programme execution. Failure to streamline ambitions and enhance staff well-being will negatively affect decision-making and overall programme performance.

Internal controls and fraud prevention: Strengthening internal controls is essential to mitigate risks related to donor reporting, fraud, and compliance breaches. Inadequate frameworks for internal controls could expose IUCN to financial mismanagement, including fraudulent reporting and failure to comply with donor contracts. This not only risks financial integrity but could also damage stakeholder trust, undermining the organization's operational and financial health.

We have invested an additional CHF0.1m in our oversight capacity to address this.

IMPLEMENTATION OF THE FINANCIAL PLAN 2021-2025

The 2025 budget represents the fifth year of implementation of the Financial Plan 2021-2025*. The Plan sets out a series of targets. Table 9 - taken from the Financial Plan - shows the targets set and progress made after taking into consideration the 2025 budget.

Target	Target value	Period	2025 progress
Increase membership dues	10% of total value	2021–2025	Increase of 8% compared to 2020
Maintain current level of framework income	0%	2021–2025	Increase of 19% compared to 2020
Increase value of project portfolio: • GEF/GCF • Other	15% 5%	Year-on-year	Increase in total portfolio of 58% from 2020 to 2024.
Increase annual level of restricted income and expenditure	10%	Year-on-year	Increase of 133% compared to 2020 audited accounts.
Increase level of operational costs funded by cost recovery (both direct costs and indirect costs)	From 63% to 70%	2021–2025	Budget level for 2025 is 66% Forecast for 2024 is 64% Actual for 2023 was 64% Actual for 2022 was 61% Actual for 2021 was 56% Actual for 2020 was 54% Work on the cost recovery model will be phased in in 2025 with the objective of increasing the level of recovery. (The baseline and target value in the Financial Plan were erroneously calculated)
Non-staff operating costs not to exceed 20% of total operating costs	20%	2021–2025	The budgeted level of non-staff operating costs for 2025 is 18%
Grow income from foundations	From 9% to 12% of total income	2021–2025	2025 proportion of the portfolio is 6%, up from 3% in 2022
Grow income from private sector	From 3% to 5% of total income	2021–2025	2024 proportion of the portfolio is 2%, the same as in 2023
Increase reserves	CHF 3m	2021–2025	Unrestricted reserves increased by CHF 5.6m from 2020 to 2023. The forecast result for 2024 is a surplus of CHF 2.3m. The budgeted result for 2025 is a surplus of CHF 2.1m. If the forecast for 2024 and the budget for 2025 are achieved the total increase would be CHF 10.0m.

Table 9: Progress against Financial Plan Targets

*The period has been extended by one year as the next IUCN planning cycle commences in 2026

ANALYSIS OF THE 2025 BUDGET BY ORGANISATIONAL STRUCTURE

Table 10 below presents the 2025 budget by organisational structure and function at a high level. The organisation is presented in 3 blocks: regions, centres and headquarters. Headquarters supports both regions and centres as many corporate functions are partially centralised, e.g. global leadership; oversight and legal; planning, monitoring and evaluation; global services such as finance, HR and IT. The term “Headquarters” denotes staff that have a headquarters role, including those based in Gland, Switzerland as well as staff based in other offices.

Consolidated Budget Analysis of the budgeted expenditure by organizational structure	Staff costs	Other costs	Total operating expenditure	IUCN project activity	Implementing partners project activities	Budget 2025 Total expenditure		Budget 2024 Total expenditure		Budget 2023 Total expenditure	
	CHFm	CHFm	CHFm	CHFm	CHFm	CHFm	%	CHFm	%	CHFm	%
REGIONAL OFFICES											
Corporates	7.8	3.0	10.8	-	-	10.8	10%	11.5	11%	8.2	9%
Management and Union	5.9	1.8	7.7	-	-	7.7	7%	7.4	7%	6.5	7%
Programme	16.3	1.2	17.5	30.5	42.8	90.8	83%	83.6	82%	79.4	84%
REGIONAL OFFICES - Sub-Total	30.0	6.0	36.0	30.5	42.8	109.3	100%	102.5	100%	94.1	100%
CENTRES											
Corporates	1.9	0.2	2.1	-	-	2.1	4%	2.2	5%	1.7	3%
Management and Union	1.2	0.1	1.3	-	-	1.3	2%	1.0	2%	1.1	2%
Programme	18.1	0.7	18.8	9.4	21.5	49.7	94%	45.0	93%	46.2	94%
CENTRES - Sub-Total	21.2	1.0	22.2	9.4	21.5	53.1	100%	48.2	100%	49.0	100%
HEADQUARTERS UNITS											
Corporates	12.2	5.3	17.4	0.3	-	17.8	36%	17.2	51%	16.3	61%
Management and Union	5.8	3.6	9.3	21.4	-	30.7	61%	14.1	41%	8.0	30%
Programme	1.4	0.2	1.6	-	-	1.6	3%	2.7	8%	2.3	9%
HEADQUARTERS UNITS - Sub-Total	19.4	9.1	28.3	21.7	-	50.1	100%	34.0	100%	26.6	100%
CENTRAL PROVISIONS											
Corporates	-	1.3	1.3	-	-	1.3	68%	0.6	43%	0.5	100%
Management and Union	-	0.6	0.6	-	-	0.6	32%	0.8	57%	-	0%
Programme	-	-	-	-	-	-	0%	-	0%	-	0%
CENTRAL PROVISIONS - Sub-Total	-	1.9	1.9	-	-	1.9	100%	1.4	100%	0.5	100%
Corporates	21.9	9.8	31.6	0.3	-	32.0	15%	31.5	17%	26.7	16%
Management and Union	12.9	6.1	18.9	21.4	-	40.3	19%	23.3	13%	15.6	9%
Programme	35.8	2.1	37.9	39.9	64.3	142.1	66%	131.3	71%	127.9	75%
TOTAL	70.6	18.0	88.4	61.6	64.3	214.4	100%	186.1	100%	170.2	100%

Table 10: Analysis of the 2025 budgeted expenditure by organisational structure, CHF Million

Taking the organisation as a whole, programme functions account for 66% of the budget, management and union functions 19% and corporate functions 15%. Corporate functions include service functions such as finance, administration, human resources and information systems, as well as legal, oversight, global communications and partnerships.

Figure 6 and Figure 7 present the above information graphically.

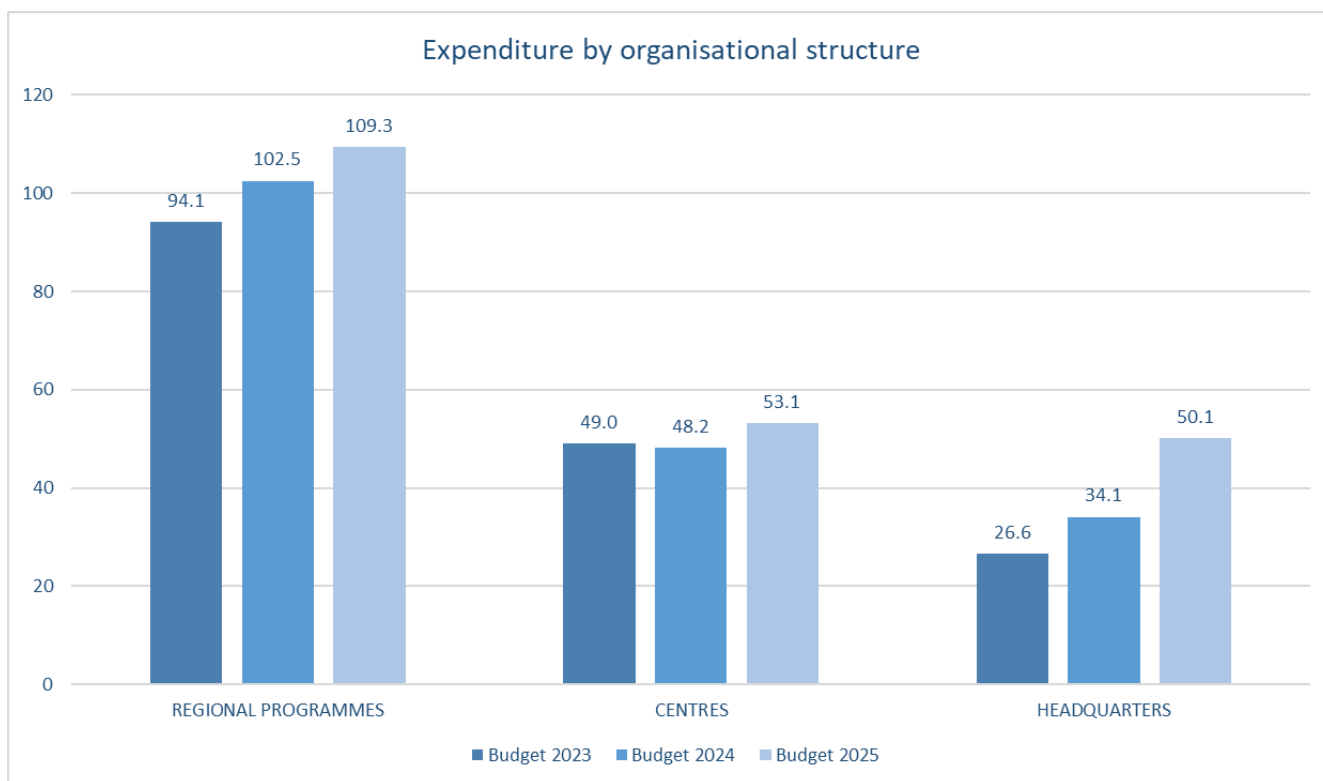


Figure 6: Expenditure by organizational structure

Headquarters expenditure has increased owing to additional capacity required in the Convenings Unit to manage the Congress. This can be seen below via the increase in costs between 2024 and 2025 under Management and Union.

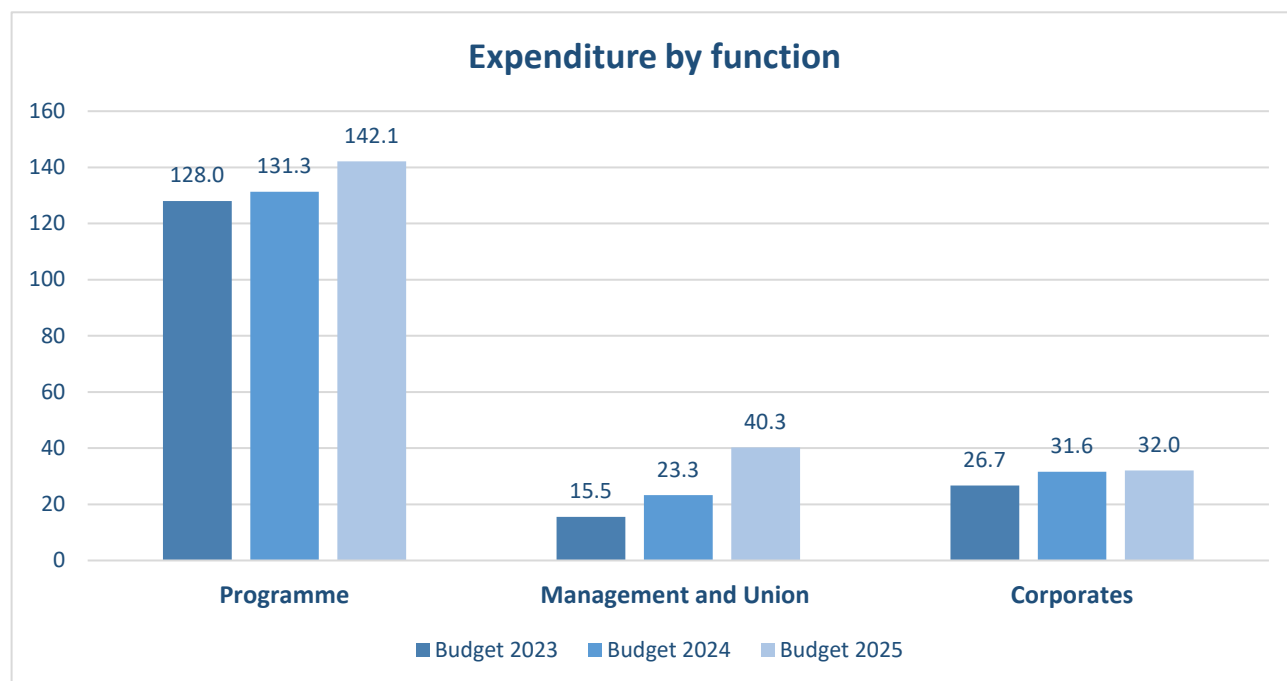


Figure 7: Expenditure by function

Management and Union costs increase significantly in 2025 due to scaling up of Convenings work and related activities in preparation for the 2025 World Conservation Congress.

Figure 8 provides a breakdown of the budget of the regions and Figure 9 a breakdown of the budget of the centres.

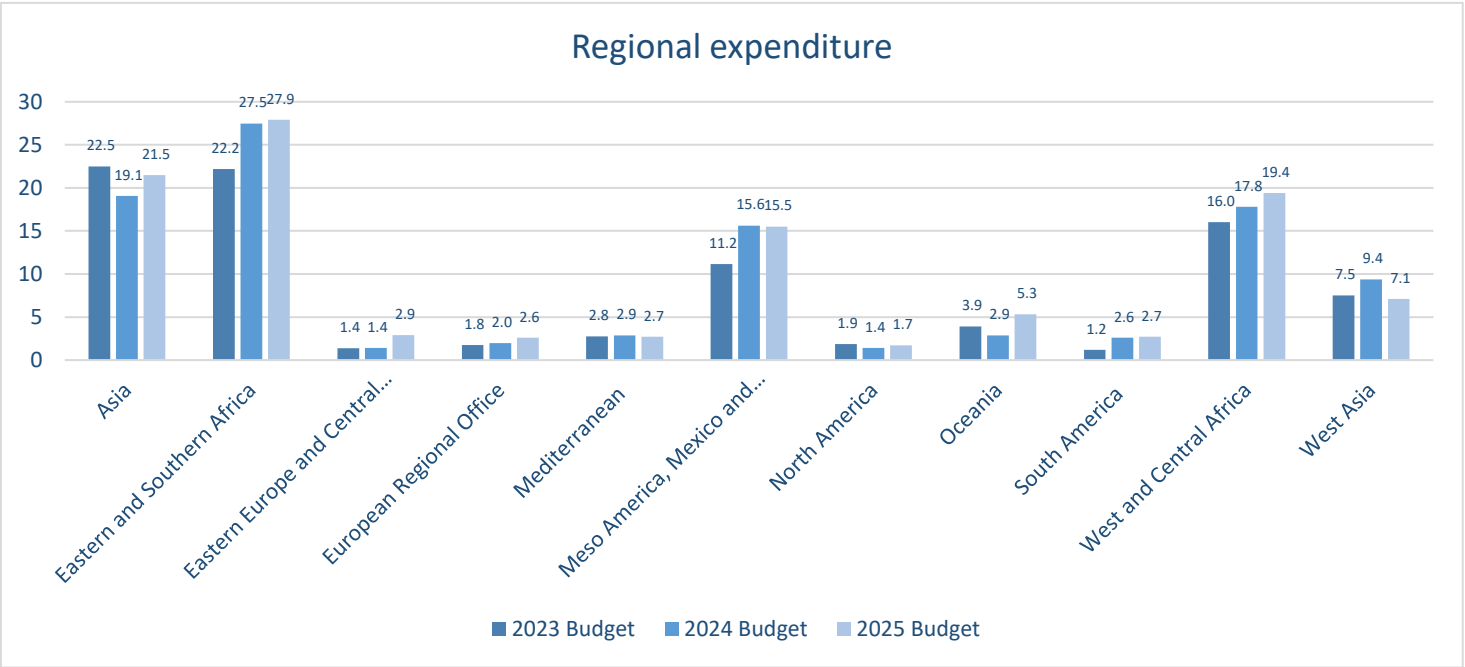


Figure 8: Expenditure by Region

Total regional expenditure is budgeted at CHF 109.3m (2024: CHF 102.5m; 2023: CHF 94.1m)

Regions with the highest level of expenditure are Asia, Eastern and Southern Africa; West and Central Africa; and Meso America, Mexico and Caribbean, which together account for 77% of total regional expenditure.

Figure 9 excludes direct support costs for the Centres.

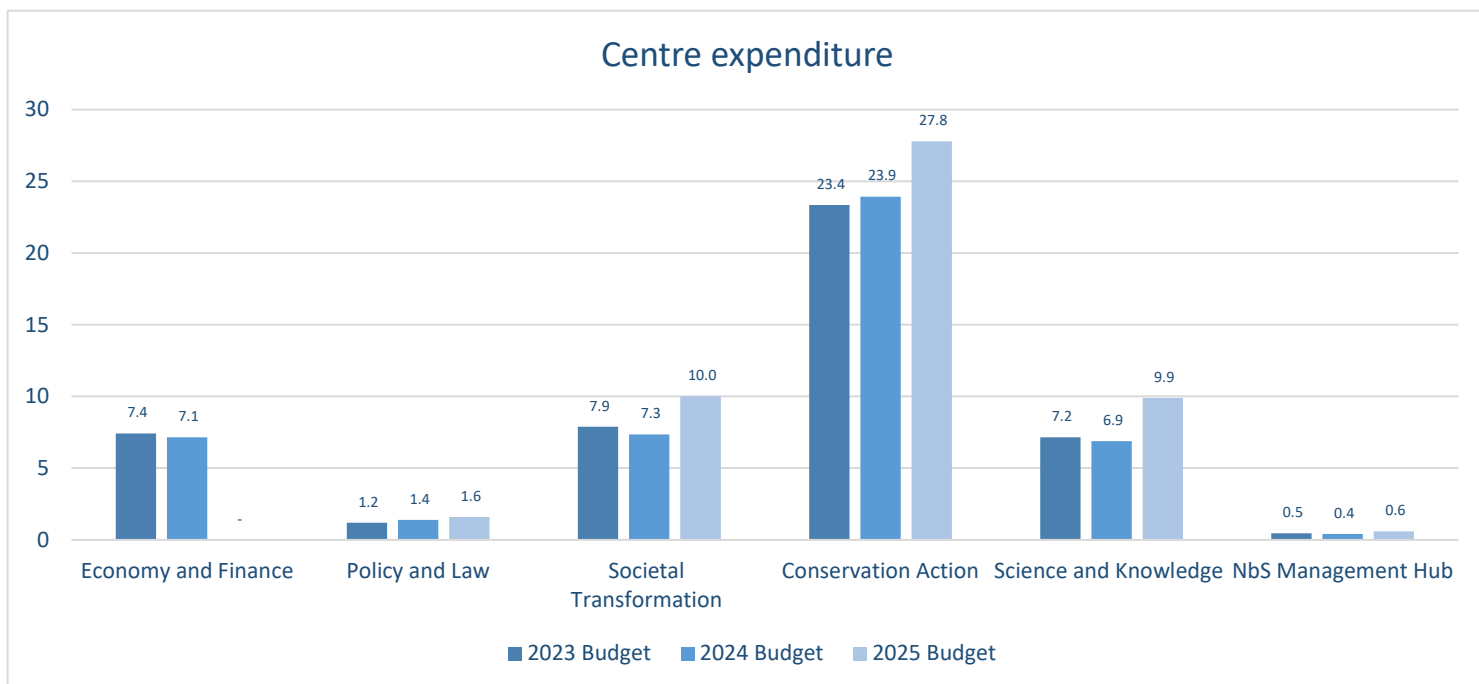


Figure 9: Expenditure by Centre

The Economy and Finance centre was restructured in May-June 2024 and the teams were redistributed across the other centres according to best fit programmatically.

Total Centre expenditure is budgeted at CHF 53.1m (2024: CHF 48.2m; 2023: CHF 49.0m). These numbers are higher than the sum of the bars above as they include direct support to Centres. The Centre for Conservation and Action accounts for 52% of the total expenditure for Centres. The Centre manages large grant making projects as well as other high value projects. Many of the Centre projects include regional components. The value of these components are reflected in the regional budgets.

STAFFING LEVELS AND COSTS

Figure 10 below shows staffing cost by organisational structure and the number of full-time equivalent positions (FTE).

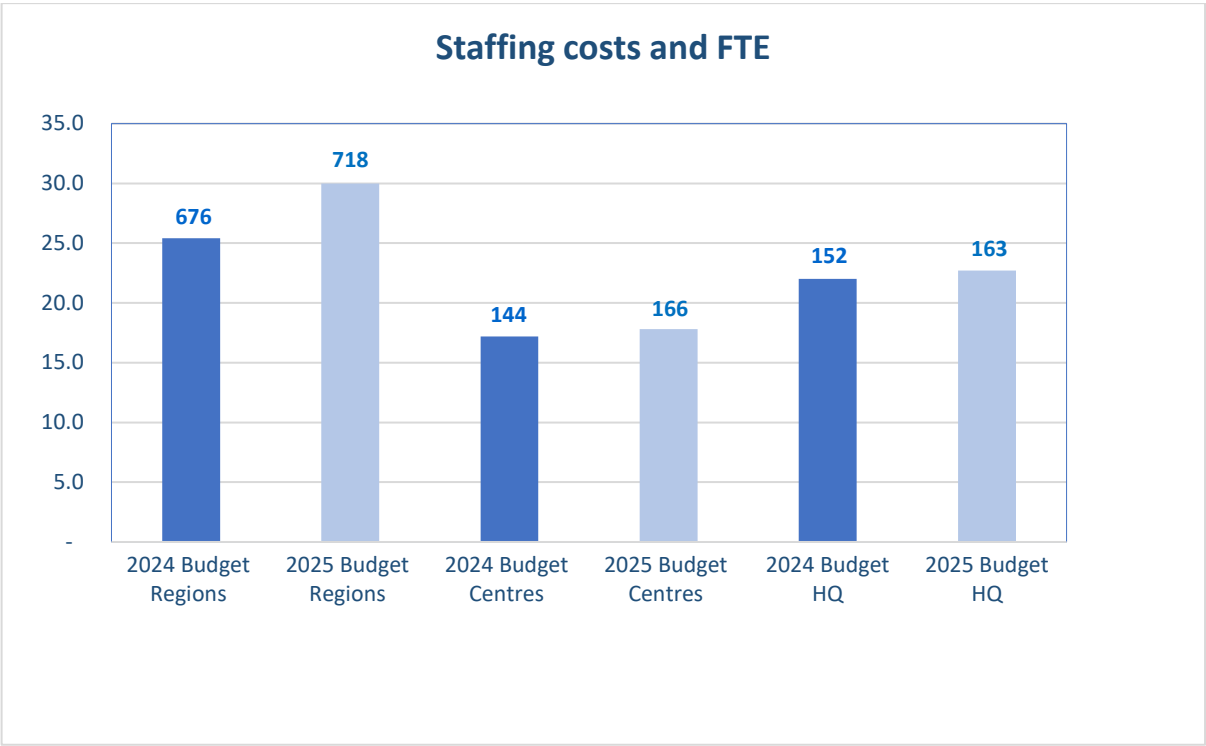


Figure 10: Staffing costs, CHF million, and number of staff, FTE

The total budgeted staff cost is CHF 70.6m, an increase of CHF 5.9m (9%) compared to the 2024 budget. The increase is partly attributable to an increase in the number of budgeted positions (8% or 75 positions) and partly attributable to inflation and market adjustments.

ALLOCATION OF UNRESTRICTED INCOME

Table 11 shows the allocation of unrestricted income for the years 2023 to 2025. Unrestricted income comprises membership dues, framework and other unrestricted income such as income from rent and services and tax rebates (see Table 4: Other Unrestricted Income for details). The final column shows how membership dues are allocated in the budget, this is separate from income from unrestricted sources.

ALLOCATIONS OF UNRESTRICTED INCOME	2025			2025
	Unrestricted			Unrest
	Budget			Budget
CHF m	2023 Total	2024 Total	2025 Total	2025 Membership
Regions	4.7	4.9	4.5	1.8
Centres	2.9	3.8	3.3	-
Commissions	1.3	1.4	1.4	1.4
Directorate	2.6	2.4	2.2	1.1
Centre for Policy and Law	0.8	0.8	0.9	-
Governance	0.8	0.9	0.9	0.9
Membership and convenings	2.5	2.4	2.1	2.1
Corporate services group	7.7	7.7	8.3	2.5
Global finance group	3.5	4.4	4.1	1.2
Investment in new technology			0.4	-
Provisions	0.6	0.6	1.0	1.0
Projects	3.6	-	-	-
Total	31.0	29.3	29.1	12.0

Table 11: Allocation of unrestricted income, CHF million

Unrestricted income allocations are made on a strategic basis to support the implementation of the workplan and the statutory objectives of the Union. Allocations take into consideration income generated from the project portfolio which fund the majority of the infrastructure costs of the regions and a significant proportion of corporate costs at headquarters.

FINANCIAL RISKS IN THE 2025 BUDGET

The main risks for 2025 are as follows: The numbers after the risk name correspond to the risk numbers in the institutional risk register.:

1. Delays in project implementation R10, R11 and R3

Risk description

Project expenditure is budgeted to be CHF 181m, a 17% increase on the 2024 forecast of CHF 134m (after adjusting for the impact of the Congress – CHF 24.2m in budget 2025). The increase reflects a growing portfolio and an expected increase in the expenditure rate of several large projects.

36% of project activities are budgeted to be executed by partners (2024 forecast: 38%). This carries a risk as IUCN does not have direct control over the rate of expenditure by partners and relies on the quality mechanisms the Union puts in place to manage this.

Risk impact

Delays in project implementation would result in lower levels of cost recovery and an increase in the risk of staff costs not being fully funded. It would also result in a reduction in the funding of corporate costs by the project portfolio, meaning a higher portion would have to be funded from other income sources.

No cost extensions also lead to execution and implementation work with insufficient funds for staff overhead recovery to complete the work.

Risk mitigation

All projects are monitored as part of standard project management procedures. Execution performed by partners is regulated by contractual requirements. Contractual requirements require regular reporting. This provides a basis for the identification of delays in incurring expenditure and for subsequent follow up.

For large scale projects, such as GEF and GCF projects, and large value grant making projects, supervision missions are performed. At a global level the rates of project implementation and cost recovery are monitored on a monthly basis in order to identify areas of concern and action needed.

Risk Level: Medium

Risk Owner: Centre and Regional Directors

2. Projects in development not realised or delayed R3

Risk description

A total of CHF 35m of project expenditure is budgeted to come from contracts not signed as at 30 September 2024. After adjusting for the Congress, this represents 8% of total budgeted project expenditure (2024 19%). There is a risk that project contracts are not signed or that signature is delayed.

Risk impact

Reduction in the level of project expenditure resulting in a lower level of cost recovery which in turn would result in a reduction of funding for operating costs.

Risk response

Conversion rates of projects under development will be monitored and a risk assessment performed at the end of each quarter. If the level of conversions is low, budget modifications will be considered, including a review of staffing levels. At the project level, staff recruitment will be aligned with expected contract start dates.

Risk Level: Low

Risk Owner: Centre and Regional Directors

3. Disallowed project expenditure R10 and R11

Risk description

The growth in the project portfolio and subsequent increase in project expenditure increases the risk of disallowed costs. Disallowed costs may be incurred by either IUCN directly or by partners. The increase in the level of expenditure through partners organisations further increases this risk.

Risk impact

Disallowed costs would need to be written off, thereby impacting the financial result.

Risk response

IUCN's internal control framework and associated policies and procedures are designed to minimise disallowed expenditure. In addition, project expenditure is monitored against budget by project managers and project finance staff. Due diligence is performed on implementing partners and donor contractual conditions are passed on to partners. In the event that losses occur they are assumed by regions and centres. A general provision of CHF 0.5m (2024 forecast 0.5m) is included in the budget.

Risk Level: Medium

Risk Owner: Centre and Regional Directors

4. Congress

Risk description

The 2025 Congress represents a significant financial risk. There are several elements to this risk.

Coverage of IUCN direct costs is dependent on registration revenue (and therefore the level of attendance) and raising funds from donors to cover various costs such as the participation of Members with limited financial resources. In addition, regions and units must fund their own participation from their own core or project budgets. No additional funds have been made available to them for this purpose. Finally, Congress activities can divert attention from normal project implementation, resulting in delays and reductions in cost recovery as noted above (risk 1).

Risk impact

This is an inherent risk of the Congress, but we will plan to mitigate this.

Risk response

The Congress budget is actively managed. A prudent estimate has been made of registration revenues. Costs dependent on fundraising will only be incurred when the funds have been secured. Projects and unit workplans include Congress activities. Delivery of many projects includes a Congress element.

Risk Level: Medium

Risk Owner: Chief Operating Officer

5. Non-payment of membership dues R18

Risk description

Members may decide to withdraw from IUCN or delay payment of membership dues. This could happen for a variety of reason. The 2021 Congress approved a new scale of membership dues for all categories of Members. This included a change in the methodology for the calculation of dues for National and International Non-Government Organisations and Indigenous People's Organisations. This resulted in a significant increase in the level of dues for some Members and a reduction for others. This has led to some delays in payment.

Risk impact

Reduction in the level of membership dues income.

Risk response

A provision of CHF 0.6m has been included in the 2025 budget for non-payment of membership dues.

Risk Level: Low

Risk Owner: Chief Operating Officer

6. Exposure to foreign exchange fluctuations R16

Risk description

Several of IUCN's Framework contributions (Sweden, Norway, Finland, France, US) are received in currencies that are not closely aligned with the Swiss franc. Foreign exchange markets are currently quite volatile, driven by an uncertain global economic environment. It is possible that the actual Swiss franc value of contributions will be lower than projected in the 2025 budget. In addition, IUCN receives and spends funds in a variety of currencies for projects and this creates a foreign exchange risk. As part of the year end consolidation process, non-Swiss franc balances are revalued to Swiss francs at the year-end exchange rate. This can result in an exchange loss that needs to be recorded in the income statement.

Risk impact

Reduction in the year-end result.

Risk response

Framework contracts will be assessed and hedged where this makes financial sense. In respect of the project budget, a natural hedging strategy is in place whereby project assets and liabilities are balanced to the extent possible. A general provision of CHF 0.8m is also included in the budget for exchange gains and losses.

Risk Level: Medium

Risk Owner: Chief Finance Officer

7. Investment losses R7

Risk description

IUCN maintains a portfolio of financial investments, primarily comprising bonds and equities. Gains and losses are driven by global financial markets. The portfolio is revalued to market at each month-end and gains and losses are taken to the income statement. Unfavourable financial markets would result in a reduction in the value of the portfolio.

Risk impact

Although losses would be unrealised, under IUCN's current financial policy they would be recorded in the income statement resulting in a reduction to the year-end result.

Risk response

The investment portfolio is conservative and actively managed. The overall risk level is low. Interest rates rose during 2022 and 2023 but are now considered to be at, or close to, the peak of the cycle. Any reduction in interest rates should have a positive impact on the portfolio in 2024. IUCN is also running a tender process to strengthen the management of its investment portfolio

Risk Level: Low

Risk Owner: Chief Finance Officer

8. Framework agreements are not signed R8

Risk description

At the time of preparation of the 2025 budget, some agreements with framework partners require amendment for the extension of the current funding period. Although, indications from framework partners are positive, there is a small risk that the level of framework income budgeted may not be achieved.

Risk impact

Reduction in the level of Framework income.

Risk response

The Director General and Director of the Strategic Partnerships Unit are in negotiation with Framework partners and communications have been positive concerning the 2025 funding.

Risk Level: Low

Risk Owner: Director of Strategic Partnerships

**Proposed amendments to the IUCN Regulations to reform the process
for the renewal of the membership of the IUCN Commissions**

Existing provisions of the IUCN Regulations	Proposed amendments (with track changes)	New text of the IUCN Regulations as amended (all track changes 'accepted')
Regulation 72 The terms of appointment of Commission members, shall continue for six months after the close of the ordinary session of the World Congress following their appointment, or until reappointments are made, whichever is sooner.	Regulation 72 The terms of appointment of Commission members, shall continue for six months after the close of the ordinary session of the World Congress following their appointment, or until reappointments are made, whichever is sooner. <u>Once appointed, members of the Commission are part of the Commission until they resign or are removed. Commission members may resign at any time and will be reminded of this possibility following the adoption of new Commission mandates by the World Conservation Congress. The bylaws of each Commission shall prescribe the process and conditions of appointment to and removal from the Commissions' membership.</u>	Regulation 72 Once appointed, members of the Commission are part of the Commission until they resign or are removed. Commission members may resign at any time and will be reminded of this possibility following the adoption of new Commission mandates by the World Conservation Congress. The bylaws of each Commission shall prescribe the process and conditions of appointment to and removal from the Commissions' membership.
Regulation 75 The Chair of each Commission shall be responsible for the appointment or reappointment of the members of the Commission.	Regulation 75 The Chair of each Commission shall be responsible for the appointment or reappointment <u>removal</u> of the members of the Commission. <u>Any delegation of this responsibility within the Commission shall be prescribed in the Commission's by-laws.</u>	Regulation 75 The Chair of each Commission shall be responsible for the appointment or removal of the members of the Commission. Any delegation of this responsibility within the Commission shall be prescribed in the Commission's by-laws.