



# 113ª Reunión del Consejo de la UICN

Celebrada de forma presencial en Gland, Suiza, del 7 al 9 de mayo de 2025

## DECISIONES

Dec. #	Decisión del Consejo
<b>Orden del día (Punto 1 del Orden del día)</b>	
C113/1	El Consejo de la UICN, <u>Aprueba</u> el Orden del día de su 113ª reunión, en su forma revisada. ( <b>Anexo 1</b> )
<b>Objetivos estratégicos de la Directora General para 2025 (Punto 2 del Orden del Día)</b>	
C113/2	El Consejo de la UICN, <u>Aprueba</u> los Objetivos Estratégicos de la Directora General para 2025. ( <b>Anexo 2</b> )
<b>Informe anual de la UICN 2024 (Punto 2 del Orden del día)</b>	
C113/3	El Consejo de la UICN, <i>A propuesta de la Directora General,</i> <u>Aprueba</u> el <a href="#">Informe anual de la UICN 2024</a> .
<b>Proyecto de Programa de la UICN 2026-2029 (Punto 4 del Orden del día)</b>	
C113/4	El Consejo de la UICN, <i>Por recomendación del Comité de Programa y Políticas;</i> <u>Aprueba</u> el proyecto de Programa de la UICN 2026-2029, en su versión revisada, como documento del Congreso para su consideración y adopción por los Miembros de la UICN en el próximo Congreso Mundial de la Naturaleza 2025. ( <b>Anexo 3</b> )
<b>Proyectos de Mandatos de las Comisiones 2026-2029 (Punto 5 del Orden del día)</b>	
C113/5	El Consejo de la UICN, <u>Aprueba</u> los proyectos de mandatos 2026-2029 de las siguientes Comisiones con el fin de someterlos para su adopción al Congreso Mundial de la Naturaleza de la UICN 2025: <ol style="list-style-type: none"><li>1. Comisión sobre la Crisis Climática<sup>1</sup> (<b>Anexo 28</b>)</li><li>2. Comisión de Gestión de Ecosistemas (<b>Anexo 4</b>)</li><li>3. Comisión de Educación y Comunicación (<b>Anexo 5</b>)</li><li>4. Comisión de Política Ambiental, Económica y Social (<b>Anexo 6</b>)</li><li>5. Comisión para la Supervivencia de las Especies (<b>Anexo 7</b>)</li><li>6. Comisión Mundial de Derecho Ambiental (<b>Anexo 8</b>)</li><li>7. Comisión Mundial de Áreas Protegidas (<b>Anexo 9</b>)</li></ol>
<b>Nombramiento de miembros de los Comités Directivos de las Comisiones de la UICN (Punto 5 del Orden del día)</b>	

<sup>1</sup>El Proyecto de Mandato 2026-2029 de la Comisión sobre la Crisis Climática fue aprobado por el Consejo de la UICN por correo electrónico el 4 de junio de 2025

C113/6	<p>El Consejo de la UICN,  <i>A propuesta del</i> Presidente de la Comisión para la Supervivencia de las Especies (CSE),  <u>Nombra</u> a la Sra. Vicky Wilkins como miembro del Comité Directivo de la CSE en su calidad de Copresidenta del Comité de Conservación de Invertebrados (ICC, por sus siglas en inglés).</p>
<b>Reformas de la gobernanza</b> (Punto 6 del Orden del día)	
C113/7	<p>El Consejo de la UICN,  <i>Por recomendación de</i> su Comité de Gobernanza y Constituyentes,</p> <ol style="list-style-type: none"> <li><u>Aprueba</u> las siguientes propuestas de enmiendas a los Estatutos y el Reglamento (<b>Anexo 10</b>) con el fin de presentarlas al Congreso Mundial de la Naturaleza de la UICN 2025 para su adopción:             <ol style="list-style-type: none"> <li>Adaptar los objetivos de la UICN (Artículos 2 y 3 de los Estatutos) de acuerdo con la propuesta de Visión Estratégica a 20 años para la UICN, si esta es aprobada por el Congreso;</li> <li>Reforzar la armonización de los Estatutos de la UICN con la legislación suiza (artículos 20 y 107 de los Estatutos);</li> <li>Aclarar los procedimientos de nominación y elección (Artículos 46 de los Estatutos, 75bis de las Reglas de Procedimiento y 28, 30, 30bis y 40 del Reglamento)</li> </ol> </li> <li><u>Solicita</u> a la Junta Directiva del Consejo de la UICN que considere y tome una decisión sobre las enmiendas propuestas a los artículos 39 y 40bis<sup>2</sup> del Reglamento teniendo en cuenta los comentarios hechos por los miembros del Consejo durante la reunión C113 del mismo;</li> <li><u>Respalda</u> la orientación del CGC<sup>3</sup> sobre:             <ol style="list-style-type: none"> <li>El papel del sector privado dentro de la UICN</li> <li>Aplicar de manera más eficaz las normas vigentes relativas a los Miembros que actúan de manera incompatible con los objetivos de la UICN</li> <li>Aplicar de manera más efectiva las normas existentes relativas a los informes anuales de los Comités Nacionales, Regionales e Interregionales.</li> </ol> </li> <li><u>Decide</u> aprobar en primera lectura las enmiendas propuestas al artículo 94 del Reglamento, que institucionaliza los votos electrónicos entre sesiones de los Miembros de la UICN, consultar a los Miembros de la UICN de conformidad con los Artículos 101 a 103 y recomendar al próximo Consejo 2025-2029 que adopte la enmienda propuesta en segunda lectura. (<b>Anexo 11</b>)</li> </ol>
<b>Mejoras en el proceso de mociones</b> (Punto 6 del Orden del día)	
C113/8	<p>El Consejo de la UICN,  <i>A propuesta de</i> su Comité de Gobernanza y Constituyentes, a petición del Presidente de la Asamblea de Miembros de 2021 y teniendo en cuenta las orientaciones del Consejo en relación con el proceso de mociones en línea (Decisión del Consejo C111/14, mayo de 2024),</p> <ol style="list-style-type: none"> <li><u>Aprueba</u> las modificaciones a las Reglas de Procedimiento a los efectos de someterlas al Congreso 2025 para su aprobación durante su 1ª sesión y con efecto inmediato; (<b>Anexo 12</b>)</li> </ol>

<sup>2</sup>Véase la propuesta 9 en el documento C113/6.1/1 rev1

<sup>3</sup>Véanse las propuestas 4, 5 y 7 en el documento C113/6.1/1 rev1

	<p>2. <u>Aprueba</u> el <i>Proyecto de Términos de Referencia del Comité de Resoluciones del Congreso 2025 (Anexo 13)</i> que incluye, en particular, disposiciones para mejorar la transparencia del proceso de mociones en respuesta a las solicitudes de los Miembros de la UICN durante el Congreso 2021;</p> <p>3. <u>Aprueba</u>, con la misma finalidad, las revisiones a:</p> <p>a. <i>Proyecto de Términos de Referencia del Comité directivo del Congreso 2025 (Anexo 14)</i> aprobado por el Consejo (Anexo 7 de la decisión C111/5 del Consejo, mayo de 2024);</p> <p>b. <i>TdR del Grupo de Trabajo sobre Mociones</i> aprobado por el Consejo (Anexo 10 de la decisión C109/30 del Consejo, mayo de 2023) con el fin de recomendar al próximo Consejo 2026-2029 que incluya estas revisiones en los TdR del Grupo de Trabajo sobre Mociones. (<b>Anexo 15</b>)</p> <p>4. <u>Aprueba</u> el proyecto de decisión del Congreso 2025. (<b>Anexo 16</b>)</p> <p>5. <u>Decide</u> presentar al Congreso para su discusión y decisión un conjunto de enmiendas propuestas al artículo 54 de las Reglas de Procedimiento relacionadas con los criterios para aceptar mociones, que serían vigentes al final del Congreso 2025 si se adoptan. (<b>Anexo 17</b>)</p>
<b>Verdad y Reconciliación</b> (Punto 6 del Orden del día)	
C113/9	<p>El Consejo de la UICN,  <i>Por recomendación de su Comité de Programa y Políticas (CPP),  <u>Acoge con beneplácito</u> el documento de investigación preliminar "<i>Reconociendo el pasado, imaginando el futuro: la UICN, la conservación y la doctrina del descubrimiento</i>"<sup>4</sup>,  <u>Solicita</u> a la Comisión de Política Ambiental, Económica y Social (CPAES), en consulta con la Comisión Mundial de Áreas Protegidas (CMAP) y los miembros del Grupo de Trabajo sobre Conservación y Derechos Humanos del Comité de Programa y Políticas del Consejo, que presente recomendaciones sobre la dirección futura del enfoque de la UICN hacia la verdad y la reconciliación, en línea con la Resolución 119 del Congreso 2021 y en preparación para el Congreso 2025 y más allá.</i></p>
<b>Nominaciones para Presidente, Tesorero y Presidentes de las Comisiones</b> (Punto 7 del Orden del día)	
C113/10	<p>El Consejo de la UICN,  <u>Nombra</u> a las siguientes personas como candidatos para la elección a los puestos de Presidente, Tesorero y Presidentes de las Comisiones:</p> <ul style="list-style-type: none"> <li>• Razan AL MUBARAK para el puesto de Presidenta de la UICN;</li> <li>• Nihal WELIKALA y Blathnaid BYRNE para el puesto de Tesorero de la UICN;</li> <li>• Para la elección a los puestos de Presidentes de las Comisiones: <ul style="list-style-type: none"> <li>- Comisión sobre la Crisis Climática: Brendan Mackey y Manuel Pulgar Vidal</li> <li>- Comisión de Gestión de Ecosistemas: Liette Vasseur</li> <li>- Comisión de Educación y Comunicación: Margaret Otieno y Vasanti Rao</li> <li>- Comisión de Política Ambiental, Económica y Social: Ernesto Herrera Guerra y Melanie Zurba</li> <li>- Comisión para la Supervivencia de las Especies: Vivek Menon</li> <li>- Comisión Mundial de Derecho Ambiental: Chistina Voigt</li> <li>- Comisión Mundial de Áreas Protegidas: Madhu Rao</li> </ul> </li> </ul>

<sup>4</sup>Documento del Consejo C113/6.2/1

Enmiendas al Reglamento (Punto 8 del Orden del día)	
C113/11	<p>El Consejo de la UICN,  <i>Por recomendación de su Comité de Gobernanza y Constituyentes (CGC),</i>  <u>Adopta</u>, en segunda y última lectura, las enmiendas propuestas a los artículos 72 y 75 del Reglamento que reforman el proceso de renovación de los miembros de las Comisiones aprobado por el Consejo en primera lectura en noviembre de 2024 (Decisión C112/4). (<b>Anexo 18</b>)  <i>Teniendo en cuenta</i> los comentarios de los Miembros de la UICN,  <u>Alienta</u> a los Presidentes de las Comisiones a coordinarse para garantizar que las membresías se traten de la manera más consistente posible entre todas las Comisiones, así como a continuar esforzándose por lograr membresías diversas e inclusivas.</p>
Proyecto de Orden del día del Congreso Mundial de la Naturaleza de la UICN 2025	
C113/12	<p>El Consejo de la UICN,  <i>Por recomendación del Comité de Organización del Congreso,</i>  <u>Aprueba</u> el Proyecto de Orden del día y calendario del Congreso Mundial de la Naturaleza de la UICN 2025. (<b>Anexo 19</b>)</p>
Observadores en el Congreso 2025 (Punto 9 del Orden del día)	
C113/13	<p>El Consejo de la UICN,  <i>Por recomendación del Comité de Organización del Congreso 2025,</i>  <u>Decide</u> que:</p> <ol style="list-style-type: none"> <li>1. Las organizaciones con relaciones formales de trabajo con la UICN al 31 de julio de 2025 serán informadas a través del sitio web del Congreso de la UICN sobre la posibilidad de declarar su interés en asistir al Congreso Mundial como observadores antes del 31 de agosto de 2025.</li> <li>2. El Consejo revisará cada solicitud y decidirá sobre su aceptación caso por caso.</li> <li>3. Una vez aceptados por el Consejo, la Secretaría proporcionará acceso al sistema electrónico, lo que permitirá a esos observadores ejercer su derecho a hablar durante el Congreso Mundial, siempre que completen el proceso de acreditación.</li> </ol>
Procedimiento y Código de Conducta para los Grupos de Contacto (Punto 9 del Orden del día)	
C113/14	<p>El Consejo de la UICN,  <i>Por recomendación del Grupo de Trabajo sobre Mociones,</i>  <u>Aprueba</u> el <i>Procedimiento y Código de Conducta para los Grupos de Contacto</i> que tendrán lugar en relación con el Congreso Mundial de la Naturaleza 2025. (<b>Anexo 20</b>)</p>
Estados financieros auditados 2024 (Punto 10.2 del Orden del día)	
C113/15	<p>El Consejo de la UICN,  <i>A propuesta de la Directora General,</i>  <i>Por recomendación del Comité de Finanzas y Auditoría (CFA),</i></p>

	Aprueba los <a href="#">Estados financieros auditados 2024</a> , señalando que su aprobación final corresponde al Congreso Mundial de la Naturaleza de la UICN 2025.
<b>Nombramiento de los auditores externos</b> (Punto 10.2 del Orden del día)	
C113/16	El Consejo de la UICN, <i>Por recomendación del</i> Comité de Finanzas y Auditoría, <u>Recomienda</u> a Deloitte como auditor externo para el periodo 2026-2029, y <u>Presenta</u> una moción al Congreso Mundial de la Naturaleza de la UICN 2025 para que los Miembros nombren a Deloitte como auditor externo de la UICN para el período 2026-2029.
<b>Plan Financiero 2026-2029</b> (Punto 10.2 del Orden del día)	
C113/17	El Consejo de la UICN, <u>Respalda</u> el Plan Financiero cuatrienal 2026-2029, señalando que su aprobación final corresponde al Congreso, y <u>Presenta</u> una moción al Congreso Mundial de la Naturaleza de la UICN 2025 para considerar la aprobación del Plan cuatrienal 2026-2029. ( <b>Anexo 21</b> )
<b>Guía de Cuotas de Membresía</b> (Punto 10.2 del Orden del día)	
C113/18	El Consejo de la UICN, <i>Sobre la base de la recomendación de</i> su Comité de Gobernanza y Constituyentes y de su Comité de Finanzas y Auditoría, y a propuesta del Grupo de Trabajo del Consejo sobre Cuotas de Membresía, 1. <u>Aprueba</u> la propuesta de Guía de cuotas de membresía de la UICN para las cuotas a partir de 2026; ( <b>Anexo 22</b> ) 2. <u>Presenta</u> la propuesta de Guía de Cuotas de Membresía de la UICN al Congreso Mundial de la Naturaleza de la UICN 2025 para su aprobación, de acuerdo con el Artículo 20(f) de los Estatutos de la UICN.
<b>Conjunto actualizado de criterios e indicadores para el Estándar Global de la UICN para Soluciones basadas en la Naturaleza</b> (Punto 10.3 del Orden del día)	
C113/19	El Consejo de la UICN, <i>Por recomendación del</i> Comité de Programa y Políticas, <u>Adopta</u> el conjunto actualizado de Criterios e Indicadores para el Estándar Global de la UICN para Soluciones basadas en la Naturaleza; ( <b>Anexo 23</b> ) <u>Pide</u> a la Secretaría de la UICN y a la Comisión de Gestión de Ecosistemas que desarrollen y difundan directrices detalladas para la interpretación y el reconocimiento de la aplicación de la Norma en diferentes contextos geográficos y sectoriales; <u>Encomienda</u> al Comité Internacional de Normas (según establecido por la Directora General) que supervise y respalde cualquier interpretación geográfica o sectorial para la aplicación de la Norma.
<b>Proyecto de Estrategia de colaboración con el sector privado del Consejo de la UICN</b> (Punto 10.3 del Orden del día)	
C113/20	El Consejo de la UICN, <i>Por recomendación del</i> Comité de Programa y Políticas, <u>Respalda</u> el proyecto de estrategia como Proyecto de Estrategia de Colaboración con el Sector Privado del Consejo de la UICN; ( <b>Anexo 24</b> )

	<u>Sugiere</u> al próximo Consejo 2026-2029 que considere establecer un Grupo de Trabajo del Consejo sobre la Colaboración con el Sector Privado con el mandato de consultar con los Miembros y miembros de Comisiones sobre el proyecto y, teniendo en cuenta sus comentarios, continuar el desarrollo de una Estrategia de Colaboración con el Sector Privado a nivel de la UICN para ayudar a guiar la implementación de los elementos relevantes del Programa de la UICN 2026-2029; <u>Sugiere</u> que el nuevo Consejo continúe el debate y la consulta sobre una posible membresía del sector privado en la UICN.				
Aseguramiento de la calidad en el proceso de publicaciones de la UICN (Punto 10.3 del Orden del día)					
C113/21	<p>El Consejo de la UICN, <i>Por recomendación del</i> Comité de Programa y Políticas, <u>Pide</u> a la Directora General que establezca un grupo de trabajo conjunto Comisiones-Secretaría para:</p> <ul style="list-style-type: none"><li>• Revisar los procesos y políticas existentes para facilitar el aseguramiento de la calidad mientras se mantiene la agilidad</li><li>• Extender los procesos de aseguramiento de la calidad a una gama más amplia de publicaciones de la UICN</li><li>• Desarrollar una tipología de publicaciones para orientar mejor la toma de decisiones y el control de calidad</li><li>• Identificar oportunidades para aumentar el flujo de recursos hacia el proceso de publicaciones.</li></ul>				
Plan de Acción para apoyar el trabajo de los Comités Nacionales, Regionales e Interregionales (Implementación de la Decisión 145 del Congreso 2021) (Punto 10.4 del Orden del día)					
C113/22	<p>El Consejo de la UICN, <i>Por recomendación de</i> su Comité de Gobernanza y Constituyentes (CGC), siguiendo la propuesta del Grupo de Trabajo del CGC sobre la Decisión 145 del Congreso 2021,</p> <ol style="list-style-type: none"><li>1. <u>Aprueba</u> las modificaciones a la <i>Guía Operativa para Comités Nacionales y Regionales</i>; (<b>Anexo 25</b>)</li><li>2. <u>Aprueba</u> el <i>Proyecto de Plan de Acción para la Implementación de la Decisión 145 del Congreso 2021</i> y <u>solicita</u> al CGC que supervise su implementación; (<b>Anexo 26</b>)</li><li>3. <u>Solicita</u> al próximo Consejo de la UICN 2026-2029 que continúe el trabajo de desarrollo y supervisión de la implementación del plan de acción.</li></ol>				
Solicitudes de membresía, cambios de categoría de membresía y cambios de nombre de Miembros (Punto 10.4 del Orden del día)					
C113/23	<p>El Consejo de la UICN, <i>Por recomendación del</i> Comité de Gobernanza y Constituyentes (CGC),</p> <ol style="list-style-type: none"><li>1. <u>Aprueba</u> la admisión de treinta y nueve (39) Miembros; (<b>Anexo 27</b>)</li><li>2. <u>Aprueba</u> el cambio de categoría de los siguientes dos (2) Miembros de la UICN:</li></ol>				
	ID del Miembro	Nombre	País	Categoría actual	Nueva categoría solicitada
	AF/192	National Wildlife Federation	EE.UU.	AF	NG
	AF/26528	Ocean Conservancy	EE.UU.	AF	NG



3. <u>Toma nota</u> del cambio de nombre de los siguientes seis (6) Miembros de la UICN:			
ID del Miembro	Nombre anterior	Nuevo nombre	País
NG/573	Fondation François Sommer-Fondation Internationale pour la Gestion de la Faune	François Sommer Foundation (Fondation François Sommer) <i>Nombre actualizado después de cambios estructurales internos</i>	Francia
NG/25530	Aegean and Marmara Union of Environmental Municipalities	Union of Environmental Municipalities (Çevreci Belediyeler Birliği) <i>Nombre actualizado después de cambios internos en la organización</i>	Turquía
AF/25085	Julie Ann Wrigley Global Institute of Sustainability	Julie Ann Wrigley Global Institute of Sustainability and Innovation <i>Nombre actualizado después de cambios estructurales internos</i>	EE.UU.
GA/24771	Ministry of Economy and Sustainable Development	Ministry of Environmental Protection and Green Transition (Ministarstvo zaštite okoliša i zelene tranzicije) <i>Nombre actualizado después de cambios estructurales internos</i>	Croacia
ST/111	Ministry of Agriculture, Nature and Food Quality	Ministry of Agriculture, Fisheries, Food Security and Nature (Ministerie van Landbouw, Visserij, Voedselzekerheid en Natuur) <i>Nombre actualizado tras cambios en la estructura gubernamental</i>	Países Bajos
ST/209	Ministry of Natural Resources and Environment, Viet Nam	Ministry of Agriculture and Environment <i>Nombre actualizado debido a la decisión del gobierno de fusionar los dos ministerios (MONRE-MARD)</i>	Vietnam

Reconocimiento de un Comité Nacional (Punto 10.4 del Orden del día)	
C113/24	El Consejo de la UICN, <i>Por recomendación de su Comité de Gobernanza y Constituyentes (CGC),</i> <u>Aprueba</u> el reconocimiento del Comité Nacional de Egipto.
Enmienda al artículo 85 del Reglamento relativo al Asesor Jurídico (Punto 10.4 del Orden del día)	
C113/25	El Consejo de la UICN, <i>Por recomendación de su Comité de Gobernanza y Constituyentes,</i> <u>Decide:</u> 1. aprobar, en primera lectura, la siguiente enmienda al artículo 85 del Reglamento: Añadir la frase siguiente al final: <i>"El Consejo podrá, según sea necesario y apropiado, solicitar asesoramiento jurídico independiente, por ejemplo, de la Comisión Mundial de Derecho Ambiental, sobre la base de una remuneración adecuada".</i> 2. presentarlo para su aprobación en segunda lectura en una reunión ordinaria del Consejo de la UICN, si este se convoca de forma virtual antes del Congreso 2025, previa consulta con los Miembros de la UICN según lo dispuesto en los artículos 101 a 103 de los Estatutos.

4 de junio de 2025

# 113<sup>th</sup> Meeting of the IUCN Council (C113)

in-person, 7-9 May 2025, IUCN Conservation Centre, Gland, Switzerland

## Agenda

(approved by the IUCN Council on 8 May 2025, Decision C113/1)

A colour indicates for each agenda item which role Council is exercising under Article 37 of the Statutes:

Oversight	Strategic	Fiduciary
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Wednesday 7 May 2025	
	<b>Meetings of the standing committees of the IUCN Council (GCC, PPC and FAC)</b> In accordance with the <i>Procedure for dealing with Letters received from IUCN Members</i> , the standing committees will consider and, as part of their report to Council under Agenda Item 10, make recommendations concerning the response to any such letters received by 16 April 2025, in particular those with comments on the draft agenda of C113.
Thursday 8 May 2025	
1	<b>Approval of the agenda</b>
2	<b>Report of the Director General</b> The DG will present: <ul style="list-style-type: none"> <li>- 2.1 her report to Council on achievements against the DG's Strategic Objectives 2024</li> <li>- 2.2 her Strategic Objectives 2025 FOR APPROVAL</li> <li>- 2.3 the IUCN 2024 Annual Report FOR APPROVAL (<i>following a round of comments from Council members by email in w/c 14 April</i>)</li> </ul>
3	<b>20-year Strategic Vision for IUCN</b> Presentation of the Steering Committee's (SC) final draft of the 20-year Strategic Vision <i>Unite for Nature' on the path to 2045 - a 20-year Strategic Vision for the Union</i> incl. the Financial Strategy (Annex 3) which will need to be distributed to IUCN Members as a Congress document at the latest by 9 July 2025.
4	<b>IUCN Programme 2026-29</b> Review of the final draft IUCN Programme 2026-29 recommended by PPC for the purpose of approving it for distribution to IUCN Members as a Congress document at the latest by 9 July 2025.
5	<b>IUCN Commissions:</b> <b>5.1 Updates from the Commissions</b> Following the last cycle of annual reports at C112 in January 2025, it is proposed that, at C113, each Commission Chair provides a brief verbal update on activities (5') and presents the draft mandate 2026-29 of her/his Commission (5'), followed by Council discussion and approval of the draft mandates (45'). The draft mandates will need to be published as Congress documents at the latest by 9 July 2025.



	<p><b>5.2 <u>Draft Mandates of the Commissions for 2026-29</u></b></p> <p>According to Article 74 of the Statutes, the Commission mandates “<i>shall be within the IUCN Programme</i>”.</p> <p><b>5.3 <u>Appointment of members of Steering Committees of IUCN Commissions</u></b></p>
6	<p><b>Council’s strategic priorities &amp; objectives 2022-25 <sup>1</sup></b></p> <p><i>Purpose is to take stock of what has so far been achieved on each of the <a href="#">Council priorities 2022-25</a> and provide guidance/direction for what is still to be achieved before the Congress (9-15 October 2025)</i></p> <p><b>6.1 <u>Governance reforms</u></b></p> <p>Recommendations from GCC on statutory reform incl. draft Council motions to Congress to amend the Statutes and/or Rules of Procedure, which will need to be distributed as Congress documents by 9 July 2025.</p> <p><b>6.2 <u>Resolutions</u></b></p> <p>Update from PPC and GCC on progress with the implementation of Resolutions requiring action from Council, incl. presentation of proposals ready for Council decision. (<i>Note: the Action Plan implementing 2021 Congress Decision 145 will be included in the GCC report under agenda item 10.4.3</i>)</p> <p><b>6.3 <u>International Positioning</u></b></p> <p>Update on participation / positioning in major intergovernmental policy events since C112 and follow-up to Council decision C111/11 (May 2024) requesting the development of a draft IUCN intergovernmental policy strategy.</p>
7	<p><b>In camera meeting: Nominations</b></p> <p><b>7.1 <u>Council’s nominations for President, Treasurer and Commission Chairs</u></b></p> <p>Based on recommendations from Council’s Nominations Committee</p> <p><b>7.2 <u>Election Officer’s update</u></b></p> <p><b>7.3 <u>Lessons learnt and recommendations for the next Council</u></b></p> <p>Based on recommendations, if any, from Council’s Nominations Committee and the Election Officer</p>

### Friday 9 May 2025

7	<p><b>Nominations (continued)</b></p> <p>Announcement (for the record) of the decisions of the meeting of the Council held in camera on 8 May 2025.</p>
8	<p><b>Amendments to the IUCN Regulations</b></p> <p>Second reading of the draft amendments to Regulations 72 and 75 modifying the Commission membership renewal process (approved in first reading in November 2024, decision C112/4) taking into account the recommendations of GCC and any feedback received from IUCN Members (Articles 101-102 of the Statutes), for the purpose of</p>

<sup>1</sup> Except: 1) The [20-year Strategic Vision](#) which will have been dealt with under agenda item 2; and 2) the [Membership value proposition](#). The membership model analysis is complete and was reported at C112 in Antigua. Actions for Secretariat to improve the member value proposition are being taken forward. Should GCC wish to consider new membership categories, it should present its recommendations as part of its report to Council.

	approving the amendments with immediate effect. The Commission Chairs may wish to report on progress with the implementation of paragraph 3 of decision C112/4. <sup>2</sup>
9	<p><b>IUCN World Conservation Congress 2025</b></p> <p><b>9.1 <u>Update from the Congress Preparatory Committee (CPC)</u></b> with any recommendations requiring Council decision. This will include, among others:</p> <p><b>9.1.1 Draft Congress Agenda FOR APPROVAL</b></p> <p><b>9.1.2 Update on the membership of Congress Committees</b> (Council decision C111/5, Annex 8)</p> <p><b>9.2 <u>Update from the Motions Working Group on the motions process</u></b> incl. among others:</p> <p><b>9.2.1 ToR of the Congress Resolutions Committee FOR APPROVAL</b> on a recommendation of the MWG taking into account lessons learnt from the online motions process and GCC's proposals to amend the Congress Rules of Procedure to increase transparency of the motions process during Congress (the proposed draft ToR of the Resolutions Committee is included in document C113/6.1/2 <i>Proposals from GCC's Task Force on improving the motions process prepared</i>)</p> <p><b>9.2.2 Revised Procedure and Code of Conduct of Contact Groups of the 2025 Congress FOR APPROVAL</b></p> <p><b>9.3 <u>Council's Report to Congress</u></b></p> <p>Process and Council guidance for the preparation of Council's report to Congress which will should be finalized in time for distribution in the three official languages end of July/ beginning of August 2025.</p>
10	<p><b>Reports of the Council's Standing Committees</b></p> <p>Under this agenda item, the standing committees will present topics, if any, for information or decision that have not yet been covered under other agenda items.</p> <p><b>10.1 <u>Letters received from IUCN Members in response to the invitation to comment on the draft agenda C113</u></b></p> <p><b>10.2 <u>Report of the Finance and Audit Committee (FAC)</u></b></p> <p>The Chair of FAC will present the committee's recommendations to Council based on the Outcomes of its meeting scheduled for 7 May 2025 The report will include among others:</p> <p><b>10.2.1 Audited financial statements 2024 FOR APPROVAL</b></p> <p><b>10.2.2 Treasurer's Report</b></p> <p><b>10.2.3 Financial Plan 2026-29 FOR APPROVAL</b></p> <p><b>10.2.4 Appointment of external auditors 2026-29 FOR APPROVAL</b></p> <p><b>10.2.5 Dues Guide FOR APPROVAL</b> taking into account recommendations of FAC, GCC and Council's Dues Working Group (<i>document expected for 1 May 2025</i>)</p> <p><b>10.2.6 Other business</b></p> <p><b>10.3 <u>Report of the Programme and Policy Committee (PPC)</u></b></p> <p>The Chair of PPC will present the committee's recommendations to Council based on the Outcomes of its meeting scheduled for 7 May 2025 (PPC30).</p> <p><b>10.4 <u>Report of Governance and Constituency Committee (GCC)</u></b></p>

<sup>2</sup> (Decision C112/4) The IUCN Council [...] requests the Chairs of the Commissions to:

- prescribe in the bylaws of their respective Commission, before the 2025 Congress, the process and conditions of appointment to and removal from the Commissions' membership and any delegation of this responsibility within their respective Commission, as required by Regulations 72 and 75 as revised and adopted in second reading; and
- ensure that the criteria for removal of Commission members are clear, uniform across all Commissions, non-discriminatory and promote diversity and that provision is made for removing Commission members that are deceased or whose condition is such that they are unable to resign from the Commission.

	<p>The Chair of GCC will present the committee's recommendations to Council based on the Outcomes of its meeting GCC19 held on 16 April and the meeting of GCC20 scheduled for 7 May 2025. The report will include among others:</p> <p><b>10.4.1 Membership applications, membership category changes and Member name changes</b> FOR APPROVAL</p> <p><b>10.4.2 Laureates for Honorary Membership and Phillips Medal</b> FOR APPROVAL</p> <p><b>10.4.3 Action plan to implement 2021 Congress Decision 145</b></p> <p><b>10.4.4 Other business</b></p>
<b>11</b>	<p><b>Any other business</b></p> <ul style="list-style-type: none"> <li>Decide whether a virtual Council meeting will be necessary before Congress</li> </ul>



## 2025 DIRECTOR GENERAL'S STRATEGIC OBJECTIVES

This document presents the Director General's (DG) Strategic Objectives for 2025, and related performance indicators. These Strategic Objectives consider that 2025 is both a Congress year and a 'bridge' year between quadrennial Programmes. They are prepared in line with:

- IUCN Workplan, approved by Council;
- One Programme Charter;
- Council Handbook, Annex 2, relating to annual Secretariat reports to Council;
- Congress Resolutions;
- IUCN External Reviews.

In 2025, the DG will focus on six high-level priorities structured according to the **six core areas** established in the IUCN Council Handbook for the performance objectives of the DG. The 2025 World Conservation Congress is included as a specific deliverable in core area 1. to reflect the Secretariat and Council's effort to deliver this milestone event.

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

### 1. Strategic Leadership in Conservation

**Outcome Statement:** The Union engages in setting global policy priorities and IUCN's influence on the global stage is strengthened.

Key deliverables	Key Performance Indicators
Successfully delivered 2025 IUCN World Conservation Congress	Exhibition space is sold out by 1 October
	Registered onsite participants surpass 6,000 by 1 October
	Registered online participants surpass 400 by 8 October
	The overall balance of high-level panels is achieved
	All statutory milestones are met in relation to the Members Assembly
	Participant satisfaction survey completed AND at least 75% of surveyed participants consider that "the Congress was a worthwhile investment of time and resources"
	Financial milestones are met, as well as the IUCN fundraising target, by 15 October

Key deliverables	Key Performance Indicators
Draft 20-year Strategic Vision for the Union ready for adoption	1 draft document finalised by the Steering Committee, endorsed by Council and submitted for adoption at IUCN Congress
Draft 2026-2029 IUCN Programme ready for adoption	1 draft document finalised with Joint Working Group, endorsed by Council and submitted for adoption at IUCN Congress
Coordinated policy engagements, in preparation for major UN and other environmental events, in consultation with Commissions and Council, and with documented achievements	5 succinct position papers published for prioritised policy processes in 2025
	100% of position papers consulted with Commissions
	At least 4 international events where IUCN policy positions, tools and standards are promoted
	Mission reports describing IUCN's key policy achievements after each major policy event in 2025
Strong profiling of ocean issues as a key international policy priority, and of glacier and freshwater issues of critical concern for the Union	4 regional capacity building workshops AND 2 global policy working group meetings to support ratification and implementation of the BBNJ Treaty
	At least 3 IUCN State Members directly supported with ratification of the BBNJ Treaty
	A new Glaciers initiative involving IUCN State Members is launched at Congress
	IUCN Freshwater Biodiversity Strategy finalised and launched at the IUCN Congress AND Programme of Work finalised for the Strategy's implementation that brings together Union constituents
Further development and promotion of IUCN's science-based tools, standards and flagship products, co-created with Commissions and partners	At least 2 updates to the Red List of Threatened Species
	Red List of Ecosystems Partnership Agreement renewed
	1 updated Global Standard for Nature-based Solutions AND 1 NbS guidance publication launched
	IUCN Green List reaches 90 listings, with at least 180 sites
	World Heritage Outlook 4 launched at IUCN Congress
	At least 1 toolkit for Rapid High Integrity Nature-positive Outcomes (RHINO) tailored to the private sector
Regular outreach and communications with IUCN constituencies regarding key IUCN outputs, initiatives, engagements, achievements and policy positions	20 Digest messages to Members
	12 DG Updates to Council
	At least 3 IUCN or DG Statements
	1 IUCN Annual Report
Growth and visibility in Membership engagement	At least 80 new Members admitted, reported by category
	1 Membership Satisfaction Survey completed AND >75% of Members express satisfaction with IUCN membership
	Two issues of IUCN Members' magazine

Key deliverables	Key Performance Indicators
Secretariat support for timely follow-up and implementation of Council decisions, in line with Council's 2022-2025 Objectives	All follow-up actions from Council meetings are allocated a Secretariat lead within 6 weeks from the meeting and implemented in due time
	Inputs from the Secretariat to support the 5 Council priorities: governance reforms, implementation of Resolutions, 20-year Strategic Vision, membership value proposition, international positioning

## 2. Fundraising and Financial Management

**Outcome Statement:** IUCN's engagement with strategic partners is strengthened, while maintaining sound financial performance and financial risk management.

Key Deliverables	Key Performance Indicators
Monitoring and oversight of IUCN's financial performance	Financial results in line with 2025 budget
	An increase in unrestricted reserves of CHF 2M <sup>1</sup>
	Unrestricted funding stabilised at CHF 33 M, in line with 2025 budget.
	2 reports to FAC on progress regarding the five major financial objectives <sup>2</sup>
	100% of internal audits have a follow-up plan that identifies management action owners
Continuous assessment of portfolio risk and reserve requirements	Refined risk analysis methodology, informed by current learnings and operating conditions.
	Annual assessment of reserve requirements presented to FAC
Strategic partnerships cultivated and expanded	9 of 9 Framework Partners retained
	3 new Framework Partners under cultivation
	2 new private sector partnerships, supported by a due diligence process
	1 strategy for philanthropic fundraising
	At least 2 GCF proposals presented to the GCF Board

## 3. Operational, Change Management

**Outcome Statement:** The corporate infrastructure of the Secretariat is improved to strengthen performance and manage institutional risks.

<sup>1</sup> after transfer from designated reserves

<sup>2</sup> The 'big 5': reserves, unrestricted income, de-risking the portfolio, costs, and investment



Key Deliverables	Key Performance Indicators
IUCN policies and procedures under continuous improvement	8 updated or new operational policies / strategies / procedures
	Gaps and capacity needs identified for improved implementation of IUCN policies and procedures
Risk management in accordance with the Enterprise Risk Management (ERM) Policy	2 risk reviews completed
	2 Risk Committee meetings followed by communications to staff on risk management requirements
	90% of staff participate in two cybersecurity trainings AND cybersecurity assessment completed
	90% of staff who travel are up-to-date on the mandatory Travel Security Awareness Course.
Progress in key IT developments	1 roadmap finalised to implement key IT developments
	Scope of the Enterprise Resource Planning project finalised

## 4. Programme Management

**Outcome Statement:** The Union is supported to implement the IUCN Programme and Strategic Vision.

Key Deliverables	Key Performance Indicators
Portfolio implementation in line with budget	Project implementation rate to exceed 80% of budget
Measures of Members' participation in delivering the IUCN Programme and project portfolio	At least 55% of Secretariat-led projects engage at least one Member
	30% of Members documenting at least one contribution on the Contributions for Nature Platform
Implementation readiness for the new IUCN Programme 2026-2029	Methodology developed for the use of Output implementation markers to monitor the delivery of the IUCN Programme 2026-2029
	Tool designed for data collection to capture the Commissions and Secretariat's non-portfolio-based contributions to the IUCN Programme 2026-2029
	All Regional Offices receive training on topics related to project management and quality, internal controls, project risk management, and MEL
	Number of outreach activities by region (e.g. webinars) to socialise the IUCN Programme 2026-2029



Implementation readiness for the new 20-year Strategic Vision	Plan in place for 2026 implementation of the 20-year Strategic Vision
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## 5. External Liaisons, Public Image

**Outcome Statement:** IUCN's external image is strengthened.

Key Deliverables	Key Performance Indicators
High-level and visible IUCN representation at international events	DG attends at least 6 major events (IUCN and non-IUCN)
	At least 5 high-level events showing the Union in action at UNFCCC COP 30 in Brazil
	At least 2 high-level events showing the Union in action at Ramsar COP 15 in Zimbabwe
IUCN communications under continuous improvement	New Communications Strategy finalised
	Number of IUCN communications policies and guidelines reviewed and updated
	At least 1 new partnership to increase IUCN's visibility
	20% increase in LinkedIn followers

## 5 People Management

**Outcome Statement:** IUCN's capacity to prepare future leadership and retain staff is strengthened, and employee satisfaction assessed.

Key Deliverables	Key Performance Indicators
Staff development under continuous improvement	100% of managers promoted to level M1 and above are enrolled in the leadership coaching programme.
	80% of staff trained on IUCN Standards of Professional Ethics
	Number of M1 and above who take the "Tools for Leaders" training.
Staff onboarding and engagement under continuous improvement	Voluntary staff turnover rate not exceeding 15%
	Onboarding programme implemented in all Regions in addition to HQ
	2025 Employee engagement survey completed AND plans in place for 2026 Employee engagement survey
Information flow to staff on key IUCN matters	4 Town Halls delivered
	100% of Executive Board minutes distributed to all staff
	Number of outreach activities for staff regarding Congress
	Number of editions of IUCN Connect

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# **NATURE 2030**

## ***One nature, one future***

### ***Executive summary***

In a pocket of dappled Malagasy rainforest, the greater bamboo lemur – once believed extinct – leaps from tree to tree, safe within forests conserved with the help of local people. In the blue waters of Palau, women fishers tend to four giant clam farms, providing them steady income while giving local reefs a break from traditional fishing. And in Brussels, within the chambers of government, the European Union votes to adopt legally binding targets to restore degraded ecosystems at a pace never seen before.

Though geographically distant, these stories have in common that they are the result of Members of the International Union for Conservation of Nature (IUCN) supporting, advocating for and directly working towards these outcomes. Despite living in a time of unprecedented planetary crises including biodiversity loss, climate change and the inequitable, illegal and unsustainable use of nature, IUCN's commitment to action is based on our understanding that it is only by working together as a Union, at the nexus of knowledge, policy and action, that we can address some of the most complex issues facing our planet and achieve significant conservation impact.

For the past 75 years, IUCN has served as a driver in both science and conservation. As a union of government and civil society organisations with more than 1,400 Members, IUCN harnesses the expertise and resources of these Members to assess nature, demonstrate effective conservation action, and influence policies to conserve and use it wisely. This 2026–2029 update of ***Nature 2030***, IUCN's plan of work for this decade, incorporates key inputs from the Member-driven 20-year Strategic Vision<sup>1</sup> that will guide IUCN until the mid-2040s. It reinforces a determination that in bringing biodiversity conservation to scale, the Union will systematically mainstream nature within key societal transformations that are needed urgently to ensure a sustainable future and a liveable planet. Over the last decades, we have witnessed the global conservation community expand and collaborate more effectively with other social movements. We have developed partnerships at all levels of government, and seen global leaders adopt increasingly ambitious targets to address threats to nature. Meanwhile, the conservation projects within our network are showing that these interventions truly yield results. The numbers speak for themselves: our research suggests that without conservation action, overall species extinction risk would have been at least 20 per cent greater over the last 30 years, and actual extinction rates for birds and mammals would have been three to four times higher. Our work in policy and with our state, non-governmental organisation (NGO) and Indigenous Peoples' Organisations (IPO) Members has seen the coverage of protected and conserved areas and other effective area-based conservation measures (OECMs) expand from 4 million km<sup>2</sup> in 1950 to 23.6 million km<sup>2</sup> in 2025 – a six-fold increase.

Our conservation action for 2026–2029 follows two major imperatives: to scale up inclusive and socially just conservation in land, freshwater and ocean and to assist this scaling-up by directly supporting transformations within eight key sectors that currently have a major negative impact on biodiversity. This approach recognises that the crisis facing nature is not simply an abstract problem:

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<sup>1</sup> “*Unite for Nature on the path to 2045: A 20-year strategic vision for the Union*” is a guide for the Union toward its long-term Vision of a “just world that values and conserves nature”.

the ecosystems we seek to protect are the livelihoods, homes, and natural heritage of people. To protect these places, we must respect and welcome the perspectives of the people who know them best, and whose lives are interconnected with their health. This means stronger collaboration with Indigenous peoples and local communities, women and girls, and global youth – and it means protecting environmental and human rights defenders, who are under greater threat than ever.

Our plans for the coming years recognise that while we have made great gains in protecting and conserving important areas, we are still falling short in ensuring that these areas achieve the outcomes that nature and people need at the landscape and seascape scale. These areas need to be better integrated within interconnected landscapes and seascapes that interface with development sectors. In the ocean, for instance, the conservation of critical ecosystems maintains species and ecosystem processes, sustains fisheries, production systems, food security and livelihoods, and must also respect and protect the rights of people who work and live there. In some cases, addressing problems in one ecosystem may unintentionally create challenges in another- for example, while the growing aquaculture industry can reduce pressure on wild fish stocks, it may also lead to the loss of land or degradation of freshwater ecosystems. These trade-offs underscore the need for integrated, cross-sectoral planning that fully considers the interconnected nature of ecosystems and the multiple outcomes they support.

This 2026–2029 Programme also focuses on eight transformational areas that are major global drivers of nature loss but which, through the mainstreaming of conservation principles and practices, have the potential to transform humanity’s relationship with nature. Our commitment to the **One Health** approach recognises that the health of humans, wildlife and ecosystems are all connected. We seek to **align financial and economic systems** to reflect how human wealth and prosperity depend on finite **nature** – we cannot simply take and continue to expect returns. We will promote **sustainable food and agricultural systems** on land and at sea that are nature-positive rather than extractive. By integrating nature into urban areas, the Programme facilitates processes for **sustainable cities**, simultaneously improving residents’ well-being and reducing cities’ negative impacts. It factors in that **water security and stewardship** need to be written into local and global policies, just as Nature-based Solutions need to be part of **climate change adaptation and mitigation** plans at all levels. Recognising that the ocean is both critical to planetary health and an important resource to coastal communities, we will promote the development of a **regenerative blue economy**, which protects ocean species and guides people to use its resources sustainably. Lastly, with our global community falling behind on meeting global warming targets, we will advocate for a **green and just energy transition** that is good for nature and fair to people.

Achieving all these outcomes requires addressing both local issues and system-wide pressures, and IUCN is in a good position to enable this. For the first time, the IUCN Programme not only describes how it proposes to effect changes necessary for scaling-up and transformation, it also commits the Union to work together to deliver twenty-four specific outputs over the next four years. Each of these outputs will make major contributions to the overarching ambition of scaling up conservation action and enabling transformative change. They include established areas of work that need more effort, such as: deploying IUCN’s science and knowledge for **assessing the status of biodiversity**; mobilising the Union’s leadership and expertise for **making protected and conserved areas more effective and equitable**; reinforcing the imperative that conservation is inclusive and equitable by **promoting gender equality in conservation**; and **recognising, respecting and promoting the rights, agency and stewardship of Indigenous peoples and local communities, including environmental defenders**. Other key outputs will require amplifying the efforts for which certain parts of the Union have already undertaken foundational work, such as **facilitating Nature-based Education** or **preventing and reducing nature crime**. Yet others are areas where IUCN must be active and build

its presence and expertise, as in **promoting One Health** or **introducing nature-positive renewables and grids**. For all these deliverables, IUCN will build new and dynamic partnerships, including with organisations and companies with whom we have not previously collaborated.

To achieve this, we need to work together as a Union, so Members and Commissions will increasingly be involved in helping to deliver those projects in the IUCN portfolio, while the Secretariat continues to provide support, help partners grow their skills, and enable cooperation between Members and partners working within the same regions. In carrying this out, we also recognise that we will need to expand our circle of “partners” beyond conservation organisations to include other groups, including from the private sector. The urgency of the moment means that we need to collaborate with anyone who has strong connections with parts of society that we can’t reach; their understanding of these groups, and their credibility with them, can help inform and persuade untapped participants.

We know that this is an ambitious plan, sweeping and inherently global in scope. That is why this update also establishes accountability measures, to gauge whether IUCN is reaching the goals we have set out. The procedures include appropriate reporting at all levels, both inside and outside of the organisation, ways to communicate results, and measurement metrics that can be adapted to different contexts.

The period covered by **Nature 2030** will be key for the future of humanity, and the world needs a strong, unified and aligned Union during this time. To accomplish our vision of a just world that values and conserves nature, we must lean into that designation of “union” as a collective: recognising that we can drive more meaningful change through working together than any one group could working alone.



## *Introduction*

### *IUCN's Programme – the pulse of the Union*

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

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

- been at the forefront of policy advocacy, supporting governments to adopt and implement the Kunming-Montreal Global Biodiversity Framework (KMGBF) and to strengthen other multilateral environmental agreements (MEAs);
- advocated for, advised and supported governments to prioritise coordinated conservation action;
- promoted and secured recognition of the interrelated nature of the global crises we currently face as a first step towards more integrated, whole-of-society transformations;
- built alliances with Indigenous peoples and local communities to pioneer innovative mechanisms that promote and enable their direct access to both decision-making and conservation funding;
- advocated for and secured recognition of Nature-based Solutions (NbS) as a key delivery instrument in all three Rio Conventions;
- addressed crucial information and knowledge gaps on gender across environmental sectors and themes, building the capacities of environmental policymakers and adopting improved policies;
- registered 13,000 users within the IUCN Academy, almost 10,000 of whom are enrolled within or have already completed Academy training courses;
- certified over 100 protected areas as effective under the IUCN Green List Standard;
- facilitated implementation of the World Heritage Convention, maintaining the integrity of natural and mixed World Heritage sites;
- delivered approximately 56,000 Red List assessments;
- established a definitive classification system for the world's ecosystems (the Global Ecosystem Typology) and delivered the first ever systematic assessment of the conservation status of a major ecosystem functional group (mangroves);
- generated documentation on over 10,000 conservation and restoration contributions from across the IUCN constituency, into the new IUCN Contributions for Nature Platform; and
- delivered tens of thousands of targeted actions to protect and restore threatened species and declining ecosystems.

At the halfway point in this decade, IUCN reaffirms its commitment to ensuring that the world remains on target with respect to the United Nations 2030 Agenda for Sustainable Development, the KMGBF and the Paris Agreement. However, this update of the Programme has also been shaped and improved by the lessons learned since 2021 as well as new developments that have emerged both within the Union and beyond.

This 2026–2029 update of **Nature 2030** now incorporates key directions from the Member-driven 20-year Strategic Vision, reinforcing a determination that in bringing biodiversity conservation to scale, the Union will systematically mainstream nature within key societal transformations that are needed urgently to ensure a sustainable future and a liveable planet. To achieve this, IUCN will be more purposeful in optimising its catalytic role to bring about this ambitious change agenda by reasserting the Union's statutory objectives to convene and facilitate networking; generating and disseminating knowledge, science and data; enabling and advocating for effective changes in policy and laws; and building the necessary capacity at all levels. This means that 2026–2029 will not only be a period of programmatic continuity but also one of programmatic transition through four 'scaling-up outcomes' for socially inclusive conservation on land, water and ocean, and eight 'transformation outcomes' that mainstream nature into other key sectors. So while new elements from the 20-year Strategic Vision are incorporated and highlighted, particularly at the outcome level, it is still possible to map these back to the programmatic priority areas that were established in 2021. This means that, by 2030, IUCN will be able to retrospectively report and account for the Union's effort in the past decade while also setting a clear course of action for the future.

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

Another major input into this updated Programme is the External Review of the IUCN Programme 2021–2024. A key takeaway from this evaluation was the recommendation for the Programme to be less descriptive - focusing less on what IUCN does - and more directive, by clearly guiding how IUCN should deploy its catalytic roles to drive change. In other words, even though the Union is complex, there is still scope for greater Union-wide alignment and clearer reporting on impact and progress. It recommends that the 2026–2029 revision should incorporate a robust theory of change, recalibrate some of the Programme's priority areas, include a mechanism to operationalise the Programme for all constituent parts of IUCN and strengthen the reporting of results and outcomes.

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



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

## Section 1: The deepening planetary crisis and its drivers

The planet faces a deepening crisis driven by biodiversity loss, climate change, land degradation, the inequitable, illegal and unsustainable use of natural resources, poor governance, war and conflict, and increasing health/pandemic risks. The chances of achieving the 2030 Sustainable Development Goals (SDGs) and other goals in MEAs are narrowing by the year. From a situation analysis of the current trends, three global challenges are of particular concern. First, the catastrophic loss of species, genetic diversity and ecosystems – our living nature and global heritage – continues apace. Second, this biodiversity loss is compounded by the growing impacts of climate change and other deleterious global change processes, with synergistic effects deepening their significance. Equally, solutions lie in addressing biodiversity loss and the impacts of other change processes in a more integrated manner. Third, inequities in the way humanity shares and uses nature are steepening, not only between and within countries, but also over time, eroding intergenerational equity and progress towards gender equality, which is regressing. Biodiversity action needs a global change lens, action to address global change needs a biodiversity lens, and both need a One Health lens as well as a social inclusion lens. A set of specific drivers have been identified that contribute significantly to the pace and direction of these three global challenges (Figure 1), noting that the relative prevalence of these vary at sub-global scales. Taken together, these trends, and the interactions between them, render IUCN's vision of "a just world that values and conserves nature" as more urgent – and more challenging – than ever before.

GLOBAL CHALLENGE	SPECIFIC DRIVERS NEEDING PROGRAMMATIC RESPONSE
<b>Biodiversity loss (including loss of species, ecosystems, genetic diversity)</b>	<p><b>UNSUSTAINABLE AND ILLEGAL USE OF BIODIVERSITY</b></p> <ul style="list-style-type: none"> <li>• Land and water use, change, conversion and degradation</li> <li>• Unsustainable and illegal use of species and ecosystems</li> <li>• Unsustainable agricultural production (including livestock)</li> <li>• Lack of gender-responsive and socially inclusive land and tenure rights and security, and of biodiversity and ecosystem stewardship</li> </ul> <p><b>SPREAD OF INVASIVE ALIEN SPECIES, PATHOGEN SPILLOVER, AND ZOOONOTIC DISEASES</b></p> <ul style="list-style-type: none"> <li>• Invasive alien species</li> <li>• Pathogen spillovers</li> <li>• Zoonotic diseases</li> <li>• Differentiated impacts on ecosystem, plant/animal and human health</li> </ul> <p><b>URBANISATION AND INFRASTRUCTURE</b></p> <ul style="list-style-type: none"> <li>• Extractive industries, production and consumption, pollution and differentiated impacts</li> </ul>
<b>The nature–global change nexus (negative synergistic effects of biodiversity loss, climate change, land degradation, etc.)</b>	<p><b>GLOBAL CHANGE PROCESSES</b></p> <ul style="list-style-type: none"> <li>• Climate change impacts on biodiversity, including through temperature, hydrology, weather, fire, disaster risk, etc.</li> <li>• Unsustainable land-use practices have degraded almost 40% of the terrestrial surface</li> <li>• Ocean warming, sea-level rise, de-oxygenation and acidification</li> <li>• 78% of Earth's terrestrial surface is becoming drier</li> </ul> <p><b>SECTORAL RESPONSE TO GLOBAL CHANGE PROCESSES</b></p> <ul style="list-style-type: none"> <li>• Geoengineering</li> <li>• Uncoordinated sectoral responses that impact biodiversity</li> <li>• Unequitable decision-making and barriers to climate justice</li> </ul>
<b>Inequity and poor governance (resulting in negative impacts on nature and people)</b>	<p><b>FINANCIAL, POLITICAL, LEGAL AND ECONOMIC SYSTEMS</b></p> <ul style="list-style-type: none"> <li>• Financial, economic, legal, and trade and investment systems incentivising biodiversity loss, overexploitation, and impacts on vulnerable groups</li> <li>• Inequitable distribution of costs and benefits</li> <li>• Impacts on health and well-being</li> <li>• Gender-differentiated impacts of global change processes on women's rights, health, environmental leadership and roles, and the exacerbation of gender-based violence</li> </ul> <p><b>POWER AND GOVERNANCE ARRANGEMENTS</b></p> <ul style="list-style-type: none"> <li>• Poor or absent application of the rule of law, procedural injustice</li> <li>• Poor or absent recognition of rights, weak governance and knowledge systems</li> </ul>

	<ul style="list-style-type: none"> <li>• Corruption</li> <li>• War and conflict</li> <li>• Crime, illegal trade, unregulated and illegal use</li> </ul>
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**Figure 1.** Global challenges and specific drivers of the planetary crisis facing nature and humanity.

## 1.1 Biodiversity loss

As the global decline of both the living and non-living components of nature has become increasingly well understood and widely recognised over recent years, its severity has become ever more apparent. More than one-quarter of the 157,190 species for which extinction risk has been assessed on The IUCN Red List of Threatened Species™ face a high risk of extinction in the medium term<sup>2</sup>. The Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES), extrapolating from this to include undescribed species, estimated that one million species may be threatened with extinction<sup>3</sup>, with subsequent IUCN research suggesting that two million is more likely.<sup>4</sup> The IUCN Red List of Ecosystems is increasingly complementing this by assessing risk of ecosystem collapse around the world and shows that nearly half of 2,810 assessed ecosystems considered are threatened<sup>5</sup>. The Global Land Outlook reveals that 20–40 per cent of the global land area is degraded or degrading<sup>6</sup>, the Global Wetland Outlook finds a 35 per cent decrease since 1970 in the extent of wetlands<sup>7</sup>, and the World Ocean Assessment shows that many areas of the ocean have been seriously degraded<sup>8</sup>. These losses not only impact the intrinsic value of nature, but also the benefits that nature provides to people, including nature's foundational role in supporting wildlife (including animals, plants and fungi), human and ecosystem health, and the stability of geological and planetary processes; IPBES reports that 14 out of 18 classes of such benefits are deteriorating<sup>9</sup>.

The drivers of the crisis engulfing nature are also now clear, with the relative prevalence of different drivers apparent from assessments of extinction risk on the IUCN Red List of Threatened Species<sup>10</sup> (Figure 2). Most severe is the combination of **land and water use change** and **overexploitation of species and ecosystems**. At a more granular level, **unsustainable agricultural production** is the most prevalent driver of nature loss on land, with **arable and livestock production** combining to cause at least a third of terrestrial biodiversity loss. **Unsustainable use of wild species**, including logging of natural forests, fishing and hunting of wild animals, drives around a quarter of all loss. For the marine environment, the main driver is **overfishing and overexploitation of aquatic resources**, both intentional and illegal, with unreported and unregulated fishing impacting 68 per cent of threatened marine species. Other major drivers impacting more than 50 per cent of threatened marine species include **climate change and pollution**, particularly from effluent. In freshwater systems, almost 50 per cent of threatened species are impacted by pollution (mostly effluents). Other important drivers in freshwater environments are **agricultural expansion, overfishing and overexploitation** (about 40 per cent of threatened species), and **invasive species** (29 per cent of threatened species). For all environments, **invasive alien species (IAS)** and **unsustainable urbanisation and infrastructure** are also highly prevalent drivers, while climate change looms as a further threat and is growing in prevalence and impact. Meanwhile, inadequate gender and social inclusion mainstreaming bars the equitable and effective conservation of nature. While the prevalence of drivers varies between different environments, all these drivers have impacts both on the land and in the water. Recent IPBES assessments have further articulated

<sup>2</sup> IUCN (2023) IUCN Red List of Threatened Species <https://www.iucnredlist.org>

<sup>3</sup> IPBES (2019) Global Assessment

<sup>4</sup> Hochkirch et al. (2023) PLoS ONE <https://doi.org/10.1371/journal.pone.0293083>

<sup>5</sup> Bland et al (2019) <https://conbio.onlinelibrary.wiley.com/doi/10.1111/conl.12666>

<sup>6</sup> UNCCD (2022) Global Land Outlook 2 <https://www.unccd.int/resources/global-land-outlook/glo2>

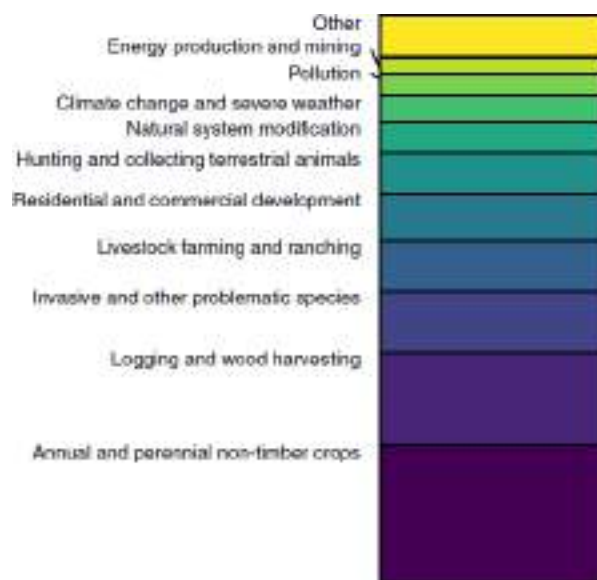
<sup>7</sup> Ramsar Convention (2021) Global Wetland Outlook <https://www.global-wetland-outlook.ramsar.org>

<sup>8</sup> UN (2021) World Ocean Assessment II <https://www.un.org/regularprocess/woa2launch>

<sup>9</sup> IPBES (2019) Global Assessment

<sup>10</sup> IUCN (2023) Species Threat Abatement & Restoration metric <https://www.iucnredlist.org/assessment/star>

the impacts of different drivers, including use of wild species<sup>11</sup>, IAS<sup>12</sup>, and the complex interplay of demands for food, water and health<sup>13</sup>.



**Figure 2.** Relative prevalence of drivers of biodiversity loss, based on the IUCN Red List of Threatened Species<sup>14</sup>.

## 1.2 The nature–global change nexus

It is increasingly clear that the acceleration of biodiversity loss is deeply connected to the growing impacts of deleterious global change processes such as climate change, ocean acidification and land degradation. The Intergovernmental Panel on Climate Change (IPCC) reports that anthropogenic greenhouse gas emissions have caused 1.2°C of global warming above pre-industrial levels, with widespread negative impacts, and that net CO<sub>2</sub> emissions will need to reach zero by 2050 and remain negative thereafter to limit global warming to 1.5°C<sup>15</sup>. To stay within this threshold will require unprecedented changes in all sectors. Humanity must urgently seek pathways towards a just transition away from carbon-based energy sources<sup>16</sup>.

Without positive change at the nature–climate nexus, the risk of dangerous climate change overshooting the aim of the Paris Agreement of “pursuing efforts to limit the temperature increase to 1.5°C above pre-industrial levels” will continue to increase, with numerous feed-back loops that accelerate biodiversity loss (Figure 3).

Five aspects of this nexus are particularly consequential for biodiversity. First, while biodiversity (particularly of high ecological integrity) enhances both climate change mitigation and adaptation, the conversion of natural ecosystems and unsustainable land and water management are major contributors of greenhouse gas emissions, accounting for nearly a quarter of the total<sup>17</sup>. Second, global change processes impact biodiversity directly, as highlighted by IPBES and the IPCC<sup>18</sup>, resulting in the restructuring of ecological communities as species adapt, move or are extirpated, and directly and indirectly impact human health and well-being.

<sup>11</sup> IPBES (2022) Sustainable Use Assessment <https://www.ipbes.net/sustainable-use-assessment>

<sup>12</sup> IPBES (2023) Invasive Species Assessment <https://www.ipbes.net/ias>

<sup>13</sup> IPBES (2024) Nexus Assessment <https://www.ipbes.net/nexus-assessment>

<sup>14</sup> Mair et al. (2021) Nature Ecology & Evolution <https://www.nature.com/articles/s41559-021-01432-0>

<sup>15</sup> IPCC (2023) Assessment Report 6 <https://www.ipcc.ch/report/ar6/syr>

<sup>16</sup> Decision 1/CMA.5 Outcome of the First Global Stocktake [https://unfccc.int/sites/default/files/resource/cma2023\\_16a01\\_adv\\_.pdf](https://unfccc.int/sites/default/files/resource/cma2023_16a01_adv_.pdf)

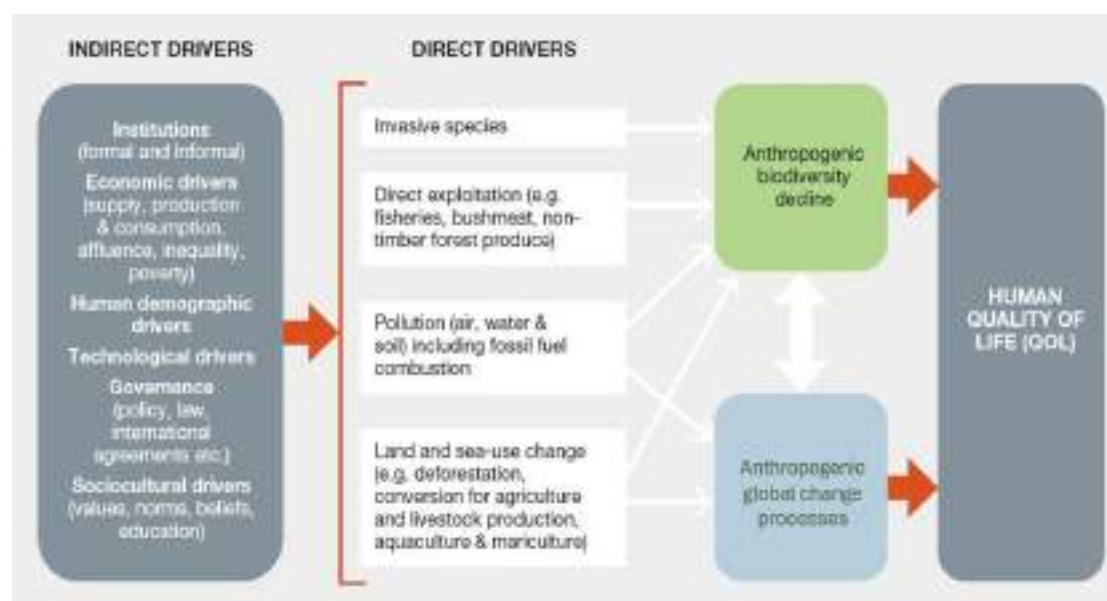
UNFCCC (2023) COP28 <https://unfccc.int/cop28>

<sup>17</sup> IPCC (2019) Climate Change & Land Report <https://www.ipcc.ch/srccl>

<sup>18</sup> IPBES & IPCC (2021) Biodiversity & Climate Change <https://www.ipbes.net/biodiversity-climatechange>



Third, global changes such as the increase in atmospheric concentrations of greenhouse gases, ocean acidification, and desertification have numerous indirect impacts on ecological processes, perhaps most severely through greater intensity and extent of fires, altered hydrological cycles, and a changing ocean<sup>19</sup>, as documented in IUCN's reports on ocean warming<sup>20</sup> and deoxygenation<sup>21</sup>. Fourth, humanity's responses to these global change processes have the potential to worsen biodiversity loss still further **through uncoordinated and poorly planned sectoral responses**, for example through poorly designed and sited renewable energy infrastructure, unsustainable harnessing of bioenergy with carbon capture and storage, forest plantations with new and/or invasive species, climate change-induced human migration, or potential geoengineering approaches. Fifth, inequitable approaches to addressing these global change processes can hamper efforts to turn the differentiated human impacts of climate change into pathways towards social equity. Systematically addressing these nexus issues is made challenging due to the highly fragmented and sectoral approach that characterises how public policy and law, and in particular multilateral policy agreements, have been formulated and implemented over the last several decades. There is an urgent need for a more integrated, whole-of-society approach to addressing these drivers.



**Figure 3.** Indirect and direct drivers of biodiversity loss and global change processes due to human activities<sup>22</sup>.

### 1.3 Root causes of inequity and poor governance

While more than a billion people have lifted themselves out of poverty during the last 25 years, one in ten people still suffer from extreme poverty, with the COVID-19 pandemic having increased poverty levels for the first time in the twenty-first century<sup>23</sup>. Moreover, global prosperity is unevenly distributed as a result of our prevailing **financial, economic, political, legal and trade systems**, and has come at a high cost for nature and climate. Natural resource use is deeply inequitable and unsustainable, and much of that use is in violation of national, sub-national, regional or international law. This is exacerbated by inadequate quantification of the full environmental, economic, social and cultural value of ecosystem services, benefits and losses, including environmental externalities, as part of decision-making regarding resource use. Globally, nearly half of the human population is directly dependent on natural resources for their livelihoods, and many of the most vulnerable people depend directly on biodiversity to meet their daily subsistence needs. These inequities in turn exacerbate geopolitical tensions, highlighting the feedback between environmental degradation and civil conflict

<sup>19</sup> IPCC (2019) Ocean & Cryosphere Report <https://www.ipcc.ch/srocc>

<sup>20</sup> IUCN (2016) Ocean Warming <https://portals.iucn.org/library/node/46254>

<sup>21</sup> IUCN (2019) Ocean Deoxygenation <https://portals.iucn.org/library/node/48892>

<sup>22</sup> IPBES (2019) Global Assessment <https://www.ipbes.net/global-assessment>

<sup>23</sup> UN (2023) The Sustainable Development Goals Report <https://unstats.un.org/sdgs/report/2023>

documented in the first IUCN Flagship Report on 'Conflict and Conservation'<sup>24</sup>.

Widespread inequities and ***imbalances in power and governance arrangements*** are barriers to the conservation and sustainable use of nature. Many groups of people remain underrepresented in decision-making in general, and in governance of natural resources specifically. In many cases, the rights, governance systems, traditional knowledge and livelihoods of Indigenous peoples or local communities are threatened. This includes through lack of respect or poor enforcement of rights, illegal activities (often perpetrated by external actors and driven by external economic factors), weak governance, corruption, and other factors. Particularly overt imbalances relate to gender, with women still underrepresented in nature-related decision-making and bearing the brunt of the impacts of the biodiversity loss and other global change crises, including through environmental gender-based violence<sup>25</sup>. Regarding health, where biodiversity, ecosystem health, animal and plant health, and human health and well-being are interlinked, disparities in access to healthy environments, food, water and health services, and increased exposure and vulnerability to pathogens and other health challenges disproportionately affect women, children and marginalised groups. Indigenous peoples and local communities hold customary (albeit often unrecognised) rights to about a quarter of the world's land area and are thus on the frontlines of action in response to biodiversity loss, but suffer in consequence in many cases, with close to 200 environmental defenders murdered annually in recent years<sup>26</sup>. These rights must be fully respected and protected, with nothing in this Programme construed as diminishing or affecting rights that Indigenous peoples currently hold or may acquire in the future.

At the country level, there are disparities in the causes and impacts of nature loss, with harmful impacts in the Global South driven by trade with and consumption in the Global North, and accounting for at least one-third or more of biodiversity loss<sup>27</sup>. Hardest to account for, but perhaps most fundamental is the impact of global change crises in driving intergenerational inequity by depriving today's children and youth as well as future generations of resources and opportunities to secure their own prosperity and well-being.

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<sup>24</sup> IUCN (2021) Conflict & Conservation Flagship Report <https://portals.iucn.org/library/node/49472>

<sup>25</sup> IUCN (2020) Gender-based Violence & Environment Linkages <https://portals.iucn.org/library/node/48969>

<sup>26</sup> Global Witness (2023) Standing Firm <https://www.globalwitness.org/en/campaigns/environmental-activists/standing-firm>

<sup>27</sup> Cabernard, L., Pfister, S. & Hellweg, S., (2024) Nature Sustainability 7 <https://www.nature.com/articles/s41893-024-01433-4>

## Section 2: Transformative change for nature, the planet and people

While the planetary crisis revealed by situation analyses of the state of the world for nature, climate, health and people is daunting, there remains a window for optimism. Three lines of evidence support this, spanning ecosystems and species conservation, the nature–global change nexus, and equity and governance. First, the world’s governments are adopting increasingly robust global goals and accountability mechanisms to address elements of the crisis. Second, the overwhelming evidence from implementation of conservation action is that practical interventions typically yield positive impacts – the challenge is to bring them to scale. Third, sustainability science is increasingly mature (Figure 4) in revealing that drivers can be abated through cross-sectoral action across a range of levers. Among these, the IPBES Transformative Change Assessment<sup>28</sup> highlights 22 and the IPBES Nexus Assessment<sup>11</sup> no fewer than 71 specific actions.



**Figure 4.** Transformative change wheel of policy options from the IPBES Nexus Assessment<sup>29</sup>.

<sup>28</sup> IPBES (2024) Transformative Change Assessment <https://www.ipbes.net/transformative-change>

<sup>29</sup> IPBES (2024) Nexus Assessment <https://www.ipbes.net/nexus>

## 2.1 Transformative change for biodiversity: taking conservation to scale

The public profile of biodiversity loss has gained unprecedented prominence in recent years, with the adoption, under the Convention on Biological Diversity (CBD), of the KMGBF<sup>30</sup>. The KMGBF is structured around 23 action-oriented targets (including eight specifically focused on mitigating threats to biodiversity) designed to deliver on four outcome-oriented goals. The framework calls for the revision of National Biodiversity Strategies and Action Plans (NBSAPs) by all CBD Parties. It is also explicitly an all-of-society framework, within which CBD Parties (i.e. national governments) are directly responsible for implementation of its targets and goals, and is integrated with the work of the other biodiversity-related conventions, including the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), the Convention on the Conservation of Migratory Species of Wild Animals (CMS), the World Heritage Convention, and the Ramsar Convention on Wetlands of International Importance. For the oceans, these conventions are now complemented by the new Agreement under the United Nations Convention on the Law of the Sea on the Conservation and Sustainable Use of Marine Biological Diversity of Areas Beyond National Jurisdiction (BBNJ Agreement). Such MEAs are reflected in turn at the top level of global governance as SDGs 14 (Life below Water) and 15 (Life on Land). They are also amplified by the emergence of new target-setting methods (such as the Measuring Nature-Positive approach<sup>31</sup>) and disclosure frameworks (such as the Taskforce on Nature-related Financial Disclosures (TNFD)<sup>32</sup>) for application at the level of individual organisations and businesses.

But these grand international commitments will only translate into impact in conservation, restoration, and sustainable use of biodiversity through effective national implementation of and compliance with these commitments. Recent years have seen great growth in the evidence base underpinning the impacts of conservation action. This evidence reveals that conservation interventions do indeed typically deliver positive impacts but need to go to scale to be sufficient to achieve global biodiversity goals. For instance, the IUCN Red List of Threatened Species reveals that trends in species extinction risk would have been at least 20 per cent worse in the absence of conservation action, and that actual extinction rates for birds and mammals over the last three decades would have been 3–4 times higher in the absence of conservation action<sup>33</sup>. A recent meta-analysis published in the leading journal *Science* reveals significant positive impacts of conservation actions, including those targeting drivers of biodiversity loss, across multiple dimensions of biodiversity<sup>34</sup>. The challenge of bringing about the transformative change needed to ‘bend the curve’ on the loss of biodiversity and enhance ecological integrity is thus one of taking these actions to scale, through effective and fair environmental policies, laws and regulations, and their implementation, compliance, enforcement and sufficient financing. As an example, despite the rapid growth in protected areas, the 293,756 sites documented in the World Database on Protected Areas<sup>35</sup> still cover only about 44 per cent of the 16,333 sites documented in the World Database of Key Biodiversity Areas<sup>36</sup> and much more needs to be done to secure their persistence. IUCN with its diverse membership including State and State agency members, sub-national governments, NGOs and IPOs, as well as expert Commissions, is well-placed not only to influence uptake of the goals and targets that will achieve the CBD’s 2050 Vision of a world of living in harmony with nature, but also to catalyse delivery on the timebound targets of the KMGBF. A key contribution on the road to 2030 is the IUCN World Protected and Conserved Area Congress 2027 that will begin to frame the next phase of the KMGBF.

## 2.2 Transformative change at the nature–global change nexus

As with the loss of biodiversity, the level of governmental and intergovernmental attention to the impacts of interlinked global change processes has reached new highs. Examples include the adoption of the Paris Agreement under the United Nations Framework Convention on Climate Change (UNFCCC) and its top-level goal of limiting the global average temperature increase to 1.5°C,

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<sup>30</sup> CBD (2022) The Biodiversity Plan for Life on Earth <https://www.cbd.int/gbf>

<sup>31</sup> IUCN (2024) Nature Positive [Nature-Positive - News | IUCN](https://www.iucn.org/nature-positive)

<sup>32</sup> TNFD (2023) Taskforce on Nature-related Financial Disclosures <https://tnfd.global/>

<sup>33</sup> IUCN (2023) IUCN Red List of Threatened Species <https://www.iucnredlist.org>

<sup>34</sup> Langhammer et al. (2024) *Science* <https://www.science.org/doi/10.1126/science.adj6598>

<sup>35</sup> UNEP-WCMC & IUCN (2024) Protected Planet <https://www.protectedplanet.net/en>

<sup>36</sup> BirdLife International (2024) World Database of Key Biodiversity Areas <https://www.keybiodiversityareas.org>



increased funding for adaptation to the adverse impacts of climate change, and initiatives to make financial flows consistent with low-emission and climate-resilient development<sup>37</sup>. The urgency of addressing harmful global change processes is reflected also in the SDGs and amplified at the institutional and national levels by target-setting mechanisms (such as the Science-Based Targets Initiative<sup>38</sup>), voluntary national Land Degradation Neutrality targets and private sector disclosure frameworks (such as the Task Force on Climate-related Financial Disclosures<sup>39</sup>). However, as highlighted in the IPBES Nexus Assessment, focusing on a single element of the nexus at the expense of the others will have negative impacts for both humans and the planet<sup>40</sup>.

Unfortunately, despite such commitments and mechanisms, the current political discourse still falls short in outlining and embracing practical pathways to address systematically the nature–global change nexus, including through more coherent and integrated policy- and lawmaking.

In terms of practical implementation, NbS<sup>41</sup> can contribute significantly to addressing global change processes, such as climate change mitigation and adaptation, food and water security, land degradation neutrality, poverty alleviation, reducing the risk of future pandemics, and contributing to One Health. However, driving transformative change at the nature–global change nexus extends well beyond NbS. It is imperative that conservation actions are assessed and scaled up in the context of the potential future impacts of global change processes as well as those that are already ‘locked in’. With respect to the global energy transition, for instance, standards, incentives and regulations will be needed to guide how new green sources of energy and their distribution networks can be installed at scale while being nature-positive. Greater clarity and agreement will be required between and within countries on what an accelerated energy transition looks like in practice and how to ensure that it is just and equitable, within the specificities of national contexts and circumstances. Should poorer countries with fossil fuel reserves and a low historic carbon footprint leave those resources untapped? Can the increasing demand for metals and minerals needed for the energy transition be satisfied without harmful impacts on marine, freshwater and terrestrial biodiversity? How will non-economic loss and damage such as livelihoods devastated by local ecosystem collapse be compensated?

Finally, new tools including scenario approaches will be crucial to evaluate non-conventional proposals to address global change processes, such as geoengineering, to ensure that environmental, social and economic benefits, risks and impacts are carefully considered and that a precautionary approach is properly exercised in any pilot phase.

### 2.3 Transformative change to address inequity, illegality and injustice in the use of natural resources

Addressing biodiversity loss and other global change crises requires expanding the conservation toolbox and moving beyond incremental changes to catalyse transformational and systemic changes. To deliver a safe and just future, interventions should seek to address the ultimate societal drivers of environmental change by supporting economic, governance, regulatory and social policies and practices that contribute to equity and justice, and by supporting collaborative, multi-actor dialogues between governments, Indigenous peoples, local communities and other relevant actors. This includes co-designed, co-developed and co-led partnerships with Indigenous peoples and local communities that are critical for achieving effective, inclusive and equitable conservation and climate outcomes founded on transparent governance processes and human-rights based approaches, in accordance with the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP). Such an approach makes interventions more effective in advancing the goals of the SDG framework, the KMGBF and the Paris Agreement.

These processes must include the deployment of a range of effective and just legal tools, enforcement of human rights-based approaches, initiating reviews of unsustainable consumption patterns and unethical access to Indigenous intellectual property, of access to resources, as well as of

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<sup>37</sup> UNFCCC (2015) The Paris Agreement <https://unfccc.int/process-and-meetings/the-paris-agreement>

<sup>38</sup> SBTi (2024) Science-Based Targets Initiative <https://sciencebasedtargets.org>

<sup>39</sup> TCFD (2024) TCFD Recommendations <https://www.fsb-tcfd.org/recommendations>

<sup>40</sup> IPBES (2024) Nexus Assessment <https://www.ipbes.net/nexus>

<sup>41</sup> IUCN (2020) IUCN Global Standard for Nature-based Solutions <https://portals.iucn.org/library/node/49070>

investments and trade patterns that result in environmental degradation and social exploitation, and actions to prevent crime and bring offenders to book. IUCN must recognise, respect, protect and incorporate the traditional knowledge, governance systems and lessons from the ways of life of Indigenous peoples and local communities, given that, Indigenous territories are home to important high biodiversity ecosystems which are protected, conserved and respected through their traditional values and cultural practices. In that respect, nothing in IUCN's 2026–2029 Programme document may be construed as diminishing or extinguishing the rights that Indigenous peoples currently have or may acquire in the future.

The growing size and diversity of the conservation constituency, encompassing broad social movements, women and girls, youth, new partners, cities and local governments, and many private sector companies, gives cause for optimism about humanity's ability to achieve a just and sustainable future. There is growing recognition of the need for greater accountability to laws and regulations, greater emphasis on behaviour change and the use of crime science, and that nature crimes are not victimless crimes. Moreover, there is more appreciation that human well-being does not need to come at the expense of nature. Many countries are working to include nature's benefits to people in national economic accounting or even to embrace the rights of nature<sup>42</sup>. Nature conservation in general, and protected and conserved areas specifically, also have a critical role in limiting the emergence of infectious disease and reducing the prevalence and impacts of non-infectious diseases, thus protecting livelihoods from economic losses in areas including tourism. One Health, an integrated, unifying approach to sustainably balance and optimise the health of people, animals and ecosystems, is an appropriate framework to bring these aspects together. It recognises the health of humans, domestic and wild animals, plants, and the wider environment (including ecosystems) are closely linked and inter-dependent. The approach mobilises multiple sectors, disciplines and communities at varying levels of society to work together to foster well-being and tackle threats to health and ecosystems, while addressing the collective need for clean water, energy and air, safe and nutritious food, taking action on climate change, and contributing to sustainable development<sup>43</sup>.

The intersection of agriculture and conservation is particularly fundamental, given that the degree to which agriculture can be made sustainable will be central to both safeguarding nature and feeding humanity, as highlighted in the Second IUCN Flagship Report<sup>44</sup>. The Global Commission on the Economy and Climate found that a shift to more sustainable forms of agriculture combined with strong forest protection and regulation could deliver over US\$2 trillion per year of economic benefits, while low-carbon growth could deliver economic benefits of US\$26 trillion through 2030<sup>45</sup>. In the long term, sustainable production and consumption and green growth require decoupling the economy from its adverse impacts on nature. This requires pricing environmental externalities, removal of perverse subsidies that adversely impact nature, and the use of pro-nature incentives to change business and social behaviour. It also includes strictly enforcing regulations and addressing illegal use with greater accountability among authorities and communities alike, from crime prevention at source through to enforcement along the trade chain. As the originator of the Global Standard for Nature-based Solutions, and through an evidence-based portfolio of use cases involving relevant sectors, IUCN is well-placed to enhance scientific understanding of these nature–sectoral nexus issues, and to propose effective and assured responses from local to global scales.

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<sup>42</sup> UNSD (2021) UN System of Environmental Economic Accounting: Ecosystem Accounting <https://seea.un.org/ecosystem-accounting>

<sup>43</sup> FAO, UNEP, WHO and WOA (2022). One Health Joint Plan of Action 2022–2026. Working together for the health of humans, animals, plants and the environment. Rome. <https://doi.org/10.4060/cc2289en>

<sup>44</sup> IUCN (2024) Agriculture & Conservation Flagship Report <https://portals.iucn.org/library/node/51576>

<sup>45</sup> Global Commission on the Economy and Climate (2018) New Climate Economy Report <https://newclimateeconomy.report>



## Section 3: Nature 2030: A Union in action

In recognition of the urgent need to address the multifaceted challenges of ecosystem and species loss, illegal and unsustainable resource exploitation and consumption, social inequity and injustice, land degradation and climate change, this Programme marks a purposeful repositioning of IUCN's spheres of action, influence and interest<sup>46</sup>. IUCN's established constituency and proven conservation approaches and measures make it uniquely positioned to integrate innovative and transformative strategies designed to better tackle the drivers of biodiversity loss, shortfalls in natural resource governance and equity, and blockages to effective synergistic action at the nature–global change nexus. This involves engaging with a diverse range of sectors and stakeholders, influencing policy and economic decisions, and fostering a deeper understanding of the complex interdependencies between human activities, natural ecosystems, health, and climate change. IUCN's aim is to catalyse transformative change, leveraging IUCN's expertise and network to promote effective and sustainable solutions that reconcile ecological health with human health and well-being.

This section describes how we expect the outcomes and impact of the Programme to come into effect. It is a simple guide to IUCN's current and future *modus operandi* to deliver and make progress on the results detailed in Section 4. As such, this section specifies how this 2026–2029 Programme intends to drive change with the support of partners (see Section 5) to address drivers of biodiversity loss. It provides a quick overview of IUCN's sphere of interest, influence and action, the IUCN catalytic roles (as described in IUCN's 20-year Strategic Vision), and the main pathways through which change will happen.

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

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

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

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

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

- Shaping and influencing evidence-based policies, laws and governance mechanisms at local, national and international levels. IUCN's approach to conservation efforts and addressing the drivers of biodiversity loss is guided by the development of robust policy and legal frameworks, the provision of up-to-date scientific data, and the enhancement of institutional and individual capacities. IUCN plays a pivotal role in convening expert forums and stakeholder discussions, facilitating dialogue and consensus-building across different sectors. This helps ensure that policies and laws are not only environmentally sound but also culturally relevant and socially equitable.

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<sup>46</sup> Drawing on the work done by the International Development Research Centre (IDRC) on planning, monitoring and evaluating social change, specifically its work on Outcome Mapping (IDRC, 2001).

- Informing and influencing the adoption and establishment of inclusive, equitable and sustainable practices by societies, governments, businesses, cities and communities. In this domain, IUCN works to emphasise the role of diverse stakeholders in adopting conservation measures and practices, ensuring that interventions are nature-positive, socially just, gender-responsive and environmentally sustainable. Through this approach, IUCN fosters a culture of stewardship among communities, governments and businesses and inspires and guides the implementation of sustainable practices. This requires effective mobilisation of the Union at various levels, from local communities to global policymaking arenas.

Generating, managing and disseminating state-of-the-art knowledge and tools to inform and guide conservation efforts, and addressing the drivers of biodiversity decline and loss. In its efforts to address biodiversity decline and loss, IUCN is dedicated to empowering all sectors with the understanding and skills necessary for effective conservation. IUCN's extensive research and data-gathering initiatives form the foundation for the resources that guide conservation efforts worldwide. By ensuring broad-based participation in science-based conservation efforts, IUCN bridges the gaps between science, policy and practice, enabling practitioners, policymakers and communities to make informed decisions, take impactful actions and share their learnings.

### 3.2 IUCN's catalytic roles

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

The Union plays a transformative role in influencing global perspectives and supporting behavioural change. By leveraging its collective voice, the Union can help shift public discourse and shape policies, hence influencing stakeholders beyond its immediate network. Drawing from the Outcome Mapping methodology<sup>47</sup>, behavioural changes are defined as changes in the behaviour, relationships, activities or actions of the people, groups and organisations with whom IUCN interacts and works directly.

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

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

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

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

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<sup>47</sup> Better evaluation knowledge (2021) 20 years of Outcome Mapping: Evolving practices for transformative change [https://www.betterevaluation.org/sites/default/files/2024-07/20%20years%20of%20outcome%20mapping\\_%20Evolving%20practices%20for%20transformative%20change.pdf](https://www.betterevaluation.org/sites/default/files/2024-07/20%20years%20of%20outcome%20mapping_%20Evolving%20practices%20for%20transformative%20change.pdf)

Knowledge, science and data encompass research, information and data about biodiversity and ecosystems, and how human activities impact them. Scientific knowledge and data are essential for understanding the state of biodiversity, the causes of its loss, and the effectiveness of conservation strategies. IUCN is well-positioned to address the significant gap in how knowledge, science and data informs evidence-based decision-making and policy development. In addition, combining the latest science with the knowledge of Indigenous peoples and local communities – where possible gender-differentiated – can help produce a wealth of data and information that feeds into IUCN's analytical capacity to safeguard species and areas important for biodiversity (including Key Biodiversity Areas), reverse habitat loss, restore ecosystems and improve peoples' well-being. To achieve this, the knowledge, including traditional knowledge associated with biodiversity, innovations, worldviews, values, and practices of Indigenous peoples and local communities must be respected, documented and preserved with their free, prior and informed consent. It is equally important to create a space for dialogue between diverse knowledge systems, including Indigenous and traditional knowledge systems. This will facilitate the development of specific indicators to ensure integration of all forms of knowledge in global and national progress assessments.

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

Policy and advocacy address the formal rules and frameworks established by governments and other authorities to conserve and protect biodiversity and natural resources. Effective policies, laws and governance structures are crucial for setting standards, establishing and enforcing regulations, and guiding sustainable practices. They provide the legal and institutional foundation necessary for the equitable and just conservation of wildlife and ecosystems. IUCN's unique system of Resolutions and Recommendations, and engagement with multilateral policy fora, provide a particularly powerful method for advancing IUCN's policy positions globally and at national and sub-national scales.

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

Capacity strengthening involves investing in and strengthening the skills, expertise and capabilities in individuals, organisations and communities to engage in biodiversity conservation. Capacity strengthening ensures that stakeholders at all levels – with emphasis on equity and representational equality – are equipped with the necessary tools and knowledge to implement and sustain conservation efforts effectively. IUCN can utilise new and existing knowledge sharing platforms (including IUCN Academy) to support lifelong learning, training and upskilling on conservation topics for professionals across fields. Increasing the capacities of the IUCN independent expert Commissions to link their expertise with conservation actions executed by IUCN Members, and jointly mobilising funding in support of this, will further amplify IUCN's catalytic roles.

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

Resource mobilisation for conservation efforts refers to securing and efficiently using financial, human and technical resources to develop and demonstrate proof of concept for effective and inclusive conservation activities and to catalyse and leverage scaled-up action, through the IUCN membership and beyond, towards transformational change. Underpinning our conservation strategies is the vital task of enhanced resource mobilisation, recognising that resource scarcity, while posing a significant barrier to the implementation and scalability of conservation efforts, is on many occasions not an issue of lack of resources per se but rather how existing resources are prioritised and allocated – for example towards environmentally damaging activities rather than those that could be considered nature-positive. Our focus is therefore on leveraging our influence (with governments, multilateral donors and funding facilities, and the private sector) to develop, and where necessary repurpose, funding instruments and mechanisms, forge strategic partnerships and mobilise community support to co-develop and test approaches for scaled-up conservation action, and leverage support for implementation through the IUCN membership (including through IUCN's role as an agency for the Global Environment Facility (GEF) and Green Climate Fund (GCF)). Supporting IUCN Members to access and connect with philanthropy, for example through the IUCN Contributions for Nature Platform, will help take such resource mobilisation to scale. Similarly, a significant effort is required to increase flows of direct funding to scale up and champion Indigenous peoples and local communities-led conservation.

- ***Advancing education and building awareness:*** *Leveraging awareness and education to drive sustainable action, shift mindsets, and build broad-based support for nature conservation across all sectors of society*

Building awareness and advancing education refer to interventions aimed at increasing public understanding and engagement regarding biodiversity and conservation issues. Building awareness and educating people, businesses and societies about the importance of biodiversity and the threats it faces is vital for building public support and encouraging sustainable behaviours. Awareness-building efforts and formal, non-formal and informal education must aim to develop skills, attitudes, abilities and opportunities to activate global citizens and boost citizen engagement, supporting a whole-of-society approach to conservation action.

## Section 4: A roadmap for transformative change

Over the next four years, IUCN's network of more than 1,400 Members drawn from States, government agencies, sub-national governments, IPOs and NGOs, its more than 16,000 scientists and other experts, and its Secretariat will mobilise collectively to deliver the transformations for nature, climate, health and people described in Section 2. Although the Union constituency mobilises a significant proportion of the world's collective conservation effort, to be effective it is critical that we are clear in our vision, ambitious but realistic in what can be achieved, and concrete in the actions that we commit to deliver. The IUCN 2026–2029 Programme is therefore more than just a global call to action, it sets the course on the specific issues the Union will mobilise around. The following section describes in detail the focus of IUCN's ambition for change in terms of three bold **Impacts** (section 4.1), the pathways the Union will use to shape this change in terms of twelve ambitious **Outcomes** (section 4.2) and the collective actions that Members, Commissions and Secretariat will commit to deliver in terms of 24 concrete packages of work or **Outputs** (section 4.3).

### 4.1 IUCN 2026–2029 Impacts

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

The global community adopted the KMGBF, with a vision of a world living in harmony with nature where biodiversity is valued, conserved, restored and wisely used, maintaining ecosystem services, sustaining a healthy planet and delivering benefits essential for all people. The mission for the period through 2030, aligned with IUCN's **Nature 2030** Programme, is to take urgent action to halt and reverse biodiversity loss and put nature on a path to recovery for the benefit of people and planet by conserving and sustainably using biodiversity and by ensuring the fair and equitable sharing of benefits from the use of genetic resources, while providing the necessary means of implementation. The KMGBF recognises and considers diverse value systems and concepts including, for those countries that recognise them, rights of nature and rights of Mother Earth, as being an integral part of its successful implementation.

To achieve this, Goal A of the KMGBF<sup>48</sup> addresses the social and economic drivers of biodiversity loss on land, freshwater and ocean realms, and commits to maintain, enhance or restore the integrity, connectivity and resilience of all ecosystems, halt and reverse the risk of extinction of all threatened species, and maintain and safeguard the genetic diversity within populations of wild and domesticated species. Among the eight Targets of Goal A is the ambition and commitment to effectively protect and conserve areas of particular importance for biodiversity covering at least 30 per cent of each of land, freshwater and ocean realms, and to do so in a way that is inclusive and participatory, especially involving the areas and territories, as well as agency, of Indigenous peoples and local communities and respecting the rights and contributions of people of all genders across all generations.

#### *4.1.2 IMPACT 2: Effective conservation of biodiversity and ecosystem services has contributed significantly to addressing the nature–global change nexus, including through Nature-based Solutions to build ecosystem and societal resilience and reduce the risks to nature of unsustainable responses to anthropogenic global crises.*

Biodiversity and global change processes are inextricably linked. Planetary regulatory systems are shaped by ecosystems and how they function, including in the ocean, tundra and forests and other ecosystems. High integrity ecosystems (in terms of function, structure and composition) contribute to the stable and predictable supply of ecosystems services, for

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<sup>48</sup> CBD/COP/DEC/15/4 19 December 2022 <https://www.cbd.int/doc/decisions/cop-15/cop-15-dec-04-en.pdf>

example water security, land productivity, climate stability, and protection from extreme events. Global change processes such as land degradation, climate change and ocean acidification progressively compromise the integrity of ecosystems, species populations and genetic diversity in multiple ways, including through direct harmful impacts on wildlife and by altering the timing and seasonality of rainfall, temperature and the manner in which society accesses and uses ecosystems. A failure to address the crises that arise from anthropogenic global change processes alongside the loss of biodiversity runs the risk of, at best, missed opportunities and, at worst, globally significant counterproductive outcomes. Restoring the capacity of natural ecosystems also offers solutions for restoring the health and vitality of degraded landscapes and seascapes, helps mitigate the harmful effects of climate change and supports society in adapting to the changes that are taking place. It is also fully consistent with a One Health approach.

Appropriate interventions include large-scale conservation and restoration programmes for destroyed or degraded ecosystems, making agriculture, livestock and land management practices nature-positive and sustainable and built on a One Health approach, and the large-scale transition to renewable energy supported by infrastructure that is nature-positive. Such actions need to take global change processes into account, including how they affect the connectivity, resilience and integrity of natural ecosystems. For example, climate solutions need to consider the risks and impacts on nature of geo-engineered solutions. And all of these approaches require whole-of-society contributions that harness the knowledge and leadership of people of all genders and ages. The best hope for meeting international commitments to address biodiversity loss and global change processes is to achieve them together, bolstered by socially just and intergenerational approaches; no other course of action will suffice.

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

The planet is being exploited in ways that are inequitable and often illegal, as well as unsustainable. Effective conservation depends on equity and justice in society and the economy as a means of averting and reversing the loss of biodiversity as well as the causes and impacts of other deleterious global change processes. Equity and justice are both a fundamental quality of, and a requirement for, good conservation; conserving species and ecosystems should also help deliver better and more inclusive local decision-making and more equitable benefit-sharing in the long term. The principles and practices of effective and just conservation must be a whole-of-society endeavour.

There is a need to strengthen provisions for social equity and justice in conservation policies, programmes and projects, and to advance the rights of Indigenous peoples and local communities, promote gender equality, and address poverty, tenure and natural resource rights, environmental security and ecological vulnerability. There is also a need to engage with policy and regulatory processes at global and national levels to promote the rule of law, reduce and aim to eliminate inequity, unsustainability, illegality, corruption and health risks in access to and use of environmental resources, and in participation in environmental decision-making. Rebuilding natural capital for future generations requires a shift in values to integrate equity and ecological sustainability as a foundation for social and economic development. This should in turn incentivise and promote the transformation of direct drivers of biodiversity loss and actions to achieve nature- and people-positive economies and societies, ensuring that any use of nature and natural resources (including direct use of wildlife) is equitable, legitimate, legal and ecologically sustainable.

## *4.2 Programme Outcomes – the pathways to change*

The three impacts presented above represent both the ambition and big picture themes that shape the Union's programme of work for the next four years. They respond to IUCN's vision of "a just world that values and conserves nature" and support the goal of strengthening the stewardship of nature as described in IUCN's 20-year Strategic Vision. To turn this ambition

into reality the Union will build its activities around twelve Outcome areas that collectively represent pathways to change through i) mainstreaming nature in key areas and ii) scaling up equitable and just conservation efforts in an inclusive manner involving a whole-of-society approach.

#### *4.2.1 Just, equitable conservation of nature at scale*

IUCN will reinforce and scale up equitable and just conservation interventions across land, freshwater and ocean environments, including geological diversity and geoheritage, along the four pathways to change outlined below. These in turn underpin the Eight Global Transformations, each with a further corresponding pathway, described in Section 4.2.2. Across the Union, the primary actors driving efforts to protect species, safeguard important sites and conserve and restore ecosystems are the governments and their agencies, NGOs, foundations and IPOs who comprise the IUCN membership. Crucial enabling roles are played by the science, data and expertise mobilised through IUCN's Members, Commissions, financial mechanisms, including GEF and GCF, and policy engagement. Through the Programme, IUCN will not only track outcomes of these interventions but also assess what would have happened in their absence to measure the full impact of conservation action.

- (i) **PEOPLE:** Equity and justice for sound environmental governance has been enhanced in every aspect of the scaling up the conservation of land, freshwater and oceans.

**The pathway to change:** The KMGBF acknowledges the importance of a whole-of-society approach to addressing the planetary crisis, including political will and recognition at the highest levels of government, and action by all actors in society. It highlights, in particular, Indigenous peoples and local communities as custodians of biodiversity and as key partners in its conservation, restoration and sustainable use, with an emphasis on their unique biocultural diversity, traditional knowledge, and customary governance as referenced in the Sharm El-Sheikh Declaration on Nature and Culture<sup>49</sup>. The entire framework is to be implemented via human rights-based approaches. Pervasive injustice, inequality and the illegal and unsustainable use of nature undermine the prospects for human prosperity and nature conservation alike. Crime, corruption and illegal exploitation of nature at all levels are impacting resources and people and undermining efforts for transparent, inclusive governance.

Scaling up conservation to meet the KMGBF's 2030 goals and targets must ensure full, equitable, inclusive, effective and gender-responsive representation and participation in decision-making, and access to justice and information related to biodiversity for all actors in society. In particular, inclusion of Indigenous peoples and local communities, and respect for their cultures and the rights of Indigenous peoples over lands, traditional territories, and resources, are needed in accordance with the UNDRIP. Measures to secure the safe, equitable and meaningful participation and leadership of women and youth, and other marginalised groups, and to ensure the full protection of environmental human rights defenders must be taken. There needs to be a response to the long-standing call for effective human rights due diligence, associated grievance mechanisms and for dealing with illegal and criminal activities through enhanced regulation and enhancement in criminal justice and application of the rule of law. Scaled up conservation of land, freshwater and ocean through protected and conserved areas must include equitable and inclusive decision-making based on the rule of law, thereby enhancing equity, social justice and redress, and much greater participation by social actors. Conservation programmes must in turn contribute towards social and economic outcomes and long-term sustainability. This must be monitored and reported over time using appropriate indicators at global, national and local scales. Education and awareness-raising will be critical to achieving these ambitious changes. Therefore Nature-based Education will be further developed as an overarching, horizontal initiative to promote and communicate about the role and importance of education for nature and the environment, not least with respect to advancing equity, justice and inclusion in conservation.

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<sup>49</sup> [The Sharm El-Sheikh Declaration on Nature and Culture](#)



- (ii) **LAND:** The effective protection, conservation and restoration of terrestrial key biodiversity areas, other areas important for biodiversity, ecosystems and species has been achieved equitably and inclusively.

**The pathway to change:** Protected and conserved areas have expanded to cover 17.6 per cent of Earth's land<sup>50</sup>, but still fall short of safeguarding many important areas for biodiversity (including Key Biodiversity Areas), achieving ecological representativity and connectivity, or meeting quality standards for inclusiveness and effectiveness. Although rates of forest and grassland ecosystem destruction and degradation have decreased in some areas, they have continued to accelerate in others, and loss, degradation and fragmentation of habitats continues, leading to declining ecosystem services on which societies depend. Geological diversity and geoheritage are also threatened, along with the important geological processes that help shape the health of our planet. Good progress has been made on identifying and prioritising IAS for management, but new introductions continue apace. Species continue to move closer to extinction with nearly 25 per cent of assessed species threatened with extinction, primarily through habitat destruction, illegal and unsustainable use, and there have been negative impacts on species used for food and medicine.

There is an urgent need to protect and strengthen the ecological integrity of natural terrestrial ecosystems by maintaining, enhancing or restoring nature and the connectivity and resilience of all ecosystems. This can be advanced through the consolidation of equitable and effective systems of protected and conserved areas, supported by governments, including recognition of OECMs and Indigenous and traditional territories, covering at least 30 per cent of terrestrial ecosystems by 2030, using participatory approaches and involving grievance and redress mechanisms as appropriate. It can also be advanced by ensuring connectivity in the wider landscape, and through measures to secure sustainable use of production landscapes. Governments must be supported to develop and implement their NBSAPs, including national targets aligned with agreed global targets, National Species Action Plans and species recovery plans, and to avoid and address human–wildlife conflict. Damaged and degraded ecosystems must be restored to enhance ecosystem integrity, including functions and services in multifunctional landscape mosaics, founded in integrated land-use planning and the diverse participation of stakeholders across multiple sectors.

- (iii) **WATER:** The effective protection, conservation and restoration of freshwater key biodiversity areas, other areas important for biodiversity, ecosystems and species has been achieved equitably and inclusively.

**The pathway to change:** Life in freshwater ecosystems remains in crisis. Ecosystems and species are disappearing or declining three times faster than forests and forest species<sup>51</sup>, and the manner of their use leading to ecosystem degradation and fragmentation, undermining prospects of recovery. This has negative impacts on human livelihoods, health and well-being, particularly for vulnerable communities, women and children. The drivers include pollution from nutrients, pesticides and waste, as well as over-exploitation of species and impacts from IAS. Unsustainable abstraction and use of freshwater resources, including inter-basin transfers for agriculture, industry and urban development, as well as direct and unsustainable and sometimes illegal use of water, freshwater species and ecosystems are driving extinction. Meanwhile, a burgeoning aquaculture industry and other land-use change is converting and destroying freshwater habitats.

Governments and other authorities must be supported, including through updated NBSAPs, to conserve Key Biodiversity Areas and other areas important for biodiversity covering at least 30 per cent of freshwater ecosystems by 2030, maintaining, enhancing or restoring their integrity, connectivity and resilience, and expanding protection through new protected areas

<sup>50</sup> UNEP-WCMC & IUCN (2024) Protected Planet <https://www.protectedplanet.net/en>

<sup>51</sup> Ramsar Convention Secretariat (2018) Gardner, R. C. & Finlayson, C., Global Wetland Outlook: State of the World's Wetlands and their Services to People

and OECMs. There is a need to prevent overexploitation of freshwater species through improved biological assessments, science-based management, the development of freshwater fisheries action plans, and the control of IAS and pollution. There is also a need for better management of and more investment to ensure equitable access to freshwater for people. An integrated approach is needed to guarantee the freshwater flows required by nature and people, improve freshwater quality, and safeguard connectivity to allow the recovery of freshwater ecosystems.

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

**The pathway to change:** Although the ocean covers 70 per cent of the planet's surface, it remains inadequately protected, governed and managed in the face of multiple stressors and extractive pressure on habitats, species and resources. Less than 3 per cent of the global ocean is free from human pressure, and less than 2 per cent is protected in any form of marine protected or conserved area. While just over 18 per cent of the ocean under national jurisdiction is protected (as of 2023), this area does not adequately represent the diversity of ocean ecosystems, species or processes and expansion is needed to include more areas of importance for ocean biodiversity. It is also imperative that marine protected areas (MPAs) are effective in achieving their objectives, a challenge made more complex by open access governance systems in oceans and coasts. Almost 10 per cent of all marine species assessed are threatened with extinction, with more than a third of marine mammals, sharks and rays, and coral reefs facing a high risk of extinction.

Stronger, more effective, and equitable governance at multiple levels is needed to address the threats to the ocean, protect its biodiversity, and safeguard ocean biogeochemical processes that regulate the climate at a global scale. Legal and policy frameworks for the protection, regulation, climate change mitigation and restoration of ocean Key Biodiversity Areas and other areas important for biodiversity, within and beyond national jurisdiction, are urgently required. There is a need for marine spatial planning to facilitate species and area-based conservation, protection and management, and coexistence with clean energy technologies. Fisheries need to be sustainable (for target and non-target species) and legal, meeting the livelihood, nutritional and health needs of the most dependent, while also combating illegality in global fishing (including human rights and labour violations) and improving the sustainability of maritime fleets and mariculture production. Blue carbon habitats need financial investment and public support to ensure their critical ecosystem function of sequestering carbon while providing a sustainable livelihood to communities. Arctic, Antarctic and Southern Ocean species and ecosystems need a representative system of MPAs building upon the recommendations of the IUCN Task Force on Antarctica and the Southern Ocean. Globally, there is a need to address systematic threats and stressors including the impacts of climate change on marine species, ocean warming, ocean acidification and deoxygenation, and pollution (chemical, plastic, noise), as well as sea-level rise and the perturbation of weather patterns. Increased maritime and defence activities, potentially polluting wrecks, geoengineering, and the exploration and exploitation of deep sea-bed resources with impacts on marine life, human health and well-being, and livelihoods at both local and planetary scales, demand a programmatic response.

#### *4.2.2. The Eight Global Transformations for nature and people*

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

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

**The pathway to change:** At the 26<sup>th</sup> Conference of the Parties to the UNFCCC (COP 26) in 2021, governments formally acknowledged that climate change and biodiversity loss are clearly interlinked; this recognition was enhanced by the emphasis placed on the state of nature in the Global Goal on Adaptation elaborated at UNFCCC COP 28. While the potential for integrated climate and biodiversity solutions is significant, so are the uncertainties surrounding novel climate technologies. Indecision on how to address the nature–climate nexus risks a perverse scenario where the most promising options, such as NbS, are left underutilised while the escalating impacts of climate change drives some governments to consider non-reversible interventions that could have global impacts on biodiversity. Charting and implementing a clear way forward with respect to the nature–climate nexus is one of the most important challenges for conservation for this decade.

To avoid such a scenario, the global conservation community needs to provide clear direction on how working with nature can achieve not only durable mitigation and just transition objectives but also nurture adaptive resilience. Mechanisms to incentivise the storage and sequestration of biome-based carbon that go beyond market-based transactions and carbon offsetting narratives need to be urgently tested, promoted and taken to scale with new frameworks that recognise and reward the maintenance of existing carbon stocks and important biodiversity values concurrently. Transaction costs, particularly around verification, need to be significantly reduced so that a wider range of natural resource stewards, such as Indigenous peoples and local communities, can more easily access, participate in and receive benefit from NbS. The innovative application of new technologies will be critical in this effort. Climate resilience actions must work at this intersection, drawing from the best available science that incorporates local and traditional knowledge to ensure societies can adapt to a changing climate.

As climate change often impacts the welfare and rights of women and girls in a differentiated manner, gender equity must be a key dimension of climate justice. The development of climate information services that use climate and biodiversity data and incorporate local and traditional knowledge provides a comprehensive view that is crucial for informed, strategic decision-making. More broadly, governments will need to play a more active role in providing safeguards and guarantees to local communities who wish to deploy the management and restoration of their natural resources for both adaptation and mitigation. This should be supported by the proactive use of legal instruments and judicial reviews. At the same time greater efforts will be required to enhance the evidence base concerning the potential risks and potential benefits of novel climate technologies such as solar radiation modification, ocean fertilisation and alkalinisation, and other novel carbon dioxide removal methods in combatting the climate crisis. Conservation will need to engage in constructive dialogue with proponents of such approaches concerning the associated moral hazards, ethics, consent, equity and governance. Governments will need support to establish effective regulatory frameworks including the application of the precautionary principle to the testing of these novel technologies.

- (ii) **ALIGNMENT OF FINANCIAL AND ECONOMIC SYSTEMS WITH NATURE:** Economic and financial systems have been re-focused to reflect dependencies and impacts on nature (including a focus on equitable stewardship of nature and natural resources).

**The pathway to change:** Our current economic and financial systems often fail to take account of the value of nature, encouraging decisions and activities that are harmful to nature and sustainability. During the past decades, financial and economic decisions have resulted in exceedingly negative impacts on nature and those who directly depend on it, particularly among marginalised or vulnerable people. Orientating economic decisions and aligning financial flows within a framework that takes account of the values and irreplaceability of nature, recognising and rewarding those whose stewardship delivers these benefits,

promoting equality and equity, and disincentivising those whose practices come at nature's expense is a critical and necessary transformation for the 21<sup>st</sup> century.

To achieve this, economic activities and financial flows need to align with the conservation and sustainable use of nature. Both governments and private sector actors must measure, account for, monitor and disclose their impacts and dependencies on nature. Central banks will need to understand macroeconomic risks and consequences emerging from degradation and loss of nature, recognise the impacts of monetary policy on local and global natural capital and conservation, and develop and deploy tools to address these risks. Financial institutions will need to incorporate social and environmental returns into assessments of projects and explore novel instruments such as flexible interest rate loans benchmarked to nature outcomes. Credit ratings agencies will need to assess the exposure to nature-related risks of debt instruments more systematically and effectively, reflecting this in the evaluation of their clients' creditworthiness. Harmful subsidies in the fossil fuel, agriculture, fisheries and forestry sectors need to be reformed. Government and private-sector procurement policies will be instrumental in driving change in market behaviour, consumers will need to be made more aware of the impacts of their choices, and both international and national judicial systems better equipped to support the effective implementation of international agreements and national regulations. To build substantive momentum for these types of reforms over the next four years, the global conservation community needs to deliver better and more readily applicable knowledge and insights that the finance and economic sectors can understand and easily adopt, and to collaborate around the provision and use of the required metrics, data and standards.

- (iii) **FOOD SYSTEMS AND SUSTAINABLE AGRICULTURE:** Significant progress in establishing sustainable, nature-positive and multifunctional agricultural production landscapes and seascapes has been achieved and further loss of biodiversity prevented.

**The pathway to change:** Unsustainable and harmful food and agricultural systems are the leading driver of biodiversity loss globally and a key contributor to land, ocean and coastal degradation, water and land pollution, and short- and long-lived greenhouse gas emissions. Conversely, many food and agricultural systems are threatened by climate change and the decline in ecosystem functions and services. Despite the rapid increase in urban populations, agrifood systems underpin the livelihoods of about 3.8 billion people globally and are the largest source of income for poor, rural households. With the required increase in global food production over the next 25 years estimated at as high as 70 per cent due to projected population growth, coupled with increases in fuel and fibre production from agricultural systems, the future of food and agricultural systems is a key nexus issue that urgently needs to be addressed. New systems of food and agricultural/mariculture production are urgently needed, not only to safeguard biodiversity by preventing the further loss of ecosystems, but also to improve food security, health, ecosystem integrity and local livelihoods.

New alliances with shared common goals that safeguard nature, production systems, food and nutrition security, and sustainable incomes will be required, particularly at landscape and coastal level. Evidence-based approaches and innovations that enhance the sustainability of food and agricultural production systems will need to be developed and tested inclusively with all key stakeholders, including government, small and large-scale producers, pastoralists, Indigenous peoples and local communities, corporate actors, financial institutions, civil society organisations (CSOs) and academia. Particular attention to gender equity and women's empowerment is required to address important gender gaps as the burden of care work relegates many women to informal and unprotected and unrecognised labour roles in agricultural value chains.

Governments and their agricultural and marine resources ministries will need to assess the efficacy and role of their policies, including food policies, livestock practices, mariculture regulations, and incentive systems and fully understanding their impact in terms of biodiversity and provision of support for rural and coastal communities with a view to repurposing those with detrimental impacts, in order to deliver both nature- and people-positive outcomes. It will

be important to increase understanding of land health, ocean and coastal health, and soil/substrate biodiversity within the context of agricultural, mariculture and other policy reform with associated tools, metrics and data to support change processes. Greater connection with higher education institutions and training institutions will also be needed. This will have to extend not only to land and ocean production and management systems but also to improved understanding, transparency, accountability and engagement of commodity supply chains, including shaping both public and corporate procurement policies as a driver of nature-positive market behaviour.

- (iv) **ONE HEALTH:** The integration of the biodiversity and health sectors is advanced through the One Health approach establishing a pathway towards improved human, wildlife and ecosystem health.

**The pathway to change:** The One Health approach recognises that human, wildlife, livestock and ecosystem health are fundamentally linked and interdependent. The multidimensional linkages mean that negative outcomes in one dimension, such as environmental degradation, are likely to trigger subsequent negative outcomes in other dimensions, such as accelerated pathogen or disease transmission, with negative health outcomes for domestic animals, wildlife and people. The converse is also true; there is a causal relationship between improvements in environmental conditions, like better pollution control in urban waterways, solid waste management, better wildlife handling and management practices, effective area-based conservation measures, and human and ecosystem health. The COVID-19 pandemic has highlighted the importance of a system-wide understanding of the connections between people, biodiversity and the environment, and One Health offers real promise as a vehicle to mainstream nature into a high-profile area of public sector policy, and in turn to mainstream health issues into conservation policy.

While this decade has witnessed progress in advancing One Health, there is now an imperative to systematically establish and integrate effective health and biodiversity pathways at community, sub-national, national and international levels, including in the urban environment. This will require building new networks between public health practitioners, higher education institutions and medical schools, agriculturalists, planners, regulators, conservationists, and Indigenous peoples and local communities. IUCN also views collaboration between donors in the public health and biodiversity sectors as a critical factor in scaling up One Health approaches. Law enforcement and wildlife management agencies will need to understand and address the health implications and risks when dealing with wildlife use and trade (legal and illegal), other forms of use of nature, and nature crime. Outreach and network-building will require a stronger and compelling evidence base that explains and raises the profile of the multiple pathways to improving human, livestock, wildlife and ecosystem health.

New public policy frameworks will be needed to address the environmental determinants of human and wildlife health such as avoiding ecosystem degradation affect human health by increasing the risk of zoonoses and pathogen spillover and spillback. These policies should ensure that wildlife use and handling and farming practices reduce and aim to eliminate the risk of pathogen spillover or spillback. People should have access to clean water and healthy food with high nutritional value; pollution and contamination that are the source of disease and ill-health should be reduced; access to outdoor recreation that supports healthy lifestyles and prevents non-communicable diseases should be promoted; and access to nature that supports cultural and spiritual values and improves mental health should be secured. Equity, equality and intersectionality, and application of Indigenous and local knowledge will also be crucial for effective and comprehensive One Health strategies. Similarly, populations are already experiencing health challenges resulting from changes in ecological systems due to climate impacts. Thus, the nature–people–climate nexus will be critical for progress towards a One Health approach. Ultimately, these shifts in public policy will need to be enforced and promoted through informed regulatory and judicial actions. Over the next four years, the conservation community must take a proactive and leading role in catalysing the partnerships and generating the knowledge upon which global, multilateral and national policy shifts and behaviour change can be established.



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

**The pathway to change:** The transition from fossil to renewable energy has been too slow and the current pace falls far short of the pathway to limit global warming to 1.5°C. At the same time, one person out of every ten does not have access to electricity with energy poverty increasing in 2022. To meet the 1.5°C target, the world requires three times more installed renewable energy capacity by 2030, and an annual doubling of the global rate of energy efficiency improvements.<sup>52</sup> This means a rapid scale-up of both renewable energy generation capacity and efficient transmission grids.

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

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

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

**The pathway to change:** Today, 56 per cent of the world's population (4.5 billion people) live in cities, and this will increase to 68 per cent by 2050 (potentially 6.7 billion people).<sup>53</sup> Historically, urbanisation and urban consumption patterns have had major negative implications for biodiversity aside from the immediate loss of habitat to build infrastructure. Indeed, the way urbanisation and consumption continue to develop will be a key determinant for the eleven other Outcomes described in this section. These forces can accelerate the spread of both disease and IAS, increase the consumption of fossil fuels, intensify water stress and disrupt water cycling, and increase pollution. Making cities sustainable and liveable is a fundamental challenge that is already upon us and will need to be resolved in both the near term and the coming decades.

To transform these challenges into opportunities requires an effort that extends far beyond the establishment of green spaces and urban tree-planting. It begins with building proactive coalitions and alliances with local government structures and authorities to ensure that biodiversity considerations are mainstreamed into urban planning and decision-making. Local governments are closer to their citizens and therefore tend to be more responsive to their needs. But the world's 10,000 cities have an enormous impact far beyond the 3 per cent of

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<sup>52</sup> COP28 Global Renewables and Energy Efficiency Pledge (2023)

<sup>53</sup> UN-Habitat (2022) World Cities Report <https://unhabitat.org/world-cities-report-2022-envisaging-the-future-of-cities>

the land surface they occupy, particularly through their demands on resources beyond their boundaries. There is a need for more collective action, with cities networking with each other and with regional authorities, exchanging ideas, approaches, tools and new knowledge. Conservation will have to establish new, responsive working relationships with municipalities helping build capacity and provide tools that can support nature-positive planning and permitting processes and help establish ambitious but realistic biodiversity-related targets and monitoring frameworks. It will also be critical to support city authorities in addressing some of their key challenges, such as youth employment, gender equality, water cycle management and flooding control, and mitigating periods of heat stress, with effective NbS and other interventions. Ultimately the sustainability of cities is in the hands of their citizens, and therefore it will be critical to ensure the often-broken link between people and nature is re-established not only through facilitating area-based conservation measures, changing consumption patterns, addressing waste and pollution (including air, water, noise, light and plastic pollution) and raising awareness but also by supporting school curricula, engaging and profiling biodiversity in sporting and cultural events, and helping to increase citizens' understanding and sense of agency in advancing sustainable outcomes.

- (vii) **REGENERATIVE BLUE ECONOMY:** A framework for developing a regenerative blue economy, focusing on sustainable and equitable marine resource protection and utilisation, is incorporated into national and regional development strategies, shaping private sector and civil society operations.

**The pathway to change:** The ocean has always played a critical role for all of society, but in particular for those living in coastal areas. From the regulation of key planetary processes that make life on Earth possible to being an important source of protein, the services that the ocean, including the Arctic and Antarctic regions, provides are both numerous and fundamental. Current science demonstrates that exploitative economic activities, both on land and at sea, are altering the biotic and abiotic balances and cycles of the global ocean with potentially serious, if not yet fully quantified, societal implications. At local levels, where large numbers of people are directly dependent on marine living resources, inequitable governance, including gender inequality and gender-based discrimination and violence, negatively impacts effective stewardship of the ocean. Industrial, uncontrolled and poorly planned legal and illegal exploitation of ocean resources exacerbate other common drivers of biodiversity loss and ecosystem decline, culminating in declining ocean health. Climate change is fundamentally altering how oceans operate.

Protection of the ocean is a first fundamental step in conserving marine biodiversity and ecosystem functions and maintaining the ocean's ability to contribute towards human livelihoods and well-being. The essential next step is to promote a regenerative blue economy: an economy that focuses on ocean health, including its wealth of biodiversity and ecosystem services, while fostering development, social inclusion, equity, and empowerment of coastal communities to be its natural stewards. To bring this vision to fruition, there is a need to foster a collaborative approach among all stakeholders, including governments, the conservation sector, economic sectors, Indigenous peoples and local communities, and women and youth. The framework needs to apply the definition of principles for a blue economy and provide a roadmap towards a regenerative approach to using ocean resources. Such a framework should help redirect activities in all sectors including finance onto a regenerative path, promote collaboration and guide global, regional and national level strategies towards greater sustainability.

- (viii) **WATER SECURITY AND STEWARDSHIP:** Policy frameworks, regulations, spatial planning processes and freshwater cooperation agreements and actions improve the governance of all freshwater resources.

**The pathway to change:** The management of freshwater and the biodiversity that lives in and depends on it has both global and local implications for biodiversity, ecosystem functioning and services, climate change impacts and responses, economic stability and development, local livelihoods and rights, and human and animal health. Roughly half of the world's population currently experiences severe water scarcity for at least part of the year. As a scarce and vital resource, access to and quality of freshwater can have significant political



implications and opportunities. An increasing number of countries face freshwater scarcity challenges, or extremes of floods and droughts due to climate change. Over 30 per cent of the world's freshwater is over-allocated, and over 30 per cent of the world's freshwater ecosystems have been lost since 1970 – far faster than terrestrial and marine ecosystem and species loss – and yet relevant policies and multilateral agreements are ill-equipped to deal with freshwater protection and conservation. Pollution of freshwater systems has significant impacts on biodiversity, people, economies and health. Access to clean, safe and reliable freshwater supplies is critical for a One Health approach to safeguard human and animal health and well-being as well as for industrial manufacturing, energy production, food security and nutrition, and the functioning and integrity of surface and sub-surface freshwater ecosystems and coastal zones.

Advancing freshwater conservation and security over the next four years will require a multifaceted approach involving diverse stakeholders, policies, technologies, and behavioural changes at multiple levels of governance and across international borders. Current gaps in the conservation of freshwater ecosystems demand expanded systems of protected areas and OECMs with freshwater biodiversity conservation objectives. New and existing frameworks and policies will need to be developed, strengthened and enforced to deal equitably with the multiple ways freshwater is managed and influenced by different sectors, and how it is affected by degradation and climate change.

Significant improvements on how the range of benefits from effective freshwater resource management are valued and shared are needed alongside greater engagement with spatial planning agencies and regulators to improve land-use planning, regulatory enforcement and compliance and pollution control to improve freshwater restoration, health, protection and connectivity. Protecting transpiration zones is key to protect the hydrological cycle from disturbance, creating an opportunity for improvement in land and forest protection to provide rainfall and moisture recycling.

Multi-stakeholder and multi-sector partnerships able to efficiently scale and invest in solutions are urgently needed due to the connectivity, dependencies and diverse impacts on freshwater ecosystems and the biodiversity they support. Advocacy on the rights of nature and specifically the rights of freshwater systems and rivers as well as human rights approaches to freshwater management are needed to ensure that it is fair and equitable. New knowledge is needed to generate improved regulation, enforcement, and policy options for the protection, restoration and improved management of freshwater systems, moving beyond integrated water resource management into practical multi-sector and multi-agent solutions. Greater recognition of the role of women as water stewards is needed, yet they are severely underrepresented as freshwater decision-makers and face rising gender-based violence as freshwater resources become scarcer and more degraded. Awareness-raising and capacity development within conservation are urgently needed to deal with diverse and opposing stakeholder needs for freshwater, highlighting the need to develop strong leadership and skillsets at the river-basin level, and the opportunity to build communities of policy and practice that work to consistently improve freshwater management through longer-term programming and partnerships that focus on renewed ecosystem-based water governance as the way forward.

#### 4.3 Programme Outputs -the Union's contribution during 2026–2029

The twelve Outcomes presented in the previous section represent the specific changes that IUCN commits to pursuing over the period 2026–2029. Success lies not only in IUCN's hands but will require partnerships and the commitment and contributions of other partners in the public and private sectors, academia and civil society, and at the local community level. IUCN's specific contributions are described below. If Members, Commissions and Secretariat can combine forces to effectively deliver the following 24 Outputs, then the prospect of achieving the change we believe necessary will be significantly enhanced. In other words, these Outputs are the direct deliverables for which IUCN is accountable (sphere of action), showcasing our unique position and responsibility within the conservation community. Our deliverables focus on impactful environmental initiatives and strategic partnerships that leverage our extensive network and expertise. Each Output will be critical to advancing our mission and amplifying our global impact, aligned with the Outcomes and Impacts described

in previous sections. The Outputs below are not presented in any order of priority; all are important for the Union to achieve.

#### *4.3.1 Composite Outputs to deliver just and equitable conservation at scale*

**(i) Recognising, respecting and promoting the rights, agency and stewardship of Indigenous peoples and local communities, including environmental defenders.**

Output: Environmental initiatives prioritise and advance the rights, agency and leadership of Indigenous peoples and local communities, including environmental defenders, towards their safety and protection, strengthened access to justice, increased access to direct and inclusive finance, and tangible conservation actions.

Indigenous and traditional territories (ITTs) are recognised as critical repositories of biodiversity and are often referred to as ‘territories of life’ due to the deep, symbiotic relationship between Indigenous peoples and the ecosystems they steward. These territories are home to a vast array of species and play a fundamental role in global ecological health, acting as key areas for conservation, climate regulation and the preservation of cultural heritage. As part of its commitment to safeguarding biodiversity, IUCN works closely with Indigenous peoples, including pastoralist and nomadic peoples, to ensure that these territories are respected, protected and managed in ways that align with their traditional practices and rights. By supporting Indigenous-led governance of ITTs, IUCN aims to create a future where both biodiversity and the cultural integrity of Indigenous communities are upheld, fostering sustainable and holistic conservation outcomes for generations to come. Furthermore, advocating for environmental defenders is crucial to protect their rights to speak out and act in defence of their lands and cultures. IUCN will deploy its Member, Commission and Secretariat expertise to convene national multi-actor, collaborative dialogues in support of Indigenous peoples and local communities, helping to foster innovative partnerships and support capacity-building. It will prioritise the recognition, protection and reward of Indigenous conservation agency, particularly with respect to access to international financial flows that aim to promote globally beneficial outcomes from their lands and territories.

The Output will be delivered through:

- Recognising and respecting the important roles and contributions of Indigenous peoples and local communities as custodians of biodiversity and as partners in its conservation;
- Full recognition and support of the UNDRIP;
- Recognising and providing support to protect traditional knowledge systems and their value in global and national biodiversity management;
- Facilitating, supporting and building capacity for the direct representation of Indigenous peoples and local communities in biodiversity and environmental decision-making processes and platforms at the national, sub-national and global levels, as appropriate;
- Developing and promoting co-designed best-practice frameworks, standards, guidelines and tools that advance the priorities and rights of environmental defenders, including but not limited to Indigenous environmental defenders;
- Developing and promoting financial arrangements which prioritise the safety and inclusion of environmental defenders in leading advocacy campaigns and deliver results;
- Providing guidance and capacity-building for the optimisation of legal and regulatory frameworks
- Developing indicators for monitoring and accountability on rights, governance and traditional knowledge of Indigenous peoples and local communities, and for the protection of environmental defenders;
- Providing tools, indicators and metrics to uphold free, prior and informed consent of Indigenous peoples and local communities
- Advancing a zero-tolerance approach to violence within supply chains, and meeting the needs of defenders faced with violence.

## **(ii) Promoting gender equality in conservation**

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

Efforts towards gender equality and women's empowerment in environmental action have been linked to improvements for people and nature such as better economic outcomes, strengthened green and blue policies, greater sustainability, a fairer and more sustainable distribution of natural resources, and more peaceful natural resource governance. Yet meaningful gender-responsive approaches that go beyond mere participation and engagement towards systematically closing gender gaps through gender equity and women and girls' empowerment remain severely lacking across environmental sectors globally. This ignores the complex ways in which discrimination, violence and the burden of care work restrict the capacities and opportunities for women and girls.

Thirty years after the Beijing Platform for Action, it is vital to ensure that all processes address women's rights. Addressing and transforming the nodes of gender inequality, including economic insecurity, the burden of unpaid care work, gender-based violence, differentiated health risks and impacts, and lack of participation and leadership rights, can strengthen women's economic security and autonomy, transform the distribution of care work into a care economy, improve safety and dignity, bolster health, and advance women's and girls' role in environmental decision-making in a shift towards inclusive and effective environmental sustainability.

IUCN will deploy its Member, Commission and Secretariat expertise to transform environmental systems and structures so that they promote gender equality and women's empowerment in conservation. The Secretariat will support the coordination of the Union's efforts with significant input from Commissions, Members and national and regional committees.

The Output will be delivered through:

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

## **(iii) Fostering culture and youth engagement**

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

Nature embodies different concepts and represents different values for different people. Therefore, engaging creatively with aspects of social culture can advance constructive behavioural change, including by amplifying messages and promoting collective action. One

such area to build upon is leveraging the enthusiasm of people of all generations for outdoor pursuits to strengthen their connection with nature. Similarly, peoples' diverse faith and spiritual diversity provides an opportunity to generate citizen engagement with nature and, ultimately, a stronger commitment to its conservation. Similarly, people's diverse faith and spiritual diversity provides an opportunity to generate citizen engagement with nature and, ultimately, a stronger commitment to its conservation.

IUCN will engage with youth groups across geographies and sectors to leverage actions associated with culture and education. Working closely with youth and leadership for youth within the Union, IUCN will engage with youth groups across geographies and sectors to leverage actions associated with culture and education. IUCN will work to create and maintain dedicated spaces for youth to interact with current leaders in nature conservation, to support their representation and help to make their messages more impactful. The Union will also continue to build links with urban youth, provide dedicated support to Indigenous youth, and work closely with women and youth in both rural and urban spaces. The Youth Advisory Committee of the Union will provide strong leadership to ensure that this area of work continues to be informed by youth, for the benefit of all generations.

This Output will be delivered through:

- Providing materials, tools and guidance, and promoting the uptake of a range of educational approaches, strategies and frameworks tailored to meet specific user needs (from educational curricula to Indigenous ways of knowing), connected with IUCN's work on Nature-based Education;
- Identification and description of traditional practices and cultural uses of both the living (i.e. biodiversity) and non-living (including geodiversity) components of nature;
- Providing knowledge and capacity to foster an intergenerational approach, orienting youth and new actors and stakeholders through online sessions, in-person capacity-building workshops and tailor-made knowledge products;
- Conducting strategic communication and joint advocacy events and social media activities with partners and stakeholders to promote the conservation of nature;
- Operationalising the Youth Engagement Strategy in all geographies, including mainstreaming the role of youth in the Union's activities and portfolio delivery;
- Empowering a well-functioning Youth Advisory Committee that informs and drives the youth agenda for the Union;
- Developing and implementing an IUCN strategy on Culture for Nature;
- Expansion of IUCN's work on Sports for Nature;
- Convening events, such as the Leaders Forum, to facilitate engagement with a broader range of stakeholders;
- Leveraging programmatic linkages between culture, education and youth and other thematic areas (such as gender, climate change, agriculture and cities).

#### **(iv) Facilitating Nature-based Education**

Output: IUCN has supported the mainstreaming of Nature-based Education globally, is an active partner supporting the global plan of action for education on biodiversity with UNESCO and other international partners and – drawing on the expertise of its Members and Commission members – has positioned itself as a trusted hub for knowledge and tools for the implementation of Nature-based Education approaches and integrated biodiversity and climate education.

Around the world, leaders in civil society, academia and government are transforming education systems to align with the environmental targets of the Rio Conventions, boosting learning outcomes, citizen engagement, health, livelihoods, climate action, and progress towards biodiversity protection. Article 6 of the UNFCCC and Article 12 of the Paris Agreement call on Parties to promote and facilitate climate change education. The KMGBF acknowledges that our educational systems and approaches will be critical in bringing about

the behavioural change needed for its effective implementation.

Nature-based Education requires “transformative, innovative and transdisciplinary education, formal and informal, at all levels, including science–policy interface studies and lifelong learning processes, recognising diverse world views, values and knowledge systems of Indigenous peoples and local communities”. It will require new partnerships and policies to support adaptive learning as the optimal means to integrate biodiversity into formal, non-formal and informal educational programmes. More generally, the promotion of curricula on biodiversity conservation will need to reflect “attitudes, values, behaviours and lifestyles that are consistent with living in harmony with nature”.

To respond to this challenge, IUCN proposes to strengthen its engagement to support a new area of work in Nature-based Education. The vision is to mobilise partners and resources in a collaborative effort to promote the educational efficacy of nature while validating education’s essential function in nature conservation and climate action. In the long term, the innovations surfaced, shared and scaled will transform education systems to bring nature into the core of learning, equipping learners with integrated knowledge and tools to actively address our planet’s most pressing environmental challenges while advocating for the systemic changes needed to bring nature further into global learning systems.

This Output will be delivered through:

- The active participation of IUCN as a partner in the drafting and implementation of a global plan of action for education on biodiversity, in accordance with the decisions of CBD COP 16<sup>54</sup>;
- A comprehensive survey of IUCN Members, Commission members and interested stakeholders to compile information on Nature-based Education efforts already underway around the world;
- Convening experts to identify, compile and disseminate Nature-based Education innovations and best practices through new and existing platforms and channels, including but not limited to IUCN PANORAMA and through IUCN Commissions;
- New resources directed towards Nature-based Education initiatives globally that generate measurable impact on behaviour change for conservation, biodiversity protection, One Health, and planetary health;
- The preparation of materials and a consultative role for IUCN to support governments in integrating Nature-based Education into their NBSAPs;
- Investment in new knowledge products advanced by IUCN Members and Commission members to support Nature-based Education across formal, non-formal, and informal learning systems and environments;
- Championing Nature-based Education within the conservation community.

#### **(v) Assessing the status of biodiversity**

Output: IUCN standards and tools on species, ecosystems, protected and conserved areas, and Key Biodiversity Areas and other areas important for biodiversity have informed and guided implementation and monitoring of the Global Biodiversity Framework.

Given the need for action-oriented, science-based and standardised approaches to conservation and policy that are based on the latest information and applicable at different scales, knowledge products based on IUCN standards will underpin the Union’s contribution to biodiversity assessment. The IUCN Science and Knowledge Centre will support the coordination of the Union’s effort, working closely with the Species Survival Commission (SSC), Commission on Ecosystem Management (CEM), and World Commission on Protected Areas (WCPA), and with Members, including through the IUCN Red List Partnership, the Key

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<sup>54</sup> [Decision adopted by the Conference of the Parties to the Convention on Biological Diversity on 1 November 2024](#)

Biodiversity Areas Partnership and the Red List of Ecosystems Partnership, and National and Regional Committees, to drive the maintenance, promotion and application of these IUCN standards and knowledge products. This contribution will be delivered at the global and national scales, as well as through relevant regional applications, across land, ocean and freshwater.

The Output will be delivered through:

- Maintaining the scientific integrity of IUCN's biodiversity standards through updated guidance and training materials and peer-reviewed analytical outputs;
- Updating and expanding the taxonomic scope of the IUCN Red List of Threatened Species to include all marine fishes, more invertebrates, plants and fungi, and to complete re- assessments of land vertebrates, freshwater fish and other comprehensively assessed groups, incorporating the Green Status of Species standard where appropriate;
- Identifying and delineating Key Biodiversity Areas to advance the conservation of these important sites, using data from a broad array of sources including from the IUCN Red List of Threatened Species and the Red List of Ecosystems;
- Expanding the application and promotion of the use of the IUCN Red List of Ecosystems, based on the IUCN Global Ecosystem Typology, to assess ecosystems across terrestrial, marine and freshwater systems, supporting national assessments, and contributing to the development of a Global Ecosystems Atlas;
- Developing and testing standardised methods for the Green Status of Ecosystems, to complement the Red List of Ecosystems;
- Supporting governments, businesses, civil society, and Indigenous peoples and local communities in maximising their use of the IUCN Red List of Threatened Species, Green Status of Species, World Database of Key Biodiversity Areas, World Database on Protected Areas and Red List of Ecosystems, including through the Integrated Biodiversity Assessment Tool (IBAT);
- Supporting decision-making by UN Conventions and other agreements/treaties on biodiversity and sustainable use, including but not limited to IPBES, CBD, CITES, CMS, and the UNESCO World Heritage Convention through the use and application of IUCN's status assessments of biodiversity and its knowledge products;
- Catalysing measurable, evidence-based actions and decisions that lead to the conservation and recovery of species based on the Species Threat Abatement and Restoration (STAR) metric, as well as for ecosystems and areas;
- Enabling decision-making that benefits biodiversity by delivering of up-to-date data, indicators, derivatives and analytics through better online services and upgraded platforms for the SDGs, MEAs and other inter-governmental processes;
- Supporting equitable approaches to monitoring through the integration of Indigenous ways of knowing into IUCN guidance and decision-support tools and recognition of the role of citizen science;
- Championing the provision of adequate resources from multilateral organisations (including development banks) governments and foundations to support the primary generation and dissemination of conservation science data from various sources as a global public good.

**(vi) Enhancing effective and equitable protected and conserved areas**

Output: National and sub-national governments, Indigenous peoples and local communities, and civil society have been supported in implementing plans for fair and effective systems of protected and conserved areas, in line with Targets 1, 2 and 3 of the Global Biodiversity Framework.

A critical step in the achievement of KMGBF Target 3<sup>55</sup> including its 30x30 goal is to support spatial planning, guidance, capacity development and implementation at national and sub-national levels to deliver effective and equitable conservation. This will be applied across key

<sup>55</sup> CBD/COP/DEC/15/4 19 December 2022 <https://www.cbd.int/doc/decisions/cop-15/cop-15-dec-04-en.pdf>

areas of importance for biodiversity and ecosystem functions and services, including genetic diversity and geodiversity, in terrestrial, marine and inland water biomes, and other priority areas including those important for cultural heritage. This will be achieved through broad collaborative work with the CBD Secretariat, WCPA, IUCN Members globally and in key partner countries, with the High Ambition Coalition for Nature and People, and the International Indigenous Forum on Biodiversity (IIFB) and other IPO members, and others as appropriate.

IUCN will deploy its Commission and Secretariat expertise to develop and provide tailored guidance, capacity-building and decision-support tools that will enable its Members, including IPOs, and Partners to incorporate standards for effective protected areas, and other effective area-based conservation measures into policies, regulations and investments across a wide range of national and sub-national jurisdictions during this four-year period to meet the quantitative and qualitative elements of Target 3, as well as Targets 1 and 2.<sup>56</sup>

This Output will be delivered through:

- Mobilisation of partnerships to raise awareness and coordinate action globally and in partner countries, including through the CBD Secretariat, WCPA, and IUCN's contributions to global and subregional technical and scientific cooperation support centres;
- Development of globally relevant frameworks and tools to improve the equity and effectiveness of area-based conservation while ensuring the delivery of conservation outcomes;
- Encouraging the application of the IUCN Green List Standard for protected and conserved areas in systems and sites throughout the world to improve the effectiveness of sites in achieving their objectives;
- Enhanced guidance and capacity to effectively deploy IUCN's standards for protected and conserved areas in practice, including in the professional development of rangers and other custodians of sites;
- Accelerated engagement with national governments to finance fully effective protected and conserved area systems and sites, and to avoid the downsizing, de-gazettement and degradation of protected areas;
- Providing guidance on the integration, regulation, management and monitoring of sustainable tourism in natural protected areas, including on respecting the rights of Indigenous peoples and local communities and acknowledging and rewarding their agency;
- Streamlining actor (decision-makers, rights-holders and stakeholders) engagement processes, focusing on capacity-building, equitable decision-making and inclusivity, particularly for women and Indigenous peoples and local communities;
- Making the case for investment in protected areas based on their contributions as NbS for climate change, food and water insecurity, disaster risk reduction and socio-economic development;
- Promoting learning from good practices and solutions and promoting appropriate technologies, such as acoustic monitoring and digital information systems, through peer-to-peer networks;
- Innovative approaches for resource mobilisation to finance high-integrity protected and conserved area systems, including appropriate collaborations with relevant sectors.
- Convening the IUCN World Protected and Conserved Area Congress 2027.

#### **(vii) Conserving the Outstanding Universal Value of natural and mixed World Heritage sites**

Output: The world's most significant natural and cultural areas are protected, conserved and their Outstanding Universal Value is maintained through equitable, effective and inclusive governance and management.

In its statutory advisory role to the World Heritage Convention, IUCN will support the effective implementation of the IUCN World Heritage Strategy, working with Convention Parties,

<sup>56</sup> CBD/COP/DEC/15/4 19 December 2022 <https://www.cbd.int/doc/decisions/cop-15/cop-15-dec-04-en.pdf>



including IUCN State and State agency members, UNESCO, other IUCN Members, WCPA and other partners to deliver the long-term protection of World Heritage sites, the expansion of the World Heritage List (natural and mixed sites), and to leverage the relevance of World Heritage status and experience to global conservation action through its knowledge, tools, standards and capacity-building. IUCN will support effective and equitable area-based conservation in World Heritage sites, delivering biodiversity outcomes for ecosystems and species, supporting biocultural diversity, and ensuring communication, advocacy and action for human rights-based approaches.

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

The Output will be delivered through:

- Implementing the IUCN Council-approved IUCN World Heritage Strategy;
- Providing expert scientific and technical advice to the World Heritage Convention;
- Maintaining, communicating and utilising the IUCN World Heritage Outlook as the most comprehensive assessment of sites leading to improving trends;
- Supporting the World Heritage Outlook with the IUCN Green List Standard and other relevant IUCN standards and tools at site level;
- Strengthened guidance and capacity-building for effective, equitable and inclusive governance and management of World Heritage sites;
- Building a large constituency of technical advisors representing all World Heritage Convention regions;
- Communicating the value of World Heritage sites for conservation of nature and biocultural diversity, including benefits for people and communities that depend on World Heritage sites;
- Mobilising resources and brokering partnerships with and through IUCN members and partners to support effective, nature-positive, people-centred and rights-based conservation action for World Heritage sites.

#### **(viii) Protection and recovery of threatened species**

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

While delivery of all the Outputs established in this Programme is essential to safeguard species, many species also require species-specific management to ensure their persistence. Thus, an important next step in the effective implementation of Targets 4 and 5 of the KMGBF<sup>57</sup> is harnessing scientific and technical expertise from across IUCN Members, Commissions and other Partners, including botanical gardens, zoos and aquariums and field-based Member organisations, to support specific national governments and CSOs to implement the Global Species Action Plan (GSAP) for the recovery of threatened species, as well as actions under national law, and MEAs such as CITES and CMS. Interventions include conducting species reintroductions and translocations; combatting and working to prevent and end illegal wildlife use and trade and other wildlife crime; mitigating human–wildlife conflict and fostering co-existence; combatting and working to end over-exploitation and unsustainable use; maintaining genetic diversity and significantly reducing the risk of zoonotic pathogen spillover.

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<sup>57</sup> CBD/COP/DEC/15/4 19 December 2022 <https://www.cbd.int/doc/decisions/cop-15/cop-15-dec-04-en.pdf>

This Output will be delivered through:

- Support and guidance for the development of National Species Action Plans to be incorporated into NBSAPs in targeted countries using, as appropriate, the IUCN GSAP SKILLS online knowledge platform. This will include measures to address and prevent unsustainable use and nature crime, and to avoid human–wildlife conflict;
- Development and effective implementation of recovery plans for targeted threatened species at the national level, noting that conservation of ecosystems at scale is essential to protect species and their habitats;
- Targeted technical and financial support, including through grant-making, to scale up actions to enhance species recovery while contributing to sustainable livelihoods where possible;
- Promoting learning and knowledge of best practices for enhancing species conservation, yielding increased institutional and individual capacities and skills;
- Compilation of scientific evidence and experience in implementation that informs species conservation policy and financing at national, regional and international levels;
- Technical and scientific support to governments, civil society and local communities in preventing unsustainable, illegal or unsafe use of wild species, focused on species conservation and the prevention of pathogen spillover.

#### **(ix) Conserving and restoring terrestrial ecosystems**

Output: Collaborative multi-stakeholder ecosystem conservation and restoration at landscape scale have engaged government, private sector, and non-government actors to advance conservation and restoration of forest, grassland, rangeland and other terrestrial ecosystems, enhancing both ecological integrity and ecosystem services.

The next step in the effective implementation of Target 2 of the KMGBF (as well as contributing to Target 1 and other targets)<sup>58</sup> and the goals and targets of the UN Convention to Combat Desertification, building on the Bonn Challenge, the Global Partnership on Forest and Landscape Restoration and the World Initiative on Sustainable Pastoralism, is to work with IUCN Members, Commissions and Partners to support specific national governments, NGOs and CSOs to implement comprehensive programmes of action in selected landscapes at national level to restore threatened and/or degraded ecosystems in an inclusive manner that empowers institutions and leads to strong biodiversity conservation outcomes as well as sustained community capacity and action.

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

This Output will be delivered through:

- Advocating for conservation action and enhancing ecological integrity in priority terrestrial ecosystems, including primary forests, through key policy mechanisms at global level, including the Rio Conventions and the UN Forum on Forests;
- Developing and advancing tools and deploying knowledge-sharing platforms and technical support mechanisms, like the Restoration Opportunities Assessment Methodology (ROAM), the Participatory Grassland and Rangeland Assessment (PRAGA) methodology and the Restoration Barometer to facilitate planning, implementation and progress reporting on conservation and restoration initiatives;
- Collaborating with priority business sectors to jointly halt unsustainable practices that contribute to biodiversity loss;

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<sup>58</sup> CBD/COP/DEC/15/4 19 December 2022 <https://www.cbd.int/doc/decisions/cop-15/cop-15-dec-04-en.pdf>

- Providing policy and operational guidance on defining and measuring ecological integrity, in close collaboration with the IUCN Ecological Integrity Task Force;
- Building on and disseminating IUCN'S Policy Statement on Primary Forests Including Intact Forest Landscapes to advocate for action to protect, buffer and where feasible recover primary and old growth forests;
- Fostering knowledge exchange on best practices and co-creating solutions with Indigenous peoples, local communities, NGOs, local organisations and researchers;
- Streamlining stakeholder engagement processes with a focus on capacity-building, equitable decision-making, free, prior and informed consent, and inclusivity, particularly for women, Indigenous peoples and local communities;
- Developing innovative mechanisms to catalyse public and private sector funding for landscape conservation and restoration, and the maintenance of essential ecosystem services.

#### **(x) Conserving freshwater biodiversity**

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

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

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

This Output will be delivered through:

- Updating and expanding the taxonomic scope of the IUCN Red List of Threatened Species to include all freshwater molluscs and complete re-assessments of selected freshwater fishes and odonates (dragonflies and damselflies), thereby ensuring that the Union is providing up-to-date and comprehensive data with which to support implementation of the KMGBF;
- Expanding the coverage of the IUCN Green Status of Species to include more freshwater species;
- Expanding the coverage of the STAR metric to include freshwater species, as represented by freshwater decapod crustaceans, fishes and odonates;
- Identifying and mapping Key Biodiversity Areas for freshwater species and ecosystems to help safeguard these important sites, using data and metrics from the IUCN Red List of Threatened Species and Red List of Ecosystems to promote habitat restoration and species and habitat conservation and recovery at the national level;
- Increasing awareness and facilitating the use of IUCN data and tools on freshwater biodiversity with governments, NGOs, Indigenous peoples and local communities, the private sector, and other key groups, including their use in identifying priorities for protection in protected and conserved areas, World Heritage tentative lists, the

identification of significant conservation values in meeting the criteria of the Green List Standard, and in the governance and management of protected and conserved areas more generally.

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

Output: Equitable and effective protection of Key Biodiversity Areas and other areas important for biodiversity in the ocean has been achieved, with protected and conserved areas summing to at least 30 per cent of ocean area, and other systematic approaches to address stressors to the integrity of marine biodiversity, including fisheries and extractive industries, have been identified and are being implemented.

While continuing to promote the conservation of all priority areas for the conservation of marine and coastal biodiversity in areas within and beyond national jurisdiction, a key next step in the conservation of the global ocean and to deliver the goals and targets of the KMGBF for the marine environment is to ensure the ratification and implementation of the BBNJ Agreement under the UN Convention on the Law of the Sea (UNCLOS). The Agreement will assist in addressing the fragmentation of global and regional instruments and institutions, providing guidance on marine genetic resources, protected areas, capacity-building, and environmental impact assessments for Areas Beyond National Jurisdiction (ABNJ). Current ocean instruments are not equipped to manage the cumulative impacts of human activities and climate stressors such as ocean warming, acidification, deoxygenation and marine heatwaves, which can occur in concert and further exacerbate other existing anthropogenic pressures, undermining ocean resilience.

In addition, to further its ocean conservation objectives, IUCN will pursue the strongest possible Plastics Treaty<sup>59</sup>, work to ensure the reduction of single-use plastics, support proposals for MPAs in the Southern Ocean and Antarctica at the Commission for the Conservation of Antarctic Marine Living Resources (CCAMLR) and for high seas MPAs through the BBNJ Agreement, engage new countries to adopt a moratorium on deep sea mining, expand work on blue natural capital, work to end fisheries subsidies, illegal fisheries and fisheries-related crimes, and publish governance guidance on geoengineering.

IUCN will deploy its Member, Commission and Secretariat expertise to develop and advocate international policy recommendations and provide tailored guidance, capacity-building and decision-support tools that will enable national governments, Members, Partners, NGOs and CSOs to plan and undertake effective ocean conservation action both within national jurisdiction and in ABNJ, including Antarctica, the polar regions and the Southern Ocean. IUCN will launch its technical facility to assist countries with requests regarding BBNJ ratification or implementation. IUCN will use its political alliances to mobilise resources to ensure swift ratification of the BBNJ Agreement and to fast-track implementation. It will furthermore advance and guide the implementation of proposed high seas MPAs, including in Antarctica, by the time of the first BBNJ COP. This will make a major contribution towards ensuring that ocean areas designated for protection are representative.

This Output will be delivered through:

- Identifying and ensuring the effective conservation of all areas of importance for marine biodiversity through effective systems of protected and conserved areas within national jurisdictions;
- Advocating appropriate policy in relation to the Preparatory Commission of the BBNJ Secretariat to provide Parties with legal and scientific technical expertise to inform decisions to be taken at BBNJ COPs;
- Strengthening cooperation in research, conservation and integrated management of at-risk marine ecosystems, notably in relation to the integrity and resilience of coral reefs;

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<sup>59</sup> In March 2022, at the resumed fifth session of the UN Environment Assembly (UNEA-5.2), a Resolution was adopted to develop an international legally binding instrument on plastic pollution, including in the marine environment.

- Promoting and convening a High Ambition Coalition for BBNJ implementation, in particular, for the establishment of MPAs;
- Engagement with policy and governance processes through the Antarctic Treaty System to advance the conservation of Antarctica, the polar regions and the Southern Ocean, with a view to fully implement the recommendations of the IUCN Task Force on Antarctica and the Southern Ocean;
- Providing knowledge, science and data, including global standards such as the IUCN Green List Standard, and other important guidelines for selecting and designating equitable and effective MPAs in the high seas and within national boundaries;
- Undertaking capacity-building, including building regionally led capacity-building efforts to empower national governments and other relevant stakeholders;
- Mobilising resources for brokering partnerships with and through Members and partners to support early ratification and fast-track implementation of the BBNJ Agreement focusing on the establishment of MPAs;
- Increasing stakeholder understanding and engagement regarding biodiversity and conservation of the high seas. Raising awareness amongst the individuals, businesses and civil society.

**(xii) Preventing and reducing the spread and impact of invasive alien species**

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

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

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

This Output will be delivered through:

- Updating the Global Register of Introduced and Invasive Species (GRIIS) national checklists, and expanding the register with sub-national checklists including for islands and protected areas, and data on evidence of impacts and pathways of introduction;
- Increasing the number of IUCN Environmental Impact Classification of Alien Taxa (EICAT) assessments, and of species accounts on the IUCN Global Invasive Species Database (GISD), focusing on IAS identified by the IPBES thematic assessment on IAS<sup>60</sup>;
- Supporting governments, the private sector and others in the development of measures in line with Target 6 of the KMGBF. This will include use of the CBD IAS Toolkit<sup>61</sup> developed by IUCN, including for National Invasive Species Strategies and Action Plans (NISSAPS);

<sup>60</sup> IPBES (2023) Invasive Species Assessment <https://www.ipbes.net/ias>

<sup>61</sup> Soon to be published

- Continuing provision of scientific and technical support to the European Commission and facilitating action on the ground in line with the implementation of the European Union's Invasive Alien Species Regulation<sup>62</sup> and pursuit of targets for IAS in the EU Biodiversity Strategy for 2030.<sup>63</sup>

### **(xiii) Preventing and reducing nature crime**

Output: Global and national policies, strategies and frameworks prioritise, incorporate and catalyse action to prevent and reduce nature crime, uphold the rule of law, and safeguard rangers and environmental and human rights defenders on the frontline of the battle against nature crime.

Nature crime – spanning illegal deforestation, mining and land conversion; illegal wildlife exploitation, use and trafficking; and illegal fishing – represents a critical barrier to achieving key global environmental, social, and governance goals at the core of IUCN's mission. Nature crime directly undermines biodiversity conservation, climate change mitigation, human rights protection, human and wildlife health, and sustainable and equitable development.

Many of the world's most critical regions for conserving biodiversity, maintaining vital carbon stocks, and ensuring food security for 9 billion people also suffer from lawlessness. While the natural resources targeted by nature crime lie largely in developing countries and in the ocean, criminal syndicates, rogue corporations, financiers, consumers and other ultimate beneficiaries of nature crime are systematically tied to developed countries and markets as well as to elites within developing countries.

IUCN's global and multi-sectoral membership as well as its Commissions and network of offices puts the Union in a unique position to raise political will and catalyse action on nature crime. Doing so requires a Union-wide, coordinated effort, drawing on the leadership and expertise of the many Members who lead NGOs focused on the topic as well as, critically, State and State Agency Members. Effectively preventing, detecting and combating nature crime requires unprecedented cooperation, and IUCN's unique position and the nexus of government and civil society provides a critical platform to catalyse political attention and action to address this key barrier to conservation and sustainable development.

This Output will be delivered through:

- Building and strengthening partnerships for global, regional, national and sub-national commitment and action on nature crime through networks such as United for Wildlife and the Nature Crime Alliance, International Ranger Federation and the Universal Ranger Support Alliance;
- Facilitating the convening of IUCN State and non-State members along with donors to mobilise new financing for efforts to prevent, detect and reduce nature crime affecting critical terrestrial and marine areas, with a strong focus on multi-stakeholder collaboration at regional and subregional levels;
- Mobilising stronger intergovernmental political will and action by working more closely on nature crime with key UN agencies including the UN Office on Drugs and Crime (UNODC), Interpol, and the UN Environment Programme (UNEP);
- Supporting the framing of action plans to facilitate the effective and safe deployment of citizen science engagement in the early identification and reporting of nature crime;
- Facilitating information about and uptake of relevant knowledge, science, tools and technologies developed by IUCN members;
- Drawing on the expertise of the World Commission on Environmental Law (WCEL) and other Commissions, as applicable, to strengthen legal and policy frameworks to more effectively prevent and combat nature crime at national and international levels;
- Promoting the professional development of rangers and other custodians of

<sup>62</sup> Invasive Alien Species Regulation ([Regulation \(EU\) 1143/2014](#))

<sup>63</sup> [https://environment.ec.europa.eu/strategy/biodiversity-strategy-2030\\_en](https://environment.ec.europa.eu/strategy/biodiversity-strategy-2030_en)

protected areas as a first line of defence in addressing wildlife crime targeted at species in protected areas.

#### **(xiv) Advancing nature conservation foresight**

Output: IUCN harnesses existing and new tools and mechanisms to apply predictive science to conservation, enabling conservation policy and practice to be proactive in addressing new and accelerating threats and opportunities.

While in many applied fields (e.g. medicine, climate change), predictive science is now the norm, broad uptake of such approaches has been slow in conservation. This limits the degree to which conservation policy and practice can be proactive in addressing both new and increasing threats and new opportunities (e.g. from geoengineering, decarbonisation). IUCN has already begun to address this gap, both by drawing from data based on IUCN standards to inform predictive modelling, and by establishing collaborations with peer organisations at the science–policy interface to advance such foresight. The recent delivery of the first two IUCN Flagship Reports are further examples of early steps towards a predictive science of conservation. Crucially, technological advances, notably in artificial intelligence and machine learning, may present substantial new opportunities for innovation, but also risks and costs, so need to be approached with caution.

This Output will be delivered through:

- Collaboration across the IUCN Secretariat, Commissions and membership to deliver the next IUCN Flagship Reports;
- Drawing from IUCN Resolutions and Member expertise to establish mechanisms to harness artificial intelligence and machine learning in ways that maximise conservation benefits while minimising risks;
- Collaboration with NGOs, researchers, academia and others to model projections of metrics based on IUCN standards, and use these to guide policy and practice;
- Capitalise on IUCN relationships with agencies at the science–policy interface to further nature conservation foresight (e.g. Category A Liaison with International Standards Organisation Technical Committee 331; strategic partnership with IPBES).

### *4.3.2 Composite Outputs to deliver the Eight Global Transformations for nature and people*

#### **(i) Promoting One Health**

Output: Policymakers, government agencies, public health experts and educators, zoos and botanical gardens, veterinarians, scientists and conservation professionals apply the One Health approach to meeting KMGBF targets, integrating health and conservation aspects, reforming practices, reporting on environmental determinants of health and reducing the environmental burden of disease, including zoonoses.

During this four-year period, the building blocks will be put in place to simultaneously deliver healthier wildlife, ecosystems and human communities, including significantly reduced pathogen spillovers and disease transmission, and to enable effective management of terrestrial, freshwater and marine habitats and ecosystems. IUCN will advocate for and implement a One Health approach, integrating the conservation of wildlife, species and ecosystems with the human, plant and animal health sectors. This will mobilise a wide array of expertise and knowledge across the Union on the interlinkages between environment and human and animal health (including mental health) across the Union. This Output will help deliver trans-sectoral approaches to wildlife and ecosystem conservation (including protected and conserved areas), agricultural systems, and human and animal health that deliver co-



benefits to the health of people and nature.

This Output will be delivered through:

- Advocating for a clear and unequivocal understanding of One Health among conservation and health practitioners and policymakers, giving sufficient emphasis to the need for integration of health considerations into conservation and vice versa;
- Advancing the science underlying the One Health approach, especially through ongoing assessment of the relationship between pathogen and disease emergence and specific drivers including conversion and degradation of natural ecosystems, spread of invasive alien species, wildlife exploitation, markets and trade, and climate change; and how to mitigate associated risks;
- Ensuring a trans-sectoral One Health approach to wildlife and public health policies, through provision of guidance and support to incorporate wildlife and nature conservation considerations into public and animal health interventions, and to incorporate pathogen spillover and broader health considerations into conservation interventions and wildlife utilisation at all levels;
- Establish long-term partnerships between the conservation and public health sectors for joint solution development, aligned with implementation of the KMGBF and the CBD's Global Action Plan on Biodiversity and Health<sup>64</sup>, to strengthen delivery of conservation impacts;
- Enhance community and wildlife health by taking a One Health approach to conservation projects focusing on forests, grasslands, freshwater and marine ecosystems, climate change adaptation, and zoonotic disease prevention at source;
- Embracing a comprehensive approach to human health considerations within a One Health framework, including mental health and well-being of individuals and communities.

## **(ii) Re-aligning economic and financial systems**

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

Comprehensively achieving the transformation of economic and financial systems from drivers of negative impacts to instruments of sustainability will require commitment and effort over several decades. The current interest in mainstreaming nature must bring the value of nature into both public and private sector policies, whereby planning, monitoring and disclosure represent an important first step. Sustaining this momentum requires data and frameworks to incorporate information on the value of nature into public and private decision-making, formulate economic and regulatory policies to incentivise conservation and sustainable use of nature, identify and reform incentives harmful to nature, utilise 'follow the money approaches', and prevent illicit uses of natural resources, including of species and ecosystems, whether directly or indirectly. IUCN Commissions, Secretariat and Members will leverage their coordinated expertise and global data resources to shape, influence and contribute to the implementation of frameworks such as the UN System of Environmental-Economic Accounting (SEEA) and TNFD and to encourage private sector engagement in sustainable practices.

The Output will be delivered through:

- Metrics, data and tools to enable standardised, robust, innovative and comprehensive identification, measurement and disclosure of nature-related impacts, incentives, risks and dependencies;
- Development, piloting and promotion of best practice frameworks for nature-related impacts, risks and dependencies such as TNFD and natural capital accounting, including SEEA;
- Guidance and capacity-building for implementing the measurement, disclosure and

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<sup>64</sup> CBD/COP/DEC/16/19 <https://www.cbd.int/doc/decisions/cop-16/cop-16-dec-19-en.pdf>

regulatory frameworks and enabling alignment of economic and financial systems with nature.

### **(iii) Fostering sustainable food and agricultural systems**

Output: Conservation and food and agricultural system actors (governments, producers, corporates, financial institutions, civil society and academia) have co-designed and implemented solutions contributing to sustainable and nature-positive multifunctional agricultural landscapes and mariculture seascapes.

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

The Output will be delivered through:

- Facilitation of multi-stakeholder dialogues at all necessary geographic scales to foster shared commitments to sustainable landscapes encompassing arable, pastoral, plantation and livestock production systems;
- Promotion of governance systems that support inclusive and participatory policy and action plan development;
- Development and dissemination of knowledge products and tools to assist stakeholders in transitioning to sustainable food and agricultural systems;
- Mobilisation of investments, including options to repurpose public sector payments, to support nature-positive food and agricultural systems initiatives.

### **(iv) Promoting nature-based urban development**

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

Urban development and consumption have an outsized ecological footprint far beyond city limits as well as direct impacts on the health of both citizens and ecosystems within the urban precinct. Integrating biodiversity considerations more effectively into urban planning and management requires engaging and equipping city planners, municipal authorities and citizen groups with the knowledge and capacity to understand these impacts, explore policy options available, to design NbS and to set and measure robust sustainability targets. This requires a whole-of-Union response: working with IUCN's sub-national members and NGOs as champions of change, providing Commission and Secretariat expertise and capacity-building and supporting Member-driven action and advocacy, with the aim to address social equity, ecosystem resilience, water security, urban food systems, consumption behaviours and sustainable livelihoods while maintaining flexibility to address emerging conservation challenges and ensuring that priority areas for area-based conservation within urban areas are planned and effective.

The Output will be delivered through:

- Raising awareness among governments, the private sector, urban planners and citizens about the importance of urban biodiversity;
- Providing policy guidance to ensure that biodiversity and health, and a One Health approach, are integral parts of socially equitable and sustainable local urban planning;

- Development and dissemination of guidance for safeguarding Key Biodiversity Areas and other areas important for biodiversity;
- Implementing NbS in urban environments;
- Promoting changes in the consumption behaviour of urban communities;
- Promotion and application of the IUCN Urban Nature Indexes (UNI) to integrate biodiversity considerations into urban projects, including the setting of science-based targets;
- Enhancing educational programmes related to nature and biodiversity in urban areas, including in education facilities and urban community green spaces.

#### **(v) Ensuring freshwater security and stewardship**

Output: States, businesses and communities mobilise to strengthen freshwater ecosystem restoration, governance and stewardship.

In a freshwater-constrained world, increasing attention needs to be placed upon freshwater security and stewardship. Inadequately dealt with in both national policy and MEA processes, the management of freshwater ecosystems and biodiversity has suffered from a lack of institutional capacity, inadequate financial investment, and poor communications and awareness. This has undermined freshwater species conservation and the provision of freshwater for all human needs, threats which risk being significantly exacerbated by the climate crisis. The IUCN Secretariat will work with its global network of Members and expert Commissions to upskill Union-wide efforts to restore, protect and improve the value and management of freshwater ecosystems for freshwater biodiversity conservation and security, including lakes, rivers, groundwater, wetlands, springs and peatlands. This includes proactively working with a coalition of actors on an ambitious Freshwater Challenge to restore 300,000 km of rivers and 350 million ha of wetlands by 2030.

This Output will be delivered through:

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

#### **(vi) Enabling a regenerative blue economy**

Output: Regenerative blue economy models are applied that deliver nature positive climate and socio-economic outcomes along with their enabling condition and required investments, involving public, private sector and civil society actors.

It is vital to transform marine and coastal economies into drivers of positive conservation, climate and socio-economic outcomes. There is an urgent need to develop and test robust regenerative blue economy models adapted to national contexts and circumstances. Such economic shifts will directly support and deliver positive outcomes for marine protected and conserved areas, species conservation, and ecosystem and species health, as well as for local stakeholders. The IUCN Secretariat, Commissions and Members will foster the emergence of a regenerative blue economy sector by supporting the development of inclusive, locally owned (when relevant) and supported ocean conservation projects that deliver positive nature, climate and socio-economic outcomes. It will also work to ensure the

identification and mitigation of key stressors in ocean systems, including unselective, unsustainable and unmonitored (UUU) fishing; illegal, unreported and unregulated (IUU) fishing; harmful subsidies; plastic pollution; and nutrient run-off.

This Output will be delivered through:

- Global advocacy for the establishment of a strong multi-stakeholder coalition of governments, NGOs, Indigenous peoples and local communities, academia, and others to accelerate the development of a regenerative blue economy;
- Establishment of regional partnerships on the model of the Great Blue Wall<sup>65</sup> with the ultimate goal of establishing a connected global network of regenerative seascapes;
- Engagement with regional fisheries management organisations and other relevant bodies to protect key marine ecosystems in ABNJ, such as seamounts, cold water coral reefs and hydrothermal vents, from destructive exploitative practices;
- Provision of legal, policy and scientific and technical guidance, support and capacity-building for the development of a regenerative blue economy (in areas including, but not limited to, marine and coastal protection and restoration, green/blue infrastructure, blue food systems, tourism, maritime transport, renewable energies, blue tech and circular economy);
- Collaborative agreements and mechanisms to mitigate key ocean stressors preventing the emergence of a regenerative blue economy, with particular focus on marine plastic pollution, unsustainable use of marine and coastal resources (including UUU and IUU fishing) and harmful subsidies;
- The establishment of technical assistance and support mechanisms, including entrepreneurship support activities and innovative finance to support early-stage blue economy enterprises as well as more mature and larger corporates, and support for ambitious national marine and coastal conservation efforts;
- Collation and dissemination of case studies, lessons learned and information on locally adaptable monitoring mechanisms, including by enhancing South–South cooperation at continental, inter-regional and global levels.

#### **(vii) Integrating nature into scaled-up global climate policy and action**

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

Addressing the intertwined nature and climate crises requires urgently scaling up measures to safeguard and restore nature including species, ecosystems and ecosystem functions, in tandem with significant reduction of fossil fuels emissions, and ecosystem-based approaches to mitigation, disaster risk reduction and adaptation. Although the nature–climate nexus is now widely recognised there are only few frameworks, mechanisms and instruments that enable effective, inclusive and coordinated action. Hence, a Union-wide effort is required to raise awareness, influence policies and provide practical operational frameworks. Leveraging the strength of its diverse membership, Commissions and Secretariat, IUCN is uniquely positioned to lead and provide solid expertise on integrating nature conservation – especially NbS – into international frameworks and countries' Nationally Determined Contributions (NDCs) and National Adaptation Plans (NAPs), while aligning with global targets, such as Targets 8 and 11 of the KMGBF and the Global Goal on Adaptation. This approach underlines the need for cohesive action across the three Rio Conventions, the Sendai Framework, and coordinated national efforts. Incorporating new technologies and data-driven, science-based assessments will enhance decision-making processes, support robust reporting on financial synergies, and maximise co-benefits.

This Output will be delivered through:

- Building and strengthening partnerships for global, regional, national and sub-national commitments promoting integrated climate–nature approaches that

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<sup>65</sup> United Nations Economic Commission for Africa (2023) Great Blue Wall [https://iucn.org/sites/default/files/2023-09/great-blue-wall-august-2023\\_compressed.pdf](https://iucn.org/sites/default/files/2023-09/great-blue-wall-august-2023_compressed.pdf)

safeguard biodiversity values (including through protected and conserved areas), and help address mitigation, disaster risk reduction and adaptation using NbS, including through the Enhancing Nature-based Solutions for an Accelerated Climate Transformation (ENACT) Partnership;

- Facilitating the streamlined delivery of climate finance to IUCN members and other practitioners through the expansion of established initiatives and the development of new mechanisms;
- Harnessing IUCN's convening power and global representation to advance integrated climate and biodiversity information systems that support data-sharing, monitoring and decision-making through science-based platforms, and thus facilitate accessible, transparent and effective conservation and climate action;
- Providing technical assistance, capacity-building and institutional strengthening to promote standardised implementation of inclusive and high-quality resilience, mitigation and adaptation actions;
- Providing technical assistance and advocacy for the protection and management of existing carbon sinks and reservoirs including but not limited to primary forests and mangroves;
- Creating knowledge and tools to enable science-based biodiversity-integrated climate adaptation, resilience and mitigation outcomes.

#### **(viii) Introducing nature-positive renewables and grids**

Output: Regulators, civil society organisations and companies have set targets and reported progress on measures in the permitting and installation of renewable energy schemes and transmission grids that contribute to reductions in biodiversity loss and impacts on protected and conserved areas.

Given the global momentum towards trebling global installed renewable capacity by 2030, the embedding of nature-positive practices, underpinned with strong social safeguards, at both the regulatory and corporate level, will help establish critical guidance for the sector. The Secretariat and Commissions will develop best practice guidance, capacity-building and decision-support tools and proof-of-concept pilots that can support IUCN Members and National Committees to engage with regulatory authorities, energy companies and grid operators on advancing nature-positive frameworks, including reducing the impacts of infrastructure on species and ecosystems while also complying with national permitting and installation requirements.

The Output will be delivered through:

- Development and promotion of best practice frameworks for nature-positive renewable energy, with an initial focus on metrics, monitoring and reporting, linear infrastructure and connectivity, and offshore wind installations, using the Global Initiative for Nature, Grids and Renewables (GINGR) as a platform for engaging with regulators, civil society and companies;
- Guidance and capacity-building for inclusive spatial planning to facilitate its streamlined deployment with local community engagement and to avoid negative impacts on protected and conserved areas and migratory species, such as birds at risk of collision with wind turbines;
- Guidance and capacity-building for optimising legal and regulatory frameworks to enable effective permitting of nature-positive renewable infrastructure;
- Tools and metrics to enable responsible sourcing and life cycle management of materials and components.

#### **(ix) Scaling up Nature-based Solutions**

Output: Adoption of high-integrity Nature-based Solutions by the public and private sector, development partners and communities in the design, implementation and assessment of actions and initiatives to deliver the Eight Global Transformations and simultaneously deliver enhanced outcomes for biodiversity.

The next step in the deployment and upscaling of NbS as a transformative pathway is to address national and regional demand for clearer guidance and tools. These must be specific to national contexts and circumstances, including traditional and Indigenous knowledge, to enable the design, implementation and monitoring of NbS that effectively address sectoral challenges while also allowing for the enhancement and persistence of nature, including species and ecosystems. These tools and guidance will enable validation of compliance and proof of concept for the application of NbS at scale in different sectors (health, cities, agriculture, etc.) while addressing the needs, rights and priorities of people in all their diversity. IUCN will deploy its Commission and Secretariat expertise to develop and provide tailored guidance, capacity- building and decision-support tools to enable its Members and Partners to incorporate NbS into policies, regulations and investments across a wide range of geographic and sectoral settings during this four-year period.

This Output will be delivered through:

- Locally applicable, socially inclusive and globally consistent guidance for the effective application of the IUCN Global Standard for Nature-based Solutions within specific national and regional contexts and circumstances, including sector-specific needs;
- Enhanced availability of, and capacity to effectively deploy NbS knowledge, tools, metrics and financial instruments at scale;
- Promotion of and advocacy for the inclusion in policy and financial frameworks at national, regional and global levels of high-quality NbS that improve the rights and livelihoods of all people, while simultaneously addressing the urgency of climate change, biodiversity loss and land degradation.

#### **(x) Establishing biodiversity metrics for a nature-positive transition**

Output: Adoption of the Measuring Nature Positive approach and associated metrics by the private sector, government and civil society to deliver the Eight Global Transformations and measure the impact on biodiversity.

IUCN will respond to the need for a measurable nature-positive effort by the whole of society to address global challenges by implementing the Measuring Nature Positive approach. Nature-positive transition pathways will enable private sector actors in key sectors, including finance, to identify, set baselines and deliver verified, concrete nature-positive contributions to the Eight Global Transformations. All components of IUCN will collaborate to ensure that any tools and frameworks that are developed to mobilise financial flows, such as biodiversity credits, are underpinned by the necessary principles, standards and safeguards. Support to project developers, policymakers and investors will ensure that positive impacts on biodiversity, including species and ecosystems and across systems of protected and conserved areas, can be measured using standardised metrics developed, championed and mobilised by the Union.

This Output will be delivered through:

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

#### **4.4 How the Union will deliver**

This plan has been framed in strongly operational terms and covers a four-year period. It is highly ambitious and in line with IUCN's 20-year Strategic Vision. The Programme reinforces

the imperative that success will require a Union-wide effort – one based on integrating the various components of the Union around the efforts to deliver the **12 Outcomes and 24 Outputs** described above. Rather than define or assign roles or responsibilities to individual component parts – an approach that is likely to lead to fragmentation of effort – this brief section builds upon the key principles of the One Programme Charter in terms of what will be required to help IUCN effectively implement the 2026–2029 Programme. The One Programme Charter was adopted by IUCN Members at the World Conservation Congress in 2012 explicitly to help strengthen the delivery and impact of the IUCN Programme.

- **Subsidiarity – using the best-placed entity of the Union.** In 2026–2029, the Programme will be delivered through cooperation and the integration of the skills and know-how distributed across the Union. Members will be increasingly involved in the delivery of the IUCN portfolio, especially with respect to on-the-ground operations, according to their capabilities. Members will also benefit from, and be part of, capacity-building initiatives through the IUCN Academy and other efforts across the Union. A Union in action will be operationalised through the Secretariat, Members and Commissions planning and acting together at multiple levels – from local and national to regional and global – to deliver the IUCN Programme. Commissions will deliver knowledge and expertise based on the work of their members and expert groups, and the Secretariat will coordinate and manage a portfolio of complementary work, involving both Members and Commissions.

In this respect, *subsidiarity* can help IUCN to capitalise on its in-built advantage of working across scales, deploying coherent conservation science, knowledge and know-how to shape positive policy progress at international and regional levels and then building on those Outcomes to help deliver high-quality implementation at national and sub-national level – utilising the best-placed entities across the Union in a whole-of-Union effort. Importantly, this whole-of-Union approach can be deployed at any level, and by any component part of the Union, as long as the actions are guided by the Outcomes and Outputs of the 2026–2029 Programme. Programme-aligned initiatives can, for example, be initiated by a particular State Member or National or Regional Committee (or sub-national jurisdiction) and expanded horizontally to neighbouring jurisdictions or upwards to the regional or international level. This allows Members, Commissions and Secretariat to join forces in developing new initiatives that value and optimise each other's capabilities for real conservation impact.

- **Cooperation and coordination for better results.** In 2026–2029, the constituent parts of IUCN will work together in a coordinated manner to deliver the 24 composite Programme Outputs and will avoid competition for resources. In particular, the Secretariat will facilitate cooperation between global thematic programmes and counterparts working in regions, and cooperate rather than compete with Members and Commissions to garner and allocate resources. Our *modus operandi* will be to focus on more effectively mobilising and deploying resources – from all sources – for effective and impactful conservation action, while ensuring that the Secretariat facilitates involvement of Members and Commissions as relevant and providing coordination support where required.

The Secretariat will continue to strengthen an IUCN portfolio that is increasingly characterised by large implementation-type projects that can be re-granted to support coordinated delivery of Outputs and Outcomes by Members and Commissions. Towards this end, it will improve integration and alignment within and across the Union to capitalise on the complementary roles, capabilities and expertise of the Secretariat, Members, National Committees and Commissions, while respecting contractual obligations and IUCN policies and procedures.

In terms of provision of knowledge, science and tools, the Commissions, knowledge



product partners and the Secretariat will work together to ensure that IUCN acts as **an agile and effective science–policy interface**, working with Members and National and Regional Committees to deliver high quality, objective analyses (such as assessments of the conservation status of species and ecosystems) to policymakers in a timely manner, and supporting the effective deployment of IUCN conservation implementation frameworks (such as the Green List and NbS Standard) in a consistent and operationally transparent manner.

- **Manage resources responsibly and accountably.** The IUCN portfolio has not only grown significantly over the last 10 years but has fundamentally changed in nature. Whereas the portfolio used to be characterised by small projects executed (i.e. delivered on the ground) directly by the Secretariat, this is no longer the case. The Secretariat increasingly acts as a recipient of larger allocations of resources (e.g. through the GEF, GCF and other multilateral and bilateral development banks and agencies) which it then re-grants or redistributes to other entities for the execution of on-the-ground projects. Many of these entities are IUCN Members who are eligible as grantees. The role of the Secretariat is therefore increasingly to support the design and development of large initiatives in line with donor requirements, overseeing transparent re-allocation of resources to other parts of the Union for execution, exercising quality assurance, undertaking monitoring, reporting back to donors and synthesising and communicating results. Consequently, over two-thirds of the projects in the IUCN portfolio involve execution by IUCN members and this trend is set to continue in the period 2026–2029.

At the same time, expectations from all types of donors and benefactors (philanthropic, public sector, private sector and multilateral) continue to increase with respect to how funds are used, distributed and accounted for, as well as the results that are delivered. This means that the Union needs to work seamlessly together – failed delivery or poorly managed funds risk impacting the Union as a whole, not just the Secretariat. To support this, it is important that all constituent parts of the Union associated with a particular initiative are involved in the design from the outset and that the operational conditions are just as well understood as the conservation objectives. IUCN will therefore develop Academy courses for Members and Commission members to help ensure a shared understanding of how resource management and accountability can be addressed, and the roles and responsibilities of every actor in large and complex initiatives.

IUCN will continue to explore options for mobilising new sources of income, particularly to resource the traditionally ‘hard-to-fund’ development and promotion of conservation science and knowledge products. In doing so, it will strongly adhere to the principle of provision of knowledge and data as a global public good while seeking to optimise arrangements that support the work of primary data providers.

- **Prioritise internal and external conservation communication.** All the above will only be achieved if the different constituent parts of the Union are aware of what is happening and proactively report back on their individual and collective contributions. This means that it will be important to optimise and streamline internal communication structures. The IUCN Engage platform will therefore be strengthened and expanded, helping to foster and support ‘communities of practice’ within the Union. It also reinforces the importance of operationalising IUCN’s Knowledge Management strategy. Internal communication cannot be driven exclusively from the centre; the IUCN Regional Offices will play a critical role in channelling information systematically to and from Members, as will the National and Regional Committees.

In terms of reporting, Section 6 provides a framework for Programme accountability. It has been deliberately constructed using a principle-based approach rather than trying to impose a rigid reporting framework for the whole of the Union. This allows different components to contribute in different ways, allocating clear responsibilities to the Secretariat and Commissions to contribute to the formal results framework while guiding

also the broader membership to help secure their voluntary buy-in and contributions for whole-of-Union reporting. These principles purposefully build on IUCN's existing capabilities and mechanisms; Members will be able to use the IUCN Contributions for Nature Platform, and National and Regional Committees will have a more standardised template to support their annual reporting requirements as outlined in the IUCN Statutes.

Finally, the Union will utilise material gathered through this enhanced reporting structure as well as other inputs (e.g. case studies on the PANORAMA platform) to develop more impactful external outreach.

## Section 5: Partners

While IUCN is well established, complex and diverse, it does not possess all the necessary connections and know-how to drive substantive and meaningful change across the broad range of sectors that this Programme intends to reach. If IUCN is to achieve the ambition that underpins the **Outcomes and Outputs** described in this document, it will need to carefully and strategically build new types of partnerships with entities not previously engaged, even those that IUCN has avoided interacting with.

In this respect the term ‘partners’ has a very specific meaning and needs to be understood in the context of this Programme’s theory of change. Partners are not just other conservation organisations with similar mandates working in similar areas. Rather they are those who IUCN needs to collaborate with because they can credibly reach, understand, inform and persuade those parts of society that have an impact on biodiversity but that IUCN is unable to influence directly. In this respect, many partners have mandates or articles of association that exclude them from IUCN membership including, but not limited to, entities in the private sector.

It is anticipated that IUCN will need to build relevant new partnerships with organisations or sectors to give effect to this programme. The following description is not meant to be comprehensive but rather illustrative of what will be needed.

Even within IUCN’s **Sphere of Action**, where IUCN builds upon, and is accountable for, its core business of providing knowledge and tools that support nature conservation policies, programmes and projects, new partners will be required. Those who IUCN works with need more knowledge (particularly reassessments of the conservation status of species and ecosystems) more rapidly but still of the same high quality. IUCN will therefore need to build relationships in the information technology and life sciences sectors to identify, for example, artificial intelligence filters and data aggregators that can enable IUCN experts to reduce the periodicity of assessments. IUCN will need to find partners who can help reach out to and harness growing networks of citizen scientists and those that can help calibrate IUCN’s assessments through, for example, the use of environmental DNA.

In terms of research, and particularly given the programmatic focus on the Eight Global Transformations described in section 4.2.2, IUCN will need to build new collaborative arrangements with research institutes that curate datasets on things like public and animal health, urban design and future energy scenarios, building on the innovative approaches used in IUCN’s second Flagship Report on agriculture and conservation.

To further scale up IUCN’s capability-building and knowledge management and transfer functions, IUCN will need to find new collaborative arrangements with educational bodies and institutions to expand the reach of nature-related education and life-long learning. To optimise our species conservation efforts, IUCN will likely need to establish new relationships with less traditional international organisations and agreements, such as the UNODC, the UN Convention against Transnational Organized Crime, the UN Convention against Corruption, Interpol and the World Health Organization (WHO).

As IUCN seeks to leverage change through stakeholders operating within the IUCN **Sphere of Influence**, the need to build purposeful relationships with a new set of partners becomes even more urgent. This is where many of the Union’s existing and potential private sector collaborations will be valuable – both at the individual corporate and industry association levels. IUCN will need to increase its agility and responsiveness in how it establishes and operationalises collaboration with these partners. At the same time, IUCN will need to work with a broader range of regulatory authorities. Being able to provide core conservation knowledge to both regulators and the regulated will be essential, highlighting the fact that if IUCN’s actions are to be transformative, it needs to be able to work in a coherent and purposeful way across the different components of the Union. The scientists and experts in the Commissions and Secretariat need to be demand-responsive to those parts of the Union that interface directly with companies and regulators and they (Members, National and Regional Committees and Secretariat) in turn need to regularly promote and advocate for IUCN’s flagship knowledge products.

To achieve real transformative impact, ultimately IUCN will need to find those partners that can shape and influence decisions in the Union’s **Sphere of interest**, namely where decisions are taken that are still relevant to our mandate but that are completely removed from our direct or indirect control. This

means finding new types of partners whose reach extends to financial institutions, major government departments, ratings agencies and legislatures. This will require fostering relationships with those who already have such influence, but also reinforces the importance of scaled-up communications that senior decision-makers in these institutions will pay attention to.

## Section 6: Programme accountability

A theory of change visual and narrative is provided in Annex 1. It outlines the underlying assumptions and causal linkages leading to the desired results of the 2026–2029 Programme.

A detailed accountability framework will track progress and measure Outputs and Outcomes. The framework breaks down the programme content into measurable results, each with associated indicators to quantify progress.

The following principles guide the accountability and measurement approach for the Programme. The principles build on IUCN's existing approach and ensure uniformity in monitoring, reporting and evaluating Programme implementation. The inclusion of the accountability framework in the Programme document approved by Union Members aims to ensure stakeholder engagement and buy-in. It also aims to increase accountability to nature by recognising and reflecting the impact of human activities on the environment and ensuring that IUCN's actions contribute to ecological sustainability and biodiversity conservation.

### 6.1 Principles underpinning the accountability framework

#### Principle 1: Union-wide approach

The measurement approach must showcase and demonstrate accountability for work done by Members, Commissions and the Secretariat in such a way that all components of the Union are represented and contributing. The set of indicators and other measures of progress must tell a cohesive story of Union-wide performance. The approach is to select indicators that can demonstrate contributions by all components of the Union, on all elements of the Programme and within a four-year timeframe.

#### Principle 2: Acknowledge the different levels of control over results

The spheres of control conceptual framework used in the Programme clarifies three domains of control and the types of results observed in each, and the accountability framework provides indicators and other means of assessing progress for the sphere of action and sphere of influence.

The **sphere of interest** refers to the broader areas that are relevant to IUCN's mandate, mission and goals, but are outside of IUCN's direct or indirect control.



**Includes impact level**  
**Not measured**

Within the **sphere of influence**, IUCN seeks to inspire and empower stakeholders to embrace evidence-based science and knowledge, helping them catalyse transformative changes in their behaviours and actions towards a more sustainable and equitable future.



**Includes Outcome level**  
**This sphere captures the indirect and direct effects that IUCN has on the world**  
**Results are measured. If not possible, contributions are measured**

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



**Includes Outputs and catalytic roles of IUCN**  
**Progress and delivery systematically measured**

#### Principle 3: Communicable results

IUCN's accountability framework is rich and broad as it needs to reflect the work and performance of all Union components. To enhance simplicity and strengthen communication with our audience, IUCN will focus on a limited number of communicable data points. This approach emphasises the value of using baselines and targets as good practice while recognising the risks of managing an overly broad

set of metrics, which can dilute the clarity and impact of the Programme's narrative. To address this, the selected data points are carefully curated to highlight IUCN's progress on priority workstreams and to demonstrate tangible, positive trends in its global impact. By balancing precision and simplicity, the proposed principle ensures flexibility while upholding the integrity of the methodology and the overall accountability of the Programme.

**Principle 4: Prioritise indicators based on meaningfulness, feasibility and utility**

Prioritise a concise set of feasible and relevant indicators that effectively communicate progress and results. This implies focusing on quality over quantity to ensure clarity, reduce complexity, and enhance the utility of monitoring and reporting efforts. This principle highlights the value of simplicity and impact, emphasising that fewer, well-chosen indicators can provide a stronger narrative. Core indicators will be used for external accountability. Supporting indicators will be used for internal accountability and management. All indicators must be meaningful measures or progress markers of the result. Feasibility will be a criterion (clear definition, availability of data, and availability of resources to collect the data).

**Principle 5: Complement with evaluative methods to strengthen accountability and assurance**

Use evaluative methods to complement routine monitoring and address gaps in measuring progress and results. This will be particularly useful to generate actionable insights in areas where capacity, data availability or resource constraints limit traditional monitoring approaches.

**Principle 6: Use existing accountability mechanisms**

Use existing capabilities and established accountability mechanisms, such as annual planning and reporting and the IUCN External Review of the Programme to streamline efforts and enhance transparency. This is to facilitate adaptive management and ensure full alignment with institutional objectives and stakeholder expectations.

## 6.2 Accounting for Outcomes

This framework proposes the use of both core and supporting indicators. Core indicators (Annex 2) will be used for external accountability while supporting indicators will be used for internal accountability and management.

**Core indicators** must be based on long-established work and be broad enough to offer opportunities for all components, working in all biomes, on any theme. They have the power to succinctly communicate results of broadly adopted standards (collective impact), contribute to monitoring progress on delivery of the four-year Programme, and report on the continued delivery of IUCN's mission.

Several **supporting indicators** are also necessary to monitor and report on Programme Outcomes that have varying starting points, from Outcomes with known targets, to areas of work where baselines and pathways to change are still being developed.

Additionally, given that the Union carries out its work through a range of modalities influenced by whether they are volunteer-driven, core-funded or project-funded, indicators are needed to capture what is common to all of these modalities – the catalytic roles played by all components of the Union. The indicators for each catalytic role are shown in the section below on catalytic roles.

For each of the 12 Outcomes, the accountability framework explains:

- What elements will be measured;
- The Core indicator(s) the Union will report on to demonstrate collective progress and achievement;
- The Supporting indicators that will be collected internally to track progress <sup>44</sup>.

### Just and equitable conservation and restoration (4 Outcomes)



As the Union's work and reputation is well-established for the people, land, freshwater and ocean Outcomes, the goal here is to scale the work. A key question will be whether IUCN scales its reach and impact in effective, relevant and lasting ways. Therefore, indicators have been selected to cover multiple dimensions of scaling<sup>45</sup>:

- Scaling out: Expanding the reach and influence of successful practices by replicating them across new sites, geographies, Key Biodiversity Areas or communities, enabling a larger population to benefit.
- Scaling up: Integrating successful practices, concepts or innovations into policies, regulations, or institutional frameworks to ensure broader systemic impact and sustainability.
- Scaling deep: Driving effectiveness through cultural and behavioural transformation by shifting mindsets, attitudes and values to create lasting and meaningful change at a personal, community or societal level.

## Global transformation (8 Outcomes)

Given that the eight areas in which the Programme aims to catalyse societal transformations are at different points along their respective pathways to change, the approach to measurement must be tailored to these different contexts. The focus on reporting on these areas is transparency about how IUCN is progressing on the delivery of key milestones such as establishment of an approach or framework, securing of particularly important partnerships, or tracking the outreach and adoption of the approach by key stakeholders. As knowledge increases, the pathways to change become clearer, and this opens the possibility of establishing baselines and targets for the work or adding new relevant indicators.

### 6.3 Accounting for Outputs

The 2026–2029 Programme outlines a set of flagship Outputs (24 in total) that the Union will deliver to make progress towards the Outcomes. Progress will be reported using implementation markers for each Output's underpinning sub-outputs, complemented with narrative reporting.

#### **Output implementation marker definition:**

*An implementation marker represents an aggregate status of progress across relevant activities, developments, or events (both internal and external) that are useful for tracking how programme outputs are being advanced.*

#### **Why use an implementation marker?**

Implementation markers offer a standardised way to update Programme stakeholders on progress achieved. They allow for simple tracking of annual implementation and progress to date, answering questions such as: What progress has IUCN made on each Output? What have been the key successes and misses?

By introducing a scale that captures both positive and negative signs of progress in terms of scope and time at the deliverable level, it is possible to reduce confirmation bias by explicitly considering areas of failure or underperformance.

#### **How will an implementation marker be used?**

<sup>44</sup> Data collection methods for each core indicator and supporting indicator or measure are already documented for the project portfolio and are being developed for contributions from Secretariat non-portfolio work, Commissions, Committees and Members.

<sup>45</sup> Adapted from the scaling model developed for social innovations (Westley et al., 2014) that considers scaling up, scaling out and scaling deep.

A standard process will be put in place to consistently assess each deliverable using the scale below. The process will also build on a set of supporting methods (such as document reviews, evaluation, collective sense-making, etc.) to substantiate and evidence the assessment. Once each deliverable has been assessed, an index will be generated at the Output level to show the overall implementation progress (see Figure 5 below).

### Implementation marker scale

- **Critical impasse:** Clear indication of failure in strategy or approach, significant barriers, or no progress on outputs and activities. Milestones are severely delayed or unmet and immediate corrective action is required.
- **Lagging progress:** Some signs of progress are present, but they are insufficient or slower than expected. The likelihood of achieving the output is significantly jeopardised.
- **Moderate progress:** Progress is steady and within a tolerable range of the planned timeline. Some minor issues or delays exist, though outputs remain achievable with adjustments.
- **Strong progress:** Outputs and activities are advancing on schedule, with consistent progress towards milestones achievement. Minor risks are well-managed.
- **Exceeding expectations:** Outputs and activities are advancing ahead of schedule, with milestones being met or exceeded. Progress demonstrates exceptional results that surpass initial expectations in both timing and scope.

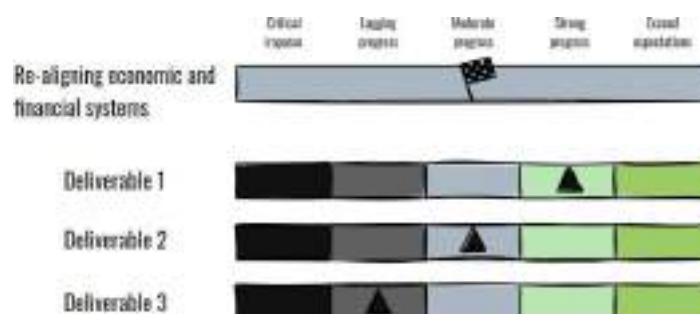


Figure 5: Implementation marker example

## 6.4 Accounting for catalytic roles

IUCN's catalytic roles are shared approaches to Outcome and Output delivery and are capital to the Union's ways of working. At any step along pathways to improved results and delivery, catalytic roles help the Union and our existing and new partners come together. It is therefore important for IUCN to show how catalytic roles are being used to drive change under each Outcome and Output of the Programme.

Reporting on the catalytic roles will draw on the work of multiple parts of the Union, including the Commissions and Secretariat. As such, indicators to report on catalytic roles are built into the project portfolio reporting and will also be extended to non-portfolio work of the Secretariat and Commissions. Relevant indicators for IUCN's catalytic roles are listed below.

### Convening and networking

- Number of partnerships established
- Number of convenings
- Number of Members and partners

### Knowledge, science and data

- Number of knowledge and science products delivered
- Number of methodologies delivered

### **Policy and advocacy**

- Number of influence products delivered
- Number of deliverables provided to private sector
- Number of technical assistance services delivered

### **Capacity strengthening**

- Number of training sessions delivered
- Number (unique count) of people trained

### **Mobilising resources for conservation action on the ground**

- Number of plans and strategies developed or enhanced
- Number of livelihood support actions
- Value of project portfolio
- Number of projects in the portfolio
- Amount of funds leveraged (in CHF)

### **Advancing education and awareness-building**

- Number of communication products delivered
- Number of education products and services delivered

## **6.5 Accounting for Resolutions and Recommendations**

Motions and resulting Resolutions and Recommendations are the mechanism by which Members guide the policy and Programme of IUCN, and influence third parties. The 1,466 Resolutions that have been adopted at previous Congresses and General Assemblies are the basis of IUCN's general policy and have been the Union's most effective means of influencing conservation policy, at the species, site, national and global level. They have contributed to setting the international conservation agenda, supported the development of international conservation law, and identified emerging issues that impact conservation.

To keep track of the progress made on Resolutions, all components of IUCN are asked to report on any activities that they have conducted to implement the Resolutions through Activity Reports. Reports can be submitted at any time. Once a year, Secretariat Focal Points synthesise the information contained in all submitted Activity Reports into a single Progress Report for each Resolution. These reports contain the most up-to-date information on a specific Resolution and are stored on the [IUCN Resolutions and Recommendations Platform](#).

Information contained in the Progress Reports inform yearly analyses conducted by IUCN's Secretariat to provide an overview of progress made on Resolutions, including on those adopted at the 2025 World Conservation Congress in support of the 2026–2029 Programme. The Progress Reports highlight the challenges encountered as well as possible solutions on the way to achieving the Union's goals for this intersessional period.

## **6.6 Accounting for contributions to nature**

The Contributions for Nature Platform, mandated in IUCN's **Nature 2030** Programme in 2021 and fully operational as of 2022, is used to demonstrate Members' and other Constituents' contributions to conservation and restoration actions on the ground. Data from this platform will be used to demonstrate Members' contributions to Programme delivery.

Reporting on contributions of non-portfolio work by IUCN Secretariat, Commissions and Committees will be automatically generated where possible (e.g. by drawing data from the Project Portal) or manually assembled through the annual planning and reporting process.

Progress on Programme delivery is reported and published annually in publicly available annual reports.

## **6.7 Accountability framework evolution**

The accountability framework for the IUCN Programme 2026–2029 is designed to be a dynamic

instrument, evolving over time to best align with the institution's growing needs and capabilities. Initially, the framework will focus on establishing a set of core indicators to measure progress toward Outcomes, recognising current limitations in business capabilities and data collection mechanism. As the Programme progresses through its initial phase and the institution strengthens its operational capacity, the framework will progressively incorporate more results-level indicators, offering a more comprehensive view of the Programme's impact and contribution to the overarching IUCN 20-year Strategic Vision.

## Glossary

### 30x30

Represents Target 3 of the Kunming-Montréal Global Biodiversity Framework<sup>66</sup>.

### ABNJ

Areas Beyond National Jurisdiction – areas which are not part of the territory of any state and over which no state has jurisdiction. With respect to the oceans, this comprises the “high seas” (water column beyond national jurisdiction of states) and the “area” (international seabed area).

### BBNJ

Biodiversity Beyond National Jurisdiction – Implementing Agreement under the UN Convention on the Law of the Sea to govern conservation and sustainable use of marine biological diversity in areas beyond national jurisdiction.

### Beijing Platform for Action

A global agenda for achieving gender equality and women's empowerment.

### Biodiversity

The variability among living organisms from all sources, including terrestrial, marine and other aquatic ecosystems and the ecological complexes of which they are part; this includes diversity within species, between species and of ecosystems.

### Bonn Challenge

A global goal to bring 150 million hectares of degraded and deforested landscapes into restoration by 2020 and 350 million hectares by 2030, launched in 2011 by the government of Germany and IUCN.

### CBD

Convention on Biological Diversity – United Nations treaty for the conservation of biological biodiversity, the sustainable use of its components and the fair and equitable sharing of the benefits arising out of the utilisation of genetic resources.

### CCAMLR

Commission for the Conservation of Antarctic Marine Living Resources.

### CCC

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<sup>66</sup> [Target 3](#) of the KMGBF: Conserve 30 per cent of Land, Waters and Seas

*“Ensure and enable that by 2030 at least 30 per cent of terrestrial, inland water, and of coastal and marine areas, especially areas of particular importance for biodiversity and ecosystem functions and services, are effectively conserved and managed through ecologically representative, well-connected and equitably governed systems of protected areas and other effective area-based conservation measures, recognizing indigenous and traditional territories where applicable, and integrated into wider landscapes, seascapes and the ocean, while ensuring that any sustainable use, where appropriate in such areas, is fully consistent with conservation outcomes, recognizing and respecting the rights of indigenous peoples and local communities, including over their traditional territories.”*

IUCN Climate Crisis Commission.

### **CEC**

IUCN Commission on Education and Communication.

### **CEESP**

IUCN Commission on Environmental, Economic and Social Policy.

### **CEM**

IUCN Commission on Ecosystem Management.

### **CITES**

Convention on International Trade in Endangered Species of Wild Fauna and Flora.

### **CMS**

Convention on Migratory Species.

### **COP**

Conference of the Parties – The decision-making body of a multilateral environmental agreement, composed of representatives of all Parties to the agreement.

### **Contributions for Nature platform**

IUCN platform allowing Members to document where they are undertaking (or planning to undertake) conservation and restoration actions.

### **Conserved areas**

A geographically defined area, managed in a way that achieves positive and sustained long-term outcomes for the conservation of biodiversity. This includes both protected areas (like national parks) and other effective area-based conservation measures (OECMs).

### **CSOs**

Civil Society Organisations – Non-governmental, non-profit groups that advocate for and work on behalf of public interests.

### **Ecosystem integrity**

The ability of an ecosystem to maintain its characteristic composition, structure, function, and resilience under current conditions, as recognised in IUCN assessments.

### **Ecosystem services**

The "benefits that humans derive from ecosystems".

### **ENACT Partnership**

Enhancing Nature-based Solutions for an Accelerated Climate Transformation (ENACT) Partnership. Launched at the UNFCCC COP27 by the Egyptian COP Presidency in collaboration with the Government of Germany and IUCN, it works to accelerate collective global efforts to address climate change, land and ecosystem degradation, and biodiversity



loss through Nature-based Solutions.

## **FAO**

Food and Agricultural Organization of the United Nations.

## **Freshwater Challenge**

Country-led initiative to restore 300,000 km of degraded rivers and 350 million hectares of degraded wetlands by 2030.

## **GCF**

Green Climate Fund – Financial mechanism to support developing countries' efforts to respond to the challenge of climate change, established under the UNFCCC, serving also the Paris Agreement.

## **GEF**

Global Environment Facility – A multilateral funding mechanism for projects related to biodiversity, climate change, international waters, and land degradation.

## **Global change**

Refers to the many changes unfolding across our planet, including changes to climate, land, water, and ecosystems. Humans increasingly shape these changes and are a consequential part of the Earth system.

## **Global change processes**

Anthropogenically derived modifications at a planetary scale that impact the integrity and / or functioning of elements of the biosphere.

## **Geoengineering**

Large-scale interventions in the Earth's natural systems to counteract or mitigate climate change.

## **Geoheritage**

Part of the natural heritage of a certain area constituted by geodiversity elements with particular geological value and hence worthy of safeguard for the benefit of present and future generations.

## **Geodiversity**

Geodiversity is the variety of rocks, minerals, fossils, landforms, sediments and soils, together with the natural processes which form and alter them.

## **GINGR**

Global Initiative for Nature, Grids and Renewables. It aims to support the just and sustainable energy transition by providing assessment tools to quantify contributions to nature- and people-positive goals.

## **Global Ecosystem Typology**

The IUCN Global Ecosystem Typology is a comprehensive classification framework for Earth's ecosystems that integrates their functional and compositional features.

## **Global Goal on Adaptation**

Established under the Paris Agreement, it is a collective commitment to enhance adaptive capacity, strengthen resilience, and reduce vulnerability to climate change.

### **Green List Standard**

The IUCN Green List of Protected and Conserved Areas Standard – an international benchmark for quality performance and delivery of real nature conservation results.

### **Green Status of Ecosystems**

A method under development – mandated by an IUCN resolution - to systematically assess past, current and future recovery of ecosystems.

### **Green Status of Species**

IUCN standard to assess species recovery and conservation impact, complementing the IUCN Red List of Threatened Species.

### **GSAP**

The Global Species Action Plan – initiative developed collaboratively by IUCN, its Commissions, Members, and Partners to support the implementation of the KMGBF. It outlines strategic interventions and actions to conserve and sustainably manage species while ensuring equitable benefits.

### **GSAP SKILLS platform**

The IUCN GSAP SKILLS (Species Conservation Knowledge, Information, Learning, Leverage and Sharing) online hub is comprehensive resource, offering tools, training support, and technical guidance to assist governments and stakeholders worldwide to effectively implement the main species outcomes of the KMGBF, preventing extinctions, reducing extinction risk, and maintaining and increasing abundance of native wild species.

### **IBAT**

The Integrated Biodiversity Assessment Tool – web-based mapping and reporting tool used by companies, governments, researchers, and financial institutions to access global biodiversity datasets, currently the IUCN Red List of Threatened Species, the World Database on Protected Areas, and the World Database on Key Biodiversity Areas.

### **Invasive alien species**

Species introduced into places outside their natural range that have negative impacts on native biodiversity.

### **IPBES**

Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services – Independent intergovernmental body established to strengthen the science-policy interface for biodiversity and ecosystem services.

### **IPCC**

Intergovernmental Panel on Climate Change – UN body for assessing the science related to climate change.

### **IPO**

Indigenous Peoples' Organisation.

### **ITTs**

Indigenous and Traditional Territories.

### **KMGBF**

Kunming-Montreal Global Biodiversity Framework – Framework adopted as a decision by the CBD COP to halt and reverse biodiversity loss by 2030, including 23 targets and 4 goals.

### **IUCN**

All the constituent parts of the Union: Member Organisations, Commission Members, National and Regional Committees, and the Secretariat.

### **IUCN Commissions**

The 7 expert commissions of the IUCN made up of 17,000 volunteers.

### **IUCN Green List (of Protected and Conserved Areas)**

IUCN global standard recognising protected and conserved areas that achieve successful conservation outcomes.

### **IUCN Members**

Over 1,400 Member organisations, including States and government agencies at the national and subnational levels, non-governmental organisations, Indigenous Peoples' organisations, scientific and academic institutions, and business associations.

### **IUCN Red List of Threatened Species**

Comprehensive inventory of the global conservation status of biological species.

### **IUCN Red List of Ecosystems**

A global standard for assessing risks to ecosystems.

### **Key Biodiversity Areas**

Sites contributing significantly to the global persistence of biodiversity, identified using globally standardised criteria developed by IUCN and partners.

### **MEAs**

Multilateral Environmental Agreements – Treaties among states to address environmental issues collectively.

### **Measuring Nature Positive approach**

IUCN integrated science-based approach for companies to deliver significant, measurable and verified contributions to the KMGBF and the Nature Positive global goal, specifically in reducing species extinction risk and risk of ecosystem collapse, in line with national commitments and with active participation from and benefit to governments and civil society.

### **MPAs**

Marine Protected Areas – Areas of the ocean designated for long-term conservation of biodiversity, supporting climate change adaptation and mitigation while providing other ecosystem services.

### **NAPs**

National Adaptation Plans – National planning instruments developed by countries under the UNFCCC and the Paris Agreement to identify medium- and long-term priorities for adapting to climate change.

### **Nature**

Encompasses both the non-living components (including geodiversity) and the living components (i.e. biodiversity) of the natural world.

### **Nature-based Education**

An ecosystem of blended educational strategies encompassing environmental education, indigenous ways of knowing, climate and biodiversity education, education for sustainable development, outdoor education and experiential education, mindfulness, and socio-emotional learning, among others.

### **Nature crimes**

Crimes that affect the environment, such as illicit trafficking in wildlife, including, inter alia, flora and fauna as protected by CITES, in timber and timber products, in hazardous wastes and other wastes and in precious metals, stones and other minerals, as well as, inter alia, poaching.

### **Nature Positive**

A global societal goal to halt and reverse nature loss by 2030 on a 2020 baseline, and achieve full recovery by 2050, in line with the mission of the Kunming-Montreal Global Biodiversity Framework.

### **NbS**

Nature-based Solutions – Actions to protect, sustainably manage, and restore natural or modified ecosystems that address societal challenges effectively and adaptively.

### **NBSAPs**

National Biodiversity Strategies and Action Plans – Instruments submitted as a legal obligation by Parties to the CBD outlining their plans for how to meet their commitments under the Convention.

### **NbS Standard**

IUCN Global Standard on Nature-based Solutions – Framework for the verification, design and scaling up of high-integrity NbS.

### **NDCs**

Nationally Determined Contributions – Climate action plans submitted by Parties to the Paris Agreement as a legal obligation, outlining national goals to reduce greenhouse gas emissions and, voluntarily, to adapt to climate change.

## NGO

Non-Governmental Organisation.

## OECMs

Other effective area-based conservation measure” means “a geographically defined area other than a Protected Area, which is governed and managed in ways that achieve positive and sustained long-term outcomes for the in situ conservation of biodiversity, with associated ecosystem functions and services and where applicable, cultural, spiritual, socio-economic, and other locally relevant values.

## One Health

A collaborative, multi-sectoral approach that recognises the interconnectedness of human, animal, and environmental health.

## Outstanding Universal Value

Cultural and/or natural significance which is so exceptional as to transcend national boundaries and to be of common importance for present and future generations of all humanity. The World Heritage Committee defines the criteria for the inscription of properties on the World Heritage List based on their outstanding universal value.

## PANORAMA

[PANORAMA – Solutions for a Healthy Planet](#) is a global knowledge exchange initiative providing a platform for practitioners to share successes and learn from others’ experiences as part of a community.

## Paris Agreement

Legally binding international treaty on climate change adopted under the UNFCCC at COP21 on 12 December 2015. Its overarching goal is to hold “the increase in the global average temperature to well below 2°C above pre-industrial levels” and pursue efforts “to limit the temperature increase to 1.5°C above pre-industrial levels.” It further aims at increasing the ability to adapt to the adverse impacts of climate change and foster climate resilience and low greenhouse gas emissions development, in a manner that does not threaten food production; and at making finance flows consistent with a pathway towards low greenhouse gas emissions and climate-resilient development.

## Partners

Organisations which work with IUCN but are not part of IUCN.

## People

Human beings in general or considered collectively. It includes communities, institutions, and civil society.

## Protected areas

A clearly defined geographical space that is recognized, dedicated, and managed through legal or other effective means to achieve long-term conservation of nature, including associated ecosystem services and cultural values.

## Regenerative blue economy

An economy that focuses on ocean health including its wealth of biodiversity and

ecosystem services, while fostering development, social inclusion, equity and empowerment of coastal communities to be its natural stewards.

### **Restoration Barometer**

The IUCN Restoration Barometer – An assessment tool currently used by national and sub-national governments to track progress on the implementation of restoration targets across all terrestrial ecosystems, including coastal and inland waters.

### **Rights**

Rights are legal, social, or ethical principles of freedom or entitlement; that is, rights are the fundamental normative rules about what is allowed of people or owed to people according to some legal system, social convention, or ethical theory. According to the United Nations, human rights are rights inherent to all human beings, regardless of race, sex, nationality, ethnicity, language, religion, or any other status. Human rights include the right to life and liberty, freedom from slavery and torture, freedom of opinion and expression, the right to work and education, and many more. Everyone is entitled to these rights, without discrimination.

### **Rio Conventions**

The Convention on Biological Diversity, the United Nations Framework Convention on Climate Change, and the United Nations Convention to Combat Desertification, all adopted at the 1992 Earth Summit in Rio de Janeiro.

### **ROAM**

Restoration Opportunities Assessment Methodology – A framework developed by IUCN and the World Resources Institute for countries to conduct forest and landscape restoration opportunity assessments and to locate specific areas of opportunity at a national or sub-national level.

### **Rule of law**

A principle of governance in which all persons, institutions and entities, public and private, including the State itself, are accountable to laws that are publicly promulgated, equally enforced and independently adjudicated, and which are consistent with international human rights norms and standards. It requires measures to ensure adherence to the principles of supremacy of the law, equality before the law, accountability to the law, fairness in the application of the law, separation of powers, participation in decision-making, legal certainty, avoidance of arbitrariness, and procedural and legal transparency.

### **SDGs**

Sustainable Development Goals – 17 interlinked global goals for 2030 adopted by the UN General Assembly in 2015 to achieve a better and more sustainable future for all.

### **Secretariat**

Consists of the staff of IUCN, with the Director General as chief executive of IUCN and head of the Secretariat.

### **Sendai Framework**

Sendai Framework for Disaster Risk Reduction 2015–2030.

## **SSC**

IUCN Species Survival Commission.

## **STAR metric**

The Species Threat Abatement and Restoration metric measures the contribution that investments can make to reducing species' extinction risk.

## **TNFD**

Taskforce on Nature-related Financial Disclosures.

## **UNDRIP**

United Nations Declaration on the Rights of Indigenous Peoples.

## **UNEP**

United Nations Environment Programme.

## **UNFCCC**

United Nations Framework Convention on Climate Change.

## **UNI**

IUCN Urban Nature Indexes – A series of indices aiming to measure the ecological performance of cities.

## **WCEL**

IUCN World Commission on Environmental Law.

## **WCPA**

IUCN World Commission on Protected Areas.

## **WHO**

World Health Organization.

## **WOAH**

World Organisation for Animal Health.



## *Annex 1 Theory of change*

### **Context**

As nature faces increasing threats worldwide, IUCN works with its global network to help people understand the challenges the world faces and take concerted action. By providing trusted science and other information on the health of nature and identifying the primary causes of biodiversity loss, IUCN empowers collective efforts to protect our planet.

Even though IUCN, as a Union, has fostered significant gains at all levels in protecting and restoring ecosystems, species and genetic diversity, yet conservation actions need far greater effort and investment. To keep the world on a path to safeguarding and recovering nature, IUCN must increase the reach, scale and quality of conservation and restoration efforts, ensuring they benefit all areas of life and all people.

### **Logic**

If IUCN expands and strengthens its constituent parts (Members, National and Regional Committees, Commissions and Secretariat) to scale up their reach and influence

and

if it scales up efforts to conserve and protect land, freshwater and oceans in ways that sustain and benefit people,

and

if it focuses collectively on eight transformative pathways, addressing destructive drivers, for the benefit of both people and nature,

then

it can potentially halt and reverse biodiversity loss, protect critical species populations and ecosystems, and restore degraded ecosystems,

and

ultimately help create a thriving, resilient planet where nature and people flourish together.

### **Approach**

The 2026–2029 Programme lays out a framework to enhance, amplify and scale IUCN's work through continued alignment around the catalytic roles upon which IUCN was founded.

In this programme of work, IUCN remains committed to improving equity and justice through enhanced governance at all levels as a fundamental requirement for scaled-up conservation effort, as reflected in the Kunming-Montreal Global Biodiversity Framework for **Land, Water, the Ocean** and for **People**. As IUCN scales up its conservation efforts, it will be better placed to mainstream biodiversity actions into eight transformation pathways to put the world on course to the recovery of nature:

1. Scaling up nature-based climate adaptation and mitigation action
2. Aligning financial and economic systems with nature
3. Fostering sustainable food and agricultural systems

4. Promoting One Health
5. Enabling a green, just energy transition
6. Promoting nature-based urban development
7. Enabling a regenerative blue economy
8. Ensuring water security and stewardship

### ***Assumptions***

Through this approach, IUCN at all levels (Members, Commissions, Secretariat) aims to be the trusted partner for governments, the private sector and others to fulfil their global and national commitments to nature. It fosters a culture of environmental stewardship and inspires all actors to adopt sustainable practices that benefit both people and the planet.

IUCN operates on the understanding that:

- Working together as a Union, we can drive more meaningful change than any one organisation or group working alone;
- IUCN's strength lies in its ability to unite people, organisations and governments to drive impactful action;
- IUCN can raise awareness, share knowledge and science, communicate and advocate for better policies, build skills and mobilise resources to protect nature.

IUCN's vision for restoring nature is guided by:

- Understanding that decisions rooted in science and knowledge lead to positive and lasting change;
- Confidence that governments, non-governmental organisations, communities and businesses will take action, adopt Nature-based Solutions and prioritise actions that benefit nature and people;
- IUCN's capacity and credibility in delivering accurate and reliable science;
- Trust in IUCN to bring together a diverse group of partners, find common ground and inspire transformative efforts for nature, climate and people;
- Confidence that with the right science and knowledge, governments will follow through on their promises to protect and restore biodiversity.

## ***List of Outcomes***

### ***Just, equitable conservation of nature at scale***

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

LAND: The effective protection, conservation and restoration of terrestrial key biodiversity areas, other areas important for biodiversity, ecosystems and species has been achieved equitably and inclusively.

WATER: The effective protection, conservation and restoration of freshwater key biodiversity areas, other areas important for biodiversity, ecosystems and species has been achieved equitably and inclusively.

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

### ***The Eight Global Transformations for nature and people***

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

ALIGNMENT OF FINANCIAL AND ECONOMIC SYSTEMS WITH NATURE: Economic and financial systems have been re-focused to reflect dependencies and impacts on nature (including a focus on equitable stewardship of nature and natural resources).

FOOD SYSTEMS AND SUSTAINABLE AGRICULTURE: Significant progress in establishing sustainable and nature-positive contribution of multifunctional agricultural production landscapes and seascapes has been achieved and further loss of biodiversity prevented.

ONE HEALTH: The integration of the biodiversity and health sectors is advanced through the One Health approach establishing a pathway towards improved human, wildlife and ecosystem health.

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

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

REGENERATIVE BLUE ECONOMY: A framework for developing a regenerative blue economy, focusing on sustainable and equitable marine resource protection and utilisation, is incorporated into national and regional development strategies, shaping private sector and civil society operations.

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

## ***Annex 2 Core indicators – IUCN 2026–2029 Programme***

The following tables contain the core indicators for just, equitable conservation of nature at scale outcomes, and indicators for the eight Global transformations for nature and people outcomes. Core indicators will be used for external accountability (e.g. IUCN Annual Report). Detailed indicator fact sheets and guidance for reporting will be developed and made available for each indicator (planned for Q2 2025).

Each Outcome statement as written in the Programme is given above the table for reference.

### ***Just, equitable conservation of nature at scale outcome indicators***

#### **PEOPLE**

Equity and justice for sound environmental governance has been enhanced in every aspect of the scaling up the conservation of land, freshwater and oceans.

Indicator	Source	Union component – Contribution									
		Members	National & Regional Committees	CEC	CEM	CEESP	SSC	WCEL	WCPA	CCC	Secretariat
Percentage of projects that apply equity frameworks and principles											•
Number of people engaged in and impacted by IUCN's Programme implementation	IUCN Programme & Project Portal  Commission data collection tool	* <sup>67</sup>	•	•	•	•	•	•	•	•	•

<sup>67</sup> \* IUCN constituents may choose to contribute to IUCN global reporting on a voluntary basis, but there is no obligation to do so.

## LAND, WATER, OCEAN

The effective protection, conservation and restoration of key biodiversity areas, other areas important for biodiversity, ecosystems and species has been achieved equitably and inclusively.

Indicator	Source	Union component – Contribution									
		Members	National & Regional Committees	CEC	CEM	CEESP	SSC	WCEL	WCPA	CCC	Secretariat
Assessments completed under IUCN Standards	IUCN knowledge product indicators	*		•	•	•	•	•	•	•	•
IUCN's contribution to reducing species extinction risk (STAR)	STAR	•									•
Coverage (in percentages) of key biodiversity areas (KBAs) and other sites meeting the KBA criteria by protected areas and other effective area-based conservation measures		•									•
Amount of finance mobilised for effective conservation and restoration	IUCN Programme & Project Portal Commission data collection tool	*	*	•	•	•	•	•	•	•	•

## Global transformations for nature and people outcome indicators

### CLIMATE CHANGE ADAPTATION AND MITIGATION

National and international climate strategies, frameworks and actions optimise the role of Nature-based Solutions while avoiding adverse biodiversity impacts from novel climate technologies.

Indicator	Source	Union component – Contribution									
		Members	National & Regional Committees	CEC	CEM	CEESP	SSC	WCEL	WCPA	CCC	Secretariat
Emissions avoided and sequestered (direct and potential) through conservation or restoration	IUCN Programme & Project Portal	•									•
Value of finance mobilised for climate adaptation and mitigation	IUCN Programme & Project Portal	*	•	•	•	•	•	•	•	•	•

### ALIGNMENT OF FINANCIAL AND ECONOMIC SYSTEMS WITH NATURE

Economic and financial systems have been re-focused to reflect dependencies and impacts on nature (including a focus on equitable stewardship of nature and natural resources).

Indicator	Source	Union component – Contribution									
		Members	National & Regional Committees	CEC	CEM	CEESP	SSC	WCEL	WCPA	CCC	Secretariat

Number of countries supported in realigning their financial and economic systems											•
Formalisation and adoption of metrics on living nature in the TNFD											•

## FOOD SYSTEMS AND SUSTAINABLE AGRICULTURE

Significant progress in establishing sustainable, nature-positive and multifunctional agricultural production landscapes and seascapes has been achieved and further loss of biodiversity prevented.

Indicator	Source	Union component – Contribution									
		Members	National & Regional Committees	CEC	CEM	CEESP	SSC	WCEL	WCPA	CCC	Secretariat
Number of co-designed and implemented solutions contributing to sustainable and nature-positive multifunctional agricultural production landscapes and seascapes	IUCN annual reporting	*	*	•	•	•	•	•	•	•	•
Partnership secured with key partners	IUCN annual reporting			•	•	•	•	•	•	•	•

## ONE HEALTH

The integration of the biodiversity and health sectors is advanced through the One Health approach establishing a pathway towards improved human, wildlife and ecosystem health.

Indicator	Source	Union component – Contribution									
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		Members	National & Regional Committees	CEC	CEM	CEESP	SSC	WCEL	WCPA	CCC	Secretariat
Partnerships established with key partners	IUCN annual reporting			•	•	•	•	•	•	•	•
Extent to which IUCN investments, knowledge products and tools reflect One Health principles	IUCN annual reporting			•	•	•	•	•	•	•	•

## GREEN, JUST ENERGY TRANSITION

Global planned and installed renewable energy generation and distribution capacity is trebled within a socially equitable and nature-positive framework.

Indicator	Source	Union component – Contribution									
		Members	National & Regional Committees	CEC	CEM	CEESP	SSC	WCEL	WCPA	CCC	Secretariat
Number of partnerships with key partners (regional development platforms and national energy institutes or government agencies)	IUCN annual reporting			•	•	•	•	•	•	•	•
Development of the IUCN framework on green, just energy transition	IUCN annual reporting										•

## SUSTAINABLE CITIES

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

Indicator	Source	Union component – Contribution									
		Members	National & Regional Committees	CEC	CEM	CEESP	SSC	WCEL	WCPA	CCC	Secretariat
Number of sub-national governments engaged in biodiversity monitoring and/or enhancing access to green and blue spaces	IUCN Urban Nature Indexes										•
Number of citizens engaged through IUCN awareness-raising campaigns	IUCN annual reporting	*	*	•	•	•	•	•	•	•	•

## REGENERATIVE BLUE ECONOMY

A framework for developing a regenerative blue economy, focusing on sustainable and equitable marine resource protection and utilisation, is incorporated into national and regional development strategies, shaping private sector and civil society operations.

Indicator	Source	Union component – Contribution									
		Members	National & Regional Committees	CEC	CEM	CEESP	SSC	WCEL	WCPA	CCC	Secretariat
Development of IUCN framework on regenerative blue economy	IUCN Library										•

Partnerships secured with key partners	IUCN annual reporting			•	•	•	•	•	•	•	•
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## WATER SECURITY AND STEWARDSHIP

Policy frameworks, regulations, spatial planning processes and freshwater cooperation agreements and actions improve the governance of all freshwater resources.

Indicator	Source	Union component – Contribution									
		Members	National & Regional Committees	CEC	CEM	CEESP	SSC	WCEL	WCPA	CCC	Secretariat
Value of finance mobilised for improving the governance of all freshwater resources	IUCN Programme and project portal  IUCN annual reporting	*	*								•
Number and percentage of IUCN State or government Members signed up to the Freshwater Challenge	Freshwater Challenge Database  CRM										•

## ***Annex 3 2026–2029 IUCN Constituent Programme Engagement Templates***

The IUCN Programme 2026–2029 will only succeed if it is fully owned and implemented across all parts of the Union. Delivering on the Programme’s ambitions requires the coordinated engagement of IUCN’s diverse constituents – its Members, Commissions, National and Regional Committees, and Secretariat – with each playing a critical role in delivering outcomes on the ground, in policy and in practice.

This section presents examples of inputs from the various constituent parts of IUCN, highlighting their engagement with the IUCN Programme 2026-2029.

### **Constituent name: IUCN World Commission on Protected Areas**

#### **Describe how the 2026–2029 Programme outcomes and outputs support the conservation priorities of the constituent part of IUCN that you belong to.**

All 3 core approaches to Transformative Change (Taking Conservation to Scale, Biodiversity-Climate Nexus and addressing inequity, illegality and injustice) are at the core of IUCN WCPA’s mandate.

Taking Conservation to Scale has key significance to the scaling of area-based conservation measures that will be necessary to reverse biodiversity declines while ensuring ecosystem services continue to benefit human well-being. Many of the transformational pathways are also key priorities for WCPA (such as One Health, Sustainable Financing, Inland water, etc.)

#### **Indicate how your constituent part would contribute to relevant/selected outcomes and outputs.**

WCPA through the implementation of our core mandate and workplan can contribute to many distinct parts of the Programme through the creation of knowledge products, through science-based advocacy and through supporting implementation of the Global Biodiversity Framework (especially Target 3) by providing technical advice and support to State and non-State actors.

#### **What other parts of the Union would you need to work with in delivery of selected outcomes/outputs?**

WCPA will need to work with components in the Secretariat including teams in the HQ (World Heritage, Inland water etc), regional offices and IUCN member organisations.

#### **How to best capture your contribution?**

- ☐ Contributions for Nature platform
- ☐ Through the IUCN Engage platform
- ☐ Through National Committee reports
- ☐ **Through Commission reports**
- ☐ Other (please specify):

## Constituent name: Wildlife Conservation Society

**Describe how the 2026-2029 Programme outcomes and outputs support the conservation priorities of the constituent part of IUCN that you belong to.**

The outcomes and outputs of the draft 2026-2029 IUCN Programme align very well with the priorities, objectives, mission, and work of WCS. [WCS](#) works both through our Global Program, and through our 5 public facilities in New York (Bronx Zoo, Central Park Zoo, Prospect Park Zoo, Queens Zoo, and the New York Aquarium). We work across the globe in more than 50 countries to protect, restore and prevent the loss of the most important species and land and seascapes for nature and people. Our mission is to save wildlife and wild places worldwide through science, conservation action, education, and inspiring people to value nature.

Our primary focus is our field, conservation, science, and policy work at the national level, working closely with our partners in government, academia, civil society, Indigenous Peoples organizations, and local communities. We implement a human rights-based approach working with communities and governments, to combine science, local knowledge and practical problem-solving in the co-design of effective, socially equitable conservation models. By focusing on retaining and building the ecological integrity of marine, freshwater, and terrestrial ecosystems, we not only protect them from local threats, including over-exploitation, land-use change, development, disease, and other threats; we also help make them more likely to be resilient to global change pressures, including climate change. As such, we can maximize the levels of biodiversity being conserved, deliver measurable contributions to climate change mitigation and secure health outcomes on a local to global scale.

Our focus is on the health of the whole system, whereby conserving wildlife cannot be achieved in isolation from the other components of nature and that sees humanity and nature as inseparable. We recognize and promote the convergence of traditional and indigenous knowledge systems that have always valued the whole of nature, not just its parts, with the growing body of science that urges a renewed focus on the ecological resilience of ecosystems.

Our Global Program is structured around both our country-level work in 14 regions across the globe, our 5 Thematic Programs, and our cross-cutting programs, all of which work closely together to conserve and protect wildlife and wild places. Our thematic programs are: Marine; Combatting Wildlife Trafficking; Health; Forests and Climate Change; and Rights and Communities; our cross-cutting programs include International Policy, Conservation Planning, and Markets.

It would take far too many pages to share how our global program, in almost 60 countries and about 5,000 staff, aligns with the global program of IUCN. We work with IUCN—the Secretariat, Commissions, and other members—to achieve our mission, goals, and objectives, which in turn is aligned with those of IUCN. We have staff who are members of all IUCN Commissions, are members of various Commission Steering Committees and Specialist Groups, and currently serve as Chair one of the Commissions (World Commission on Protected Areas). We work in partnership with the components of IUCN, and in turn benefit from the work of IUCN at all levels. Most of our work is too detailed to list here, but we have included a subset.

WCS engages in the catalytic roles that have been outlined in the 2026-2029 IUCN Program. In particular:

- Knowledge, science and data: WCS is highly committed to scientific research and analysis, and to translating science and other knowledge into policy and action. This aligns well with the work of IUCN (and we engage in this with IUCN Commissions and Specialist Groups, and others). Some of our science work can be found at <https://www.wcs.org/our-work/solutions/conservation-science>.
- Policy and advocacy: WCS is highly committed to using our deep scientific and technical expertise to create change at the local, national, regional, and global level through policy interventions. In particular, we work closely with IUCN (Secretariat, Commissions, Members) in intergovernmental

policy advocacy, including through CITES, CBD, CMS, UNFCCC, FAO, the UN, and others. Some of our international policy work can be found at <https://www.wcs.org/our-work/solutions/international-policy>.

- Capacity strengthening: We work with local partners in particular on capacity building, strengthening, and empowerment, including work with IUCN. Some of our capacity strengthening work can be found at <https://www.wcs.org/our-work/solutions/building-conservation-capacity>.
- Advancing education and awareness building: Both through our Global program and our zoos and aquarium, we are highly committed to conservation awareness and education.

### Indicate how your constituent part would contribute to relevant / selected outcomes and outputs.

In the IUCN Program's section on "Just, equitable conservation of nature at scale", IUCN has identified People, land, Freshwater, and Ocean as key outcomes. WCS works on all of these, which we strongly support, will deliver on, and look forward to collaborating with IUCN on.

PEOPLE: IUCN is committed to equity and justice for sound environmental governance, which WCS also is committed to and we look forward to collaborating. Across the planet we [collaborate with Indigenous Peoples and local communities](#) to achieve a shared vision for a more secure, inclusive, just, equitable, and resilient future, where wildlife remains a visible, thriving, and culturally valued part of the wild places where our partners live and we work.

We choose to work in some of the most remote and high-integrity places left on the planet. For the Indigenous Peoples and local communities that call such places home, these forests, grasslands, and coastal reef systems are their ancestral and traditional territories, the foundation of their cultural identities, and the source of their families' livelihoods and wellbeing. By respecting and protecting the rights of Indigenous Peoples and local communities and amplifying their voice in conservation policies, practices, and governance structures, WCS Global is traveling the best and necessary pathway to equitable, just, and durable conservation. We employ a human rights-based approach to give effect to this value statement that seeks to protect Key Biodiversity Areas, high-integrity terrestrial and marine ecosystems, and to more effectively mitigate and adapt to the effects of climate change.

LAND: IUCN is committed to the effective protection, conservation and restoration of terrestrial key biodiversity areas, other areas important for biodiversity, ecosystems and species has been achieved equitably and inclusively to reach global targets. WCS shares that commitment. See <https://www.wcs.org/our-work/places> for details of where and how we work in terrestrial ecosystems.

FRESHWATER: IUCN is committed to the effective protection, conservation and restoration of freshwater key biodiversity areas, other areas important for biodiversity, ecosystems and species has been achieved equitably and inclusively to reach global targets. WCS shares that commitment. See <https://www.wcs.org/our-work/places> for details of where and how we work in freshwater system.

OCEAN: IUCN is committed to the effective protection, conservation and restoration of marine key biodiversity areas, other areas important for biodiversity, ecosystems and species has been achieved equitably and inclusively to reach global targets. WCS shares that commitment. See <https://www.wcs.org/our-work/places> and <https://www.wcs.org/our-work/marine-program> for details of where and how we work in marine ecosystems.

Finally, WCS is actively engaged with the following outputs highlighted in the 2026-2029 IUCN Programme. We look forward to working with IUCN (Secretariat, Commissions) on these, and to collaboration (and not competition) in fundraising. Please reach out on any of these to discuss our field, scientific, technical, and policy work on any of these.

- Recognising, respecting and promoting the rights, agency and stewardship of Indigenous Peoples and local communities, including environmental defenders.

- Facilitating Nature-Based Education
- Assessing the status of biodiversity
- Enhancing effective and equitable protected and conserved areas
- Protection and recovery of threatened species
- Conserving and restoring terrestrial ecosystems
- Conserving freshwater biodiversity
- Conserving the ocean
- Preventing and reducing nature crime
- Promoting One Health
- Fostering sustainable food and agricultural systems
  - Integrating nature into scaled-up global climate policy and action
  - Establishing biodiversity metrics

### What other parts of the Union would you need to work with in delivery of selected outcomes/outputs?

We need to work with all parts of the Union, in partnership and collaboration. We will continue to work with the 7 IUCN Commissions, through active engagement with Chairs, Steering Group Members, Specialist Groups, and Members of the Commissions. We will continue to work with the IUCN Secretariat, and look forward to collaboration. We will continue to engage actively with the relevant IUCN Regional Offices, and National and Regional Committees.

WCS works actively, through our country programmes and staff, in all IUCN Statutory Regions. We are headquartered in New York and thus listed on the IUCN website as being in the North America and the Caribbean Statutory Region, it is a bit incorrect that it lists our operational region as North America. In reality, we work with governments, Indigenous Peoples and IP Organizations, local communities, academic, NGOs, and others in IUCN Statutory Regions and should be seen as global (we have offices, programmes, and/or staff in North America and the Caribbean; Mexico, Central America, and the Caribbean; South America; Asia; Central Asia; Europe; West and Central Africa; Eastern and Southern Africa; and Oceania. We work actively with IUCN Members in all these regions.

### How to best capture your contribution?

☒ Contributions for Nature platform

☒ Through the IUCN Engage platform

☐ Through National Committee reports

☒ Through Commission reports

☐ Other (please specify):



## Constituent name: Australian National Committee of IUCN (ACIUCN)

### Describe how the 2026–2029 Programme outcomes and outputs support the conservation priorities of the constituent part of IUCN that you belong to.

- The IUCN 2026–29 Programme will provide the overarching framing for the work of ACIUCN and will be a key input to our next three-year strategic plan.
- In 2025, we will be preparing a new strategic plan for 2026–2029, based on member input and priorities, and alignment with the IUCN Programme and its outcome areas.
- The IUCN Work Programme also informs our consecutive annual workplans, when setting priority conservation issues to address.
- Any Congress resolutions relevant to Australia will also be relevant to our future planning processes.

### Indicate how your constituent part would contribute to relevant/selected outcomes and outputs.

**Answer:** From 2026–2029, ACIUCN will convene twice-yearly fora, workshops and symposia with experts, stakeholders and decision-makers in specific challenge areas identified in our annual workplans. Reports will be produced including recommendations for delivering relevant IUCN outcomes in Australia. A sample of IUCN output areas that could be tackled by ACIUCN include:

- LAND: Restoration of ecosystems, Recovery of threatened species – in 2025 and 2026, ACIUCN will be producing post-event reports on these topics.
- PEOPLE: One Health, Reimagining Conservation, Transforming economic and financial systems
- OCEANS: A Regenerative Blue Economy, Improving ocean governance across Oceania

### What other parts of the Union would you need to work with in delivery of selected outcomes/outputs?

**Answer:** As standard practice, ACIUCN works with the Oceania Regional Office, Commission members and IUCN Members when designing, convening and delivering events. The ACIUCN board includes an appointed Commission liaison role to more closely engage local Commission members.

### How to best capture your contribution?

- ☐ Contributions for Nature platform
- ☐ Through the IUCN Engage platform
- ☐ Through National Committee reports
- ☐ Through Commission reports
- ☐ Other (please specify): ACIUCN produces a standard template, comprehensive annual report of activities. We can report in a different format to Council and the Secretariat, if an uncomplicated template is provided. The outputs from each of our symposia and workshops are produced and published by ACIUCN on our website ([www.aciucn.org.au](http://www.aciucn.org.au))

## **Constituent name: IUCN Mesoamerican Regional Committee**

### **Describe how the 2026–2029 Programme outcomes and outputs support the conservation priorities of the constituent part of IUCN that you belong to.**

The IUCN Programme 2026–2029 (the Programme) provides a guiding framework for the actions of the Mesoamerica Regional Committee of Members. National Committees have repeatedly expressed needs that are aligned with the results and outputs developed by the Programme. Therefore, it is necessary to develop a regional work plan, which does not exist to date, that takes this into account and that recognises the actions that members are already executing in consistency with the Programme, such as resource mobilisation efforts for conservation; building and strengthening the capacities of local community and indigenous groups; research and knowledge transmission and awareness-raising among key actors and groups; advocacy actions; support for protected natural areas, both terrestrial and marine-coastal, through agreements with governments or the will of private owners, through direct administration and/or technical and financial assistance; among many other actions.

Between 2025 and 2026, the Committee will seek to consolidate itself through the constitution of the Board of Directors and the formulation of its regulations. To this end, it is important to strengthen the National Committees and ensure that they function optimally, so that within their own plans the priorities of the Programme can permeate and ensure reporting, recognition and contribution to its results.

### **Indicate how your constituent part would contribute to relevant/selected outcomes and outputs.**

Individually and as part of the National Committees and the Regional Committee, the members constitute a great asset with their experience and trajectory in different topics addressed by the 2026–2029 Programme. With IUCN's support, members can contribute to the implementation of actions and the achievement of results. To achieve this, in coordination and with the support and backing of the Secretariat, it has been proposed:

- Establishment of thematic sub-committees
- Coordinated advocacy (advocacy agenda) at the level of society and public policies (alignment) on relevant and controversial issues included in the Programme, drawing on members' experience and contacts for dialogue with governments, among others
- Development of a common regional agenda on conservation and protection, inclusion, Indigenous peoples and local communities
- Dissemination of the IUCN brand through the effective work, projects and initiatives of the members in conjunction with the Union in an equitable partnership relationship
- Promotion of joint Membership-Secretariat projects
- Joint influence to attract greater resources focused on the needs of the region in line with the results and outputs included in the Programme
- Regional Member meetings
- Regional positioning in the face of major threats, such as the case of mining extraction and issues such as support for the rights and actions of Indigenous peoples and environmental defenders

### What other parts of the Union would you need to work with in delivery of selected outcomes/outputs?

It is important to strengthen communication and coordination with the Secretariat, through the Regional Office, to advance joint initiatives. IUCN can be an important support for the management and mobilisation of resources, as well as for the promotion of strategic alliances with partners in the region to disseminate and implement actions at that level. Similarly, it is necessary to establish communication with the members of the Commissions and the councillors of the region and identify how these instances can support the individual and joint efforts of the Membership.

### How to best capture your contribution?

- ☐ Contributions for Nature platform
- ☐ Through the IUCN Engage platform
- ☐ Through National Committee reports
- ☐ Through Commission reports
- ☐ Other (please specify): It would be important to establish a format that would allow the standardisation of the inputs of each Committee, so that it feeds the reporting of contributions to the Programme.

## **Constituent name: IUCN World Commission on Environmental Law (WCEL)**

### **Describe how the 2026–2029 Programme outcomes and outputs support the conservation priorities of the constituent part of IUCN that you belong to.**

A core outcome of the 2026–2029 Programme is the just, equitable conservation of nature at scale across key transformational areas: people, land, freshwater and ocean. This is at the core of IUCN WCELs mandate and work. Taking conservation to scale while ensuring that it is just and equitable requires appropriate and adequate regulatory frameworks – both to ensure the desired outcomes and to avoid negative ones. Laws and regulations, especially environmental law, but also human rights law, criminal law, administrative law, constitutional law and many other legal areas are indispensable to achieve the IUCN 2026–2029 Work Programme.

WCEL's mandate is to assist societies throughout the world to employ the environmental rule of law for preventing harm to and conserving nature, and assuring that uses of natural resources are equitable and ecologically sustainable, through advancing local, national, regional and international laws, administrative instruments and customary norms that support the environmental rule of law, that are grounded in environmental ethics and foster ecological sustainability

WCEL works across these various transformational areas, promoting the environmental rule of law, to ensure the predictability, longevity, robustness and enforceability of conservations that lies as the core outcome of the new program. This includes both the work of all WCELs Specialist groups and Task Forces, as well as cross-cutting work.

### **Indicate how your constituent part would contribute to relevant / selected outcomes and outputs.**

WCEL contributes the outcomes of the 2026–2029 IUCN Programme by working to:

- ensure the recognition, respect for and promotion of the rights of indigenous peoples and local communities, including environmental defenders;
- drive the effective and equitable legal implementation, compliance and enforcement in national legal systems of multilateral environmental agreements, such as the Paris Agreement, the Convention on Biological Diversity and its Kunming-Montreal Global Biodiversity Framework, the BBNJ Agreement and others;
- further develop international law in response to the global environmental crises through participation in international negotiations and discourses, such as a global treaty to address plastics pollution, on rights of nature, human right for a safe and healthy environment, and others;
- conduct and promote legal education, capacity-building and research to strengthen the environmental rule of law;
- provide a central world forum for the development and integration of environmental law into all aspects and levels of governance; and
- creating and promoting partnerships to support development, implementation and enforcement of environmental rule of law, and extending professional and expert networks dedicated to the environmental rule of law.

### **What other parts of the Union would you need to work with in delivery of selected**

### outcomes/outputs?

WCEL works with the other IUCN Commissions, the IUCN Secretariat, regional offices and many IUCN member organisations, WCEL partner institutions, including UNEP, the International Network for Environmental Compliance and Enforcement (INECE), the Global Judicial Institute on the Environment, as well as with the IUCN Academy of Environmental Law, and with Secretariats of multilateral environmental agreements.

### How to best capture your contribution?

- ☐ Contributions for Nature platform
- ☐ Through the IUCN Engage platform
- ☐ Through National Committee reports
- ☒ X Through Commission reports
- ☒ X Other (please specify): Policy briefs and other publications, webinars, conferences and WCEL Congresses

## Constituent name: Wildlife Trust of India

### Describe how the 2026-2029 Programme outcomes and outputs support the conservation priorities of the constituent part of IUCN that you belong to.

The **IUCN 2026–2029 Programme** aligns closely with the **Wildlife Trust of India's (WTI)** core conservation initiatives by offering a global framework that supports inclusive, science-based, and ecosystem-driven approaches.

- Under **Climate Change Adaptation and Mitigation**, WTI's *Right of Passage* and *Wild Lands* programmes promote climate-resilient landscapes and connectivity for species like elephants, contributing to habitat restoration and community-based protected area governance.
- Under **One Health**, WTI's *Wild Rescue* and *Conflict Mitigation* efforts integrate animal welfare, ecosystem health, and human-wildlife coexistence. These support outputs on species recovery, biodiversity assessment, nature-based education, and reducing wildlife crime.
- WTI's *Enforcement and Law* and *Wild Aid* programmes strengthen on-ground enforcement, legal capacity, and frontline training, aligning with IUCN's focus on **preventing and reducing nature crime** and supporting environmental defenders. These efforts also promote **Indigenous rights and local stewardship**.
- WTI's *Campaigns*, *Protected Area Recovery*, and *Species Recovery* initiatives advance outputs on **fostering youth and cultural engagement, promoting gender equality**, and the **advancement of nature conservation foresight**, reinforcing both public awareness and evidence-based policymaking.

By grounding its work in local realities and aligning with IUCN's strategic outcomes, WTI plays a key role in advancing the Programme's goals across ecological, legal, and social dimensions.

### Indicate how your constituent part would contribute to relevant / selected outcomes and outputs.

WTI's key initiatives align strongly with the IUCN Programme's outcomes, enhancing the effectiveness of conservation efforts across ecological, legal, and social domains.

- **Right of Passage** supports wildlife corridors for species like elephants and tigers, aligning with IUCN's focus on climate change adaptation and landscape connectivity. Community engagement central to this work mirrors IUCN's emphasis on Indigenous and local stewardship.
- **Conflict Mitigation** promotes human-wildlife coexistence through early warning systems and rapid response. This complements IUCN's One Health approach and outputs on gender equality, youth engagement, and providing nature-based education to build awareness and equitable community participation in managing conflict.
- **Wild Rescue** offers emergency care and rehabilitation for wildlife, aligning with IUCN priorities in species recovery, biodiversity monitoring, and anti-poaching. It also supports the One Health outcome linking animal welfare to conservation and public health.
- **Public Awareness Campaigns** benefit from IUCN's focus on education, cultural engagement, youth, and gender inclusion—essential for shaping public attitudes and promoting sustainable urban behaviours.
- **Wild Aid** trains frontline forest staff, reinforcing IUCN's goals on nature crime prevention, support for environmental defenders, and governance, especially in high-risk landscapes.

- **Protected Area Recovery** aligns with IUCN targets on restoring ecological integrity, water security, climate adaptation, sustainable land management and World Heritage conservation, ensuring local relevance and global impact.
- **Enforcement and Law** mirrors IUCN's outputs on nature crime, legal foresight, and Indigenous rights, strengthening legal protections, wildlife crime investigation, and judicial training.
- **Species Recovery** aligns with IUCN tools like the Red List and Green Status, guiding science-based strategies for elephants, tigers, bustards, and aquatic species.
- **Wild Lands** complements IUCN's landscape-level conservation outcomes, including freshwater protection, sustainable agriculture, and community-based ecosystem restoration.

**In Summary**, the IUCN 2026–2029 Programme provides a globally aligned framework that strengthens WTI's conservation work, from species protection to community engagement, supporting both national priorities and international biodiversity targets.

### What other parts of the Union would you need to work with in delivery of selected outcomes/outputs?

#### 1. IUCN Secretariat

2. **IUCN Members:** Government Members, NGO Members, Indigenous Peoples' and Local Communities (IPLCs)

3. **IUCN Commissions:** SSC, WCPA, CEESP, CEC

4. **IUCN Knowledge Products and Platforms:** The IUCN Red List of Threatened Species, The Green List of Protected and Conserved Areas

5. **Cross-cutting collaborations:** International environmental agreements (like CITES, CMS, CBD); Private sector partners; Academic/research institutions

### How to best capture your contribution?

- ☐ **Contributions for Nature platform:** WTI's on-the-ground conservation impact, e.g., species recovery, protected area expansion, wildlife rescue outcomes, habitat restoration could be shared on this platform.
- ☐ **Through the IUCN Engage platform:** This platform could be used to share case studies, project updates, seek partners, or join working groups aligned with WTI focus areas.
- ☐ **Through National Committee reports:** WTI as an active member of IUCN India National Committee - influence national priorities, report activities in India, and align with national biodiversity goals.
- ☐ **Through Commission reports:** WTI as a partner to SSC through its CSS Asian Elephant and CSS India can highlight the technical, scientific contribution in Commission reports.
- ☐ **Other** (please specify):
  - **Peer-reviewed publications** (linked to IUCN priorities)
  - **Direct submissions to IUCN knowledge products** (e.g., Red List assessments, Green List status)
  - **Policy briefs/side events** at IUCN Congress or CBD, CMS, CITES COPs



## **Constituent name: IUCN SSC Asian Elephant Specialist Group (AsESG)**

### **Describe how the 2026-2029 Programme outcomes and outputs support the conservation priorities of the constituent part of IUCN that you belong to.**

The IUCN 2026–2029 Programme outlines ten transformative outputs to address global biodiversity, climate, and development challenges. These align closely with the priorities of the IUCN SSC AsESG, which focuses on habitat protection, human-elephant conflict (HEC) mitigation, anti-poaching efforts, integration into development planning, and conservation capacity building.

The Programme's core goals—preventing species extinction, supporting recovery, strengthening conservation policy, empowering local communities, and integrating climate resilience—directly support AsESG's mission. It backs updated Red List assessments and targeted Action Plans, reinforcing evidence-based approaches to elephant conservation.

HEC mitigation is a key overlap, with the Programme emphasizing inclusive governance and community-led solutions. AsESG's efforts to develop local strategies for coexistence align with this people-and-nature approach.

The Programme also supports mainstreaming biodiversity into development policy, matching AsESG's work on National Elephant Conservation Action Plans (NECAPs), habitat connectivity, and cross-border initiatives.

Capacity building is another shared focus. The Programme's investment in training and knowledge sharing complements AsESG's leadership in developing guidelines, workshops, and tools for conservation practitioners and communities.

Lastly, the Programme's climate integration opens new opportunities for AsESG. By identifying climate refugia, restoring habitat corridors, and advancing ecosystem-based adaptation, AsESG contributes to nature-based solutions that enhance climate resilience across elephant range states.

### **Indicate how your constituent part would contribute to relevant / selected outcomes and outputs.**

AsESG is well positioned to contribute to the IUCN 2026–2029 Programme, especially in species recovery, inclusive governance, climate resilience, and integrating conservation into broader societal systems.

To halt species extinction and support recovery, AsESG will lead targeted actions for Asian elephants through detailed Red List assessments, development of national elephant conservation action plans aligning closely with IUCN's biodiversity goals. Conservation efforts also serve as Nature-based Solutions (NbS), supporting climate adaptation and healthy ecosystems.

Promoting human-elephant coexistence remains a core focus, with an emphasis on inclusive, community-led conservation. These efforts support the One Health approach by enhancing both ecological and human well-being.

AsESG contributes to policy development, including National Elephant Conservation Action Plans and transboundary efforts, helping integrate conservation into sectors like linear infrastructure, energy and agriculture. Though not directly involved in agricultural reform, AsESG promotes

landscape-level planning to minimize land-use conflicts, minimize ecological degradation and support local livelihoods for local communities.

Urban expansion into elephant habitats is a growing concern. AsESG supports nature-based urban development through spatial planning and green infrastructure to maintain habitat connectivity and urban resilience.

While marine conservation isn't AsESG's focus, its terrestrial work helps maintain freshwater systems vital to downstream ecosystems, indirectly supporting the blue economy.

Climate resilience is a cross-cutting priority. AsESG identifies climate refugia and designs large-scale NbS like forest restoration and habitat corridors, contributing to biodiversity, climate goals, and community well-being.

Through expert scientific guidance, AsESG will support key IUCN Programme outcomes related to habitat connectivity, coexistence, health monitoring, and integrating elephant conservation into broader planning frameworks.

### What other parts of the Union would you need to work with in delivery of selected outcomes/outputs?

1. IUCN Secretariat (Regional and Global Programmes): Asia Regional Office
2. **Other IUCN Commissions:** Species Survival Commission (SSC), Commission on Environmental, Economic and Social Policy (CEESP), World Commission on Protected Areas (WCPA), Commission on Ecosystem Management (CEM), Commission on Education and Communication (CEC)
3. **IUCN National and Regional Committees**
4. **IUCN Members (Government and NGOs)**

### How to best capture your contribution?

- ☐ Contributions for Nature platform
- ☐ **Through the IUCN Engage platform:** Support knowledge exchange on HEC, wildlife health, and connectivity to engage in real-time collaboration with Commission members and the Secretariat.
- ☐ **Through National Committee reports:** Highlight AsESG's national, sub-national, and transboundary efforts, in collaboration with governments on elephant conservation strategies.
- ☐ **Through Commission reports:** AsESG contributions should be integrated into broader SSC reporting, aligned with the IUCN SSC cycle: Assess, Plan, Act, Network, and Communication.
- ☐ **Other (please specify):** (i) Scientific publications and technical/Working Group reports authored or co-authored by AsESG members (ii) Case studies on PANORAMA showcasing best practices in elephant conservation, coexistence models, or NbS applications in elephant landscapes (iii) Global and regional forums or Conventions such as the Convention on Migratory Species (CMS) or CITES reports, where AsESG input directly supports policy outcomes.



## Commission on Ecosystem Management (CEM)

### Mandate 2026 – 2029

Under the Union's "One Programme Charter"<sup>1</sup>, the Commission on Ecosystem Management's (CEM) network of volunteer conservation scientists, experts, and managers, will contribute to the Union's work through an array of thematic groups, specialist groups and task forces. Collectively, these volunteer specialists will provide the scientific and authoritative advice to IUCN's Programme as it relates to the management, restoration, and sustainable use of the world's ecosystems. All Commission contributions shall be in the context of the Ecosystem Approach as adopted by the Convention on Biological Diversity (CBD).

With the adoption of the IUCN Programme 2026 – 2029, the Commission will work closely with IUCN's regional and global programmes at project, country, regional and global levels.

Promoting synergies and collaborations with other Commissions and partners will be a strong component of the CEM strategy.

#### 1. Mission

To develop and share expert guidance on ecosystem-based approaches to management and sustainable use of natural and modified ecosystems to achieve biodiversity conservation, address climate change and environmental impacts, contribute to human well-being and promote sustainable development.

#### 2. Vision

Productive and resilient ecosystems worldwide that contribute to human well-being, biodiversity conservation and sustainable development.

#### 3. Goal

Ecosystem-based approaches to management of social-ecological systems and natural resource management mainstreamed worldwide.

#### 4. Objective

To promote the adoption and provide guidance for ecosystem-based approaches to the management of landscapes and seascapes and enhance the resilience of or transform ecosystems as deemed necessary to address global challenges.

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<sup>1</sup> Endorsed by the IUCN Council (76<sup>th</sup> Meeting, May 2011) and adopted by the Members at the 2012 World Conservation Congress (Decision 19).

## 5. Focus

In pursuit of our goal and objective, the Commission in collaboration with relevant Secretariat programmes, other Commissions, and partners, will work aligned with the IUCN Programme 2026–2029, through the following:

- **Knowledge products** that respond to needs related to assessment of risk, management, restoration, conservation and sustainable use of ecosystems will be developed and shared as a contribution to the development of Nature-based Solutions and other major tools.
- **Advice, guidance and tools will be provided to and from Indigenous Peoples and Local Communities**, where appropriate, to enable management, restoration, conservation and sustainable use of ecosystems to meet local needs and foster well-being.
- **Science-based authoritative advice and guidance** will be made available to policy makers and implementing authorities from local to global levels that pertain to the governance, management, restoration, conservation and sustainable use of ecosystems.

## 6. Priorities to deliver the IUCN Programme 2026–2029

The Commission on Ecosystem Management's plans for the next intersessional period are framed around the main priority areas that are aligned with, and will contribute to the Programme 2026–2029. Around these main areas, the Commission includes specific relevant themes that have worked previously and where the Commission has expert knowledge. The main priority areas for 2026–2029 are:

- a. Ecosystem Risk Assessment – The Red List of Ecosystems** will continue to serve as the Commission's flagship commitment to ecosystem risk assessment and documentation of the status of the world's ecosystems. Specifically, the Commission will:
  - Continue to support national and regional ecosystem assessments.
  - Maintain the Global Ecosystem Typology, including through partnerships, such as the Global Ecosystem Atlas, to facilitate communications and understanding of the status of ecosystems and support the Red List of Ecosystems.
  - Assess the efficacy of an array of possible subsidiary benefits from the assessments, including:
    - Links between human health and well-being and the status of ecosystems.
    - Reporting on the United Nations 2030 Agenda on the Sustainable Development Goals (SDGs); the Kunming-Montreal Global Biodiversity Framework, the objectives of the Paris Agreement, and other relevant international agreements.
    - Links between natural capital accounting and ecosystem risk assessments.
- b. Ecosystem Restoration and Reversing Land Degradation** – The Commission will support efforts to restore ecosystems and reversing land degradation, particularly in relation to achieving the SDGs, as well as restoration goals advanced through the UN

Decade on Ecosystem Restoration, including the UN Convention on Biological Diversity, and other UN conventions. Emphasis will be on:

- Facilitating the implementation of the Standards of Practice to guide ecosystem restoration.
- Providing guidance and technical support to policy makers, practitioners and managers regarding the design, implementation and monitoring of restoration projects, programmes, and policies.

**c. Nature-based Solutions (NbS)** – The Commission will continue promoting the implementation of NbS to address societal challenges. Specifically:

- Advise and assist the application and update of a standard approach to NbS.
- Facilitate the development of guidelines that support the interpretation of the Global Standard for NbS in the national context.
- Compile, manage, and share lessons learned from the application of NbS at the local, national, and international levels.

**d. Ecosystem Governance** – Equitable governance of the world's ecosystems is essential to meet the objectives of the UN Decade for Ecosystem Restoration, UN Decade on Ocean Science for Sustainable Development, the SDGs, the International Decade of Sciences for Sustainable Development and the Kunming-Montreal Global Biodiversity Framework. The Commission will:

- Develop principles for ecosystem governance that enhance resilience and transformational change of social ecological systems.
- Develop good practices through case studies that can provide advice and guidance to policy makers and implementing bodies on how to achieve equitable governance of socio-ecological systems.
- Develop guidance to be provided to ecosystem managers about governance requirements that sustainably use nature's contributions that are necessary to meet human needs.

**e. Nature and Global Change Nexus**– Considering the CBD decision on biodiversity and climate change that requires addressing both in an integrated manner, biodiversity conservation and climate change mitigation and adaptation, in policies and strategies and the IPBES Nexus report (2024) which calls on addressing in an integrative manner to achieve the SDGs, the Commission will:

- Contribute with the development of policy and guidelines to ensure biodiversity conservation and ecosystem integrity into climate change mitigation and adaptation programmes and projects.
- Continue the analysis of the linkage between biodiversity conservation, ecosystem management and climate change mitigation and adaptation.
- Incorporating biodiversity enhancement and ecosystem integrity practices into carbon markets and biodiversity credit mechanisms, among others.

- Continue promoting the work on EbA Adaptation and Mitigation to ensure that biodiversity is always considered in any climate action.

**f. Health and Ecosystem Management –** Humans, as an integral component of the ecosystems in which they live, often alter their ecosystems without understanding the possible consequences of their actions. Human health and well being can be impacted in how ecosystem respond to any type of management. As a priority the Commission will establish mechanisms to explore these One health-ecosystem relationships with the intent of advising and guiding development of appropriate knowledge products.

- Continue to facilitate the development of a way to assess One health within the RLE.
- Further advance the importance of considering Biodiversity and Global change nexus in ecosystem management and impacts on health and human wellbeing.
- Continue to develop products to improve the awareness and understanding of the link between ecosystem integrity and One health and human wellbeing.

## **6. Structure and organisation of the Commission**

### **a. Chair, Deputy Chair and Steering Committee**

The Commission is led by the Chair, who is elected by IUCN Members at the General Assembly of the World Conservation Congress. The Chair is supported by a Deputy Chair and Steering Committee, appointed by the Council on recommendation of the Chair. The Steering Committee provides leadership and guides the development and implementation of CEM's work through the operational structure of technical groups, regional coordination, and task forces for the implementation of this mandate. CEM holds at least one presential Steering Committee meeting per year, as well as virtual meetings as required.

### **b. Membership**

CEM's membership is composed of volunteers who are experts in ecosystem management. Membership is representative in professional, geographic and gender terms. Recruitment of young professionals is a priority. Members contribute to the Commission's work plan through thematic groups, specialist groups and task forces.

### **c. Relation with IUCN Secretariat**

CEM will work with the Secretariat on activities relevant to the Commission's mandate. The DG will assign the focal person for the Commission to deliver IUCN's 2026–2029 Programme.



## **Commission on Education and Communication (CEC)**

### **Mandate 2026-2029**

*Adopted by IUCN Members by electronic vote on*

#### **VISION**

A world committed to protecting nature now and into the future.

#### **MISSION**

To strengthen the work of the Union through creative, innovative, participatory, responsive, and effective communication and education, as tools to effect positive social and behavioural change for the well-being of people and planet.

#### **STRATEGIC APPROACHES**

The Commission on Education and Communication (CEC) recognises that knowledge is only useful in influencing conservation policies and actions if people are engaged in constructive dialogue and motivated to action based on agreed outcomes.

The Commission undertakes its mission through mainstreaming the expertise, research and actions of its members and partners engaging its members' expertise, research and actions, including indigenous and traditional knowledge, to support the United Nations Sustainable Development Goals (SDGs), the IUCN Programme, the post-2020 Kunming Montreal Biodiversity Framework implementation, and other emerging needs and priorities of IUCN.

It is envisioned that the following priority interventions will be undertaken within the entire framework of the IUCN, including working with the other six Commissions, the global Secretariat, and all categories of IUCN Member organisations. We will work to:

1. Support the *Nature 2030* IUCN Programme as approved at the 2021 World Conservation Congress with a particular focus on strategic communication, awareness-raising and education as integral elements of effective delivery;
2. Support the Union in creating a global culture of conservation and care by sharing strategies and best practices and building capacity in conservation communication;
3. Strengthen the strategic work of the Union on nature-based education for sustainability, in formal, non-formal and informal settings;
4. Strengthen its engagement to support a new area of work in Nature-based Education; that is, the vision is to mobilize a thriving collaboration among partners and resources to promote the educational efficacy of nature while validating education's essential function in contemporary nature conservation and climate



action; apply and expand the use of behavioural change methodologies and research to improve conservation outcomes;

5. Promote designing local solutions of conservation challenges that are informed by global approaches and methodologies.
6. Strengthen partnerships that promote knowledge transfer across generations, genders, cultures, organisations and geographies, and in as many languages as possible;
7. Engage youth and young professionals to promote an inclusive youth-led movement for nature;
8. Foster culture and youth engagement with a diverse range of intergenerational stakeholders and help shape conservation frameworks of actions, incorporating them into their own initiatives, programmes, and strategies; leverage the power of the Union to implement activities and strategies to inspire diverse audiences (including but not limited to women and girls, urban communities, the private sector, universities and schools, journalists, legislators) to connect with nature and act in favour of biodiversity conservation and nature-based climate solutions;
9. Celebrate CEC members' success through an award system that recognises excellence in communication and education for conservation and sustainable development;
10. Keep members abreast of the work of the Union and the opportunities to engage and collaborate;
11. Strengthen and support the conservation communication (internal and external) within and by the whole Union; and provide guidance to IUCN members on how to elevate the profile of the One Health approach in their conservation work.

## PROGRAMME PRIORITIES

*Reimagine Conservation – Communication, social and behavioural change communications, and public awareness*

- Support the *Nature 2030* IUCN Programme's commitment to Reimagine Conservation by building and supporting initiatives that help connect people with the planet, at all levels. This will involve supporting the Union in designing and implementing a strategy to create a global culture of conservation and care.
- Champion collaborative processes with CEC members and the Union to develop tools for nature conservation:
  - Develop, adapt and share tools to support the Union in designing and implementing social and behavioural change communication (SBCC) campaigns;
  - Leverage the Union to design and implement public-facing campaigns for nature conservation, strengthen advocacy, and enhance IUCN communications; and
  - Create specific thematic strategies and programmes based on particular needs of the Union. These may include, but are not limited to, critical issues such as health and environment intersections; nature resource crime and the illegal trade in wildlife; and supporting environmental defenders.
- Promote a global conservation outlook that:
  - Advocates experiential actions in the natural settings of a given country, addressing the most pressing environmental issues in that country;

- Acknowledges cultural and behavioral shifts that undermined ecosystems; and
- Prioritizes embarking on flexible conservation strategies implementable in different levels of capacity infrastructural preparedness.

#### *#NatureForAll*

- Lead the #NatureForAll global initiative in a continued partnership with the World Commission on Protected Areas (WCPA) to connect people with nature and inspire broad-based public and cross-sectoral love, support and action for its conservation:
  - Connect, activate and facilitate strategic collaborations among the 600+ (and growing) #NatureForAll partner organisations;
  - Codify and disseminate partner resources to amplify their impact and scale up successful approaches;
  - Collaboratively develop tools and resources to support decision makers and UN-led campaigns to mainstream the connection between people and nature in the post-2020 global biodiversity framework, the SDGs, and other policies and programmes at all scales; and
  - Support local traditions, festivals, art and culture to help create a global movement for nature across generations, sectors and geographies.
  - Support research, development, and implementation of a measure aimed at understanding and evaluating human-nature connectedness to enable monitoring of the success of our efforts in positively influencing values, norms, beliefs, and behaviours to advance transformative change.

#### *Nature-based Education*

- Champion collaborative processes with CEC members and the Union to develop a strategic approach to consolidate global work on education mainly by having nature fully integrated into all education approaches, formal, non-formal and informal:
  - Develop, adapt and share methods to support the Union in designing and implementing educational tools and approaches that support nature conservation;
  - Support educational approaches globally to make environment and sustainability issues form the core of experiential and service-based learning, citizen science and other informal approaches to nature education; and
  - Encourage, facilitate and create opportunities for CEC members to share information, guidance, tools, and best practices in Nature based Education (NbE) approach.

#### *Youth mobilisation and intergenerational partnerships*

- Work with the Union to connect and mobilise diverse youth across the world to advocate and act for nature conservation:
  - Build on the IUCN One Nature – One Future Global Youth Summit and Union-wide activities to enhance opportunities for youth to engage, innovate and build an inclusive youth-led movement for conservation;
  - Empower existing youth networks, young conservation leaders and young professionals to impact conservation policy; and
  - Foster mentorship, build capacity and enhance learning opportunities by and for youth.

## **STRUCTURE**

The Commission is led by the Commission Chair, elected by the IUCN membership, and a Deputy Chair, appointed by the IUCN Council on the recommendation of the Chair. The CEC Steering Committee is appointed according to the IUCN Statutes and Regulations and assists the Chair and Deputy Chair in guiding and coordinating the activities of the Commission. How the Commission is organised to deliver results in the Programme Areas is at the discretion of the Chair, in consultation with the Deputy Chair and the Steering Committee as appropriate.

The Steering Committee produces a yearly work plan showing areas of cooperation with regional, global and Commission programmes of the IUCN Programme. The Chair also participates as a full voting member of the IUCN Council. The Chair, Deputy Chair, and Steering Committee are dedicated to creating a strong and deep global network of CEC members who are actively engaged in using creative, innovative, responsive, and effective communication and education as tools to effect positive social and behaviour change for the well-being of people and the planet. The Steering Committee will strive to promote transparency and inclusive and participatory processes, and recognise regionally distinct approaches to programming, governance and collaboration.

## **MEMBERSHIP**

The Commission has a diverse membership in terms of experience, specialties, disciplines, cultures, languages, geographical regions, ages and gender, bringing a wide range of skills, insights and opportunities to IUCN.

Membership includes leading conservation and environmental communicators with exceptional reach to broad audiences. Social scientists with experience in behavioural science, communications professionals, journalists, community leaders, young professionals and environmental educators are representative of the Commission's members.

Membership is voluntary and by invitation or through application. The broad scope of the Commission requires the extension and strengthening of capacity through increased membership, strategic partnerships, active fundraising and network mobilisation. CEC member applicants must bring specific knowledge and experience of networks to one of the Commission's strategic areas. The Commission works towards a regional and gender balance in its membership and leadership.



## **Commission on Environmental, Economic, and Social Policy (CEESP)**

### **Mandate 2026–2030**

#### **VISION**

A world where sustainability, social justice, equity, and cultural diversity are central to nature conservation, and where conservation addresses the urgency and challenges of our planet

#### **MISSION**

To advance the IUCN mission by generating knowledge, mobilizing influence, and promoting actions that integrate nature conservation with social, cultural, environmental, and economic justice, while addressing the intersection of conservation and climate in an increasingly complex world.

#### **STRATEGIC APPROACHES**

The Commission fulfills its mission by engaging its members, other IUCN commissions, IUCN Members, the IUCN Secretariat, and key stakeholders through policy development, field-based research, expert knowledge, and targeted actions to:

##### **A. Identify and Analyze**

Identify, analyze, and learn from policies and practices at the intersection of nature conservation, socioeconomic concerns, environmental justice, and the cultural and spiritual concerns of human communities. This includes gathering and analysing case studies and field experiences that highlight the connections between conservation, social equity, and justice.

##### **B. Thought Leadership**

Shape global conservation dialogues by offering visionary perspectives on the intersection of nature conservation, social justice, climate change, and sustainable development. CEESP leverages its convening role to bring together diverse stakeholders—including policymakers, researchers, Indigenous Peoples, and local communities—to engage in high-level discussions that shape the global conservation agenda. By contributing to influential publications, guiding decision-making processes, and fostering collaboration and innovation, CEESP ensures that transformative solutions and cutting-edge ideas are prioritized in conservation policy and practice. Through these efforts, CEESP will inspire the global community to adopt more resilient, just, and effective conservation approaches.



### **C. Promote Holistic Approaches**

Promote a holistic approach to nature conservation and sustainable development across IUCN, recognizing complexities and fostering dialogue and collaborative learning. This approach should respect diverse values, knowledges, and experiences, ensuring that conservation strategies are inclusive and culturally appropriate.

### **D. Conduct Innovative Research**

Conduct and synthesize cutting-edge research on key environmental, economic, and social issues. The aim is to provide actionable insights and evidence-based recommendations to IUCN Members, staff, Commission members, and field partners, supporting informed decision-making and impactful conservation.

### **E. Advise on Policies and Practices**

Provide advice on the policies and practices of public, private, and civil society institutions regarding the conservation of nature. Ensure these institutions integrate social and environmental dimensions into their conservation and development agendas.

### **F. Enhance IUCN's Capacity**

Contribute to the implementation of the IUCN Programme and support IUCN's 20-year vision by enhancing its capacity through the participation of diverse cultures and constituencies. This includes integrating different forms of knowledge, experience, and skills from various sectors and stakeholders to strengthen IUCN's influence and reach.

By fostering inclusive collaboration, IUCN will be better positioned to achieve its long-term goals and respond to the evolving global challenges in conservation.

### **G. Support and Advocate for Inclusive Participation**

Support and advocate for the full and effective participation and leadership of Indigenous Peoples and local communities (IPs and LCs), women, youth, intergenerational leaders, and communities of faith in all levels of conservation and development policy and practice. Actively promote the inclusion of these groups in decision-making processes, ensuring their perspectives are integrated into policy frameworks. Advocate for policies that enhance their rights and capacities, and foster empowerment through capacity building, equitable participation, and the protection of their cultural and environmental rights. These efforts will ensure that advocacy and support are woven into both local and global conservation efforts.



## **PROGRAMME PRIORITIES**

### **1. A Holistic approach to tackling Climate and Biodiversity Crisis**

Address the interconnected challenges of climate change and biodiversity loss as part of the broader planetary crisis by advancing policy recommendations that promote ecosystem resilience, biodiversity conservation, and climate resilience. Conservation is central to the solution, as healthy ecosystems provide natural defenses against climate impacts and support nature-based solutions. CEESP will collaborate with policymakers, stakeholders across sectors, and Indigenous Peoples and local communities (IPs and LCs), whose leadership is vital to sustainable, community-driven climate and biodiversity actions. Emphasizing the social dimensions of these crises ensures that equitable, inclusive solutions are implemented, positioning conservation as a key driver of resilience in addressing our planetary challenges.

### **2. Reimagining Conservation:**

Develop and promote innovative conservation models that reflect the changing political, economic, and environmental landscapes while addressing the growing challenges of achieving conservation goals in politically polarized environments. This includes fostering dialogue and collaboration across different political, social, and cultural perspectives to create inclusive, equitable, and climate-connected conservation approaches. These approaches should be resilient, adaptive, and capable of bridging divides to ensure long-term sustainability and inclusivity in conservation efforts. Prioritize collaboration that integrates conservation with broader social and political contexts, enabling conservation to thrive even in politically charged or divided environments.

### **3. Responsible Business and Economic Leadership for Conservation**

Develop policies and practices that promote sustainable, equitable, and human rights-based business engagement in conservation. Focus on economic analysis to deepen understanding of the links between conservation and development, emphasizing long-term sustainability and social equity. Engage the business sector to adopt nature-positive approaches, implement circular economy principles, prevent biodiversity loss, and uphold human rights. Align conservation and social justice goals with financial incentives and sustainable development strategies, creating a framework where environmental protection and social equity are integral to economic and business decision-making.



#### **4. Governance, Human Rights, and Equity**

Strengthen governance frameworks that prioritize equity, transparency, and the protection and promotion of human rights in the management of land, sea, and natural resources. Ensure these systems respect the rights of Indigenous Peoples and local communities (IPs and LCs), are gender-inclusive, and address the needs of other vulnerable communities. Special emphasis will be placed on safeguarding the rights and safety of environmental defenders, who are at the forefront of protecting ecosystems and advocating for social and environmental justice. Promote governance models that integrate social justice, equity, environmental sustainability, and human rights, fostering collaboration among diverse stakeholders. These efforts will support the creation of resilient, equitable governance systems that protect both ecosystems and the communities that depend on them.

#### **5. Flourishing Diversity:**

Ensure conservation policies respect, preserve, and promote cultural, biocultural, and spiritual diversity, as well as heritage. Support and foster initiatives that protect sacred and culturally significant sites, intangible cultural heritage, cultural landscapes, Indigenous and traditional knowledge systems, innovations, practices, language diversity, and spiritual traditions. Recognize and advance the intrinsic interconnectedness of nature, culture, faith, and spirituality. Invest in conservation efforts that actively promote cultural resilience, elevate cultural expressions, and support the flourishing of both human and non-human communities. Additionally, prioritize environmental education and awareness to emphasize the role of cultural and spiritual diversity in sustaining ecosystems, fostering deeper understanding and stewardship of the natural world.

#### **6. Youth Development and Diverse Leadership in Conservation**

Prioritize the empowerment of young and diverse leaders in conservation by providing intergenerational mentorship, capacity-building opportunities, and ensuring access to resources and platforms for meaningful participation and leadership. Foster a leadership approach that embraces diversity, including gender, cultural, and Indigenous perspectives, to ensure conservation efforts are inclusive and representative of all voices. Build a global network of young, diverse leaders equipped to address complex global challenges and drive innovative conservation solutions.





Encourage collaboration across generations and diverse backgrounds to ensure inclusive leadership shapes the future of conservation, fostering transformative and equitable change.

## **STRUCTURE**

The Commission is led by the Commission Chair, elected by the IUCN membership, and by a Deputy Chair appointed by the IUCN Council on the recommendation of the Chair. The Steering Committee of CEESP is appointed according to the IUCN Statutes and Regulations and assists the Chair and Deputy Chair in guiding and coordinating the activities of the Commission. How the Commission is organised to deliver results in the programme areas is at the discretion of the Chair, in consultation with the Deputy Chair and Steering Committee as appropriate.

The Chair also participates as a full voting member of the IUCN Council.

## **MEMBERSHIP**

The Commission has a diverse membership in terms of disciplines, cultures, languages, geographical regions, spiritual traditions, ages and gender, bringing diverse perspectives, values and experiences to bear in debating, analysing and promoting the issues of concern to its vision and mission. Membership includes some of the world's foremost conservation and sustainable development practitioners, natural and social scientists, and traditional indigenous community leaders. Experts from major conservation and development organisations and young professionals with proven capacities in sustainable development at the community, national, regional and international levels provide valuable contributions to the work of the Commission.

Membership is voluntary and by invitation or through application, usually with the support of a professional reference or existing Commission members. The broad scope of the Commission requires the extension and strengthening of capacity through increased membership, strategic partnerships, active fundraising and network mobilisation.



### **CEESP and the Secretariat**

CEESP works in close collaboration with the IUCN Secretariat and across a broad range of global and regional programmes. This includes, but is not limited to, key areas such as human rights in conservation, Indigenous Peoples and local communities, gender equality, economics, and nature-positive policy development.

### **CEESP and IUCN Members**

In parallel, CEESP actively engages with IUCN Members—governments, civil society organizations, and Indigenous Peoples' organizations—to co-produce knowledge, support policy influence, and promote on-the-ground innovation. By connecting local experiences to global processes, CEESP strengthens the Union's ability to respond to today's interconnected biodiversity, climate, and justice challenges.

This dual engagement with both the Secretariat and Members reinforces CEESP's unique role as a bridge between knowledge, practice, and policy across the IUCN system.



## Species Survival Commission (SSC)

### Draft Mandate 2026–2029

#### 1. Mission

In the intersessional period of 2026–2029, the Species Survival Commission (SSC) enables IUCN to influence, encourage, and assist societies throughout the world to conserve the integrity of biodiversity, and to ensure that the use of species is equitable, sustainable, and non-detrimental to the survival of species, through:

- the provision of knowledge on status and trends of species;
- developing policies and guidelines;
- facilitating conservation planning; and
- catalysing conservation action.

#### 2. Vision

A just world that values and conserves nature through positive action to prevent the loss and aid recovery of diversity of life on Earth.

#### 3. Objectives

For the intersessional period 2026–2029, SSC, working in collaboration with IUCN Members, National and Regional Committees, other Commissions, and the Secretariat, will pursue the following key objectives in helping to deliver IUCN's "One Programme" commitment:

- a. Network:** Enhance the SSC network and its alliances to help achieve global biodiversity targets.
- b. Assess:** Understand and inform the world about the status and trends of biodiversity.
- c. Plan:** Develop collaborative, inclusive, and science-based conservation strategies, plans and policies for species within and beyond their natural ranges.
- d. Act:** Convene and mobilize conservation actions to improve the status of biodiversity.
- e. Communicate:** Drive strategic and targeted communications to enhance global conservation impact.

#### 4. Programme Areas

The specific working priorities of SSC are derived from, and focused on, the IUCN Programme Areas, under which, SSC has Key Species Results (KSRs):

- KSR 1. Develop new and strengthen existing partnerships and sustainable funding mechanisms.
- KSR 2. Enhance the capacity of the SSC network and its partnerships.
- KSR 3. Enhance collaborations across and beyond IUCN to accomplish species conservation results.

- KSR 4. Collaborate with governments, IUCN members, and other stakeholders to achieve the 2022 Kunming-Montreal Global Biodiversity Framework targets.
- KSR 5. Improve biodiversity and conservation knowledge.
- KSR 6. Expand the coverage, quality and content of biodiversity assessments: IUCN Red List of Threatened Species, Environmental Impact Classification for Alien Taxa, Climate Change Vulnerability, Assess to Plan, Green Status of Species, Species-focused Key Biodiversity Areas, *Ex-situ* Conservation Assessments, and other assessments undertaken by the SSC network.
- KSR 7. Strengthen the Red List Index as a biodiversity indicator, at global and national scales.
- KSR 8. Strengthen and expand species conservation planning efforts at local, national, regional and global scales.
- KSR 9. Strengthen species conservation in national, regional and global policies.
- KSR 10. Enhance biodiversity conservation action through the implementation of effective, collaborative and practical approaches.
- KSR 11. Catalyze sustainable use practices to improve governance for people and nature.
- KSR 12. Strengthen IUCN's species theme as a strong and credible source of biodiversity information for target audiences.
- KSR 13. Increase the visibility of different taxa and species conservation through strategic and innovative communications that attract new audiences.

Under these KSRs, each SSC group, as well as the SSC Chair's Office and the IUCN Secretariat, will establish a set of measurable time-bound targets to be attained by the end of 2029, and will name a focal point responsible for each target. The indicators of these targets will be integrated to provide a measure of the progress and impact of SSC as a whole. These KSRs, indicators and targets will be published on the IUCN Species Strategic Plan 2026-2029. The SSC Chair's Office will be responsible for monitoring and reporting results, while working with the Secretariat, and where relevant with IUCN Members and partner organisations.

## 5. Structure

The Commission is led by the Commission Chair elected by the IUCN membership and a Deputy Chair appointed by the IUCN Council on the recommendation of the Chair. The Steering Committee of SSC is also appointed by the IUCN Council on the recommendation of the Chair in accordance with the IUCN Statutes and Regulations. The Steering Committee assists the Chair and Deputy Chair in overseeing and coordinating the activities of the Commission. The Steering Committee delegates certain aspects of its work to specially designated Committees, which report to the Chair and the Steering Committee on a regular basis. The bulk of the work of SSC is implemented through its Specialist Groups, Red List Authorities, Task Forces, and Action Partnerships. The roles of these entities are defined in the Bylaws of the SSC.

## 6. Membership

Membership of SSC is conferred by becoming a member of one of the Commission's groups (e.g. Steering Committee, Committees, Specialist Groups, Red List Authorities, Task Forces, and Action Partnerships). Membership of these groupings is voluntary and by invitation. SSC seeks to engage cutting-edge experts in all disciplines relevant to the conservation and management of biodiversity – to the survival of species. It engages such people with due regard for diversity, be it in terms of gender, age, culture, language, nationality, ideologies, and expertise. By design, SSC members do not hold a common view on most conservation-related issues. Rather, SSC cherishes its diversity and fosters open, respectful, rigorous, and evidence-based debate among its members.

**WCEL**WORLD COMMISSION ON ENVIRONMENTAL LAW  
COMMISSION MONDIALE DE DROIT DE L'ENVIRONNEMENT  
COMISION MUNDIAL DE DERECHO AMBIENTAL

## World Commission on Environmental Law (WCEL)

### Mandate 2026–2029

#### 1. Mission

The mission of the WCEL is to strengthen the environmental rule of law guaranteeing the conservation of the integrity and diversity of nature. Any use of natural resources should be equitable, inclusive, just, ecologically sustainable and respect human rights in line with IUCN's objectives.

Environmental law is a crucial lever in generating transformative change. WCEL will work to enhance the development and strengthen the implementation of environmental law and policy, including through best practices and inter-sectoral strategies for effective legal design, compliance and enforcement. WCEL will promote the environmental rule of law globally, particularly in countries that seek to improve their law, jurisprudence and governance systems. WCEL aims to strengthen the capacity of governments, the judiciary, prosecutors, legislators, law schools and other stakeholders as they develop and implement environmental law.

#### 2. Vision

The vision of the World Commission on Environmental Law (WCEL) is a just society living in harmony with nature in a culture of peace and a rejection of war. In such society, nature is valued, conserved, restored and wisely used, while maintaining ecosystems and their services, and sustaining a healthy planet delivering benefits essential for all people and species. This vision is achieved through *inter alia* the environmental rule of law and the right to a clean, healthy and sustainable environment, with vital environmental stewardship systems at all levels of governance, including indigenous peoples, local communities, civil society, children and youth, women, academia and businesses, and working toward ecological sustainability.

In the urgent global, regional and national transformation towards living in harmony with nature, WCEL is the world's leading network for the exchange of legal knowledge, expertise and best legal practices on the environment. WCEL supports global collaboration on furthering international and national environmental law and the environmental rule of law, involving all regions and levels of government, academia and civil society.

#### 3. Goals

The goal of WCEL is to inform, influence, encourage and assist societies throughout the world to employ the environmental rule of law for preventing harm to, conserving, restoring, recovering

and sustaining nature, and assuring that uses of natural resources are equitable and ecologically sustainable, through:

- (a) advancing local, national, regional and international laws, administrative instruments and customary norms that support the environmental rule of law, that are grounded in environmental ethics and foster ecological sustainability through:
  - 1) reforming and developing incentives for environmental responsibility by eliminating perverse incentives and creating positive incentives;
  - 2) reforming sectoral and segmented decision- and law-making to promote integration and mainstreaming of nature values across issues and across sectors and jurisdictions;
  - 3) raising awareness on environmental law and jurisprudence to IUCN, its membership and the broader community;
  - 4) taking a pro-active, pre-emptive and precautionary approach to regulatory and management institutions and businesses to promote nature-based solutions, monitor their outcomes, and to avoid, mitigate and remedy the deterioration of nature; and
  - 5) developing legal expertise for resilient social and ecological systems in the face of uncertainty, rapid change and complexity to deliver decisions that are environmentally robust in a wide range of scenarios; and
  - 6) developing legal instruments and strategies, such as rights-based approaches, to promote the appropriate recognition of gender equality, women's empowerment, youth, gender-responsive approaches and rights of nature, and the full and effective participation of indigenous peoples and local communities, as well as addressing global inequalities and recognizing the principle of intergenerational equity.
- (b) conducting and promoting education and research to strengthen the environmental rule of law and undertaking widespread capacity building to enable governments and stakeholders to actively participate in effective environmental governance at all levels;
- (c) supporting the effective implementation of environmental laws through institutions that respect the environmental rule of law and ensure effective compliance and enforcement;
- (d) providing a world forum for the development and integration of environmental law into all aspects and levels of governance; and
- (e) creating and promoting partnerships to support development, implementation and enforcement of environmental rule of law and extending professional and expert networks dedicated to the environmental rule of law.
- (f) Support the interpretation of the IUCN's statutes and regulations as necessary

#### **4. Objectives**

WCEL will pursue its objectives in coordination with the integrated programme of activities adopted by the World Conservation Congress in the IUCN Programme 2025–2029, and the “20-Year Strategic Vision”, and the 2026-2029 IUCN Program and in cooperation with IUCN Members and other components of the Union, through the Commission members, specialist groups and task forces, and in partnership with relevant international entities, particularly the United Nations Environment Programme (UNEP), and other expert environmental law organisations, law schools, associations of judges and environmental prosecutors, as well as judicial institutes, academies, and schools, in order to:

- a) promote the 2016 World Declaration on Environmental Rule of Law, the 2018 Brasília Declaration of Judges on Water Justice, the 2024 ITLOS Advisory Opinion on climate change and other advisory opinions from international courts reflecting IUCN's position, other ethical and innovative legal instruments, legislation, and judicial decisions useful to promote the environmental rule of law, to fight environmental crimes including wildlife trafficking and ecocide, to address climate change and its negative impacts, prevent damage to biodiversity, addressing land and soil degradation, to conserve and restore nature, to prevent pollution and address its impacts, and to achieve environmental sustainability;
- b) build knowledge and apply legal, scientific, technical and other capacity in all regions and at all levels to enable governments and decision-makers to draft, enact, implement and enforce environmental law in an effective manner;
- c) work closely with the Secretariats of relevant conventions and agreements that protect and conserve nature to support the further complementary development, implementation and enforcement of those conventions and agreements;
- d) build capacity and educate governmental officials, including judges and public prosecutors, legislators, and stakeholders at all levels on furthering the environmental rule of law, by applying environmental law and policy, improving access to information and justice, and facilitating public participation in environmental decision-making to ensure that natural resources are managed equitably and sustainably;
- e) engage with Members, National/Regional Membership Committees, and WCEL members to create, as appropriate, new and strengthen existing expert environmental law networks;
- f) collaborate with all IUCN Commissions on relevant issue of environmental law; and
- g) collaborate with other components of the Union and Secretariat, especially the IUCN Center for Policy and Law and the IUCN Academy of Environmental Law, and partner institutions, including UNEP, the International Network for Environmental Compliance and Enforcement (INECE), the Global Judicial Institute on the Environment, the Global Institute of Prosecutors for the Environment, and UNITAR, to provide education, information and knowledge on law and governance necessary to achieve ecological sustainability.

## 5. Priorities

WCEL will implement its objectives through its priorities that further the IUCN Programme 2025–2029, the “20-Year Strategic Vision”, and the 2026-2029 IUCN Program. WCEL's objectives will be implemented in an integrated way through its work and strategic plans, expert membership, specialist groups, its network of collaborating centres of environmental law, the IUCN Policy and Law Centre, the IUCN Academy of Environmental Law, the Union's Regional and National Committees and Offices, and other professional partnerships, as well as with UN institutions pursuant to the Union's UN observer status. Other partners include GLOBE International, INECE, the International Association of Judges, the European Union Forum of Judges for the Environment, the Global Judicial Institute on the Environment, the Forest and Communities Initiative, Global Institute of Prosecutors for the Environment, the International Association for Water Law, the International Law Association, and regional societies of environmental law.

WCEL will address the following priorities, contingent on the availability of financial resources and through the voluntary contributions of expertise by its members and partners, in order to:



- a) Strengthen WCEL specialist groups and task forces – WCEL will enhance the effectiveness of its specialist groups with particular emphasis on:
  - 1) priority legal themes corresponding to the IUCN Programme 2025–2029 areas;
  - 2) cross-cutting themes such as the right to a clean, healthy and sustainable environment, environmental ethics, human rights, rights of nature, nature-based solutions, one health, indigenous peoples, local communities, protected areas, compliance and enforcement of environmental laws, sound environmental adjudication, access to justice in environmental matters, protection of whistle-blowers and environmental defenders, environmental justice, and national and international financial institutions, and requests made by the World Conservation Congress in relevant resolutions.
- b) Promote the IUCN Academy of Environmental Law – WCEL will promote and collaborate closely with the Academy as the world’s leading network of academic institutions and universities engaged in the research and teaching of environmental law.
- c) Collaborate with centres of environmental law – WCEL will continue to recognise, promote and collaborate with centres, institutes of environmental law and other partners in building coordinated information, research, learning and capacity-building programmes on the legal aspects of biodiversity.
- d) Knowledge, capacity building, and technical assistance – WCEL will collaborate with all components of the Union, especially its Members, its Commissions, Regional Offices, the Environmental Law Centre, and other partners, including UNEP, Convention Secretariats, INECE, the Global Judicial Institute on the Environment, and the Global Institute of Prosecutors for the Environment to develop international agreements and national legislation, and implementation programmes, particularly in less-developed countries and regions affected by conflicts.
- e) Promote ‘good governance’ and the environmental rule of law – WCEL will work with IUCN Members, IUCN Commissions, UN institutions, governments and other stakeholders to encourage and promote ‘good governance’ and institutions to respect the environmental rule of law, with special focus on effective compliance with and enforcement of international and local legislation for the protection of nature.
- f) Support the Judiciary – WCEL will continue to work with the judiciary and other relevant judicial institutions, both international and national, including judicial institutes and associations of judges, to strengthen the Global Judicial Institute on the Environment, to build capacity in the judiciary to provide access to justice, to effectively adjudicate environmental issues, to apply and enforce environmental law, to provide legal reference services and information databanks - including ECOLEX, the Judicial Environmental Portal and INFORMEA, and to promote the development and study of environmental jurisprudence.
- g) Promote programmatic synergies among MEAs – WCEL will work with the Secretariats of multilateral environmental agreements in support of more coherent implementation, especially at the national level, governments and stakeholders, and with other conventions, agreements and processes to identify and promote synergies among them and IUCN’s mission and Programme.
- h) Strengthen the legal foundations of conventions – WCEL will study and undertake efforts to most effectively enhance the implementation and elaboration of multilateral environmental agreements and conventions related to natural resources and environmental concerns, and provide expertise and capacity building for strengthening of

national focal points, national implementation laws, including, for example, efforts to implement commitments, such as those under the Paris Agreement, the BBNJ Agreement, and the Kunming-Montreal Global Biodiversity Framework.

- i) Study and advance the conceptual development of environmental law – WCEL will research the application of new or emerging international and national legal and governance instruments and principles.
- j) Sustainable Development Goals – WCEL will study and undertake efforts with key partners to promote the implementation and strengthen the legal aspects of the Sustainable Development Goals and the 2030 Agenda for Sustainable Development.

## **6. Expected results**

WCEL's mission, objectives and priorities will contribute to achieving the "20 year strategic vision", the IUCN Programme 2026–2029 and to the three topline objectives: "scaling up action that protects and restores species and ecosystems in a fair and inclusive manner; intensifying the focus of IUCN on the nature-climate nexus for mutually beneficial solutions for the planet; promoting justice, equity and rights, through IUCN's conservation actions to address biodiversity loss and the causes and impacts of climate change, demonstrating that effective conservation is a vehicle for achieving social justice outcomes, and understanding that equity and justice are a cornerstone of sustainable conservation." Some of the results will be of an intangible nature, difficult to measure in quantifiable terms. However, WCEL expects that by 2029, it will have measurably contributed to:

- a) the integration of environmental law knowledge with the scientific and policy expertise of the IUCN Secretariat and the other IUCN Commissions;
- b) the enhanced collaboration with the Secretariats of multilateral environmental agreements in support of strengthened implementation of the different and relevant multilateral environmental agreements;
- c) the development and dissemination of environmental law expertise and networks worldwide;
- d) the development of knowledge and expertise of environmental courts and tribunals through new and strengthened institutions, including the Global Judicial Institute for the Environment; ;
- e) the continued growth of the Early Career Group;
- f) the annual colloquia and other programmes of the IUCN Academy of Environmental Law;
- g) the 5<sup>th</sup> and 6<sup>th</sup> World Environmental Law Congress;
- h) the mainstreaming of the Union's effective use of environmental law in its Programme;
- i) the increase in diversity and levels of membership, particularly in countries or regions with few or no members; and
- j) the development of a communication and networking strategy, especially designed for and targeted to the legal profession.

## **7. Structure**

The Commission is led by the Commission Chair, elected by the IUCN membership, and a Deputy Chair, appointed by the IUCN Council on the recommendation of the Commission Chair. The Steering Committee is also appointed by the IUCN Council on the recommendation of the Chair in accordance with the IUCN Statutes and Regulations. The Steering Committee assists

the Chair and Deputy Chair in setting the strategic direction and providing oversight of the activities of the Commission. The Commission will work on different topics and aspects through its specialist groups and task forces. In the composition of its Steering Committee, Specialist Groups and Task Force Chairs, the Commission will work to ensure regional and country diversity, as well as a commitment to gender balance and opportunities for engagement of early career members.

## **8. Membership**

Membership of WCEL is a fundamental part of its organisation. WCEL members have a demonstrated commitment to, and strong interest or practice in, environmental law, ethics, and the legal protection of nature. Currently, the membership is global, with a significant number of members coming from less developed countries. In the expansion of membership, equitable participation in terms of nationality, gender, and age as well as professional background are considered.



## World Commission on Protected Areas (WCPA) Mandate 2026–2029

### VISION

Effective and equitable protected and conserved areas (PCAs) are fundamental to restoring the richness and abundance of life on Earth. Well-connected networks of PCAs—which include protected areas, other effective area-based conservation measures and, as appropriate, Indigenous and traditional territories—help protect the intrinsic rights and values of nature; contribute nature-based solutions for global challenges facing humanity; and provide benefits to Earth’s climate and human health and well-being.

### MISSION

**The World Commission on Protected Areas** develops and provides scientific, technical, and policy advice and advocates for global and national systems of marine, **inland water**, and terrestrial **PCAs** that result in successful outcomes for the conservation of nature<sup>1</sup> and the well-being of humankind, based on principles of sound design, good management, and equitable governance.

### OBJECTIVES

The World Commission on Protected Areas mandate for 2026–2029, aligned with the IUCN Programmed 2026-2029 and the 20-year Strategic Vision, catalyses<sup>1</sup> and supports global efforts to expand, recognize, and improve systems of PCAs to halt and

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<sup>1</sup> *Nature always refers to biodiversity, at genetic, species and ecosystem level, and often also refers to geodiversity, landform, and broader natural values.*

reverse biodiversity loss by 2030 by:

1. Providing a clear vision and common set of definitions for area-based conservation, anticipating threats and recognizing emerging priorities, to influence the development and implementation of global biodiversity and climate policy, in recognition of the significant value of PCAs for nature conservation and human well-being.
2. Promoting and helping guide the design, management, governance and monitoring of well-connected PCAs to support the conservation of nature, and deliver nature-based solutions to global challenges such as climate change, land degradation, food and water security, One health, and well-being;
3. Advocating for people who constitute the workforce directly supporting protected and conserved area systems, including and especially rangers, protected area staff, and other front-line workers;
4. Making the case for institutional, public, and private investment to enable well-functioning, ecologically connected and effectively and equitably managed PCA systems, supported by public policy, incentives, capacity development, and a mainstreamed role;
5. Recognising and acknowledging the diversity of stakeholders and of governance types that contribute to the success of PCAs and their systems and promoting robust collaboration among the diverse interests, as well as the valuing of benefits of PCAs by larger parts of societies.

## **PROGRAMME PRIORITIES**

WCPA will generate knowledge and support the implementation of relevant IUCN 2026-2029 programme areas, working closely with all relevant elements of the Secretariat and other IUCN Commissions. The expertise that WCPA brings to the Union as a key global knowledge-broker and standard setter on PCAs will advance this work by

incorporating the diverse perspectives and experience of the WCPA membership network.

## **Ensuring protected and conserved areas result in effective and equitable conservation outcomes**

WCPA will:

- (i) Work to scale up the conservation of nature with effective PCAs in support of agreed global targets and taking into account the variable conditions that exist in today's world; work with national, subnational, and regional governments, Indigenous peoples, local communities, private landholders, and others on the design and completion of well-connected systems of effective and equitable PCAs that target areas of importance for nature, including the High Seas and the Antarctic and Southern Ocean ecosystems.
- (ii) Provide high-level guidance on assessment and reporting on PCA effectiveness<sup>2</sup> and conservation outcomes.
- (iii) Develop and deliver science, tools, guidance materials, standards, and training to build capacity and professionalize protected area management. Topics include (but are not limited to) harmonization of criteria for classifications and categories of conservation areas; and sustainable limits of acceptable use in protected and conserved areas (e.g., agriculture, aquaculture, forestry, fisheries, non-timber use, wildlife exploitation).
- (iv) Support PCA leaders, rangers, and other front-line staff as an essential planetary health workforce through strategic partnerships.
- (v) Work with other commissions, national and subnational governments, Indigenous peoples, local communities, and private landholders to facilitate the equitable governance, effective management, and sound design of protected areas,

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<sup>2</sup> With reference to all forms of threats to the ecological integrity of protected and conserved areas including but not limited to energy and transport infrastructure, and nature crime related activities.

based on respect for human rights, nature rights and country commitments under the CBD.

- (vi) Serve as a lead or co-convenor of workshops and conferences including the World PCA Congress, International MPA Congress, and World PA Leaders Forum and continue to support the World Ranger Congress.

**Promoting Protected and Conserved Areas as nature-based solutions to address climate change and other societal challenges**

- (i) Continue to work towards mainstreaming PCAs as nature-based solutions to address climate change; One Health; land degradation, disaster risk reduction, food and water security and other societal challenges. WCPA will also develop technical guidance and advice on the sound design and management of well-connected PCAs to effectively deliver these benefits, with a focus on advancing the protection of primary forests, peatlands and other carbon-rich ecosystems
- (ii) Provide guidance on and advocate for the importance of ecological integrity as a concept that delivers on biodiversity and climate and can support human-well being outcomes. In addition, WCPA will develop guidance on the risks to ecological integrity.
- (iii) Continue to position PCAs as essential contributors to the objectives of all three Rio conventions as well as Ramsar, World Heritage, Convention on Migratory Species and other multilateral environmental agreements; work with the conventions to replicate regional and national initiatives to incorporate PCAs into climate change and disaster risk reduction strategies.
- (iv) Support capacity development to encourage and support new conservation leaders, including young professionals, and strong communication and outreach to demonstrate the relevance of PCAs to human welfare and well-being.
- (v) Continue engagement to expand global constituencies for



nature conservation with a focus on (including but not exclusively), urban conservation, the Nature for All initiative, Rights of Nature, One Health and Restoration.

In addition to these established priorities, WCPA will remain flexible and responsive to issues affecting protected and conserved areas that are as yet unknown or anticipated.

## **COMMISSION STRUCTURE**

WCPA is led by the Commission Chair and a Deputy Chair, supported by a Steering Committee and an operational structure including Themes, Task Forces, and Specialist Groups that will contribute to the realisation of this mandate. They will collaborate with the Commission Support Unit and relevant units concerned with Protected and Conserved Areas, Oceans, Forests and Grasslands and the World Heritage Programme in the IUCN Secretariat as well as IUCN Regional Offices, other Commissions, and IUCN Members to realise IUCN's One Programme Charter. Thematic and Regional Vice-Chairs will be appointed to guide program delivery and ensure there is a meaningful WCPA presence in relevant regions of the world.

## **MEMBERSHIP**

WCPA will continue to expand and strengthen its globally active and geographically representative network of experts to support programme implementation and will increase its capacity through strategic partnerships, active fundraising, and network mobilisation. WCPA membership is voluntary and by invitation or application, with review by the Regional Vice Chairs. Membership includes some of the world's foremost conservation practitioners, thinkers, and knowledge-holders, including natural and social scientists, protected area managers and staff, academics, young professionals, Indigenous peoples, and community leaders.

## Proposals to amend the IUCN Statutes and Regulations

Approved by Council on 8-9 May 2025, decision C113/7

Existing provisions of the IUCN Statutes, RoP or Regulations	Proposed amendments (with track changes)	New text as amended (all track changes 'accepted')
<b>Proposal 1: Adapting the objectives of IUCN in line with the IUCN 20-year Strategic Vision to ensure that conservation efforts are inclusive, just, and respect human rights</b>		
<p>Article 2 of the Statutes</p> <p>The objectives of IUCN shall be to influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable.</p>	<p>Article 2 of the Statutes</p> <p>The objectives of IUCN shall be to influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable <u>in a manner that is inclusive and respects human rights</u>.</p>	<p>Article 2 of the Statutes</p> <p>The objectives of IUCN shall be to influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable in a manner that is inclusive and respects human rights.</p>
<p>Article 3 of the Statutes</p> <p>To attain these objectives, IUCN: [...] (m) takes any other appropriate action which will promote the conservation of nature and natural resources; and [...]</p>	<p>Article 3 of the Statutes</p> <p>To attain these objectives, IUCN: [...] (m) takes any other appropriate action which will promote the conservation of nature and natural resources <u>in a manner that is inclusive, just, and respects human rights</u>; and [...]</p>	<p>Article 3 of the Statutes</p> <p>To attain these objectives, IUCN: [...] (m) takes any other appropriate action which will promote the conservation of nature and natural resources in a manner that is inclusive, just, and respects human rights; and [...]</p>
<p><b>Explanatory memorandum:</b></p> <p>This proposal intends to give effect to the IUCN 20-year Strategic Vision prepared for submission to the 2025 Congress for adoption. The IUCN Council proposes to adapt the objectives of IUCN (Art. 2 and 3 of the Statutes) in order to ensure that conservation efforts are inclusive, just, and respect human rights including respect for the rights of Indigenous Peoples, gender equality, and the rights of local communities and people in vulnerable situations.</p>		

## Proposals to amend the IUCN Statutes and Regulations

Approved by Council on 8-9 May 2025, decision C113/7

Existing provisions of the IUCN Statutes, RoP or Regulations	Proposed amendments (with track changes)	New text as amended (all track changes 'accepted')
<b>Proposal 2: strengthening the alignment of IUCN Statutes with Swiss law</b>		
Article 107 of the Statutes  Unless otherwise decided, amendments to the Statutes proposed in accordance with Articles 105 and 106, shall become effective at the close of the session of the World Congress at which they are adopted by a two-thirds majority of the votes cast in Category A and by a two-thirds majority of the votes cast in Categories B and C combined.	Article 107 of the Statutes  Unless otherwise decided, amendments to the Statutes proposed in accordance with Articles 105 and 106, shall become effective at the close of the session of the World Congress at which they are adopted by a two-thirds majority of the votes cast in Category A and by a two-thirds majority of the votes cast in Categories B and C combined. <u>Amendments to the Statutes may also be referred to electronic ballot between sessions of the World Congress in conformity with Article 94 only if explicitly requested by the World Congress. In such case, they shall become effective at the close of the electronic ballot.</u>	Article 107 of the Statutes  Unless otherwise decided, amendments to the Statutes proposed in accordance with Articles 105 and 106, shall become effective at the close of the session of the World Congress at which they are adopted by a two-thirds majority of the votes cast in Category A and by a two-thirds majority of the votes cast in Categories B and C combined. Amendments to the Statutes may also be referred to an electronic ballot between sessions of the World Congress in conformity with Article 94 only if explicitly requested by the World Congress. In such case, they shall become effective at the close of the electronic ballot.
Article 20 of the Statutes  The functions of the World Congress shall be <i>inter alia</i> : [...] (d) to receive the auditors' report and to approve the audited accounts;	Article 20 of the Statutes  The functions of the World Congress shall be <i>inter alia</i> : [...] (d) to receive the auditors' report and to approve the audited accounts <u>for the full fiscal years since the last session of the World Congress including the year in which the last session of the World Congress was held;</u>	Article 20 of the Statutes  The functions of the World Congress shall be <i>inter alia</i> : [...] (d) to receive the auditors' report and to approve the audited accounts for the full fiscal years since the last session of the World Congress including the year in which the last session of the World Congress was held;
<b>Explanatory note for IUCN Members:</b> This proposal intends to codify the IUCN Members' will in an unambiguous way in order to strengthen alignment with Swiss law on a limited number of issues raised in recent years, such as:		

**Proposals to amend the IUCN Statutes and Regulations**

Approved by Council on 8-9 May 2025, decision C113/7

- can the IUCN Statutes be amended by electronic vote of IUCN Members between sessions of the Congress as has been practiced from time to time at the request of Congress? Unless otherwise specified in the Statutes, Swiss law provides that amending the Statutes is the exclusive authority of the four-yearly Congress;
- unless specified otherwise in the Statutes, Swiss law provides that the approval of audited financial statements of the previous fiscal year needs to be given by the IUCN Members on an annual basis while the practice in IUCN is to submit to Congress for approval the audited financial statements of the last four fiscal years.

## Proposals to amend the IUCN Statutes and Regulations

Approved by Council on 8-9 May 2025, decision C113/7

Existing provisions of the IUCN Statutes, RoP or Regulations	Proposed amendments (with track changes)	New text as amended (all track changes 'accepted')
<b>Proposal 3: Clarifying the nomination and election procedures; abolishing the “third track” (Regulation 30) and strengthening the independence and impartiality of the Commissions’ ad hoc committees (Regulation 30<i>bis</i>); guidance about campaign activities</b>		
Article 46 of the Statutes	Article 46 of the Statutes	Article 46 of the Statutes
The functions of the Council shall be inter alia:	The functions of the Council shall be inter alia:	The functions of the Council shall be inter alia:
[...]	[...]	[...]
(q) to appoint a Preparatory Committee, Election Officer and a Motions Working Group in preparation for each session of the World Congress; and	(q) to appoint a Preparatory Committee, Election Officer and <b>Deputy Election Officer, and</b> a Motions Working Group in preparation for each session of the World Congress; and	(q) to appoint a Preparatory Committee, Election Officer and Deputy Election Officer, and a Motions Working Group in preparation for each session of the World Congress; and
[...]	[...]	[...]
	Regulation 28 (b)	Regulation 28 (b)
	At least one year before the date set for the opening of a session of the World Congress, the Council shall:	At least one year before the date set for the opening of a session of the World Congress, the Council shall:
	[...]	[...]
	(b) appoint an Election Officer <b>and Deputy Election Officer</b> who shall not be a candidate for election nor a member of the Secretariat.	(b) appoint an Election Officer and Deputy Election Officer who shall not be a candidate for election nor a member of the Secretariat.
Regulation 30	Regulation 30	Regulation 30
At least four months prior to a meeting of the Council taking place not less than four months before the date set for the opening of an ordinary session of the World Congress, the Members in Categories A, B and C shall be invited by the	At least four months prior to a meeting of the Council taking place not less than four months before the date set for the opening of an ordinary session of the World Congress, the Members in Categories A, B and C shall be invited by the	At least four months prior to a meeting of the Council taking place not less than four months before the date set for the opening of an ordinary session of the World Congress, the Members in Categories A, B and C shall be invited by the

## Proposals to amend the IUCN Statutes and Regulations

Approved by Council on 8-9 May 2025, decision C113/7

<p>Director General to submit to the Election Officer, proposals for persons to be nominated as President or Treasurer, or as a Chair of a Commission. Such invitation shall be accompanied by a list of the President, Treasurer and Chairs of Commissions in office who are eligible and willing to accept re-election. Proposals for persons to be nominated as President shall be made by Members eligible to vote representing at least 1% of the global membership of IUCN. Commission members shall be invited at the same time to make their proposals for the Chair of their Commission.</p>	<p>Director General to submit to the Election Officer, proposals for persons to be nominated as President or Treasurer, or as a Chair of a Commission. Such invitation shall be accompanied by a list of the President, Treasurer and Chairs of Commissions in office who are eligible and willing to accept re-election. Proposals for persons to be nominated as President shall be made by Members eligible to vote representing at least 1% of the global membership of IUCN. <del>Commission members shall be invited at the same time to make their proposals for the Chair of their Commission.</del></p>	<p>Director General to submit to the Election Officer, proposals for persons to be nominated as President or Treasurer, or as a Chair of a Commission. Such invitation shall be accompanied by a list of the President, Treasurer and Chairs of Commissions in office who are eligible and willing to accept re-election. Proposals for persons to be nominated as President shall be made by Members eligible to vote representing at least 1% of the global membership of IUCN.</p>
<p>Regulation 30<i>bis</i></p> <p>With the purpose of identifying qualified candidates in a transparent process, the Steering Committee of each Commission shall form from among its members an ad hoc committee, who are not candidates themselves, and excluding the Chair, and invite Commission members to submit names to be considered for Commission Chair, at least one month prior to the date indicated in Regulations, 30. With prior endorsement by the Steering Committee concerned, a list of up to two prioritized candidates determined through qualification criteria established by the Steering Committee, shall be submitted by the ad hoc committee to Council.</p>	<p>Regulation 30<i>bis</i></p> <p>With the purpose of identifying qualified candidates in a transparent process, the Steering Committee of each Commission shall form from among its members <del>and other members of the Commission</del>, an ad hoc committee, who are not candidates themselves, and excluding the Chair, and invite Commission members to submit names to be considered for Commission Chair, at least one month prior to the date indicated in Regulations, 30. <del>The Steering Committee shall ensure as much diversity as possible in the membership of the ad hoc committee.</del> With prior endorsement by the Steering Committee concerned, a list of <del>up to</del> <u>preferably</u>, two prioritized candidates determined through qualification criteria established by the Steering Committee, shall be submitted by the ad hoc committee to Council. <u>Ad hoc committees may also consider for candidate Commission Chair individuals who meet the qualities and requirements required for election without being a member of the Commission concerned.</u></p>	<p>Regulation 30<i>bis</i></p> <p>With the purpose of identifying qualified candidates in a transparent process, the Steering Committee of each Commission shall form from among its members and other members of the Commission, an ad hoc committee, who are not candidates themselves, and excluding the Chair, and invite Commission members to submit names to be considered for Commission Chair, at least one month prior to the date indicated in Regulations, 30. The Steering Committee shall ensure as much diversity as possible in the membership of the ad hoc committee. With prior endorsement by the Steering Committee concerned, a list of, preferably, two prioritized candidates determined through qualification criteria established by the Steering Committee, shall be submitted by the ad hoc committee to Council. Ad hoc committees may also consider for candidate Commission Chair individuals who meet the qualities and requirements required for election without being a member of the Commission concerned.</p>

## Proposals to amend the IUCN Statutes and Regulations

Approved by Council on 8-9 May 2025, decision C113/7

Regulation 40	Regulation 40	Regulation 40
<p>Nominations received from Members within a Region for election as Councillors elected from the Regions from that Region as well as nominations received for election as Indigenous Councillor shall be communicated via the IUCN intranet as and when they are declared by the Election Officer as meeting the requirements established in the Statutes and the present Regulations. Before taking a definitive decision to reject a nomination, the Election Officer shall allow the individuals whose nomination does not meet the requirements a period of three weeks following the deadline in case they wish to bring evidence that the nomination(s) received were valid at the time of the deadline. Nominations that meet the requirements shall be submitted by the Election Officer with appropriate background information to each ordinary session of the World Congress. The Election Officer shall list the candidates in alphabetical order from a point in the alphabet chosen at random, with an indication of the number of nominations received per candidate.</p>	<p>Nominations received from Members within a Region for election as Councillors elected from the Regions from that Region as well as nominations received for election as Indigenous Councillor shall be communicated <i>en bloc</i> via the IUCN intranet <del>as and once the final nomination when they are will have been</del> declared by the Election Officer as meeting the requirements established in the Statutes and the present Regulations. Before taking a definitive decision to reject a nomination, the Election Officer shall allow the individuals whose nomination does not meet the requirements a period of three weeks following the deadline in case they wish to bring evidence that the nomination(s) received were valid at the time of the deadline. Nominations that meet the requirements shall be submitted by the Election Officer with appropriate background information to each ordinary session of the World Congress. The Election Officer shall list the candidates in alphabetical order from a point in the alphabet chosen at random, with an indication of the number of nominations received per candidate.</p>	<p>Nominations received from Members within a Region for election as Councillors elected from the Regions from that Region as well as nominations received for election as Indigenous Councillor shall be communicated via the IUCN intranet as and when they are declared by the Election Officer as meeting the requirements established in the Statutes and the present Regulations. Before taking a definitive decision to reject a nomination, the Election Officer shall allow the individuals whose nomination does not meet the requirements a period of three weeks following the deadline in case they wish to bring evidence that the nomination(s) received were valid at the time of the deadline. Nominations that meet the requirements shall be submitted by the Election Officer with appropriate background information to each ordinary session of the World Congress. The Election Officer shall list the candidates in alphabetical order from a point in the alphabet chosen at random, with an indication of the number of nominations received per candidate.</p>
	<p>Insert (new) RoP 75<i>bis</i></p> <p><u>An individual proposed for President, Treasurer or Commission Chair becomes a candidate once nominated by Council. Until then, any campaign activities or attempts to persuade Council members to nominate an individual may lead to withdrawal of the proposed individual by the Nominations Committee from the list of nominees provided to the Council. Candidates for President nominated in conformity with Article 27 of the</u></p>	<p>Insert (new) RoP 75<i>bis</i></p> <p>An individual proposed for President, Treasurer or Commission Chair becomes a candidate once nominated by Council. Until then, any campaign activities or attempts to persuade Council members to nominate an individual may lead to withdrawal of the proposed individual by the Nominations Committee from the list of nominees provided to the Council. Candidates for President nominated in conformity with Article 27 of the</p>

## Proposals to amend the IUCN Statutes and Regulations

Approved by Council on 8-9 May 2025, decision C113/7

Statutes may start campaign activities from the moment their candidacy is received by the Director General in conformity with Regulation 32. Candidates for Councillor elected from the Regions and for Indigenous Councillor may undertake campaign activities once the final nomination has been validated by the Election Officer, posted in IUCN's intranet in conformity with Regulation 40 and all candidates will have been notified thereof.

Statutes may start campaign activities from the moment their candidacy is received by the Director General in conformity with Regulation 32. Candidates for Councillor elected from the Regions and for Indigenous Councillor may undertake campaign activities once the final nomination has been validated by the Election Officer, posted in IUCN's intranet in conformity with Regulation 40 and all candidates will have been notified thereof.

### Explanatory note:

#### Article 46 of the Statutes and Regulation 28 (b):

When Council, in 2021 and again in 2024, appointed a Deputy Election Officer in addition to an Election Officer, it clarified in their ToR that the Deputy Election Officer was to *“act in the place of the Election Officer whenever the latter is unable to act as Election Officer, in case of a conflict of interest, or if the Election Officer has the same nationality as any of the presidential candidates, and to provide support to the Election officer to ensure the integrity of the elections”*. However, based on experience, the Election Officer and Deputy Election Officer working as a team should be empowered to distribute the workload amongst them and to take decisions and sign letters on the understanding, of course, that the Deputy Election Officer always acts under the authority of the Election Officer. To recognize that, it is proposed to mention the Deputy Election Officer in the Statutes and Regulations.

#### Regulation 30:

One of the recommendations of the previous Council 2016-21 (decision C98/6, February 2020) was “to amend Regulation 30 by abolishing the possibility established for Commission members to nominate candidates thereby bypassing the Commissions ad hoc committee’s selection process”. Back in 2020, the Council considered the so-called “third track” an unnecessary sign of mistrust in the ability of the Commissions to organize a proper process of selecting qualified candidates for election as Commission Chair. In addition, it presented the Council and its Nominations Committee with the challenge of having to assess the individuals proposed by Commission members with the same standards and process as the Commission’s ad hoc committee.

#### Regulation 30bis:

Based on the quality work of delivered by the Commissions’ ad hoc committees during this year’s nominations process, the Nominations Committee decided to recommend to Council that it amends Regulation 30 by removing the “third track” and to codify in the Regulations the few additional measures which Council had approved in May 2024 on the recommendation the Nominations Committee in order to strengthen the ad hoc committees’ independence and impartiality. (cf. decision C111/13)

About the terms *“two prioritized candidates”*, it is worth noting that in March 2019, at the recommendation of its Governance and Constituency Committee, the Council specified in the *Procedure for the in-Commission selection process of candidates for Commission Chair* (paragraph 8) that “The prioritization by the ad hoc committee serves only the purpose of making a recommendation to Council’s Nominations Committee and does not imply a ranking of the candidates”.

#### Regulation 40 and Rule 75bis:



## Proposals to amend the IUCN Statutes and Regulations

Approved by Council on 8-9 May 2025, decision C113/7

Pending codification of lessons learnt from the 2024-25 nominations process, Council's *Guidance for election candidates*, adopted by decision B/XIII on 28 August 2024, were modified to address a recommendation made by the previous Council 2016-21 (decision C98/6) that the Rules of Procedure needed to clearly state that a proposed individual becomes a candidate for President, Treasurer and Commission Chair once nominated by Council and that, until then, any campaign activities may lead to disqualification. It addressed the issue that some individuals proposed and/or the Members and Commission members acting on their behalf, had started campaigning or tried to influence Council before it took its decision about whom to nominate for any of these positions. The role of Council is to assess all proposed names against the required qualifications and make a selection based on merit as opposed to popularity.

However, before they are nominated by Council, prospective candidates as well as IUCN Members and Commission members may obviously contact and discuss with each other e.g. during the Regional Conservation Forums for the purpose of identifying qualified candidates and proposing them to Council. Considering that the same should apply to the candidates for *Councillor elected from the Regions* and for *Indigenous Councillor*, the IUCN Council approved a similar provision for them in the *Guidance for 2025 election candidates*.

Council also defined the term "campaign activity" and included it in the Council's *Guidance for 2025 election candidates* as follows: any action (such as electronic or postal mail, social media, physical or virtual meetings, blogs and other web-based platforms or publications) undertaken in support of (or against) a candidate duly nominated for election by the candidate her/himself or IUCN Member(s) on the candidate's behalf.

Based on experience during this year's nominations process, the Council felt that it was fairer for all nominations for Councillor elected from the Regions and Indigenous Councillor to be published in the Union Portal at the same time instead of the moment the Election Officer confirmed the validity of their nomination which was different for every candidate, so that all candidates would also be empowered to begin their campaign activities at the same time. Regulation 40 is therefore amended to clarify that the nominations will all be published *en bloc* once the Election Officer will have validated the final nomination. Rule 75*bis* clarifies that all candidates may start campaign activities once the final nomination has been validated by the Election Officer, posted in IUCN's intranet in conformity with Regulation 40 and all candidates will have been notified thereof.

26 May 2025

## Proposals to amend the IUCN Regulations

Approved by Council on 8-9 May 2025, decision C113/7

Existing provisions of the Regulations	Proposed amendments (with track changes)	New text as amended (all track changes 'accepted')
<b>Proposal 2: Clarify the procedure for mail/electronic ballot (Regulation 94)</b>		
<b>Purpose:</b> To institutionalise Member e-votes and plan for them accordingly as an inherent part of IUCN's governance by establishing in advance two dates per year for Member e-votes on any questions raised by Council or by Members in conformity with the Art. 94 of the Statutes, instead of calling for an e-vote on an ad hoc basis whenever an issue arises		
Regulation 94	Regulation 94  [...] <i>(insert new paragraph i.)</i>  <u>i. Electronic ballots shall be scheduled to open in the third week of May or in the third week of November, except if urgent circumstances require the Council to determine another date.</u>	Regulation 94  [...] <i>(insert new paragraph i.)</i>  i. Electronic ballots shall be scheduled to open in the third week of May or in the third week of November, except if urgent circumstances require the Council to determine another date.
<b>Explanatory note for IUCN Members:</b> The set dates will enable the Secretariat to advise IUCN Members of the six-monthly deadlines for receiving any requests for electronic ballots under Article 94 of the Statutes. Taking into account that the online discussion (Regulation 94, paragraph a.) takes at least four weeks and the second formal notice must be sent at least three weeks before opening the vote, the six-monthly deadlines should fall in mid-February (for the vote opening in May) or in Mid-August (for the vote opening in November). This timing also includes four weeks following the deadline for preparation of the first formal notice and online discussion (incl. translation of proposals on which to vote) and one week between the end of the online discussion and the second formal notice (incl. translation of any amendments to the proposals agreed during the online discussion). The same timeline will be applied for request from e-votes from the Council, noting that in this proposal, the end of the online discussion falls in the period in which the ordinary meeting of the Council is usually held – enabling the Council, as required, to reconsider its own proposals in light of the results of the online discussion.		

## Proposed Amendments to the Rules of Procedure of the World Conservation Congress

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Existing provisions of the Rules of Procedure	Proposed amendments (with track changes)	New text as amended (all track changes 'accepted')
<p>Rule 49</p> <p>(a) Motions may be proposed by the Council, or by any Member eligible to vote with the co-sponsorship of at least five other eligible Members from at least two Regions. Motions shall normally be submitted to the Director General by a date set by Council which shall not be later than six months before the opening of the next session of the World Congress.</p> <p>(b) The same process and requirements shall apply for motions, which have been deferred to the following session of the World Congress as per Rule 56.</p> <p>(c) The Secretariat shall circulate all accepted motions which are received by it, to all Members, at least three months in advance of that session of the World Congress.</p>	<p>Rule 49</p> <p>(a) Motions may be proposed by the Council, or by any Member eligible to vote with the co-sponsorship of at least five other eligible Members from at least two Regions. Motions shall normally be submitted to the Director General by a date set by Council which shall not be later than six months before the opening of the next session of the World Congress.</p> <p>(b) The same process and requirements shall apply for motions, which have been deferred to the following session of the World Congress as per Rule 56.</p> <p>(c) <u>Following the deadline for submission of motions, the Secretariat shall make all submitted motions visible to all Members until the start of the online discussion referred to in Rule 62bis (b).</u></p> <p><u>(d)</u> The Secretariat shall circulate all accepted motions <del>which are received by it,</del> to all Members, at least three months in advance of that session of the World Congress.</p>	<p>Rule 49</p> <p>(a) Motions may be proposed by the Council, or by any Member eligible to vote with the co-sponsorship of at least five other eligible Members from at least two Regions. Motions shall normally be submitted to the Director General by a date set by Council which shall not be later than six months before the opening of the next session of the World Congress.</p> <p>(b) The same process and requirements shall apply for motions, which have been deferred to the following session of the World Congress as per Rule 56.</p> <p>(c) Following the deadline for submission of motions, the Secretariat shall make all submitted motions visible to all Members until the start of the online discussion referred to in Rule 62bis (b).</p> <p>(d) The Secretariat shall circulate all accepted motions to all Members, at least three months in advance of that session of the World Congress.</p>
<p><b>Explanatory note:</b></p> <p>Litt. (c): To increase transparency of the motions process, it is proposed to request the Secretariat to keep all draft motions as submitted by IUCN Members in the motions submission system visible to all Members via a dedicated section of the Union Portal. At the beginning of the online discussion, at the time the appeals process will have been concluded and all accepted motions will have been published, the motions will belong to the IUCN membership collectively. In order to avoid any confusion as to which version of the motions is under discussion, the section of the Union Portal with the original version of the draft motions as submitted will be closed. The original version of the draft motions as submitted will be stored in IUCN's archive and copies can be obtained upon request.</p>		

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Litt. (d): the words "which are received by it" are confusing. This paragraph concerns the motions accepted by the Motions Working Group incl. those accepted following appeal and should be distinguished from the draft motions as submitted referred to in the previous paragraph.

Rule 52	Rule 52	Rule 52
<p>Motions may be submitted at the World Congress</p> <p>(a) either by the Council, or by</p> <p>(b) a Member eligible to vote with the co-sponsorship of at least ten other Members eligible to vote from at least two Regions; and</p> <p>(c) only if the Congress Resolutions Committee determines that they meet the requirements of Rule 54 with the exception of paragraphs (b) viii. and ix. and that the subject of the motions is new and urgent according to the following criteria and on that basis authorizes their distribution to delegates:</p> <p>i. "New" means that the issue which is the subject of the motion has arisen or has been subject to developments occurring after the closing of the deadline for the submission of motions and, at that time, could not have been foreseen; and</p> <p>ii. "Urgent" means that the issue is of such importance that it requires an immediate response from the Union in the form of a Resolution or Recommendation.</p>	<p>Motions may be submitted at the World Congress</p> <p>(a) either by the Council, or by</p> <p>(b) a Member eligible to vote with the co-sponsorship of at least ten other Members eligible to vote from at least two Regions; and</p> <p>(c) only if the Congress Resolutions Committee determines that they meet the requirements of Rule 54 with the exception of paragraphs (b) viii. and ix. and that the subject of the motions is new and urgent according to the following criteria and on that basis authorizes their distribution to delegates:</p> <p>i. "New" means that the issue which is the subject of the motion has arisen or has been subject to developments occurring after the closing of the deadline for the submission of motions <u>referred to in Rule 49 (a)</u> and, at that time, could not have been foreseen; and</p> <p>ii. "Urgent" means that the issue is of such importance that it requires an immediate response from the Union in the form of a Resolution or Recommendation.</p>	<p>Motions may be submitted at the World Congress</p> <p>(a) either by the Council, or by</p> <p>(b) a Member eligible to vote with the co-sponsorship of at least ten other Members eligible to vote from at least two Regions; and</p> <p>(c) only if the Congress Resolutions Committee determines that they meet the requirements of Rule 54 with the exception of paragraphs (b) viii. and ix. and that the subject of the motions is new and urgent according to the following criteria and on that basis authorizes their distribution to delegates:</p> <p>i. "New" means that the issue which is the subject of the motion has arisen or has been subject to developments occurring after the closing of the deadline for the submission of motions referred to in Rule 49 (a) and, at that time, could not have been foreseen; and</p> <p>ii. "Urgent" means that the issue is of such importance that it requires an immediate response from the Union in the form of a Resolution or Recommendation.</p>
<p><b>Explanatory note:</b> To clarify more precisely which deadline is being referred to.</p>		
Rule 53	Rule 53	Rule 53
<p>Motions meeting the criteria of Rule 52 shall be submitted from one week prior to the opening of the Congress until the end of the plenary sittings</p>	<p>Motions meeting the criteria of Rule 52 shall be submitted from one week prior to the opening of the Congress until <u>a deadline set by the Council</u></p>	<p>Motions meeting the criteria of Rule 52 shall be submitted from one week prior to the opening of the Congress until a deadline established by the</p>

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on the first day of the Members' Assembly. Motions received after such deadline shall be admitted only with the consent of the President.	<u>which shall not be earlier than forty-eight hours before the first sitting and not be later than the end of the first sitting <del>the end of the plenary sittings on the first day</del> of the Members' Assembly. Motions received after such deadline shall be admitted only with the consent of the President.</u>	Council which may not be earlier than forty-eight hours before the first sitting and not be later than the end of the first sitting of the Members' Assembly. Motions received after such deadline shall be admitted only with the consent of the President.
<b>Explanatory note:</b> In order for the process regarding motions submitted under Rule 52 to be more effective and transparent, such motions must be received well in advance of the 1 <sup>st</sup> sitting of the Members' Assembly held following the close of the Forum – which used to be the standard format of Congress. Forty-eight hours before the 1 <sup>st</sup> sitting is considered sufficient in this regard. However, the format of the 2025 Congress as described in the Provisional Agenda distributed to IUCN Members on 9 January 2025, will begin with a 1 <sup>st</sup> sitting of the Members' Assembly immediately after the Opening of Congress and before the Forum begins, and will be followed by three days of Members' Assembly sittings four days later. This year's format will therefore allow sufficient time for the motions submitted under Rule 52 to be dealt with in a transparent and effective way – even without this amendment. However, the revised Rule 53 should be phrased in such a way that it is applicable to any future Congress regardless of its format. Even if adopted at the 1 <sup>st</sup> sitting of the 2025 Members' Assembly and effective immediately, this amendment won't have any effect on this year's process because, in fact, current Rule 53 requires the motions to be submitted by the end of the 1 <sup>st</sup> sitting held immediately after the Opening of Congress. There will therefore be no need for the IUCN Council to set a new deadline this year.		
	<u><i>Insert a new Rule 54bis</i></u>  <u>The Motions Working Group, the Resolutions Committee and Committees acting as appeal bodies for the motions process shall communicate the results of their deliberations on the motions providing a clear rationale and references for their decisions including, as the case may be, the specific provision(s) that the motion does not comply with.</u>	Rule 54bis  The Motions Working Group, the Resolutions Committee and Committees acting as appeal bodies for the motions process shall communicate the results of their deliberations on the motions providing a clear rationale and references for their decisions including, as the case may be, the specific provision(s) that the motion does not comply with.
<b>Explanatory note:</b> To increase transparency of the motions process, the relevant bodies with the authority to accept motions (the Motions Working Group prior to Congress, and the Resolutions Committee during the Congress) and the bodies dealing with appeals (the Congress Preparatory Committee acting as appeals body for the motions discussed online prior to Congress and the Congress Steering Committee during the Congress) should communicate in writing a clear rationale for their decisions on the motions and refer to documents underpinning or substantiating their decisions. If decisions are to reject, modify or merge motions, they should specify the provisions of the Rules of Procedure that the motion concerned does not comply with. This will mostly concern Rules 48bis, 52 and 54.		
Rule 55	Rule 55	Rule 55

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Except for appeals referred to in Rule 62*ter*, the Steering Committee shall decide any appeal from a proposer and co-sponsors against the amendment of a draft motion by the Motions Working Group or Resolutions Committee. The Chair shall announce the decision of the Steering Committee and the World Congress may confirm or change that decision.

(a) Except for appeals referred to in Rule 62*ter*, the Steering Committee shall decide any appeal from a proposer and co-sponsors against the ~~rejection or~~ amendment of a draft motion by the ~~Motions Working Group or~~ Resolutions Committee. The Chair shall announce the decision of the Steering Committee and the World Congress may ~~confirm or~~ change that decision.

(b) Before the end of the sitting following the communication of the Steering Committee's decisions or during which the Steering Committee's decisions were announced, a Member of the Assembly may move to change the decision of the Steering Committee regarding the appeal.

(c) Upon a motion from a Member to change the decision of the Steering Committee, the Chair will direct the Secretariat to make available to the Members' Assembly before the end of the next sitting a copy of the draft motion submitted under Rule 52, the decision of the Resolutions Committee to reject or amend motion, the appeal submitted by the proponent and co-sponsors, the decision of the Steering Committee on the appeal, and a statement by the proponent and co-sponsors as to why their motion to change the decision should be considered by the Members' Assembly.

(d) The Chair shall call the matter to a vote during the sitting held following the distribution of the documents referred to in paragraph (c). If the decision of the Steering Committee to reject or amend a motion is

(a) Except for appeals referred to in Rule 62*ter*, the Steering Committee shall decide any appeal from a proposer and co-sponsors against the rejection or amendment of a draft motion by the Resolutions Committee. The Chair shall announce the decision of the Steering Committee and the World Congress may change that decision.

(b) Before the end of the sitting following the communication of the Steering Committee's decisions or during which the Steering Committee's decisions were announced, a Member of the Assembly may move to change the decision of the Steering Committee regarding the appeal.

(c) Upon a motion from a Member to change the decision of the Steering Committee, the Chair will direct the Secretariat to make available to the Members' Assembly before the end of the next sitting a copy of the draft motion submitted under Rule 52, the decision of the Resolutions Committee to reject or amend motion, the appeal submitted by the proponent and co-sponsors, the decision of the Steering Committee on the appeal, and a statement by the proponent and co-sponsors as to why their motion to change the decision should be considered by the Members' Assembly.

(d) The Chair shall call the matter to a vote during the sitting held following the distribution of the documents referred to in paragraph (c). If the decision of the Steering Committee to reject or amend a motion is changed, the motion will proceed to

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<p><u>changed, the motion will proceed to consideration by the Members' Assembly accordingly.</u></p>			consideration by the Members' Assembly accordingly.
<p><b>Explanatory note:</b></p> <p>Litt. (a): The scope of the right to appeal should be clearer: it concerns not only the decisions of the Resolutions Committee to amend a motion submitted under rule 52, but also a decision to reject it. It should also be clear that Rule 55 in fact only applies to motions on new and urgent topics submitted under Rule 52 because any other motion tabled for discussion and vote during Congress will have been part of the motions discussed online prior to Congress for which a specific appeal process is defined in Rule 62<i>ter</i>. For clarity, it is therefore proposed to strike out the reference to "Motions Working Group". Further, it does not make sense to open up the possibility for Members to move that the decisions of the Steering Committee be confirmed. It is therefore proposed to limit the right to move that the Members' Assembly take a vote only to "change" (i.e. overrule or challenge) a decision of the Steering Committee.</p> <p>Litt. (b) to (d): have been proposed in order to strengthen the transparency of the motions process during Congress, mainly by ensuring that, once a Member moves to take a vote to challenge a Steering Committee decision on appeal, all Members will receive key documents enabling them to understand and take an informed decision on the question that they will be asked to vote on.</p> <p>It is worth to note here that the Terms of Reference of the Congress Resolutions Committee, respectively, the Congress Steering Committee, will include specific provisions to enhance the transparency of the process leading to decisions of these bodies regarding, respectively, the admission or amendment of motions submitted under Rule 52 and the appeal against decisions of the Resolutions Committee.</p>			
Rule 84	Rule 84	Rule 84	Rule 84
Motions adopted at each sitting of the World Congress shall be recorded as decisions and the texts in the official languages distributed as soon as possible to all delegates and observers present.	Motions adopted at each sitting of the World Congress shall be recorded as decisions and the texts in the official languages distributed as soon as possible to all delegates and observers present. <u>Publication of the Resolutions and Recommendations will be restricted to the text adopted by the World Congress with the exception of explanations of vote, if any, in conformity with Rule 72. <sup>(1)</sup></u>	Motions adopted at each sitting of the World Congress shall be recorded as decisions and the texts in the official languages distributed as soon as possible to all delegates and observers present. Publication of the Resolutions and Recommendations will be restricted to the text adopted by the World Congress with the exception of explanations of vote, if any, in conformity with Rule 72. <sup>(1)</sup>	Motions adopted at each sitting of the World Congress shall be recorded as decisions and the texts in the official languages distributed as soon as possible to all delegates and observers present. Publication of the Resolutions and Recommendations will be restricted to the text adopted by the World Congress with the exception of explanations of vote, if any, in conformity with Rule 72. <sup>(1)</sup>
	<u><i><sup>(1)</sup> The names of proponents and co-sponsors of motions, the Explanatory Memorandum or other information provided by Members at the time of submitting their motion will remain visible (only) to Members via IUCN's intranet accessible through the Congress website.</i></u>		<i><sup>(1)</sup> The names of proponents and co-sponsors of motions, the Explanatory Memorandum or other information provided by Members at the time of submitting their motion will remain visible (only) to Members via IUCN's intranet accessible through the Congress website.</i>



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**Explanatory note:**

The many questions about this which the Secretariat receives from IUCN Members following each Congress, justifies a clarification of the Rules that the version of Resolutions and Recommendations adopted by Congress and published as the official record of the Congress will not contain the names of proponents and co-sponsors and the information they provided at the time of submitting the motion that lead to the Resolution or Recommendation concerned. Indeed, as soon as a motion is accepted for discussion, online prior to Congress or during the Congress, it is no longer "owned" by proponents and co-sponsors. The names of proponents and co-sponsors and the information they provided at the time of submitting their motion becomes an archival record of IUCN that remains accessible to IUCN Members via the Union Portal.



## Resolutions Committee of the 2025 Congress

### Terms of Reference

Revisions approved by Council to complete the draft amendments proposed by Council to the 2025 Congress (decision C113/8, May 2025) to improve the transparency and effectiveness of the motions process

The Resolutions Committee will be established by the Congress and reports to the Members' Assembly and, between sitting of the Members' Assembly, to the Steering Committee. It shall include the members of the Motions Working Group appointed by the Council, as per Rule 20.

The Resolutions Committee manages the motions process at the Congress.

More specifically, the Resolutions Committee is responsible for:

1. Managing motions during Congress including the motions referred to the Congress by the Motions Working Group as well as the motions submitted during the Congress under Rule 52. This includes:
  - a. receiving proposed amendments to motions, and decide whether an amendment is in order and ensure that the process described in Rules 59 to 62 is duly followed;
  - b. proposing that amendments be debated or voted upon together. They may propose that the text together with the proposed amendments be referred to a contact group (Rule 62);
  - ~~c. presenting to the Congress Steering Committee the appeals filed by Members against decisions made by the Motions Working Group (Rule 55);~~
  - ~~d.~~ c. deciding which motions will be put to vote at the Congress and which will first be discussed in *ad hoc* contact groups (Rule 56);
  - ~~e.~~ d. organizing and managing contact groups and consider the reports from the contact groups before presenting the text to the plenary (Rule 56) including contact groups on topics referred to in Rule 45bis (a), (b) and (d);
  - e. forwarding through the Programme Committee any motion or part of a motion affecting the draft Programme or proposed mandate of a Commission to the sessions of the World Congress that consider the Programme and mandates of the Commissions. The sponsors of these motions shall be informed of this action (Rule 51);
  - f. consult with any other Congress Committee as required, such the Congress Governance Committee on any motion or proposed amendments whose

implementation, if adopted, depend on reform of the Statutes, the Rules of Procedure of the Congress or the Regulations;

- g. proposing that motions whose arguments are not technically sound or coherent and require further development or motions which are so controversial that it is, in its opinion, not possible to produce a consensus text for submission to a decision by the Members' Assembly, be deferred to the next World Congress [Rule 56 (a)] ;
- h. for issues that prove hard to resolve in contact groups, setting up one or more drafting groups that balance the spectrum of views on the motion, for the purpose of achieving a consensus text. Should a consensus remain impossible, the drafting groups may decide to present minority views as amendments [Rule 56 (d)]; and
- i. keeping track of motions, including those which have an impact on the Programme (Rule 51).

2. Additional provisions specifically for Managing motions submitted during Congress on new and urgent topics. This includes:

- a. receiving motions submitted during Congress under Rule 52 within the deadline defined in Rule 53;
- b. verifying whether submitted motions meet the statutory requirements and circulating accepted motions ~~them to delegates~~ all IUCN Members in accordance with Rules 52, 53 and 54;
- c. Prior to commencement of the motions process defined in Rules 52 and 53, the Resolutions Committee shall inform Members of the exact procedures that will be followed for the submission and review of motions, including:
  - i. Confirmation of receipt of submitted motions,
  - ii. Clear timelines and deadlines for submission, review by the Resolutions Committee, feedback to proponent and cosponsors, final submission, communications regarding acceptance, amendment or rejection, and the process for appealing the decisions of the Resolutions Committee to the Congress Steering Committee (Rule 55), and
  - iii. Methods of contacting the Resolutions Committee members during the submission and review process.
- d. Before rejecting or amending a motion submitted under Rule 52, the Resolutions Committee shall:
  - i. Communicate its specific concerns about the motion to the proponent and co-sponsors, and;
  - ii. Offer the proponent and co-sponsors a reasonable amount of time, considering the overall need to proceed with a sense of urgency during a Congress, to address these concerns and re-submit a revised version of the motion.
- e. The Resolutions Committee shall communicate the results of its deliberations on the motions submitted under Rule 52 to all IUCN Members as soon as practically

possible after the deadline for submission of the motions, providing a clear rationale and references for their decisions including, as the case may be, the specific provision(s) that the motion does not comply with and whether any members of the Resolutions Committee recused themselves from discussions on the motion because of conflict of interest or other reasons.

f. Members of the Resolutions Committee shall serve in their personal capacity and assess the content of motions with diligence, integrity and impartiality. They shall disclose any potential conflicts of interest, real or perceived, that could create an appearance of impropriety undermining the confidence in the member's ability to fulfil her/his duties impartially, and recuse themselves from discussions about motions where such potential conflicts of interest exist. The communication of the Resolutions Committee referred to in paragraph 2.1 e) shall include the conflict of interest declarations made by its members.

3. Making recommendations to the next Congress for improving the committee's role and functioning based on its own evaluation. These recommendations, as well as lessons learned from the whole motions' process, should be made soon after the closure of the 2025 Congress and transmitted to the next Council by the Secretariat.

# 2025 CONGRESS STEERING COMMITTEE

## TERMS OF REFERENCE

(Annex 7 to Council decision C111/5, May 2023)

1. The Steering Committee of the World Conservation Congress shall be established in accordance with Rule 13 of the Rules of Procedure of the World Conservation Congress.
2. The Steering Committee shall comprise the members of the Preparatory Committee appointed by the Council to make preparations for the World Congress together with the President, the Vice Presidents and the Director General and shall be charged with the general duty of forwarding the business of the World Congress. (Rule 15)
3. All matters concerning the organization of the World Congress shall be referred to the Steering Committee. (Rule 17)
4. Specific duties of the Steering Committee are as detailed in the Rules of Procedure of the Congress:
  - a. Consider appeals from speakers against the decision of the Chair to exclude them from the debate or from participants who consider that they have been denied the right to speak (Rule 37)
  - b. Consider appeals from voting delegates against a ruling by the Chair (Rule 44)
  - c. Be the only one authorized to submit to the World Congress proposals to add to or otherwise to alter the agenda once it is adopted (Rule 47)
  - d. ~~Decide any appeal from a proposer and co-sponsors against the rejection or amendment by the Motions Working Group or Resolutions Committee of a draft motion submitted under Rule 52, with the exception of appeals referred to under Rule 62 for [i.e. appeals from a proponent and co-sponsors against the classification, exclusion or amendment by the Motions Working Group of a motion referred to the electronic discussion and vote prior to the World Congress — which will be referred to the Congress Preparatory Committee acting as appeals body]~~ (Rule 55)
  - e. During Steering Committee deliberations on motions, committee members shall disclose any potential conflicts of interest, real or perceived, that could create an appearance of impropriety undermining the confidence in the member's ability to fulfil her/his duties impartially, and recuse themselves from discussions about motions where such potential conflicts of interest exist.
  - f. Communicate the results of its deliberations on the motions providing a clear rationale and references for its decisions including, as the case may be, the specific provision(s) that the motion does not comply with (Rule 54b/s). The communication shall include the conflict of interest declarations made by its members.
  - d-g. Approve memoranda submitted on behalf of Members or observers on matters pertaining to the organization of the World Congress for the purpose of considering them as official documents of the World Congress (Rule 86).
5. The Steering Committee shall meet as necessary during Congress and invite concerned individuals as appropriate to join its meetings. (Rule 18)
6. The Steering Committee shall assess and address any actual, potential or perceived conflict of interest situations and as appropriate, consult with the Ethics Committee of Council to get guidance in case of doubt on how to address them.
7. Make recommendations to the next Congress for improving the committee's role and functioning based on its own evaluation, to be made at its last meeting before the end of the 2025 Congress. These recommendations shall be included in the minutes of that meeting and transmitted to the next Council by the Secretariat.

***Terms of Reference of the Motions Working Group of the IUCN Council***

Approved by the IUCN Council, Council decision C109/30 (Annex 10), May 2023  
building on the TOR approved by the IUCN Council, decision C/96/2 (March 2019)

Amendments proposed by Council on improving the efficiency and transparency of the motions process, completing the amendments to the Rules of Procedure proposed by Council to Congress (Decision C113/8, May 2025)

In accordance with Article 46 (q) of the IUCN Statutes, Regulation 29, and Part VII of the Rules of Procedure ('Agenda and Motions'), the Council appoints a Motions Working Group with the mandate to:

- a. Provide guidance to IUCN Members on the submission of motions;
- b. Receive the motions and determine that they are consistent with the purpose of motions as defined in Rule 48*bis* and meet the requirements listed in RoP 54;
- c. Prepare, including editing, the motions for the online discussion and, as appropriate, for submission to the Resolutions Committee of Congress and the World Congress;
- d. Submit the motions to an online discussion to be held prior to Congress, specifying which motions that warrant debate at the global level during the Congress will continue to be discussed and voted upon during the Members' Assembly subject to RoP 45*bis*, and which motions will be put to an online vote prior to Congress subject to Rule 62*quinto*;
- e. Facilitate and oversee the online discussion of motions between Members prior to the Congress, ensuring that it is transparent and will adhere to the greatest possible extent to the procedure for discussion and amendment of motions during the Congress;
- f. Following the close of the online discussion, submit motions to an electronic vote prior to Congress and refer others to the Members' Assembly for continued debate and vote.

The Motions Working Group to be established by Council in accordance with Regulation 29 shall consist of

- (i) five (5) to seven (7) members of the IUCN Council,
- (ii) three (3) individuals who will be appointed by Council in their expert, personal capacity to represent the common interests and the diversity of the IUCN membership and Commissions, following Council's call for nominations to all IUCN Members and Commissions; and
- (iii) the Director General ex officio.

The Motions Working Group shall present periodic reports on its work to the IUCN Council and shall keep the Congress Preparatory Committee (CPC) closely informed. The Motions Working Group shall receive adequate support from the IUCN Secretariat in order to deliver on its mandate.

The Motions Working Group shall, among others, perform the following tasks:

1. In collaboration with the GCC Task Force on motions process, establish specific procedures for the motions process in advance of the Congress to ensure its effective, efficient and transparent management. As part of this procedure, it shall guide the development of guidelines and templates for IUCN Members for the motions process which shall be sent to all IUCN Members before the opening of the submission of motions. The procedures will also specify the tasks which the Secretariat accepts to undertake in

support of the work of the Motions Working Group and contain the criteria and transparent processes for making the determinations which the Motions Working Group is required to make by the Rules of Procedure.

2. Members of the Motions Working Group shall serve in their personal capacity and assess the content of motions with diligence, integrity and impartiality. They shall disclose any potential conflicts of interest, real or perceived, that could create an appearance of impropriety undermining the confidence in the member's ability to fulfil her/his duties impartially, and recuse themselves from discussions about motions where such potential conflicts of interest exist. The communication of the Motions Working Group referred to in paragraph 7 shall include the conflict of interest declarations made by its members.
- ~~2.3.~~ Work jointly with the GCC Task Force on Motions to propose amendments to the IUCN Statutes (if any are required), Regulations and Rules of Procedures of the World Conservation Congress to enhance the effectiveness, efficiency and transparency of the motions process.
- ~~3.4.~~ Work with the IUCN Secretariat to prepare a detailed work plan and budget for effectively managing the motion process, in time for consideration by Council when adopting the IUCN Budget for 2024 and 2025.
- ~~4.5.~~ Be informed of and take into account to the extent possible the results of discussions of motions in National Committees, Regional Committees and Regional Fora, including those that warrant discussion at a local and/or national level;
6. Consult the standing committees of the IUCN Council for advice as follows:
  - a. the Governance and Constituency Committee and the Legal Adviser regarding the possible impact of motions on the governance of IUCN in particular motions whose implementation, if adopted, depend on reform of the Statutes, the Rules of Procedure of the Congress or the Regulations.
  - b. the Finance and Audit Committee regarding the resource implications of motions, in particular the motions that explicitly request that all or part of the funds required to implement the motion (if adopted) be included in IUCN's annual budget.
  - ~~a-c.~~ the Programme and Policy Committee regarding the implementation of Rule 51 about the motions (or part of motions) that affect the draft Programme or the mandate of a Commission.
7. Ensure that the statutory requirements are strictly applied to the submitted motions and that motions which meet the requirements, are treated fairly and equitably, with adequate communication with proponents and sponsors of motions related to rejecting, amending, combining or categorizing motions, explaining the rationale. Communicate to all IUCN Members the results of its deliberations on the motions providing a clear rationale and references for its decisions including, as the case may be, the specific provision(s) that the motion does not comply with.
- ~~5-8.~~ Ensure that, following the deadline for submission of motions, the Secretariat shall make all submitted motions visible to all Members until the start of the online discussion referred to in Rule 62bis (b).
- ~~6-9.~~ Make effective use of the information provided by proponents and co-sponsors about the actions and resources required to implement the motion and the contributions which they intend to make towards its implementation

(RoP 54 (b) viii.), including publishing the information and/or the rating described in the template throughout the motions process, thereby encouraging IUCN Members to take responsibility for the implementation of the motions they submit, once they are adopted. Transmit a report to the Resolutions Committee of Congress regarding the status of the resources committed/pledged on all the motions adopted through the electronic vote prior to Congress.

- 7.10. Communicate clearly and comprehensively to the IUCN membership the rationale for referring certain motions to the electronic vote prior to Congress and others to the Members' Assembly, either at the time of publication of the motions prior to the online discussion (RoP 62*bis*) and/or after the online discussion, at the time the motions are submitted to the electronic vote (RoP 62*quinto*) e.g. by explaining what the issues are that could not be solved during the online discussion and that require continued debate during the Members' Assembly.
- 8.11. Monitor the quality of motions, alert Members and facilitators before/during the electronic discussion of quality issues, and provide guidance to facilitators empowering them to raise issues of poor quality of motions and actively work with Members to solve them before the end of the electronic discussion.
- 9.12. Oversee the online discussion on motions in advance of the Congress, providing guidance and direction, and assistance, to ensure that facilitators are designated and receive adequate training and guidance in the spirit of IUCN's 'One Programme approach' and fully understand the intent and requirements of the IUCN Statutes, Rules of Procedure and Regulations pertaining to motions.
- 10.13. Provide clear guidance to the facilitators of the online discussion with a view to alerting Members to issues of alignment with the IUCN Programme, or alert Members directly to such issues during the online discussion, e.g. at the beginning of the 2<sup>nd</sup> reading.
- 11.14. Encourage broad participation of Cat. A Members (through reminders, incentives, etc.) and to keep a record that shows its adequate engagement with and invitation to State Members.
- 12.15. Monitor the electronic discussion and assist / guide the facilitators to proactively build a consensus during the online discussion, thereby reducing as much as possible the application of RoP 62*quinto* (b), i.e. the referral to the Members' Assembly of motions that led to such divergent proposed amendments that it was not possible to submit them to the electronic vote prior to Congress.
- 13.16. Prepare the motions, as amended during the online discussion or together with proposed amendments, for an electronic vote in accordance with Rule 62*quinto* explaining as clearly as possible in the Guidance for IUCN Members on electronic voting the way of voting on amendments.
- 14.17. Prepare the motions that require continued discussion during the Members' Assembly, for hand-over to the Resolutions Committee of the Congress with any advice and background, as appropriate, including



motions which, in the view of the Motions Working Group, are controversial and consensus would be beneficial for conservation, and so may have to be referred to the next Congress (Regulation 62<sup>quinto</sup> as revised.

~~45.~~18. Formally transmit to the Congress 1) the motions approved during the electronic vote in order for the Congress to 'record *en bloc* the adoption' of these motions, and 2) the motions that require continued debate and vote during the Members' Assembly.

~~46.~~19. Prepare the ~~urgent and new~~ motions on new and urgent topics submitted from one week prior to the opening of the Congress for the consideration of the Congress Resolutions Committee as soon as it will have been established, with a view to enabling the Committee to timely distribute the motions that it will have admitted. Should the deadline for new and urgent motions established by Council under Rule 53 occur before the Resolutions Committee is formally established by the Members' Assembly, the Motions Working Group shall review and take decisions on the acceptability of the new and urgent motions under Rule 54 and thereby apply the procedure guaranteeing transparency and fair process described in the Terms of Reference of the Congress Resolutions Committee.

~~47.~~20. Make recommendations to the next Council for improving the Working Group's role and functioning based on its own evaluation to be made before the end of the 2025 Congress taking into account Council's guidance for self-evaluation.



## DRAFT CONGRESS DECISION

The IUCN World Conservation Congress 2025,

*On the proposal of* the IUCN Council acting upon the request of the Chair of the 2021 Members' Assembly (Proceedings p. 49) following a request from the Natural Resources Defense Council tabled at the 2021 World Conservation Congress, and taking into account experience of the online motions process 2025,

### **Amendments to the Rules of Procedure**

1. Adopts the amendments to the Rules of Procedure of the World Conservation Congress presented in Annexe .. to enhance the transparency of the motions process; and
2. Decides that, with the exception of the amendment to Rule 53, these amendments become effective immediately;

### **Amendments to the Terms of Reference of the Congress Resolutions Committee**

3. Adopts the terms of Reference of the 2025 Congress Resolutions Committee (Annexe ..) including, in particular, provisions to enhance the transparency of the motions process as requested by IUCN Members during the 2021 Congress, noting that similar provisions will be presented in the draft Terms of Reference of the Congress Steering Committee;

### **Request to the IUCN Council**

4. Requests the next IUCN Council 2026-29 to include in the Terms of Reference of the Motions Working Group and the Congress Preparatory Committee acting as appeals body for the motions process, the provisions of the Rules of Procedure concerning the transparency of the motions process and provisions mirroring those of the Terms of Reference of the 2025 Congress Resolutions Committee that concern the transparency of the motions process;

## Proposed amendments to Rule 54

In the discussion of the Task Force (TF) and the experience of this cycle of motions review and appeal processes, members of the TF were in agreement that the root cause for many of complaints by IUCN Members is the potential for subjectivity and lack of clarity or potential different interpretations of the Motion criteria as outlined in Rule 54. Members of the TF were also in agreement that it is necessary to amend rule 54 to enhance the clarity of the criteria and reduce the potential of subjectivity in interpretation. However, members of the TF had different view on whether initial amendments should be presented to be discussed and agreed by IUCN Members in this Congress or if Council should propose a process for the next Council to establish a more consultative process for proposing amendments to Rule 54 (and potentially the broader motions process) to be voted upon intersessionally between the 2025 and the 2030 IUCN Congresses.

The TF drafted the amendments below and revert to Council to decide on whether or not to submit them to congress, understanding that these amendments would be presented for discussion in a contact group before being voted upon, unlike the other proposed amendments to RoP which would be voted upon in the first sitting.

As a reminder, any one IUCN Member can propose amendments to the RoP to be voted upon during the same Congress.

## Rule 54

Motions shall be accepted only upon determination by the Motions Working Group or the Resolutions Committee that they are consistent with the purpose of motions as defined in Rule 48*bis* and meet all the following requirements:

(a) related to content:

i. Propose or modify IUCN's general policy, influence the policies and actions of third parties, or address the governance of IUCN, ~~and only to the extent necessary and~~ subject to the full application of Rule 51, ~~specify the activities required to implement the policy;~~

*(Rational: to ensure coherence with Rule 48 and 48bis . Note: what constitutes IUCN policy may need to be defined).*

- ii. ~~Contributions from Members and/or components of IUCN, if~~Actions called for in the motion; are specific, reasonable and achievable;

*(Rational: should not only be limited to contributions from Members, but all actions called for by the Motion)*

- iii. Contain ~~technically sound and coherent~~precise arguments;

*(Rational: technically sound and coherent is open to subjectivity)*

- ~~iv. Be precise in what they aim to achieve;~~

- ~~v. Propose aspirational goals that are reasonable;~~

*(Rational: these are now included in ii)*

- vi. Do not ~~merely~~only repeat the content of Resolutions and Recommendations previously adopted; and

*(Rational: merely is more open to interpretation and subjectivity)*

- vii. When focusing on local, national or regional issues, state, with the proponent providing evidence at the moment of submission, that (1) the matter covered by the motion has been engaged at local, national and/or regional instances and that the desired result has not been achieved; and (2) the Members and relevant Commission members as well as other stakeholders in the geographic area in question have been consulted; and

(b) related to process and format:

- viii. Be submitted before the deadline established in Rule 49;

- ix. Be proposed and co-sponsored by Members eligible to vote, in accordance with Rules 49 or 49bis;

x. Can either be a recommendation or resolution and should not contain actions related to both IUCN and third parties.

*(Rational: experience from appeals show that when a motion contains actions directed to both IUCN and third parties it can be confusing. This amendment would enhance alignment with Rule 48)*

x. The proponent specifies a) ~~which if of the~~ Members and/or components of IUCN or third parties, which the motion calls upon to undertake action have been consulted or have collaborated in the development of the motion, b) ~~which if~~ Members or components of IUCN have been consulted with a view to identify solutions that might address the underlying issues and c) ~~the actions and resources required to implement the motion and the contributions which proponents and co-sponsors intend to make towards its implementation;~~

*(Rational: Consultation is encouraged but not a requirement, proponents and co-sponsors do not own a motion, once adopted a motion is of the entire Union).*

xi. For motions concerning issues arising in a State or States outside the State or Region of the proponent, be co-sponsored by at least one IUCN Member from the Region with which the motion is concerned in accordance with Rule 49*bis*; and

xii. Use the template to be approved by Council.

**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')
<p>Regulation 72</p> <p>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.</p>	<p>Regulation 72</p> <p><del>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.</del>  <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></p>	<p>Regulation 72</p> <p>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.</p>
<p>Regulation 75</p> <p>The Chair of each Commission shall be responsible for the appointment or reappointment of the members of the Commission.</p>	<p>Regulation 75</p> <p>The Chair of each Commission shall be responsible for the appointment or <del>reappointment</del> <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></p>	<p>Regulation 75</p> <p>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.</p>

## PRELIMINARY NOTES

### 1. First sitting of the Members' Assembly

The first sitting of the Members' Assembly will be held on Congress day 1, 9 October 2025, in the afternoon following both the openings of the Forum and the Exhibition. This sitting is primarily intended to:

- a) Formally table all decision items (including amendments to the Rules of Procedure, motions referred to Congress by the Motions Working Group, governance motions submitted by Council, urgent and new motions) for discussion in Contact Groups, that can then be spread over 7 days instead of the 3-day Members' Assembly;
- b) Establish the Congress Committees so that its members can prepare themselves and start their work;
- c) Fully explain and test the new hybrid format of the Members' Assembly.
- d) Fully explain the elections process.

### 2. Voting for Elections during the IUCN Congress

Voting for the IUCN Council elections will take place online by those Members eligible to vote. The vote on elections for President, Treasurer, Commission Chairs, the Indigenous Councillor and Councillors elected from the Regions will **open on 13 October 2025 and close on 14 October (24 hours later)**. If a second round for the election of the President is needed in accordance with Rule 81, paragraph (i.), **an additional online vote** will be opened for 24 hours during the Members' Assembly in time for the results to be announced before the closing of the Congress.

The online vote will be held under the supervision of the Election Officer and Deputy Election officer. The online voting system will allow elections to be held during Congress in the most secure way possible and under conditions that apply equally to all IUCN Members worldwide.

Use will be made of IUCN's online voting system which is familiar to IUCN Members as they know it from votes that have taken place since 2023 and will be used for the vote on motions (August/September 2025). Authorized Vote Holders (AVH)/Heads of Delegation of all IUCN Members eligible to vote, whether or not they are present onsite in Abu Dhabi, will receive the URL to cast their vote online. As with previous practice, Members will have an opportunity to designate their AVH and, if they so wish, may designate their Head of Delegation at Congress as the AVH for the online vote on elections.

The IUCN Secretariat will organise webinars for IUCN Members ahead of the Congress to help them familiarize themselves with the platform and process.

### 3. The presentation of candidates for Treasurer, Commission Chairs, the Indigenous Councillor and Councillors elected from the Regions

There will be no formal candidate presentations during the Members' Assembly for the positions of Treasurer, Commission Chairs, the Indigenous Councillor and Councillors elected from the Regions. However, opportunities for engagement with Members will be provided through dedicated networking sessions scheduled as part of the Regional meetings.

The Regional Meetings will be held at different times over the days leading up to the Members' Assembly to allow candidates sufficient time to attend multiple sessions and interact with the membership.

Candidates are also encouraged to actively use their dedicated candidate pages on the IUCN Congress website to share information about their candidacy and engage with IUCN Members in advance of the elections.

A Presidential candidates' debate (approximately 90') will be organised during the 2<sup>nd</sup> Sitting of Members' Assembly.

All **election results** will be announced during the final sitting of the Members' Assembly on 15 October 2025. They will also be published on the Congress website immediately after their announcement during the Members' Assembly.



**IUCN WORLD CONSERVATION CONGRESS**  
**9-15 October 2025, Abu Dhabi, United Arab Emirates**

**Draft Agenda**  
**of the IUCN World Conservation Congress**

***Preliminary Meetings***

**8 October 2025**

**Commission Steering Committee meetings**

**Virtual Meeting of IUCN National and Regional Committee representatives and Country Focal Points (open meeting)<sup>1</sup>**

**114<sup>th</sup> Meeting of the IUCN Council (14:00-17:00)**

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<sup>1</sup> A global meeting of the National and Regional Committees will be held as requested by Resolution WCC-2012-Res-005. A report on the outcomes of the meeting of the National and Regional Committees will be presented during the Members' Assembly during the 5<sup>th</sup> Sitting. According to Article 20 of the IUCN Statutes, the Congress shall receive and consider, among others, the reports of recognised Regional Committees and Fora. As has been the case in the past, this reporting obligation will be fulfilled by offering all National and Regional Committees space on the IUCN Congress website to publish their reports



## **Forum and Exhibition<sup>2</sup>**

*All forum events will be available for viewing on the [Congress website](#)*

*Details of the Congress Themes will be available [here](#)*

### **Day 1 – 9 October 2025**

**Opening Ceremony of the World Conservation Congress (09:00-11:00)**

**Forum Opening (11.15)**

**Exhibition: (13:30-19:00)**

**1st Sitting Member's Assembly: 14:00-17:00 (see details below)**

Congress Reception (19:00)

Contact Groups<sup>3</sup>/Social events

### **Day 2 – 10 October 2025**

Forum: 09:00-19:00

Exhibition: 10:30-21:00

Regional Member meetings<sup>4</sup> (incl. presentation of election candidates)

Contact Groups/Social events

### **Day 3 – 11 October 2025**

Forum: 09:00-19:00

Exhibition: 10:30-21:00

Regional Member meetings (incl. presentation of election candidates)

Contact Groups/Social events

### **Day 4 – 12 October 2025**

Forum: Forum: 09:00-17:00 - Closing ceremony: 17-18:00

Exhibition: 10:30-21:00 (except 17:00-18:00 for Forum closing ceremony)

Regional Member meetings (incl. presentation of election candidates)

Contact Groups/Social events

### **Day 5 – 13 October 2025**

Exhibition: 10:30-18:00

Members' Assembly (see below)

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<sup>2</sup> Exhibition and Forum will not run in parallel

<sup>3</sup> Contact Groups will be established as required and scheduled to meet virtually during the Forum and the Members' Assembly days. Please note that the actual timetable of the contact groups will be communicated by the Motions Working Group prior to Congress. Rule 56 (d) *With the purpose of increasing the time available for discussion and to reduce the number of contact groups held in parallel due to the limited window of opportunity during the Congress, the Motions Working Group may decide that contact group meetings be convened exclusively by electronic means for a first reading of motions in the three weeks prior to the Opening of the Congress.*

<sup>4</sup> Regional Members meetings will take place between 9-12 October 2025 (timings to be confirmed)

## **Members' Assembly**

All documents of the Members' Assembly listed per agenda item can be viewed on the [Congress website](#)

All motions adopted by the IUCN Members by electronic vote ending on 10 September 2025 can be viewed [here](#)

### **Day 1 – 9 October 2025**

#### **14:00-17:00     1<sup>st</sup> Sitting of the Members' Assembly**

- 1.1. Opening remarks by the IUCN President
- 1.2. Adoption of ToRs, appointment and first report of the Congress Credentials Committee
- 1.3. Approval of amendments to the Rules of Procedure regarding the motions process during Congress (for immediate application)
- 1.4. Adoption of the Agenda
- 1.5. Adoptions of ToRs and appointment of the Resolutions, Finance and Audit, Governance, Programme Committees of the Congress
- 1.6. First report of the Resolutions Committee and recording *en bloc* the adoption of motions through the electronic ballot prior to Congress. Presentation about the schedule of Contact Groups for all motions to amend the Statutes and other IUCN governance issues, about the process for motions on urgent and new topics, and submission for adoption of the Procedures and Code of Conduct for Contact Groups

### **Day 5 – 13 October 2025**

#### **08:30-12:30     2<sup>nd</sup> Sitting of the Members' Assembly**

Election voting opens<sup>5</sup>

- 2.1. Elections: Information about the election Procedures.
- 2.2. Presidential candidates' debate (followed by launch of Elections voting)
- 2.3. Report of the Director General on the work of the Union
- 2.4. Report of the Council, presented by the IUCN President
- 2.5. Presentation, discussion and adoption draft 20-year vision
- 2.6. Update of the Resolutions Committee on progress of the discussions in Contact Groups, followed by discussion and vote on motions.

#### **14:00-18:15     3<sup>rd</sup> Sitting of the Members' Assembly**

- 3.1. Presentation of the Draft IUCN Programme and Financial Plan 2026-2029.
- 3.2. Reports of the following IUCN Commissions including Awards established by these Commissions: CCC, CEC, CEM, CEESP

#### **19:30-21:00     4<sup>th</sup> Sitting of the Members' Assembly**

- 4.1. Report on the meeting of all recognised National and Regional Committees<sup>6</sup>
- 4.2. Reporting back on Summits (45 minutes)

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<sup>5</sup> If a second round for the election of the President is needed in accordance with Rule 81, paragraph (i.), an **additional online vote** will be opened for 24 hours during the Members' Assembly in time for the results to be announced before the closing of the Congress.

<sup>6</sup> A global meeting of the National and Regional Committees will be held as requested by Resolution WCC-2012-Res-005. A report on the outcomes of the meeting of National and Regional Committees will be presented during the Members' Assembly during the Xth Sitting. According to Article 20 of the IUCN Statutes, the Congress shall receive and consider, among others, the reports of recognised Regional Committees and Fora. As was the case in previous Congresses, this reporting obligation will be fulfilled by offering all National and Regional Committees space on the IUCN Congress website to publish their reports.

4.3. Progress Report of the Resolutions Committee and discussion and vote on motions

**Day 6 – 14 October 2025**

**08:30-12:30     5<sup>th</sup> Sitting of the Members' Assembly**

- 5.1. Discussion of the Draft IUCN Programme, Report of the Congress Programme Committee, followed by the adoption of the IUCN Programme.
- 5.2. Report of the Congress Governance Committee and vote on motions on IUCN governance including amendments to the Statutes
- 5.3. Progress Report of the Resolutions Committee and discussion and vote on motions

**14:00-18:15     6<sup>th</sup> Sitting of the Members' Assembly**

- 6.1. Reports of the following IUCN Commissions including Awards established by these Commissions: SSC, WCEL, WCPA
- 6.2. Adoption of the Commission mandates.
- 6.3. Report of the Director General on the Finances of IUCN 2021-2025
- 6.4. Report of the Treasurer
- 6.5. Report of the Congress Finance and Audit Committee and approval of the audited financial statements for the years 2021-2024
- 6.6. Appointment of the external auditors
- 6.7. Discussion of the draft IUCN Financial Plan 2026-2029, Report of the Congress Finance and Audit Committee, followed by the adoption of the IUCN Financial plan 2026-2029.
- 6.8. Progress Report of the Resolutions Committee and discussion and vote on motions.

**19:30-21:00     7<sup>th</sup> Sitting of the Members' Assembly – Awards Ceremony**

**Day 7 – 15 October 2025**

**08:30-12:30     8<sup>th</sup> Sitting of the Members' Assembly**

- 8.1. Report of the Credentials Committee and approval of the membership dues 2026-2029 and of the list of Members in arrears with the payment of dues and whose rights are rescinded.
- 8.2. Final Report of the Congress Governance Committee and vote on motions of IUCN Governance including amendments to Statutes that have not yet been voted on.
- 8.3. Final report of the Resolutions Committee on progress of the discussions in Contact Groups, followed by discussion and vote on motions (if required).

**14:00-16:30     9<sup>th</sup> Sitting of the Members' Assembly**

- 9.1. Election results
- 9.2. Report from the Election Officer on the Results of all Elections
- 9.3. Recognition of outgoing members of the IUCN Council
- 9.4. Message from the President elect

**16 October 2025**

**Council meeting (C115): 9.30-13:00**

## **Contact Groups: Procedure and Code of Conduct**

1. With the purpose of increasing the time available for discussion and to reduce the number of contact groups held in parallel during Congress, the Motions Working Group may decide that contact group meetings be convened exclusively by electronic means for a first reading of motions in the three weeks prior to the opening of the Congress (Rule of Procedure 56(d)).
2. When meeting during the World Congress, contact groups shall have a virtual format, to allow for equal participation to those attending in person and those participating remotely.
3. Contact groups should ensure constructive and inclusive discussion and negotiations and make every attempt to achieve the broadest possible support for a motion before it is referred to the plenary sitting of the Members' Assembly for vote.
4. Contact groups are open to delegates representing IUCN Members who are entitled to share views, voice concerns and propose text amendments to motions. Experts from Commissions, National, Regional or Interregional Committees, and Secretariat staff can also join contact groups, in a technical advisory and support capacity. Facilitators may allow [observers](#)<sup>1</sup> to join if there is no objection from any of the IUCN Members represented in the contact group.
5. Each contact group will be moderated by a designated facilitator (or co-facilitators if considered necessary by the Motions Working Group/Resolutions Committee). Facilitators should strive to conclude deliberations by the end of the time allocated to the contact group by motivating and encouraging open discussions, ensuring that all voices and opinions are heard, and encouraging agreement by all parties on any proposed text.

At the outset of the first meeting of the contact group, the facilitator should note the working language of the text under discussion. The facilitator should also remind participants at the beginning of the meeting, and in any subsequent meetings, that they may express themselves in any of the three official languages of IUCN.

Delegates wishing to participate in a specific contact group must first register by providing their name and affiliation (e.g., Member organization, Commission, National, Regional or Interregional Committee, or the Secretariat). Once registered, participants will receive the meeting link. The facilitator will admit registered participants from the waiting room at the start of the meeting. More information is contained in the guidance note prepared for Congress.

6. Facilitators give priority to speak and propose amendments to IUCN Members. If time permits, other participants, as listed in point 4 above, may be given the floor.

<sup>1</sup> Statutes of 5 October 1948, revised on 22 October 1996, and last amended on 13 December 2023 (including Rules of Procedure of the World Conservation Congress, last amended on 13 December 2023) and Regulations revised on 22 October 1996 and last amended on 16 May 2024. Rules of Procedure of the World Conservation Congress. "Observers 8. Non-Member States and organisations with which IUCN has formal working relationships may be represented at the World Congress by observers at the invitation of the Council. 9. Members of Commissions, Honorary Members and Patrons may attend the World Congress as observers. 10. Members of formally established working groups of IUCN, and other persons having similar working relationships with IUCN who are not members of a delegation, may attend the World Congress as observers at the invitation of the Director General."

7. To ensure that all amendments are discussed in contact groups and to avoid that amendments are presented in plenary sittings, IUCN Members who cannot attend a contact group meeting are strongly encouraged to either ask another IUCN Member to present their amendments in the contact group concerned, or ask a representative of their recognised National, Regional or Interregional Committee to do so on the basis of Rule 66 (c).

In addition, if a compromise cannot be reached, instead of voting down minority views in a contact group, alternative formulations representing these minority views may be presented in square brackets for the consideration of the Members' Assembly.

8. Contact group participants are expected to uphold respectful behaviour and engage in a productive way, avoiding controversial or adversarial approaches (e.g., people expressing minority viewpoints should not be heckled by other participants, discussions should not be dominated by certain individuals to the irritation or exclusion of most of the other participants).
9. If a participant is inappropriate or disruptive, the Facilitator may call the person to order. If the disruption continues, the Facilitator may resort to mute the participant's microphone until they request the floor again. Should the unruly behaviour persist, the Facilitator may remove the individual from the meeting and prevent their re-entry. This incident will be reported to the Motions Working Group/Resolutions Committee.

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#### **Rule 56 of the [Rules of Procedure of the World Conservation Congress](#)**

56.

- (a) *The Resolutions Committee may refer a motion to a committee or ad hoc contact group of delegates from accredited Members, for its review and advice or decide that it be debated and voted upon directly by the World Congress. It may also propose that motions whose arguments are not technically sound or coherent and require further development or motions, which are so controversial that it is, in its opinion, not possible to produce a consensus text for submission to a decision by the Members' Assembly, be deferred to the next World Congress.*
- (b) *The Chair may also propose that a motion under discussion in the World Congress be referred to a contact group.*
- (c) *When meeting during the World Congress, contact groups shall have a fully virtual format.*
- (d) *With the purpose of increasing the time available for discussion and to reduce the number of contact groups held in parallel due to the limited window of opportunity during the Congress, the Motions Working Group may decide that contact group meetings be convened exclusively by electronic means for a first reading of motions in the three weeks prior to the opening of the Congress.*
- (e) *Commission members, representatives of recognized National and Regional Committees and members of the Secretariat may take part in contact groups only in a technical advisory and support capacity, without prejudice to the application of Rule 66 (c).*
- (f) *For issues that prove hard to resolve in contact groups, the Resolutions Committee or the facilitator of a contact group may set up one or more drafting*

*groups that balance the spectrum of views on the motion, for the purpose of achieving a consensus text. Should a consensus remain impossible, the drafting groups may decide to present minority views as amendments. Drafting group meetings may also be convened in a fully virtual or hybrid format.*

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



# IUCN Financial Plan 2026-2029

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## 1. Executive summary

The IUCN Programme sets ambitious targets and responds to the planetary crisis caused by climate change, habitat loss and over exploitation of natural resources. Increasing public awareness and the recognition of the urgent need to act provides IUCN with fundraising opportunities. On the flip side geopolitical uncertainty creates challenges which are difficult to predict.

The Financial Plan outlines the resources that the IUCN Secretariat expects to mobilise and spend in the delivery of the IUCN Programme 2026–2029 and to support the core Union and corporate functions of IUCN. It considers the need to generate the financial surpluses which are needed to invest in programme development and the corporate and Union functions of the organisation. This involves supplementing traditional sources of revenues from bilateral and multilateral government agencies with more diverse and new income streams; also, those income streams that create impact while generating a surplus in a sustainable way. In addition, effective delivery of the Programme requires IUCN to ensure that the cost and organisational structure are optimally designed, efficient and fit for purpose.

Making these changes will involve upfront investment, with revenues being generated later. During 2025 the Secretariat developed strategies to diversify its income base to reduce risk, take advantage of public and private sector awareness of the threats to nature and to build a sustainable financial model for the long term. Options include increasing engagement with the private sector through both programmatic engagements and sponsorships and through the development of blended finance initiatives (both public/private initiatives and those that create a return on investment through revenue-generating activities).

The investment necessary to develop and progressively implement these initiatives together with investment required to increase operational efficiency will be implemented during this quadrennial period. Investment plans with expected new revenues will be submitted to Council as part of the annual budgeting process or brought to FAC as necessary.

The implementation of the financial plan anticipates the implementation of financial strategy annex to the 20-year Strategic Vision. IUCN will need to diversify its funding streams to deliver on the four-year Work Plan and 20-year Strategic Vision. This is laid out in the big 5 (see section 6 for description of the big 5) of the financial strategy. Step 1 moving to step 2 have been incorporated into this financial plan. See section 8 for description of the steps.

### Scope and objectives

The Financial Plan has the following high-level objectives:

1. Support the implementation of the IUCN Programme 2026–2029
2. Provide funding to meet the statutory objectives of IUCN
3. Provide investment funding to enhance operational capacity
4. Ensure the financial sustainability of IUCN

### Financial summary

The Secretariat plans to raise CHF871m over the period 2026–2029, representing a 18% increase in income compared with the period 2022–2025. Unrestricted expenditure is projected to increase modestly by 9%, whereas restricted income and expenditure is projected to increase significantly by 22%, as shown in Table 1.

**Table 1: Financial Plan summary**

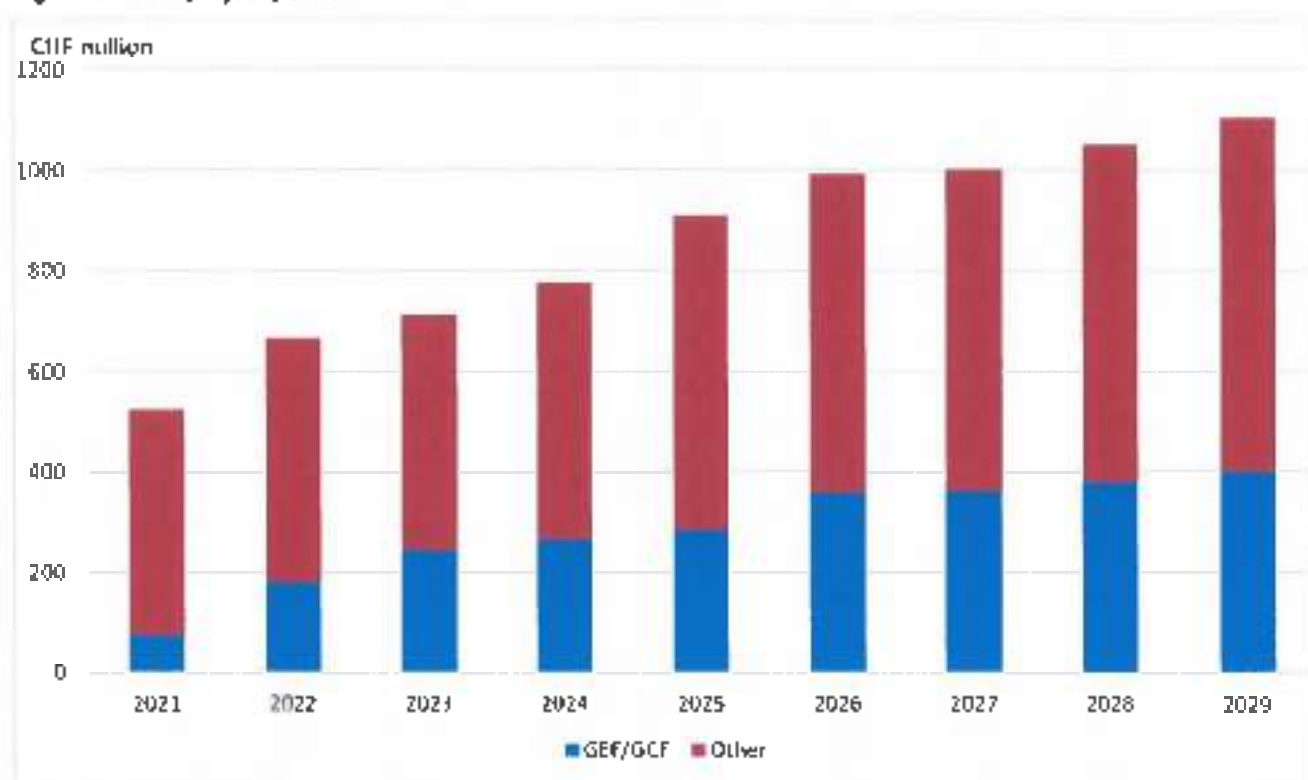
Financial Plan Summary	Total 2022–2025	Total 2026–2029	Increase/ (Decrease)
	Forecast	Plan	
	CHF m	CHF m	
<b>Unrestricted income and expenditure</b>			
<b>Unrestricted income</b>			
Membership dues	53	59	6
Framework income	53	45	(8)
Other unrestricted income	28	32	4
<b>Total unrestricted income</b>	<b>134</b>	<b>136</b>	<b>2</b>
<b>Unrestricted expenditure</b>	<b>114</b>	<b>124</b>	<b>10</b>
Investments	8	9	1
<b>Total unrestricted expenditure</b>	<b>122</b>	<b>133</b>	<b>11</b>
<b>Surplus/(deficit)</b>	<b>12</b>	<b>3</b>	<b>(9)</b>
Transfer from/(to) designated reserves	(1)	-	1
<b>Result after reserve transfer</b>	<b>11</b>	<b>3</b>	<b>(8)</b>
<b>Restricted income and expenditure</b>			
Restricted income	601	735	134
Restricted expenditure	601	735	134
<b>Surplus/(deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total income and expenditure</b>			
Total income	735	871	135
Total expenditure	723	807	144
Transfer from/(to) designated reserves	(1)	-	1
<b>Surplus/(deficit)</b>	<b>11</b>	<b>3</b>	<b>(8)</b>

*Note: investments during the period 2026–2029 are for implementation of the financial strategy step 1 and 2*

The increase in restricted income and expenditure is supported by a healthy project portfolio (Figure 1). IUCN has experienced a steady increase in the value of its project portfolio, and this is expected to continue over the coming four-year period, driven primarily by growth in funds from the Global Environment Facility (GEF), European Union and the Green Climate Fund (GCF)<sup>1</sup>. IUCN successfully completed a pillar assessment by the EU in 2024.

<sup>1</sup> IUCN is an accredited implementing agency for GEF and GCF

**Figure 1: IUCN project portfolio**



*Note: 'Other' refers to projects funded by bilateral government agencies, foundations, the private sector and other organisations.*

In terms of income that will be mobilised for the different programme areas and corporate and Union support, the following projections are made:

**Table 2: Income targets**

Income targets	2026-29
	Plan
	CHF m
<b>Programme areas</b>	
Scaling up socially inclusive conservation on land, water and oceans	482
Transformational change	322
<b>Total programme areas</b>	<b>804</b>
Corporate functions	43
Union development	20
Reserve increase	3
<b>Total corporate and Union functions</b>	<b>871</b>

Programme implementation will be guided by annual Work Plans that seek to enhance operational capacity through optimizing operational coordination within the Secretariat and among the constituent elements of the Union, streamlining programmatic accountability and reporting, strengthening programme delivery mechanisms and ensuring coherency in project portfolio development. The 2026–2029 Programme will report against 12 different outcomes, broken down into 4 scaling-up outcomes for socially inclusive conservation on land, water and

oceans and 8 transformational outcomes that bring conservation impacts to bear on other key sectors. These transformational outcomes are:

1. One Health
2. Realign financial and economic systems
3. Sustainable food and agriculture systems
4. Sustainable cities
5. Freshwater security and stewardship
6. Regenerative blue economy
7. Climate change adaptation and mitigation\*
8. Green, just economy transition

As some of these transformational outcomes represent relatively new areas of work for the Union there is not currently enough data to credibly estimate a systematic resourcing split across all 12 programme outcomes in this financial plan. As some areas of work are mature while others are currently nascent, a proportionate breakdown of the current portfolio split is not a reliable guide as to how the allocation of portfolio resources will evolve over the intersessional period. Once the Programme is adopted by members, the Secretariat will be able to construct better estimates for each individual outcome and these will be presented to FAC and Council once available and completed; estimated for 2026 budget.

Investments will be made to diversify funding sources and strengthen systems via new technology. IUCN's ERP system will be replaced in a staged approach over the next strategic period. We will also look at efficiencies across the Union, improving cost recovery, and ensuring that more work is carried out with, and through members. The latter will need greater oversight costs. This is planned in the 20-Year Strategic Vision.

The Financial Plan sees 78% of funding coming from bilateral and multilateral government agencies with the balance coming from foundations, the private sector, other organisations and the membership.

## 2. Strategic context

The Financial Plan 2026–2029 lays out how the IUCN programme of work and statutory objectives will be financed over the period 2026–2029. It sits nestled within the context of the 20-Year strategic vision. It takes into consideration risks and opportunities faced by the organisation and aims to ensure financial sustainability.

The IUCN Financial Plan 2026–2029 must support the unique aspects of IUCN whether it be through the maintenance of Union structures and processes, or through the delivery of the IUCN Programme 2026–2029.

- **IUCN Statutes and Council decisions**

The Financial Plan is a statutory document that is required to accompany implementation of the Programme of IUCN. The quadrennial Financial Plan is prepared by the IUCN Secretariat, and submitted by the Director General to the World Conservation Congress for approval together with the comments of the Council and the Treasurer.

- **IUCN Programme 2026–2029**

The IUCN Programme 2026–2029 provides a roadmap of how IUCN will catalyse opportunities, build momentum and achieve impact. Through its Programme, IUCN has an opportunity to support IUCN's government Members in implementing the decisions of the 15th Conference of the Parties to the Convention on Biological Diversity, to encourage IUCN's non-governmental and Indigenous Peoples' Organisations to make equivalent pledges, and to convene high-level summits for non-state actors, including the private sector and cities, to contribute to Programme objectives.

The IUCN Programme 2026–2029 comes at a time when there is increasing recognition, and sense of urgency, that nature and its life support systems must be conserved in order to guarantee human well-being over time. Expectations are high, particularly in light of the profound urgency of change needed for nature. From a financial perspective, these challenges bring fundraising, cost-efficiency and accountability to the forefront, and require that IUCN provides value-for-money when delivering its programme of work.

### 3. Scope and objectives

The Financial Plan has the following high-level objectives:

#### 1. Support the implementation of the IUCN Programme 2026–2029

The IUCN Programme 2026–2029 will be implemented through the combined capacity of its Members and the components<sup>2</sup> of the Union. This Financial Plan covers the Secretariat's contribution to the implementation of the Programme. It includes funds secured and to be secured through active fundraising and expenditure to be incurred on Programme delivery. It includes expenditure to be incurred by Members and Commissions to the extent that it passes through the accounts of the Secretariat. Contributions from Members towards the implementation of the Programme are expected to be significant but are not included in the Financial Plan. Similarly, voluntary contributions and volunteer time from members of the seven IUCN Commissions are not included in the Financial Plan.

#### 2. Provide funding to meet the statutory objectives of IUCN

The majority of the statutory objectives of IUCN are met through the implementation of the IUCN Programme. Through the Programme, IUCN mobilises its Members, builds their capacity and promotes cooperation and collaboration. Additional funding is, however, required for the development of the Union, including the provision of services to the membership and support to the network of Commission experts. Funding is also required to support the governance structures of IUCN, including the World Conservation Congress which takes place every four years.

#### 3. Provide investment funding to enhance operational capacity

Investments will be made to enhance structural and operational capacity, increase efficiency and to support resource mobilisation and portfolio growth.

#### 4. Ensure the financial sustainability of IUCN

Financial stability is key to ensuring the sustainability of the Union as well as continued growth and impact.

The Financial Plan seeks to ensure financial sustainability by:

- a) providing a basis for building unrestricted reserves from the current level of CHF 26.8 million net (December 2024) towards a target level of CHF 36 million by end 2031. This will be achieved by budgeting annual surpluses;
- b) making adequate provision in annual budgets to cover operational risks;
- c) ensuring adequate levels of cost recovery from restricted funding to cover infrastructure and operational costs;
- d) proactive management of the cost structure; and
- e) pulling in place and implementing an effective resource mobilisation strategy.

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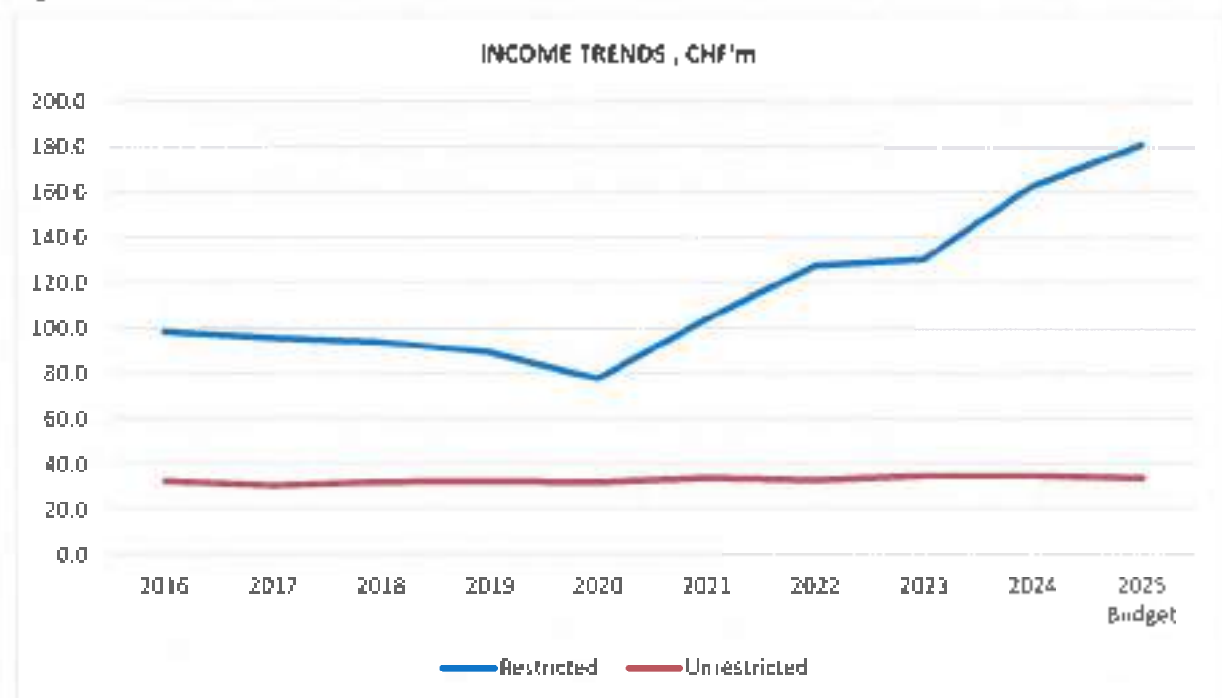
<sup>2</sup> The IUCN Statutes (Article 15) describe the components of IUCN as: (a) the World Conservation Congress; (b) the Council; (c) the National and Regional Committees and Regional Fora of Members; (d) the Commissions; and (e) the Secretariat.

## 4. Historic trends and the current financial situation

### Income

IUCN receives both unrestricted and restricted funding. Over the last 10 years unrestricted income has remained constant and restricted income has increased (Figure 2).

Figure 2: Income trends 2016–2025, CHF million

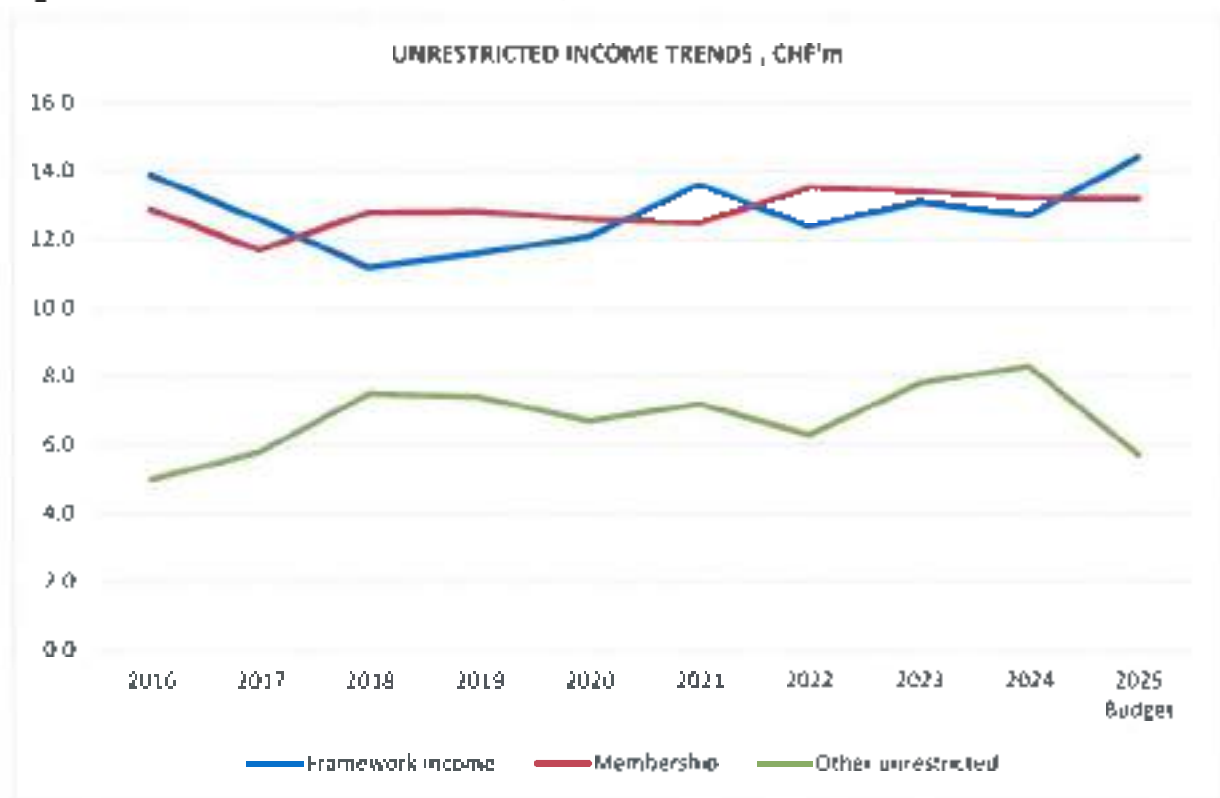


IUCN has three unrestricted income streams:

- Membership dues: statutory income paid by IUCN Members;
- Framework income: programmatic funding from governments that is not tied to particular programmes or projects; and
- Other unrestricted income: including philanthropy, rental income, service fees and in-kind goods and services.



**Figure 3: Unrestricted income trends 2016–2025, CHF million**

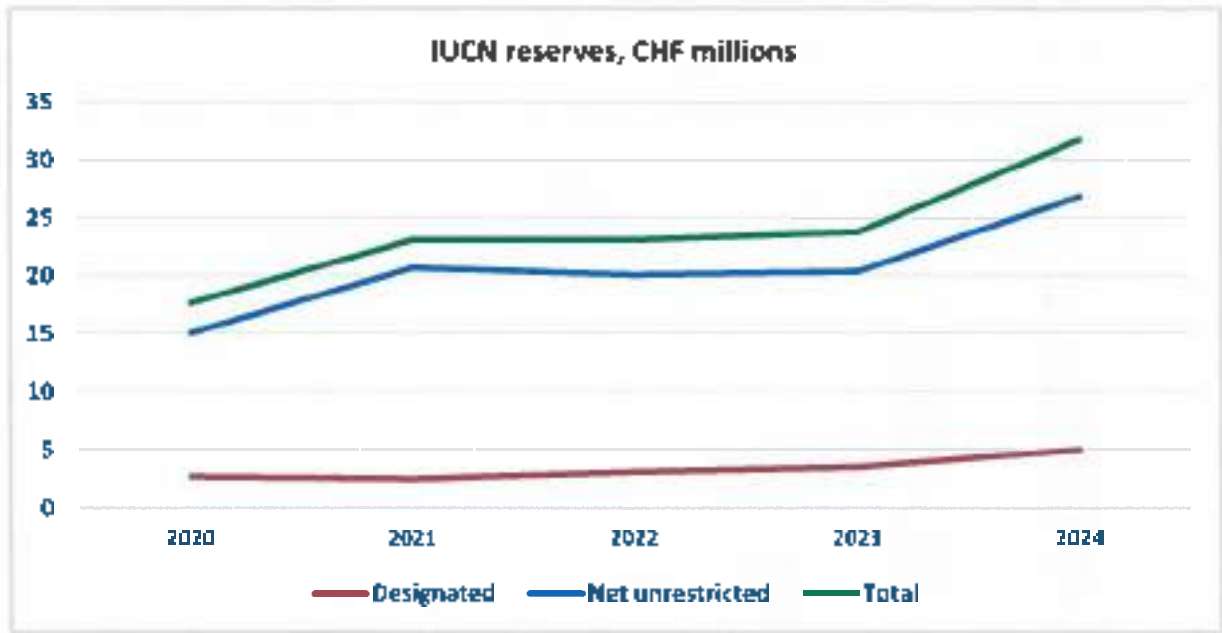


Framework income has declined in the years until end 2024, whereas membership dues have remained flat. Other unrestricted income is more variable in nature with 2023 and 2024 benefiting from increased investment income.

Total reserves have increased from CHF 17.6m at the end of 2020 to a level of CHF 31.7m at the end of 2024, comprising net unrestricted reserves of CHF 26.8m and designated reserves of CHF 4.9m (Figure 4). Council has set a reserves target of CHF 36m for unrestricted reserves.



Figure 4: IUCN reserves, CHF million



Source: Audited financial statements

Designated reserves are unrestricted reserves that have been allocated ("ring fenced") by Council for a specific future purpose, e.g. for the funding of the 2025 World Conservation Congress.

Project portfolio

The project portfolio represents the value of contracts under implementation at a point in time. Figure 5 shows the evolution of the project portfolio.

Figure 5: Project portfolio evolution

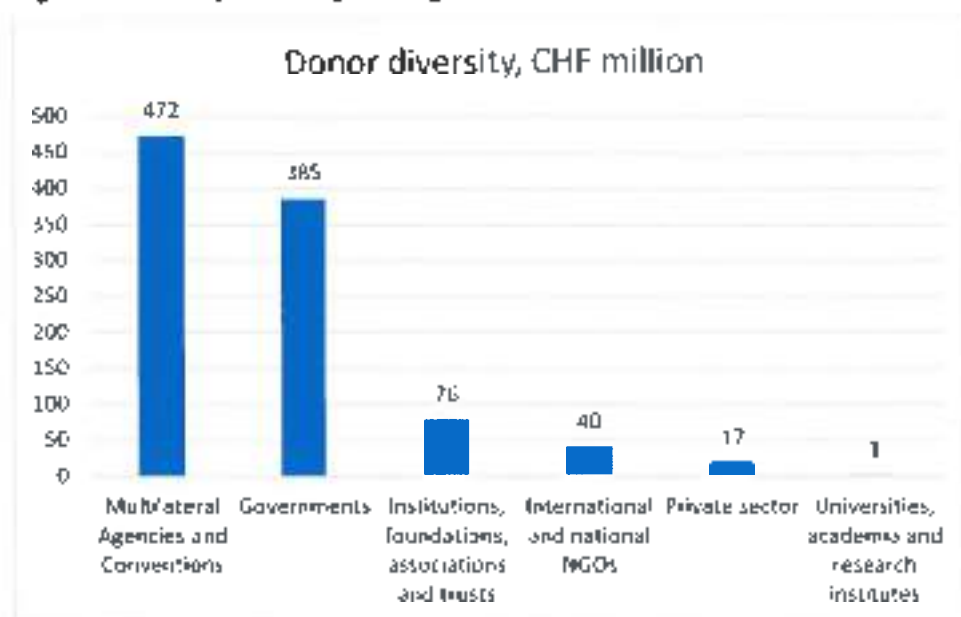


The value of the portfolio has increased steadily from 2020.

## **Donor diversity**

The current portfolio is funded as shown in Figure 6.

**Figure 6: Current portfolio by funding source**



Source: Project Portal 31 March 2025

Of the current portfolio under implementation, multilateral agencies account for 47.6% of funding and government agencies (bilateral) 38.8%. The main multilateral donors are the European Union (EU), Global Environment Facility (GEF) and Green Climate Fund (GCF). The main bilateral donors are OECD DAC<sup>3</sup> countries.

Approximately two-thirds of projects are over CHF 5 million each and 35% are of a size in excess of CHF 15 million. The largest projects are in partnership with multilateral agencies and governments.

<sup>3</sup> Organisation for Economic Co-operation and Development, Development Assistance Committee

## 5. Assessment of financial risks

Table 3 provides an assessment of the financial risks faced by IUCN for the 2026–2029 period and how these will be mitigated.

Table 3: Financial risks

Risk and ref to institutional risk register	Detail	Inherent/Residual risk level	Risk mitigation
Framework partners reduce core support to IUCN or convert core support to restricted funding R8	The 2024 unrestricted level of framework income is CHF 13m, provided by nine partners. If framework income is reduced, IUCN would need to either reduce costs and activities funded by framework funding or obtain restricted funding for the same activities.	High/Medium	<ul style="list-style-type: none"> <li>Impactful Programme that speaks to framework donor priorities</li> <li>Effective Programme delivery</li> <li>Diversify via new unrestricted or loosely restricted funding streams</li> <li>Manage carefully exiting framework donor relationships</li> <li>Obtain new framework donors</li> </ul>
State Members withdraw resulting in a reduction in membership income R18	80% of membership income is paid by State Members (CHF 9.8m). If State Members perceive IUCN as not offering value for money they could withdraw.	High/Medium	<ul style="list-style-type: none"> <li>Implement elements of Membership development report</li> <li>Membership marketing campaign to diversify income sources</li> <li>Create new membership categories</li> </ul>
Governance gaps and weaknesses identified in the external review of IUCN's governance are not addressed R1	IUCN needs to align its governance structures and practices with global best practice, thereby building trust with IUCN partners and donors.	Medium/Low	<ul style="list-style-type: none"> <li>Plan developed, with timelines of action to be taken in response to recommendations made</li> </ul>
Unplanned losses R10 / R11 / R19 / R20	Project restricted income amounts for approx. 83% of total income. The portfolio carries an inherent level of risk that could result in the necessity to write off costs considered ineligible by a donor or as a result of cost over-runs.	High/Medium	<ul style="list-style-type: none"> <li>Effective controls and portfolio risk management</li> <li>Solid due diligence protocols</li> <li>Skilled portfolio and project managers (training)</li> <li>Periodic review of operational systems and processes (as part of ERP project)</li> <li>Increase capacity for monitoring and reporting, including dashboards and digital reporting</li> </ul>
Foreign exchange losses R16	IUCN operates in 50+ countries using a variety of currencies.	High/Medium	<ul style="list-style-type: none"> <li>Foreign exchange management and hedging strategy</li> <li>Obtain expert advice from independent advisor on managing this risk</li> </ul>
Investment losses R6	IUCN has investments of approximately CHF 16m. Volatility in financial markets could lead to investment losses.	High/Medium	<ul style="list-style-type: none"> <li>Investment strategy that results in low volatility and that is aligned with IUCN risk tolerance</li> </ul>
Insufficient investment in infrastructure R23	IUCN needs to continue to invest in systems and processes to improve internal control and process efficiency and to remain competitive.	High/Medium	<ul style="list-style-type: none"> <li>Adequate allocation of core funds</li> <li>Smart investments</li> <li>Shift some support functions to portfolio funding, e.g. planning, monitoring and evaluation and impact measurement</li> </ul>

Risk and ref to institutional risk register	Detail	Inherent/Residual risk level	Risk mitigation
Unpredictable portfolio income streams due to inconsistent delivery <b>R10 / R11 / R19</b>	IUCN needs to ensure quality delivery in line with contractual project timelines	High/Medium	<ul style="list-style-type: none"> <li>Enhanced project delivery oversight through investment in planning, monitoring, evaluation and risk</li> <li>Enhanced collaboration across units</li> </ul>
Economic and Geopolitical uncertainty <b>R7</b>	<p>Geopolitical changes deprioritizing nature conservation could impact the Financial Plan in several ways.</p> <ol style="list-style-type: none"> <li>Reduction in membership dues if Members experience financial difficulties</li> <li>Reduction in framework and restricted income as a result of a general reduction or re-prioritisation of donor funds</li> </ol>	High/Medium	<ul style="list-style-type: none"> <li>Accelerate implementation of Financial Strategy to generate unrestricted or loosely restricted funding from new sources (private sector, trusts and foundations and other more innovative streams)</li> <li>Align the drivers of nature and biodiversity loss more closely with development and humanitarian agenda to ride their wave</li> <li>Extend membership categories and carry out marketing to increase IUCN membership</li> <li>FAC task force to monitor and prepare for future challenges</li> </ul>

Certain of the above risks, such as foreign exchange risk, project deficit risk, and loss of IUCN Members will be covered by operational provisions included in annual budgets. If financial losses exceed the level of annual provisions they will be absorbed by reserves.

The impact that a specific risk event has on reserves depends on timing and the extent to which it is forewarned. For example, a framework partner is likely to give advance notice if it intends to reduce or withdraw support to IUCN. This would allow budgetary adaptation by the Secretariat.

## 6. Key Performance Indicators (KPIs)

Table 4 below shows the main KPIs to be monitored by FAC. The KPIs are mapped to the "big 5" of the Finance Strategy annex to the 20-year Strategic Vision.

**Table 4: Financial targets**

Measure	Target	Purpose	Link to "big 5"
% unrestricted operating income	Average of 16% pa unrestricted/ loosely restricted funding	Shows level of flexibility in expenditure decisions	1
Increase private sector engagement	15 new solid contracts over the period	Improve diversification of funding	1
Level of unrestricted reserves vs target reserves level (reviewed annually)	30m CHF by end 2029 ; and 36m by end 2032	Indicator of financial stability	1
Result for the year/period, after designated reserve transfers	Per quadrennial plan	Monitor progress towards annual unrestricted reserves target	2
Project portfolio risk	Reduce high risk portfolio proportion from 45% to 40%	Reduction in portfolio risk by increasing less risky contracts	3
Cost Recovery	> 65% of operational costs	Projects contribute fairly to operating costs	4
Project portfolio implementation rate	80%	Shows how we are delivering (financially) compared with plan/budget	5
Level of progress made on the Outcome core indicators; the output progress marker and the catalytic roles indicators (see Section 6 of the Programme document).	N/A	Linking financial investment to non-financial results	5

The big 5 are as follows:

- (1) increasing unrestricted income and diversifying revenue streams
- (2) building reserves
- (3) de-risking the portfolio and addressing long-term risks
- (4) increasing cost recovery,
- (5) controlling costs and investing in programming to achieve mission and future development

## 7. Financial overview 2026–2029

This section provides projections for the 2026–2029 period. A more detailed analysis is provided in section 11.

Based on an assessment of Programme and Operational needs, and fundraising targets, IUCN expects to raise CHF 871 million and expend CHF 867 million over the four-year period 2026–2029. The balance of CHF 3m will be used to build reserves.

**Table 5: Income and expenditure summary 2026–2029**

Income and expenditure summary	2026-29
	Plan CHF m
<b>Unrestricted income</b>	
Membership dues	59
Framework income	45
Other unrestricted income	32
<b>Total unrestricted income</b>	<b>136</b>
Restricted income	735
<b>Total income</b>	<b>871</b>
<b>Programme expenditure</b>	
Scaling up socially inclusive conservation on land, water and oceans	482
Transformational change	322
<b>Total programme areas</b>	<b>804</b>
Corporate functions	43
Union development	20
<b>Total expenditure</b>	<b>867</b>
<b>Allocation to reserves</b>	<b>3</b>

### Income

The main sources of income that will fund the Financial Plan are:

1. Membership dues
2. Framework funding
3. Other unrestricted income
4. Restricted funding for programmes and projects

The four-year totals for these income sources and their comparison to the previous four-year period are shown in Table 6:

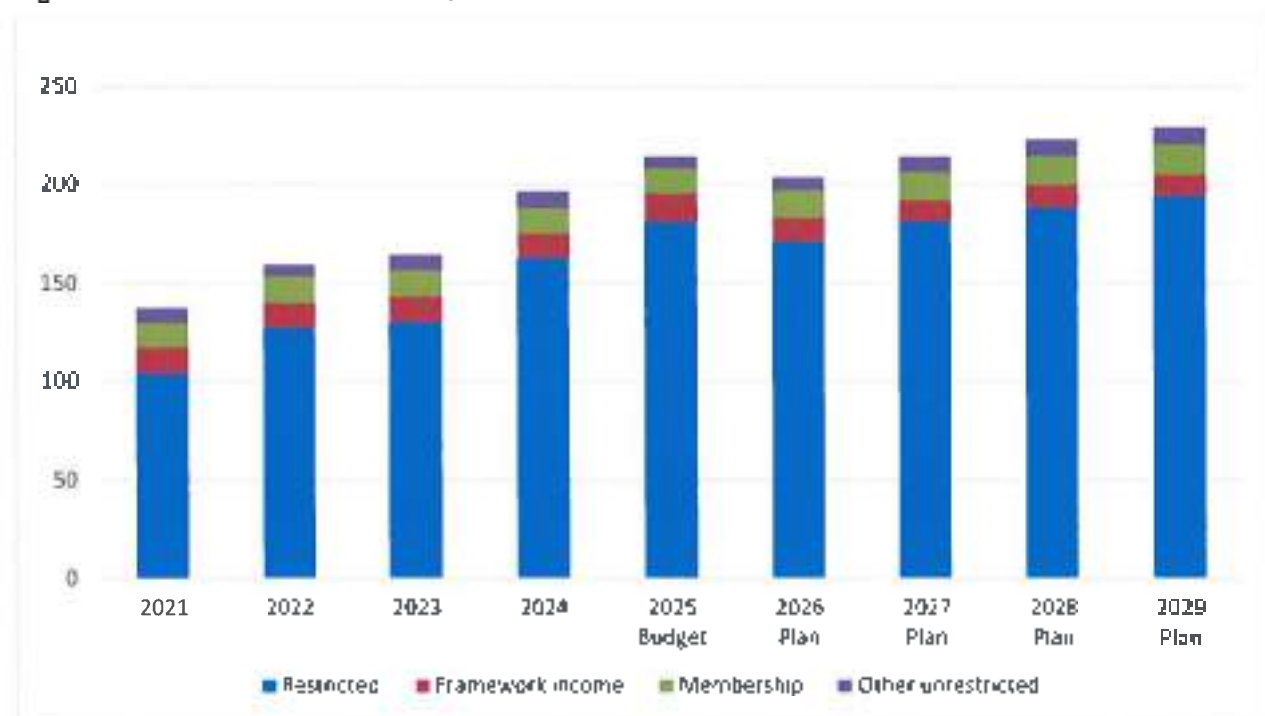


**Table 6: 2026–2029 plan income vs 2022–2025 forecast income**

2026–2029 Financial plan income summary vs 2022–2025 forecast income	Total 2022–2025	Total 2026–2029	Increase/ (Decrease)
	Forecast	Plan	
	CHF m	CHF m	
Unrestricted income			
Membership dues	53	59	6
Framework income	53	45	(8)
Other unrestricted income	28	32	4
<b>Total unrestricted income</b>	<b>134</b>	<b>136</b>	<b>2</b>
Restricted income	601	735	134
<b>Total income</b>	<b>735</b>	<b>871</b>	<b>136</b>

On an annual basis, these income streams are expected to evolve as shown in Figure 7.

**Figure 7: Income evolution 2021–2029, CHF million**



Total annual income is expected to increase from CHF 196.9m in 2024 to a level of CHF 229.2m in 2029.

#### Membership dues

An increase of 11% is planned. This is driven by:

1. Increases in the number of Members.
2. Inflationary increases in membership dues.
3. Potential new membership classes
4. Mobilising greater number of sub-governments eg City members



### Framework income

Framework income is provided by IUCN's Framework Partners and is essential for IUCN's performance as a Union and for the delivery of the IUCN Programme. To qualify as framework income it must not be lightly restricted such as project funding but must be flexible and more widely used in a global context. Framework income projections have been reduced slightly to acknowledge increased risk.

### Other unrestricted income

Other unrestricted income is planned to increase by 14%. The primary driver is the projected return on investment in fundraising necessary to mitigate economic and geopolitical risks.

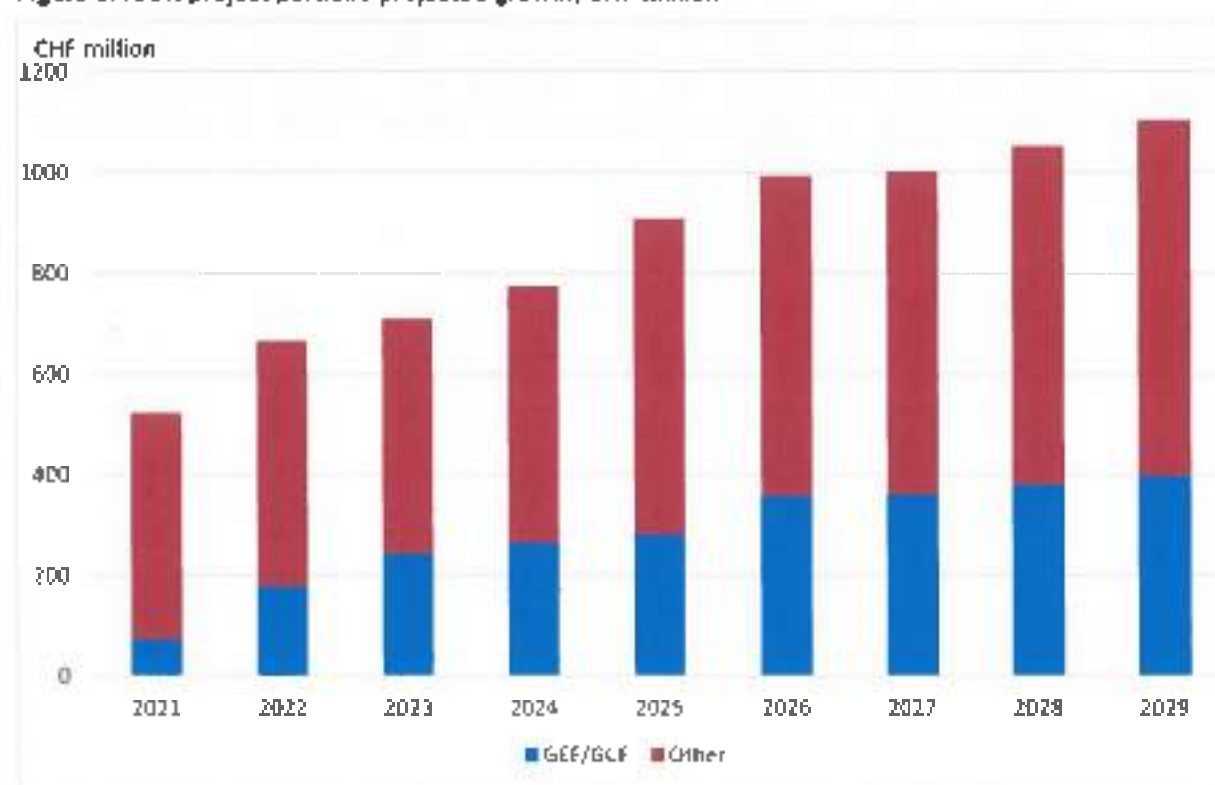
### Restricted income

Restricted income is planned to increase by 22% over the four-year period. This equates to approximately a 6% year-on-year increase. This will be driven primarily by the continued growth of the GEF/GCF portfolio as projects currently in development come on stream. In addition, modest growth in the number and value of projects funded by other donors is expected as a result of a focus on large-scale programmatic initiatives that will deliver against key results and impact areas of the 2026–2029 Programme.

### IUCN project portfolio

The value of IUCN's project portfolio (total value of projects under implementation) stood at CHF 908m in September 2024 and is expected to increase at an average rate of 5% a year, reaching a level of CHF 1,104m by 2029, as shown in Figure 8.

Figure 8: IUCN project portfolio projected growth, CHF million



The increase in the project portfolio will be driven by growth in the GEF and GCF portfolio and by new regional and global thematic initiatives linked to the 2026–2029 Programme results.

## Income mix

The Financial Plan for 2026–2029 foresees the percentage of unrestricted income relative to total income falling from 18% to 16%. This change in the mix of income presents a major challenge. Unrestricted income is needed for IUCN to meet its statutory objectives, to invest in priority programme areas and to fund the institutional infrastructure necessary to support programme implementation. It is also needed to innovate and navigate new ideas for the future of nature. In absolute terms, an increase of CHF 2m in unrestricted income is planned compared to the forecast for 2022–2025.

IUCN will adapt to the lower percentage of unrestricted income by:

- increasing efficiency and streamlining programmatic and corporate structures;
- ensuring higher levels of costs recovery – full cost recovery principle,
- building in risk and contingencies to existing budgets where possible
- designing projects that leverage core institutional functions such as knowledge generation and policy influencing, thereby reducing the reliance of these functions on unrestricted funding; and
- funding country offices on a demand-responsive basis from restricted funding.

## Expenditure

Projected expenditure by programme area over the four-year period is broken down as follows:

Table 7: Programme expenditure 2026–2029

Programme expenditure	2026	2027	2028	2029	2026-29
	Plan	Plan	Plan	Plan	Plan
	CHF m	CHF m	CHF m	CHF m	CHF m
Programme areas					
Scaling up socially inclusive conservation on land, water and oceans	112	119	124	127	482
Transformational change	75	79	82	85	322
<b>Total programme areas</b>	<b>187</b>	<b>198</b>	<b>206</b>	<b>212</b>	<b>804</b>
Secured or in development	178	102	52	14	346
To fundraise	9	96	154	199	458
<b>Total</b>	<b>187</b>	<b>198</b>	<b>206</b>	<b>212</b>	<b>804</b>

The above figures are indicative and are based on an assessment of the current portfolio and how this is expected to evolve over the four-year period. Of the total of CHF 804m, CHF 346m is already secured or based on projects in development.

## 8. Investments

Investments over the period 2026–2029 will be guided by the Financial Strategy of the 20-year Vision, steps one and two. These focus on investing in creating new revenue streams and investing in technology to increase efficiencies.

There are three steps in total:

**STEP 1** Improve and strengthen our existing model;

**STEP 2** Expand our income generating activities and broaden our approach to growing our unrestricted reserves; and

**STEP 3** Use mission-driven finance to innovate and grow our impact.

The following areas of investment are foreseen:

### 1. Investing in technology

During 2026–2029, IUCN will take a phased approach to replacing parts of its IT infrastructure, to take advantage of new technologies such as AI, integration tools and off-the shelf systems which are frequently updated. The goal is to increase efficiency via technology and processes review in tandem

### 2. Development of a platform to capture Members' contributions to the IUCN Programme

The 2026–2029 Programme is a programme for the Union. To demonstrate delivery against programme targets the Contributions to Nature platform is already successfully capturing member activity. We will further develop this platform along with giving space for members to demonstrate their work. Regional membership focal points would assist Members to use the platform.

We may also develop a fundraising platform to help develop small nature-led businesses.

### 3. Strengthening resource mobilisation and relationship management

Investment will be made in resource mobilisation to ensure strategic engagement with existing multilateral and bilateral donors and to build funding from trusts, foundations, philanthropy and the private sector. In addition, IUCN will accelerate the development of new revenue streams based upon a study being carried out in 2025.

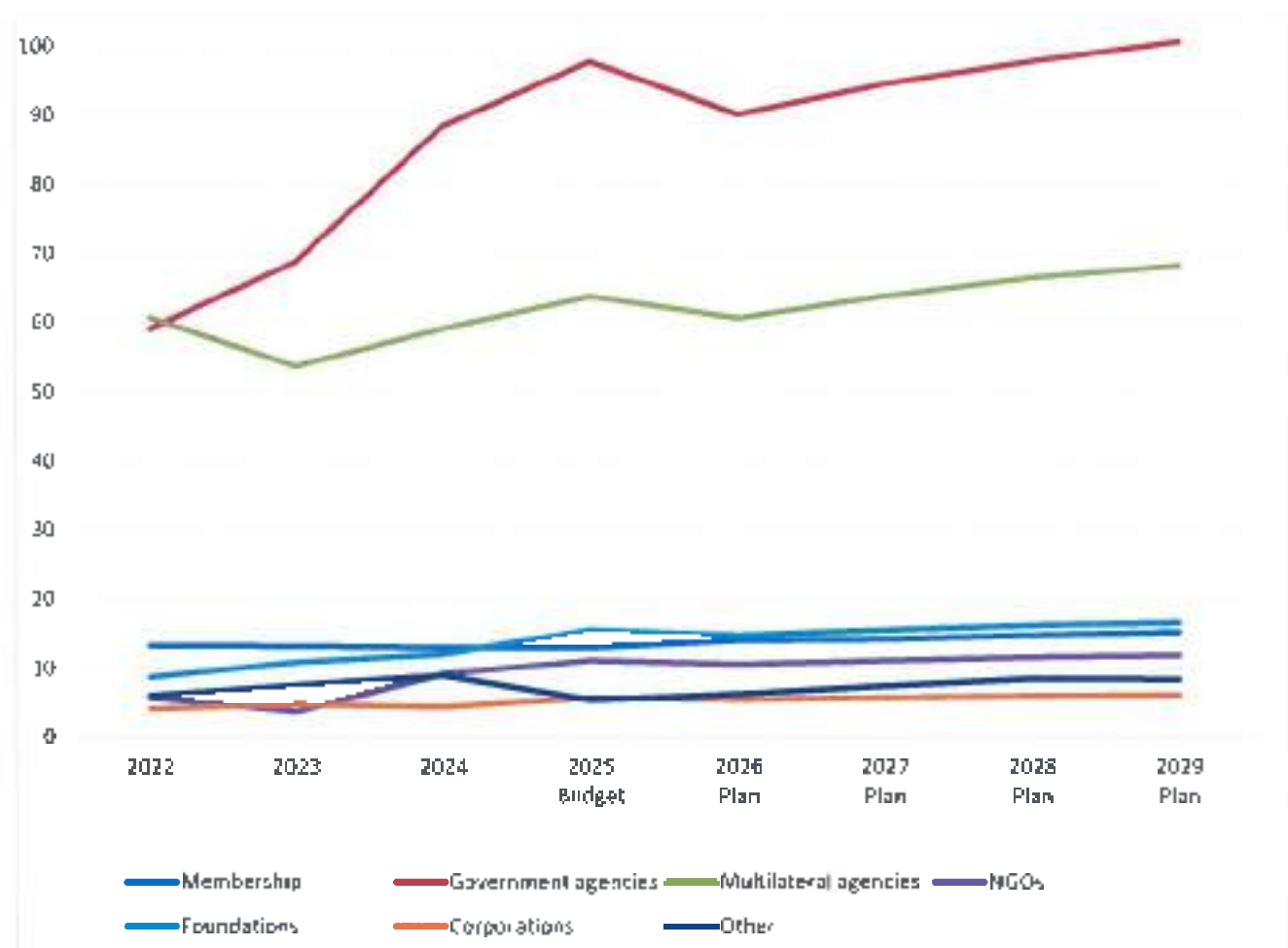
## 9. Resource mobilisation

IUCN operates in an increasingly competitive and results-accountable environment. To deliver the 2026–2029 Programme IUCN will require an adequate level of predictable and multi-year investment from ongoing and new donors.

Historically, IUCN's main source of funding has been Official Development Assistance (ODA), through the provision of unrestricted (core) and restricted (projects and programmes) funding from bilateral government agencies and multilateral agencies. Income from bilateral agencies formed the largest share, representing 42% of total income over the period 2022–2025. The second largest share was from multilateral institutions at 33% over the same period. Income from philanthropy and the private sector remained stable over the period 2022–2025, representing 6% and 3% respectively.

Figure 9 shows the expected evolution of funding streams over the period 2026–2029, in CHF million.

**Figure 9: Evolution of funding streams, CHF million**



Official Development Assistance from OECD DAC countries and multilateral institutions will remain the largest income source to support the implementation of the IUCN Programme 2026–2029. Over the years, OECD DAC countries and multilateral institutions have shown an important commitment to the IUCN Programme, and it is expected that by strengthening the organisation's efficiency and visibility this support will continue. In recent years, however,

international aid has undergone a fundamental shift, with many donor countries reducing their commitments, restructuring their priorities, and increasingly aligning aid with domestic political and economic concerns. This trend, often driven by nationalist and populist movements, has profound implications for global development, humanitarian assistance, and international cooperation. To reduce risk and uncertainty IUCN needs to diversify and broaden its donor base.

IUCN's resource mobilisation strategy will therefore focus on growing and diversifying the resource base to ensure sustainable resources for the implementation of the IUCN Programme from traditional OECD DAC countries as well as non-OECD DAC countries, multilateral institutions – building on IUCN's role with the GEF, GCF and EU, strengthening our engagement with Regional Development Banks, as well as more structured engagements with philanthropic donors and the private sector.

IUCN will prepare contingency plans in case of loss of revenue as a result of geopolitical decisions.

#### Framework funding:

IUCN's Framework Partners – currently nine OECD DAC donor countries – provide flexible funds to leverage growth and innovation, alongside significant programmatic funding to achieve the outcomes described in the 2026-29 Programme.

Shifts in donor priorities in recent years have resulted in a decrease in unrestricted funding during the past two intersessional periods, while the overall value of project restricted funding has increased steadily – including restricted funding from Framework Partners.

During the period 2026–2029, IUCN will focus at minimum on maintaining the same level of multi-year framework funding that was secured during the period 2022–2025. Targeted engagements with Framework Partners will be prioritised at the start of the intersessional period. Sustaining strong relations with Framework Partners who are also State Members will require continued and intensified engagements at the political level (in capitals and at country level) as well as at the technical level.

At the same time, IUCN will work towards identifying OECD DAC donors who are significant project donors to IUCN but not Framework Partners and work towards commitments to provide Framework funding. IUCN will continue to explore opportunities for new Framework funding with non-OECD DAC emerging economies and Gulf States. This will require focused and strategic outreach with IUCN State Members.

The role of the IUCN Council will be key in supporting the growth of Framework Partners.

### Patrons of Nature:

Unrestricted funding from Patrons of Nature remained stable between 2022 and 2025. Stronger engagement with Patrons during this period enabled IUCN to secure significant additional support for new and strategic initiatives. This included funding for the Sports for Nature initiative, enhanced support for the IUCN Red List of Threatened Species, and instrumental contributions to IUCN's expanding work on ocean conservation. IUCN will continue to invest in growing the Patrons of Nature initiative over the 2026–2029 with unrestricted and flexible funding.

### Other unrestricted funding:

During the 2026–2029 period IUCN will use the results from the 2025 fundraising study to grow unrestricted funding. This will see IUCN focusing on trusts, foundations and flexible funding from the Private Sector.

The 2022 to 2025 ratio of unrestricted to restricted funding is 22%. To maintain this funding ratio IUCN would need to supplement the 2026-2029 quadrennial plan by an additional CHF 29m of unrestricted funding.

### Restricted funding:

IUCN's growing project portfolio is strongly supported by bilateral donors – the bulk of which is provided by OECD DAC countries – as well as by multilateral institutions, together supporting close to 80% of the project portfolio. Foundations, the private sector and non-governmental organisations represent a stable but small percentage of project funding.

During 2026–2029 IUCN expects to see a growth of between 4 to 6% per year in restricted funding. Much of this will be through increased partnerships with multilateral institutions and bilateral agencies, while IUCN will seek to increase its share of project support from foundations and the private sector.

The 20-Year strategic vision sees IUCN working more closely with, and through, Members to achieve results.

### Bilateral funding:

Bilateral funding remains IUCN's largest source of funding.

While the level of funding from bilateral agencies is expected to remain stable with a small increase during 2026–2029, it should be noted that many countries have made significant cuts to their aid budgets or shifted focus toward national interests, resulting in underfunding of critical initiatives related to human rights, health, environment and climate issues. In 2024, IUCN's five largest bilateral donors were Germany, USA, Sweden, Norway and France.

IUCN will focus on consolidating and strengthening its strategic engagements with key donors through large-scale initiatives that will deliver against key results and impact areas of the 2026–2029 Programme. At the same time, IUCN will look to diversify its donor base further to reduce the risk of dependency on a few large donor countries. This will be done by engaging with current and potential OECD-DAC donors, while at the same time reaching out to non-OECD DAC emerging donor countries to expand and develop new opportunities for collaboration. IUCN will seek to increase its level of engagement with smaller donors.

At the regional and country level, IUCN will seek to continue to develop stronger links with bilateral aid agencies to strengthen the programmatic collaboration through the development

of regional and country partnership agreements. Strong engagement and clear links to partner country priorities remains critical to ensure IUCN's strategic positioning.

#### Multilateral funding:

Multilateral funding has seen a steady growth during the period 2021–2024 and is expected to continue to grow over the next four years.

Since the Programme inception, the Global Environment Facility, the Green Climate Fund, the European Union and the World Bank remain IUCN's largest donors with a large portfolio.

The current portfolio with the European Union (CHF130m +) is expected to increase steadily following IUCN's successful completion of its pillar assessment in 2024. This status enables greater opportunities to build large on-granting mechanisms for IUCN Members and other partners and avoids high transaction costs through competitive bidding.

Engagement with regional development banks remains limited. Over the 2026–2029 period, IUCN will seek to strengthen and develop new collaboration with key regional development banks, in particular through the implementation of joint MoUs and roadmaps to support the delivery of the IUCN Programme at regional level. IUCN will work with Regional Offices and the IUCN Council to develop clear and targeted engagement plans to respond to regional priorities.

#### Private sector:

IUCN's engagement with business remains stable but small, representing 3% of IUCN's income. The engagements focus primarily on changing business practices by working with companies and key commercial sectors to identify their impacts on biodiversity and create innovative solutions.

In the 2026–29 Programme IUCN will aim to use its data and knowledge to help the Private Sector evaluate their impact on nature, see how they can implement effective Nature based Solutions and how they can report more effectively. This will provide better decision making for nature. We also plan to leverage the Private Sector and their innovation and investment tools to demonstrate a difference for nature.

During 2026–2029 IUCN will also seek to strengthen its efforts to mobilise private investment in conservation. There are significant opportunities for IUCN to grow this area of work but investments will be needed institutionally to move this forward.

Beyond programmatic engagement, IUCN receives sponsorship and donations – mostly through Corporate Social Responsibility (CSR) budgets. A number of new engagements have provided interesting platforms to increase IUCN's visibility as well as increase awareness of IUCN, particularly around the Red List of Threatened Species.

During 2026–2029 IUCN will increase the number of engagements with the private sector through their CSR commitments to support the implementation and delivery of the IUCN Programme.

IUCN's engagement with the private sector is subject to IUCN's Operational Guidelines for Private Sector Engagement. Application of the guidelines ensure coherence and consistency when embarking on new engagements and help the organisation reduce the risk of damage to its reputation as a result of working with the private sector.

#### Foundations:

Income from trusts and foundations represented CHF 12m in 2024. Competition in this area is significant and will require investment in strengthening business development and building stronger relationships in key countries and markets. A limited increase is expected during 2026–2029. IUCN has seen an increase in membership from philanthropic foundations, demonstrating a wish to engage and support the work of the Union. IUCN will host its first Philanthropic Summit during the World Conservation Congress in Abu Dhabi in 2025, paving the way for a more structured engagement with foundations.



## 10. Annual projections 2026–2029

### a. Global budget

The Financial Plan is broken down into two sections: unrestricted income and expenditure; and restricted income and expenditure, as shown in Table 8.

Table 8: Unrestricted and restricted income and expenditure

Unrestricted and restricted income and expenditure	2022	2023	2024	2025	2026	2027	2028	2029
	Actual	Actual	Actual	Budget	Plan	Plan	Plan	Plan
	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m
<b>Unrestricted income and expenditure</b>								
<b>Unrestricted income</b>								
Membership dues	13.5	13.4	13.2	13.2	14.3	14.5	15.0	15.5
Framework income	12.4	13.1	12.7	14.4	12.0	11.0	11.0	11.0
Other unrestricted income	6.3	7.8	8.3	5.7	6.5	7.7	8.7	8.7
<b>Total unrestricted income</b>	<b>32.2</b>	<b>34.3</b>	<b>34.2</b>	<b>33.3</b>	<b>32.8</b>	<b>33.2</b>	<b>34.8</b>	<b>35.1</b>
<b>Unrestricted expenditure</b>	<b>29.0</b>	<b>25.0</b>	<b>26.0</b>	<b>31.3</b>	<b>30.8</b>	<b>30.6</b>	<b>31.2</b>	<b>31.4</b>
<b>Surplus before investments</b>	<b>2.3</b>	<b>8.4</b>	<b>7.6</b>	<b>2.1</b>	<b>2.0</b>	<b>2.6</b>	<b>3.6</b>	<b>3.8</b>
Investments	2.3	3.1	1.3	1.7	1.3	2.2	2.5	2.5
<b>Surplus/(deficit) after investments</b>	<b>-</b>	<b>5.3</b>	<b>6.3</b>	<b>0.4</b>	<b>0.7</b>	<b>0.4</b>	<b>1.1</b>	<b>1.2</b>
Transfer from/(to) designated reserves	(0.6)	(0.5)	(1.5)	1.7	(0.5)	(0.3)	-	0.8
<b>Result after reserve transfer</b>	<b>(0.6)</b>	<b>4.8</b>	<b>4.8</b>	<b>2.1</b>	<b>0.2</b>	<b>0.1</b>	<b>1.1</b>	<b>2.0</b>
<b>Restricted income and expenditure</b>								
Restricted income	127.4	130.1	162.6	181.0	170.9	181.2	188.4	194.1
Restricted expenditure	127.4	130.1	162.6	181.0	170.9	181.2	188.4	194.1
<b>Surplus/(deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total income and expenditure</b>								
Total income	159.6	164.4	190.8	214.3	203.7	214.4	223.2	229.2
Total expenditure	159.6	159.1	190.5	213.9	203.1	214.0	222.1	228.0
Transfer from/(to) designated reserves (DR)	(0.5)	(0.5)	(1.5)	1.7	(0.5)	(0.3)	-	0.8
<b>Surplus/(deficit) after DR transfers</b>	<b>(0.6)</b>	<b>4.8</b>	<b>4.8</b>	<b>2.1</b>	<b>0.2</b>	<b>0.1</b>	<b>1.1</b>	<b>2.0</b>

A breakeven result was realised in 2022. A surplus was achieved in 2023 and 2024 and is planned for 2025. Modest surpluses are planned over the period 2026–2029, leading to an overall increase in reserves of CHF 3.4m.

## b. Unrestricted income and expenditure

### i. Membership income

Table 9 shows the expected evolution in the number of Members and Table 10 the corresponding value of dues

## Number of Members

Table 9: IUCN Members

IUCN Members category	2022	2023	2024	2025	2026	2027	2028	2029
	Actual	Actual	Actual	Budget	Plan	Plan	Plan	Plan
	Number	Number	Number	Number	Number	Number	Number	Number
States	86	86	85	88	88	85	86	85
Government agencies and subnational governments	125	132	130	130	132	128	130	133
National Non-Governmental organisations	1063	1076	1028	1082	1082	1100	1120	1140
International Non-Governmental Organisations	100	98	94	98	98	95	95	95
Indigenous Peoples' Organisations	25	27	29	28	28	27	27	27
Affiliates	53	56	51	58	57	58	57	56
<b>Total</b>	<b>1,452</b>	<b>1,474</b>	<b>1,417</b>	<b>1,484</b>	<b>1,485</b>	<b>1,491</b>	<b>1,518</b>	<b>1,536</b>
Growth		2%	-4%	5%	0%	0%	2%	1%
Growth over intersessional period				2%				3%

We predict a modest growth in member numbers during the period 2026-29. This is driven mainly by Subnational governments e.g. Cities, as well as growth in national non-governmental organisations.

We also see the potential expansion of member numbers into new classes of voting and non-voting membership. This potential growth is not included in the above figures.

## Value of membership dues

Table 10: Membership dues

Membership dues	2022	2023	2024	2025	2026	2027	2028	2029
	Actual	Actual	Actual	Budget	Plan	Plan	Plan	Plan
	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m
States	9.8	9.8	9.8	9.8	10.0	10.0	10.1	10.2
Government agencies incl. subnational governments	1.1	1.1	1.3	1.5	1.9	2.0	2.3	2.6
National Non-Governmental organisations	1.6	1.6	1.4	1.4	1.5	1.5	1.5	1.6
International Non-Governmental Organisations	0.6	0.6	0.6	0.5	0.6	0.6	0.6	0.6
Indigenous Peoples' Organisations	0.0	0.0	0.0	-	0.0	0.0	0.0	0.0
Affiliates	0.2	0.2	0.2	-	0.1	0.1	0.1	0.1
New category	-	-	-	-	0.1	0.2	0.4	0.4
<b>Total</b>	<b>13.3</b>	<b>13.4</b>	<b>13.2</b>	<b>13.2</b>	<b>14.3</b>	<b>14.5</b>	<b>15.0</b>	<b>15.5</b>

The growth in membership fee income is driven by the growth in members and inflationary increases – see table 9.

## ii. Framework income

Table 11: Framework income

Framework income	2022	2023	2024	2025	2026	2027	2028	2029
	Actual	Actual	Actual	Budget	Plan	Plan	Plan	Plan
Number of partners	9.0	9.0	9.0	9.0	8.0	8.0	8.0	8.0
Value of contributions (CHF m)	12.4	13.1	12.7	14.4	12.0	11.0	11.0	11.0
Annual growth		6%	-3%	13%	-17%	-8%	0%	0%
Growth over intersessional period				16%				-8%

The value of framework contributions increased by 16% over the period 2022 to 2025. Contributions are projected to decrease marginally over the 2026–2029 period.

## iii. Other unrestricted income

Other unrestricted income includes a variety of items such as rental income and the in-kind value of tax concessions received from the Swiss Government. It also includes unrestricted donations from individuals such as the Patrons of Nature. Modest increases are foreseen over the 2026–2029 period.

#### iv. Unrestricted expenditure

Table 12: Unrestricted expenditure

Unrestricted expenditure	2022	2023	2024	2025	2026	2027	2028	2029
	Actual	Actual	Actual	Budget	Plan	Plan	Plan	Plan
Unrestricted expenditure	29.9	25.9	26.6	31.3	30.8	30.6	31.2	31.4
Investments	2.3	3.1	1.3	1.7	1.3	2.2	2.5	2.5
<b>Total unrestricted expenditure</b>	<b>32.2</b>	<b>29.0</b>	<b>27.9</b>	<b>32.9</b>	<b>32.1</b>	<b>32.8</b>	<b>33.7</b>	<b>33.9</b>
Annual growth		-10%	-4%	18%	-2%	2%	3%	1%
Growth over inter-session period				2%				6%

Unrestricted expenditure is aligned with the level of unrestricted income. It provides the capacity to meet statutory objectives, deliver sound governance, deliver core knowledge products and policy work, and support the delivery of the Programme.

Unrestricted expenditure is forecast to remain fairly constant over the period 2026–2029. Although it will be necessary to increase operational capacity to support a growing project portfolio, this will be funded from project restricted funding and increased cost recovery.

Unrestricted income is allocated during the annual budgeting process in accordance with the statutory objectives of IUCN and strategic priorities. The following are the key areas funded by unrestricted income.

- **Statutory obligations** such as the World Conservation Congress and governance meetings
- **Union governance and development functions** that are necessary for coordinating the delivery of the IUCN Programme and for providing associated constituency support
- **Strategic priorities that focus on delivery of priority programme results**, including:
  - a. allocations to Commissions to fund operational costs and capacity-building;
  - b. IUCN's global policy-influencing function;
  - c. flagship knowledge products; and
  - d. investments in thematic areas as a basis for leveraging restricted funding.
- **Programme delivery and support functions** that are necessary for the delivery of the Programme, including operational frameworks and standards
- **Corporate functions** necessary to provide a basic level of global operational infrastructure, oversight and fiduciary control, including corporate communications
- **Organisation-wide investments** such as investments in information technology that benefit components of the Union and support Programme delivery in addition to increasing efficiency
- **Allocations to cover institutional risks** both financial and programmatic

## c. Restricted income and expenditure

### i. Restricted income

Table 13: Restricted income

Restricted income	2022	2023	2024	2025	2026	2027	2028	2029
	Actual	Actual	Actual	Budget	Plan	Plan	Plan	Plan
Programme / Project income	127.4	130.1	162.6	181.0	170.9	181.2	188.4	194.1
Annual growth		2%	25%	11%	6%	6%	4%	3%
Growth over intersessional period				42%				14%

### ii. Restricted expenditure

Table 14: Restricted expenditure

Restricted expenditure	2022	2023	2024	2025	2026	2027	2028	2029
	Actual	Actual	Actual	Budget	Plan	Plan	Plan	Plan
Programme / Project expenditure	127.4	130.1	162.6	181.0	170.9	181.2	188.4	194.1
Annual growth		2%	25%	11%	6%	6%	4%	3%
Growth over intersessional period				42%				14%

In accordance with IUCN's accounting policy, restricted income is recognised in line with expenditure. Restricted income and expenditure are forecast to increase by 14% over the period 2026–2029. Restricted income is programmatic in nature and accounts for over 90% of programme funding. Growth will come through expansion of the GEF/GCF portfolio and new large-scale, multi-year programmatic initiatives to be funded, primarily, by government agencies and other institutional donors.



#### d. Balance sheet

**Table 15: Balance sheet projections**

Balance sheet projections	2022	2023	2024	2025	2026	2027	2028	2029
	Actual	Actual	Actual	Budget	Plan	Plan	Plan	Plan
	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m
<b>Current assets</b>								
Cash and short-term deposits	91	92	118	119	118	117	116	115
Investments	8	10	12	12	13	13	14	14
Other receivables	60	63	69	70	69	69	70	69
<b>Total current assets</b>	<b>159</b>	<b>165</b>	<b>199</b>	<b>201</b>	<b>200</b>	<b>199</b>	<b>200</b>	<b>198</b>
<b>Non-current assets</b>								
Fixed assets	19	22	21	21	23	25	26	27
Long term financial assets	5	5	4	4	3	3	2	2
Intangible assets	0	0	0	0	0	1	1	1
<b>Total non-current assets</b>	<b>24</b>	<b>27</b>	<b>25</b>	<b>25</b>	<b>26</b>	<b>29</b>	<b>29</b>	<b>30</b>
<b>Total assets</b>	<b>183</b>	<b>192</b>	<b>224</b>	<b>226</b>	<b>226</b>	<b>228</b>	<b>229</b>	<b>228</b>
<b>Current liabilities</b>								
Other liabilities	131	141	164	165	166	167	167	166
Provisions	5	5	7	7	8	8	8	7
<b>Total current liabilities</b>	<b>136</b>	<b>146</b>	<b>171</b>	<b>172</b>	<b>174</b>	<b>175</b>	<b>175</b>	<b>173</b>
<b>Non-current liabilities</b>								
Deferred income	14	13	11	12	10	11	11	11
Building loan	10	10	10	10	9	9	9	9
<b>Total non-current liabilities</b>	<b>24</b>	<b>23</b>	<b>21</b>	<b>22</b>	<b>19</b>	<b>20</b>	<b>20</b>	<b>20</b>
Designated reserves	3	3	5	3	4	4	4	3
Unrestricted reserves	20	20	27	29	29	29	30	31
<b>Total reserves</b>	<b>23</b>	<b>23</b>	<b>32</b>	<b>32</b>	<b>33</b>	<b>33</b>	<b>34</b>	<b>35</b>
<b>Total liabilities and reserves</b>	<b>183</b>	<b>192</b>	<b>224</b>	<b>226</b>	<b>226</b>	<b>228</b>	<b>229</b>	<b>228</b>

Table 15 shows the expected evolution of the balance sheet over the period 2022 to 2029. *Fixed assets and intangible assets* are expected to increase over the period 2026 to 2029, reflecting the investment in technology over the four-year period with cash decreasing slightly. Unrestricted reserves are forecast to increase by CHF 3m, in line with annual projected surpluses. The reserves target is expected to be achieved by the end of 2031.



# IUCN Membership Dues Guide



OCTOBER 2025

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Published by: IUCN, Gland, Switzerland

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Cover photo: © Ronald Lewis-Smith

Produced by: Membership and Commission Support Unit / Global Finance Group

Available from: IUCN (International Union  
for Conservation of Nature)  
Membership and Commission Support Unit  
Rue Mauverney 28  
1196 Gland  
Switzerland  
Tel +41 22 999 0000  
Fax +41 22 999 0002  
membership@iucn.org  
<https://www.iucn.org/about/union/members/how-become-member-iucn>



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# Introduction

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This Dues Guide provides information on the calculation and payment of membership dues for IUCN Members.

IUCN is a unique organisation – a democratic membership Union – composed of around 1,500 Members, some 18,000 scientific experts in IUCN thematic Commissions and over 1,000 staff, who work together in more than 160 countries. By joining IUCN, Members benefit from IUCN's scientific credibility, its unsurpassed knowledge base and convening power, extensive networking opportunities and access to high-level political, economic and social decision making. More information on the benefits of IUCN membership is available [here](#).

Members have the obligation to pay membership dues (Article 12 (c. (iii) of IUCN Statutes), which are essential to ensure a continued access to membership benefits and to fund the work of IUCN, supporting the implementation of the Programme and governance of the Union, the facilitation of global networking and communications, and the sharing of knowledge and expertise.

**While IUCN Members access the same benefits, regardless of their membership category<sup>1</sup>, membership dues are based on the principle that contributions are scaled based on the financial capacity of each country or organization. This ensures that the financial contribution is shared fairly among all Members, considering Member countries' economies (for membership category A) and expenditure of the organisations (membership categories B and C). By scaling the dues to reflect the financial capability of each Member, IUCN fosters inclusivity, ensuring that even those with limited means can participate without being excluded due to cost.**

For each membership category, there is a corresponding dues scale. It is one of the functions of the IUCN World Conservation Congress to determine the dues of Members of IUCN (Article 20 (f) of the IUCN Statutes).

At the 2000 Congress (Amman), Members requested the IUCN Council to review the calculation of membership dues, linking them to a recognized published inflation index instead of the pre-defined percentage increase used since the 17<sup>th</sup> Session of the General Assembly (San José, 1988). In Bangkok, in 2004, the Members' Assembly approved Council's proposal to use the [Swiss Consumer Price Index](#)<sup>2</sup> (CPI), published annually by the Swiss Federal Statistical Office to index the membership dues, from 2006 onwards. No adjustments to the dues are made when the index is negative.

At the 2025 Congress (Abu Dhabi), the Members' Assembly approved<sup>3</sup> Council's proposal to keep using the Swiss Consumer Price Index (CPI), with no adjustment when the index is negative. In line with this proposal, the membership dues have increased based on the cumulative inflation rate between January 2020, when the last increase in membership dues took place, and December 2024. From 2026 onward, membership dues will be adjusted every year, based on the annual update of Swiss Consumer Price Index approved by Council at its November meeting each year.

This Membership Dues Guide was approved by electronic vote of Members on [date and link to World Conservation Congress decision to be inserted]

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<sup>1</sup> Except affiliate category that excludes voting and rights related to motions, elections and nominations

<sup>2</sup> <https://www.bfs.admin.ch/bfs/en/home/statistics/prices/consumer-price-index.html>

<sup>3</sup> Sentence and relevant content will be adjusted if this is not approved at the 2025 Congress.

# Applicability of the Guide

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This Membership Dues Guide is applicable for all Members and applicants Members as from 2026 and will remain in force until a revised Guide is adopted by the World Conservation Congress.

## Categories of membership

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Membership of IUCN is divided into four categories, as defined in Articles 4 and 5 of the [IUCN Statutes](#).

- Category A: States, government agencies and subnational governments; political and/or economic integration organisations;
- Category B: national non-governmental organisations; international non-governmental organisations;
- Category C: indigenous peoples' organisations; and
- Category D: affiliates.

## Membership dues calculation

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### Category A: States, government agencies, subnational governments, and political and/or economic integration organisations

As per Regulation 22<sup>4</sup> of the IUCN Statutes, the “Scale of assessments for the apportionment of the expenses of the United Nations” is used as a basis to establish the membership dues groups for States, government agencies, subnational governments and political and/or economic integration organisations.

In the calculation of membership dues for States, government agencies, subnational governments and political and/or economic integration organisations, IUCN does not apply the UN assessment percentages directly. Rather, IUCN has elaborated its own sliding scale to form the IUCN dues groups/levels by grouping the different countries according to their percentage contributions to the UN budget.

The definition of the dues amounts (Tables 2, 3 and 4) is a Congress decision, while the repartition of UN assessment percentages within the IUCN dues groups (Table 1) is decided by the IUCN Council.

Approved by the 2000 IUCN World Conservation Congress (Amman), the present scale of percentage grouping, used to determine the IUCN Category A membership dues scale of 11 groups, ranging from “0” to 10, is shown in Table 1. To see the countries in each of the 11 dues groups, please refer to the **IUCN dues groups for IUCN Members in Category A** at the end of this guide.

The latest “[UN scale of assessments for the period 2025-2027](#)”<sup>5</sup> was published on 24 December 2024. Consequently, the IUCN Dues Guide has been updated to reflect the 2025-2027 UN Scale of assessments and it is valid from 2026.

**Table 1: IUCN sliding scale of State, government agency, subnational government and political and/or economic integration organisation Members and corresponding UN assessment percentages**

IUCN CATEGORY A MEMBERS IN DUES GROUPS:	CORRESPOND TO	UN ASSESSMENT PERCENTAGES:
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<sup>4</sup> Regulation 22 of the IUCN Statutes: “Dues for Members in Category A shall be established by the World Conservation Congress and be calculated for the period until the next World Congress on the basis of the latest available percentage assessed for States concerned in the budget of the United Nations. The Council may establish groups for the setting of dues...”.

<sup>5</sup> <https://documents.un.org/doc/undoc/gen/n24/428/32/pdf/n2442832.pdf>

0	STATES WITH A UN ASSESSMENT PERCENTAGE OF:			Less than	0.01%
1		From	0.01%	up to & including	0.05%
2		More than	0.05%	up to & including	0.07%
3		More than	0.07%	up to & including	0.11%
4		More than	0.11%	up to & including	0.19%
5		More than	0.19%	up to & including	0.35%
6		More than	0.35%	up to & including	0.67%
7		More than	0.67%	up to & including	1.31%
8		More than	1.31%	up to & including	2.59%
9		More than	2.59%	up to & including	5.15%
10		More than	5.15%		

## States

Table 2: States

Group	0	1	2	3	4	5	6	7	8	9	10
	8,273	16,535	33,081	54,714	83,877	125,741	192,519	263,026	313,598	420,828	526,040

Membership dues are expressed in Swiss Francs (CHF) and are for 2026. The dues include an increase of 6.2% on the previous membership dues that were set in 2020 and reflect the increase in the Swiss Consumer Price Index from January 2020 to December 2024. From 2026, dues will be adjusted each year based on changes to the Swiss Consumer Price Index. No adjustments to dues will be made when the index is negative.<sup>6</sup>

## Government agencies and subnational governments

For a government agency and a subnational government, the dues group is the same as that of its State. For the appropriate dues group of your government agency or subnational government please refer to the **IUCN dues groups for IUCN Members in Category A** at the end of this guide.

### Government agencies:

Government agencies are divided into two types, A and B:

- Government agency A: government agencies of a State where the State IS a Member of IUCN. Membership dues for a government agency where the State IS a Member of IUCN are 3% of those of the State rate, except for government agencies of Groups 0 to 3 who pay the rate based on Group 4<sup>7</sup>. Dues for government agencies type A are shown in Table 3.

- Government agency B: government agencies of a State where the State IS NOT a Member of IUCN. In a country where the State IS NOT a Member of IUCN, the government agency pays 25% of the amount of dues payable by the State if it were a Member, except for Group 0 for which the rate of dues is the same as in Group 1<sup>6</sup>. Dues for government agencies type B are shown in Table 4.

### Subnational governments:

The membership dues for subnational governments are governed by the scale for “Government agencies where the State is a Member of IUCN”, irrespective of whether the State is a Member or not. Dues for subnational governments dues are shown in Table 3.

Table 3: Dues for government agencies where the State is a Member of IUCN and subnational governments

<sup>6</sup> If approved footnote to be added: Decision from the Members' Assembly in 2025 (refer to page 1 for more information)

<sup>7</sup> Decision made by the 17<sup>th</sup> General Assembly of IUCN in San Jose, Costa Rica

Group	0	1	2	3	4	5	6	7	8	9	10
	2,517	2,517	2,517	2,517	2,517	3,781	5,777	7,891	9,409	12,627	15,781

Membership dues are expressed in Swiss Francs (CHF) and are for 2026. The dues include an increase of 6.2% on the previous membership dues that were set in 2020 and reflect the increase in the Swiss Consumer Price Index from January 2020 to December 2024. From 2026, dues will be adjusted each year based on changes to the Swiss Consumer Price Index. No adjustments to dues will be made when the index is negative.<sup>8</sup>

**Table 4: Dues for government agencies where the State is not a Member of IUCN**

Group	0	1	2	3	4	5	6	7	8	9	10
	4,131	4,131	8,273	13,679	20,975	31,456	48,130	65,759	78,397	105,212	131,507

Membership dues are expressed in Swiss Francs (CHF) and are for 2026. The dues include an increase of 6.2% on the previous membership dues that were set in 2020 and reflect the increase in the Swiss Consumer Price Index from January 2020 to December 2024. From 2026, dues will be adjusted each year based on changes to the Swiss Consumer Price Index. No adjustments to dues will be made when the index is negative.<sup>9</sup>

## Political and/or economic integration organisations

The amount of dues payable by political and/or economic integration organisations is the average amount obtained by adding up the dues payable by each of its State components, as if they were Members of IUCN, and dividing it by the number of States constituting the organisation concerned. Please refer to the **IUCN dues groups for IUCN Members in Category A** at the end of this guide.

## Category B: National and international non-governmental organisations, and Category C: Indigenous peoples' organisations

Dues for national and international non-governmental organisations and indigenous peoples' organisations, were established according to Regulation 23<sup>10</sup>.

Membership dues for national and international non-governmental organisations and indigenous peoples' organisations are calculated on the basis of the organisation's expenditure (in US Dollars).

The dues scale for national and international non-governmental organisations and indigenous peoples' organisations comprise ten different dues groups.

Dues for national and international non-governmental organisations and indigenous peoples' organisations are shown in Table 5.

## National and international non-governmental organisations

- Membership dues for national and international non-governmental organisations are calculated on the basis of the organisation's **total expenditure** (in US Dollars).
- Total expenditure is defined as all expenditure of the organisation during the year. This includes expenditure funded by project restricted income and any other funding source. It also includes grants to third parties, interests and taxes.
- Total expenditure should agree with the organisation's audited financial statements, or, in the absence of a formal audit, the financial statements approved by the organisation's board or trustees.

<sup>8</sup> If approved footnote to be added: Decision from the Members' Assembly in 2025 (refer to page 1 for more information)

<sup>9</sup> If approved footnote to be added: Decision from the Members' Assembly in 2025 (refer to page 1 for more information)

<sup>10</sup> Regulation 23: "Dues for Members in Categories B, C and D shall be established by the World Congress on the proposal of the Council"

## Venue-based organisations

- Solely for the purposes of calculation of membership dues, some Members in category B are classified as venue-based organisations<sup>11</sup>. Membership dues for national and international non-governmental organisations which are considered as venue-based organisations are calculated on the basis of the organisation's **conservation activities expenditure** (instead of the total expenditure of the organisation).
- Expenditure on conservation activities is defined as:
  - a. what the Member reports as conservation expenditure in their audited accounts, or
  - b. if the Member's conservation expenditure is not included or reflected in their audited accounts, what the Member reports on a statement prepared for purposes of calculation of the membership fees, including all of the following elements:
    - i. Direct Conservation Action (field work, species recovery, veterinary care, conservation assurance populations);
    - ii. Conservation research both inside and outside the institution;
    - iii. Field conservation education (awareness-building, education, training, capacity building);
    - iv. Conservation advocacy; and
    - v. Conservation fundraising and direct grants.

## Indigenous peoples' organisations

Membership dues for Indigenous peoples' organisations are calculated on the basis of the organisation's **total expenditure** (in US Dollars).

- Total expenditure is defined as all expenditure of the organisation during the year. This includes expenditure funded by project restricted income and any other funding source. It also includes grants to third parties, interests and taxes.
- Total expenditure should agree with the organisation's audited financial statements, or, in the absence of a formal audit, the financial statements approved by the organisation's board or trustees.

**Table 5: National and international non-governmental organisations and Indigenous peoples' organisations**

Group	Total Expenditure bands or total conservation expenditure for venue-based organisations (USD)		Membership dues scale (CHF)
	FROM (≥)	TO (<)	
1	-	100,000	319
2	100,000	500,000	510
3	500,000	900,000	818
4	900,000	1,620,000	1,306
5	1,620,000	2,916,000	2,092
6	2,916,000	5,248,800	3,345
7	5,248,800	9,447,840	5,342

<sup>11</sup> Venue-based organizations are defined as those organisations which are characterised by major physical infrastructures that represent their primary annual expenditure. These venues serve large groups of members, users or visitors. The venue-based organization must be one of the following:

- A university,
- An aquarium or zoo (for the purpose of keeping land or sea animals within enclosures for public viewing and conservation purposes),
- A botanical garden (for the purpose of having a documented collection of living plants for research, conservation, display and/or education),
- A museum (for the purpose of displaying a collection of artifacts of artistic, cultural, historical, or scientific importance), or
- A sport organization.

8	9,447,840	17,006,112	8,549
9	17,006,112	30,611,002	13,684
10	30,611,002		21,898

Membership dues are expressed in Swiss Francs (CHF) and are for 2026. The dues include an increase of 6.2% on the previous membership dues that were set in 2020 and reflect the increase in the Swiss Consumer Price Index from January 2020 to December 2024. From 2026, dues will be adjusted each year based on changes to the Swiss Consumer Price Index. No adjustments to dues will be made when the index is negative.<sup>12</sup>

FROM: equal to or above the amount indicated; TO: below the amount indicated

## Assessment or reassessment of membership dues for categories B and C

Applicant and Member organisations must provide appropriate financial information including their annual audited financial statements together with a declaration of total expenditure, or conservation expenditure for venue-based organisations, for the last 3 financial years to enable the IUCN Secretariat to determine the dues group an organisation should be in.

IUCN Members shall then inform the IUCN Secretariat of any important changes in their organisation that may affect their dues group.

Members' request for re-assessment of their dues can be submitted until December 31st, with an open invoice for the running year. No retroactive change will apply.

In addition, every 4 years, IUCN reserves the right to carry out a re-assessment of the dues' groups for Members in Category B and C to ensure the dues group still correspond to the organisation's average annual expenditure. This information will be used by the Secretariat, following the IUCN World Conservation Congress's approval of the dues guide, to determine their corresponding dues group for the next quadrennial, or until a new Dues Guide is approved by Members.

To do so, each Member will be required to submit to the Secretariat a declaration of expenditure (total or conservation expenditure, as appropriate), together with their annual audited financial statements, for the last 3 financial years. If a Member does not submit the information required, the Secretariat will use the latest financial statements available from public sources to determine the level of total expenditure of the Member. Failing that, the organisation will be reclassified into the dues group immediately above the one it is currently in.

In accordance with IUCN Statutes [Art. 12; c (iv)], IUCN Secretariat may ask Members to provide additional details or clarification, should this be deemed necessary for the calculation of their dues.

## Category D: Affiliates<sup>13</sup>

Dues for affiliate Members were established according to Regulation 23<sup>14-15</sup>.

All affiliate Members pay the sFame rate as indicated below. Affiliate Members do not have the right to vote, nominate candidates or submit Motions to the World Conservation Congress (Article 12 (b) of the IUCN Statutes).

Dues for affiliate Members are shown in Table 6.

**Table 6: Affiliates**

<sup>12</sup> If approved footnote to be added: Decision from the Members' Assembly in 2026 (refer to page 1 for more information)

<sup>13</sup> Government agencies, subnational governments, Political and/or economic integration organizations and national & international non-governmental organizations can apply as affiliates.

<sup>14</sup> Regulation 23: "Dues for Members in Categories B, C and D shall be established by the World Congress on the proposal of the Council".

<sup>15</sup> Decision made by the 17<sup>th</sup> General Assembly of IUCN in San Jose, Costa Rica.



Affiliates
3,345

*Membership dues are expressed in Swiss Francs (CHF) and are for 2026. The dues include an increase of 6.2% on the previous membership dues that were set in 2020 and reflect the increase in the Swiss Consumer Price Index from January 2020 to December 2024. From 2026, dues will be adjusted each year based on changes to the Swiss Consumer Price Index. No adjustments to dues will be made when the index is negative.<sup>16</sup>*

## Payment of dues

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### When do dues become payable?

**Membership dues are payable in advance and payment shall be received by the 1st of January (Reg 24 of IUCN Statutes)** i.e. dues for 2025 should be received no later than 1 January 2025; dues for 2026 should be received no later than 1 January 2026, etc.

Invoices, issued in Swiss Francs, are prepared by the Secretariat and sent to Members during the last quarter of the year preceding the year concerned by the dues.

Membership dues balances are settled in CHF (Regulation 25 of IUCN Statutes). Payments received in other currencies will be converted to CHF based on the daily exchange rate applicable to the date of receipt of payment.

### Non-payment of membership dues and withdrawals

#### Are dues payable in case of withdrawal?

Dues are payable for each calendar year of membership. IUCN membership does not expire unless (i) the IUCN Member withdraws voluntarily by providing IUCN with written notification of its intention to withdraw its membership, or (ii) the Member is deemed having withdrawn following rescission, or (iii) the Member is expelled from IUCN as detailed in Article 13 of the [IUCN Statutes](#).

#### What happens if the Member doesn't pay its dues for 1 year?

According to Article 13 (a) and 13 (b) of the IUCN Statutes, "The rights of a Member in connection with elections, voting and motions shall ipso facto be suspended when the dues of that Member are one year in arrears". However the access to other membership benefits such as access to IUCN network, knowledge and expertise remains until dues are 2 years in arrears, to avoid financial barriers preventing Members from engaging in the Union and accessing its resources.

#### What happens if the Members does not pay its dues for more than one year?

If the dues of a Member are two years in arrears, the matter shall be referred to the World Congress<sup>17</sup> which may rescind all the remaining rights of the Member concerned. Such rescission shall be on such terms as the World Congress may determine";

"If, one year after the decision of the World Congress to rescind the remaining rights of a Member, the Member in question has not paid its arrears owed up until such rescission, that Member shall be deemed to have withdrawn from IUCN".

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<sup>16</sup> If approved footnote to be added: Decision from the Members' Assembly in 2026 (refer to page 1 for more information)

<sup>17</sup> Decision may be made during the World Conservation Congress or by electronic vote in-between Congresses.



## Voluntary withdrawal

Any Member may withdraw at any time from membership of IUCN by giving notice in writing to the Director General to that effect. The Member withdrawing shall not be entitled to any refund of membership dues paid (Art. 13 (g) of IUCN Statutes). In accordance Members' obligations, Members withdrawing voluntarily from the Union should ensure that all outstanding membership dues have been paid, up to and including the year of the notification of withdrawal.

## Readmission

In accordance with Reg. 26 of IUCN Statutes "If a Government agency, subnational government, a national and international non-governmental organisation, an indigenous peoples' organisation or an affiliate, which is deemed to have withdrawn from IUCN, seeks readmission to membership within three years of its withdrawal, all membership dues outstanding shall be paid before the Member is readmitted."

## How can dues be paid?

### Members

Dues shall be paid in Swiss Francs (CHF) or any other freely convertible currency. In countries where IUCN is represented by a Regional, Country or Project Office, payment of dues may be made to the IUCN Office in local currency, as per Regulation 25 of IUCN Statutes<sup>18</sup>.

For payments which are not made in CHF, Members are requested to use the same daily exchange rates as IUCN: <http://www.oanda.com/currency/live-exchange-rates/>, which will help to avoid major exchange rate differences when the payment is processed in IUCN's accounts. Any exchange rate loss/gain or other difference in payment will be adjusted in the Member's next year's invoice.

In the case of outstanding dues from previous years, payments received will be first used to offset arrears before being allocated to the current year's dues. If amounts paid are higher than amounts due, the balance will be credited to the next year's dues.

For payments by bank transfer, Members will bear all bank charges. Invoice number, Member ID and relevant contact details must be quoted when making payments. Secretariat/Membership Focal Points should be informed if the payment is made to the Regional Office directly or through a third party to help with the follow-up of payments.

For payments by credit card, membership dues of amounts up to 5,000 CHF can be settled by credit card\* via the Member profile page on the [Union Portal](#)<sup>19</sup>. Only Visa and MasterCard are accepted. Transaction charges for credit card payments will be borne by IUCN.

Payment receipts can be downloaded from the individual Member organisational pages on the [Union Portal](#) (within a few weeks of receipt of funds by IUCN Headquarters).

## Applicant Member organisations

A deposit equivalent to the entire current year of membership is payable at the time of submitting a membership application. However, once the new Member has been admitted, the membership dues for that year are calculated on a pro-rata basis of the total annual membership dues, starting from the month following admission. If the balance is then positive, it will be credited to the following year. If an application for IUCN membership is rejected, the deposit will be reimbursed less any administrative costs that may apply.

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<sup>18</sup> Regulation 25 of IUCN Statutes: "Dues shall be paid in Swiss francs or any other freely convertible currency according to the scales established by the World Congress, unless the Director General has agreed with the Member in question that payment in local currency or provision of facilities, goods and services in lieu of dues may be accepted because this will release for use by IUCN a sum equivalent to the assessed dues of the Member in question".

<sup>19</sup> please refer to section 4.15 of the [Union Portal Guide](#)

## Adhesion of States

In accordance to Article 6 of the IUCN Statutes “States or political and/or economic integration organisations shall become Members of IUCN by notifying the Director General of their adhesion to these Statutes, effective upon payment of the first year’s membership dues”, the payment equivalent to the first year of membership is payable at the time of submitting the letter of adhesion. The membership dues for that year are calculated on a pro-rata basis of the total annual membership dues, starting from the month following receipt of the letter of adhesion and payment of dues.

## Payments details

Membership dues or deposit payments may be made to the following bank account:

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

Bank Address: UBS Switzerland AG  
Place St. François 16  
CH-1002 Lausanne  
Switzerland

IBAN/Bank account IBAN CH23 0024 3243 3350 3501 W  
Swift Code: UBSWCHZH80A  
Currency: Swiss Francs

**For any information regarding your payment, please contact your [Membership Focal Point](#).**

If your statutes and/or expenses have significantly changed since your organisation joined IUCN, please provide your [Membership Focal Point](#) with your organisation’s most recent statutes and/or financial report, including the details of your organisation’s expenditure.

# IUCN dues groups for IUCN Members in Category A

(Based on the Scale of assessments for the apportionment of the expenses of the United Nations 2025-2027<sup>20</sup>)

<b>GROUP 0</b>	Montenegro	Botswana	Luxembourg	India
Afghanistan	Mozambique	Brunei Darussalam	Panama	Mexico
Andorra	Namibia	Cameroon	Slovenia	Netherlands (Kingdom of the)
Antigua and Barbuda	Nauru	Côte d'Ivoire	Ukraine	Poland
Armenia	Nicaragua	Cyprus	Uruguay	Saudi Arabia
Barbados	Niger	Democratic Republic of the Congo	<b>GROUP 4</b>	Sweden
Belize	*Niue	El Salvador	Cuba	Switzerland**
Benin	North Macedonia	Estonia	Egypt	Türkiye
Bhutan	Palau	Ethiopia	Iraq	<b>GROUP 8</b>
Burkina Faso	*Palestine	Gabon	Kazakhstan	Australia
Burundi	Papua New Guinea	Ghana	Nigeria	Brazil
Cabo Verde	Republic of Moldova	Guatemala	Oman	Canada
Cambodia	Rwanda	Guyana	Pakistan	Republic of Korea
Central African Republic	Saint Kitts and Nevis	Honduras	Peru	Russian Federation
Chad	Saint Lucia	Iceland	Slovakia	Spain
Comoros	Saint Vincent and the Grenadines	Jordan	Viet Nam	<b>GROUP 9</b>
Congo	Samoa	Kenya	<b>GROUP 5</b>	France
*Cook Islands	San Marino	Latvia	Colombia	Italy
Democratic People's Republic of Korea	Sao Tome and Principe	Lebanon	Czech Republic	United Kingdom of Great Britain and Northern Ireland
Djibouti	Senegal	Libya	Greece	<b>GROUP 10</b>
Dominica	Seychelles	Malta	Hungary	China
Equatorial Guinea	Sierra Leone	Mauritius	Kuwait	Germany
Eritrea	Solomon Islands	Monaco	Malaysia	Japan
Eswatini	Somalia	Myanmar	New Zealand	United States of America
Fiji	South Sudan	Nepal	Philippines	
Gambia	Sudan	Paraguay	Portugal	
Georgia	Suriname	Serbia	Qatar	
Grenada	Syrian Arab Republic	Sri Lanka	South Africa	
Guinea	Tajikistan	Trinidad and Tobago	Thailand	
Guinea-Bissau	Timor-Leste	Tunisia	<b>GROUP 6</b>	
Haiti	Togo	Turkmenistan	Argentina	
Jamaica	Tonga	Uganda	Austria	
Kiribati	Tuvalu	United Republic of Tanzania	Chile	
*Kosovo	Vanuatu	Uzbekistan	Denmark	
Kyrgyzstan	Yemen	<b>GROUP 2</b>	Finland	
Lao People's Democratic Republic	Zambia	Costa Rica	Indonesia	
Lesotho	Zimbabwe	Dominican Republic	Iran (Islamic Republic of)	
Liberia	<b>GROUP 1</b>	Ecuador	Ireland	
Liechtenstein	Albania	Morocco	Israel	
Madagascar	Angola	Venezuela (Bolivarian Republic of)	Norway	
Malawi	Azerbaijan	<b>GROUP 3</b>	Romania	
Maldives	Bahamas	Algeria	Singapore	
Mali	Bahrain	Bulgaria	United Arab Emirates	
Marshall Islands	Bangladesh	Croatia	<b>GROUP 7</b>	
Mauritania	Belarus	Lithuania	Belgium	
Micronesia (Federated States of)	Bolivia (Plurinational State of)			
Mongolia	Bosnia and Herzegovina			

<sup>20</sup> <https://docs.un.org/en/A/RES/79/249>

*\* is not or is not located in, a member of the United Nations. Refer to Regulation 22. [Analysis is still ongoing by the Secretariat to ensure these four territories are in the correct dues groups]*

*\*\* The Swiss State Member has voluntarily and generously agreed to pay its State membership in Group 10. (Subnational governments or government agencies from Switzerland joining IUCN shall be allocated in group 7).*



**INTERNATIONAL UNION  
FOR CONSERVATION OF NATURE**

WORLD HEADQUARTERS  
Membership and Commission Support Unit  
Rue Mauverney 28  
1196 Gland, Switzerland  
[membership@iucn.org](mailto:membership@iucn.org)  
Tel: +41 22 999 0000  
Fax: +41 22 999 0002  
<https://www.iucn.org/our-union/members>





***Annex 1: Updated Criteria and Indicators of the IUCN Global Standard for Nature-based Solutions***

<b>Criterion 1: NbS effectively address societal challenges</b>
1.1 The societal challenges addressed are clearly identified, understood, and documented
1.2 The most pressing societal challenges for stakeholders and rights-holders are prioritised
1.3 NbS outcomes for people and nature are identified, benchmarked and periodically assessed
<b>Criterion 2: NbS incorporate an ecological, economic, social and cultural systems perspective</b>
2.1 NbS recognise and respond to interactions between the economy, society, ecosystems and cultural norms
2.2 NbS seek synergies across sectors and with complementary interventions
2.3 NbS incorporate risk identification and management
<b>Criterion 3: NbS result in positive change in the state of biodiversity and enhanced ecosystem integrity, including connectivity</b>
3.1 The state of the ecosystems and the drivers of ecosystem degradation and biodiversity loss are identified, assessed and documented
3.2 Opportunities to enhance ecosystem integrity, including connectivity, are identified, assessed and documented
3.3 Measurable biodiversity outcomes are identified, benchmarked, periodically assessed and reviewed according to evidence-based assessments
3.4 Unintended consequences on nature arising from the NbS are periodically assessed and addressed
<b>Criterion 4: NbS are financially feasible and economically justified</b>
4.1 The distribution of financial and societal costs and benefits is understood and documented to ensure distributional equity
4.2 NbS are economically and financially justifiable against alternative solutions
4.3 Financial mechanisms are identified and secured to ensure NbS long-term viability
<b>Criterion 5: NbS are based on inclusive, transparent and empowering governance processes</b>
5.1 Stakeholders, rights-holders and Indigenous Peoples who are directly and indirectly affected by the NbS have been identified and are invited to fully and effectively participate in all processes
5.2 A defined and fully agreed upon grievance and conflict resolution mechanism is available, accessible and implemented
5.3 NbS are based on inclusive participation, mutual respect and equality, regardless of gender, age, ethnicity or social status
5.4 Decision-making processes document and respond to the rights and interests of affected stakeholders, rights-holders, Indigenous Peoples and local communities
(OPTIONAL) 5.5 Where the scale of the NbS extends beyond jurisdictional boundaries, mechanisms are established to enable joint decision making among the stakeholders and rights-holders in the affected jurisdictions

<b>Criterion 6: NbS seek to equitably reconcile the achievement of their primary goal(s) with any intended and unintended impacts on the continued provision of multiple benefits</b>
6.1: Safeguards and associated corrective actions are established through a transparent, inclusive and participatory process to address the intended and unintended negative social or environmental impacts of the NbS
6.2: Safeguards and corrective actions are documented, available, accessible to affected stakeholders and rights-holders, and implemented
6.3 Safeguards and corrective actions are periodically reviewed to ensure that they have been fully implemented, proactively address conflicts and remain relevant
<b>Criterion 7: NbS are managed adaptively, based on evidence</b>
7.1 Assumptions on how desired NbS outcomes are achieved under dynamic social, economic and ecological conditions are defined and made explicit
7.2 The validity of the assumptions is periodically tested through monitoring and evaluation as part of an ongoing learning process
7.3 Necessary changes to the management of the NbS are defined and implemented through an inclusive and participatory approach
<b>Criterion 8: NbS contribute to the enhancement of the enabling conditions for their implementation, sustainability and mainstreaming</b>
8.1 Lessons learnt from NbS design and implementation, including barriers and enabling conditions, are captured and documented
8.2 NbS inform and enhance the policy, finance and regulatory frameworks enabling their mainstreaming
8.3 NbS contribute to relevant jurisdictional environmental, economic, and social targets and frameworks

***Annex 2: Comparison between original and updated Criteria and Indicators of the IUCN Global Standard for Nature-based Solutions***

<b><i>Original list of Criteria and Indicators (IUCN, 2020)</i></b>	<b><i>List of updated Criteria and Indicators</i></b>
<b>Criterion 1. NbS effectively address societal challenges</b>	<b>Criterion 1: NbS effectively address societal challenges</b>
1.1 The most pressing societal challenges for rights holders and beneficiaries are prioritised	1.1 The societal challenges addressed are clearly identified, understood, and documented ( <i>former 1.2</i> )
1.2 The societal challenges addressed are clearly understood and documented	1.2 The most pressing societal challenges for stakeholders and rights-holders are prioritised ( <i>former 1.1</i> )

<b><i>Original list of Criteria and Indicators (IUCN, 2020)</i></b>	<b><i>List of updated Criteria and Indicators</i></b>
1.3 Human wellbeing outcomes arising from the NbS are identified, benchmarked and periodically assessed	1.3 NbS outcomes for people and nature are identified, benchmarked and periodically assessed
<b>Criterion 2. Design of NbS is informed by scale</b>	<b>Criterion 2: NbS incorporate an ecological, economic, social and cultural systems perspective</b>
2.1 Design of NbS recognises and responds to the interactions between the economy, society and ecosystems	2.1 NbS recognise and respond to interactions between the economy, society, ecosystems and cultural norms
2.2 Design of NbS integrated with other complementary interventions and seeks synergies across sectors	2.2 NbS seek synergies across sectors and with complementary interventions
2.3 Design of NbS incorporates risk identification and risk management beyond the intervention site	2.3 NbS incorporate risk identification and management
<b>Criterion 3. NbS result in net gain to biodiversity and ecosystem integrity</b>	<b>Criterion 3: NbS result in positive change in the state of biodiversity and enhanced ecosystem integrity, including connectivity</b>
3.1 NbS actions directly respond to evidence-based assessment of the current state of the ecosystem and prevailing drivers of degradation and loss	3.1 The state of the ecosystems and the drivers of ecosystem degradation and biodiversity loss are identified, assessed and documented
3.2 Clear and measurable biodiversity conservation outcomes are identified, benchmarked and periodically assessed	3.2 Opportunities to enhance ecosystem integrity, including connectivity, are identified, assessed and documented ( <i>former 3.4</i> )
3.3 Monitoring includes periodic assessments for unintended adverse consequences on nature arising from the NbS	3.3 Measurable biodiversity outcomes are identified, benchmarked, periodically assessed and reviewed according to evidence-based assessments ( <i>former 3.2</i> )
3.4 Opportunities to enhance ecosystem integrity and connectivity identified and incorporated into the NbS strategy	3.4 Unintended consequences on nature arising from the NbS are periodically assessed and addressed ( <i>former 3.3</i> )
<b>Criterion 4. NbS are economically viable</b>	<b>Criterion 4: NbS are financially feasible and economically justified</b>
4.1 The direct and indirect benefits and costs associated with the NbS, who pays and who benefits, are identified and documented	4.1 The distribution of financial and societal costs and benefits is understood and documented to ensure distributional equity
4.2 A cost-effectiveness study is provided to support the choice of NbS including the likely impact of any relevant regulations and subsidies	4.2 NbS are economically and financially justifiable against alternative solutions ( <i>former 4.2 and 4.3</i> )



<b><i>Original list of Criteria and Indicators (IUCN, 2020)</i></b>	<b><i>List of updated Criteria and Indicators</i></b>
4.3 The effectiveness of an NbS design is justified against available alternative solutions, taking into account any associated externalities	
4.4 NbS design considers a portfolio of resourcing options such as market-based, public sector, voluntary commitments and actions to support regulatory compliance	4.3 Financial mechanisms are identified and secured to ensure NbS long-term viability ( <i>former 4.4</i> )
<b>Criterion 5. NbS are based on inclusive, transparent and empowering governance processes</b>	<b>Criterion 5: NbS are based on inclusive, transparent and empowering governance processes</b>
5.1 A defined and fully agreed upon feedback and grievance resolution mechanism is available to all stakeholders before an NbS intervention can be initiated	5.1 Stakeholders, rights-holders and Indigenous Peoples who are directly and indirectly affected by the NbS have been identified and are invited to fully and effectively participate in all processes ( <i>former 5.3</i> )
5.2 Participation is based on mutual respect and equality, regardless of gender, age or social status, and upholds the right of Indigenous Peoples to Free Prior and Informed Consent (FPIC)	5.2 A defined and fully agreed upon grievance and conflict resolution mechanism is available, accessible and implemented ( <i>former 5.1</i> )
5.3 Stakeholders who are directly and indirectly affected by the NbS have been identified and involved in all processes of the NbS intervention	5.3 NbS are based on inclusive participation, mutual respect and equality, regardless of gender, age, ethnicity or social status ( <i>former 5.2</i> )
5.4 Decision-making processes document and respond to rights and interests of all participating and affected stakeholders	5.4 Decision-making processes document and respond to the rights and interests of affected stakeholders, rights-holders, Indigenous Peoples and local communities
5.5 Where the scale of the NbS extends beyond jurisdictional boundaries, mechanisms are established to enable joint decision-making among the stakeholders in those jurisdictions affected by the NbS	(OPTIONAL) 5.5 Where the scale of the NbS extends beyond jurisdictional boundaries, mechanisms are established to enable joint decision making among the stakeholders and rights-holders in the affected jurisdictions
<b>Criterion 6. NbS equitably balances trade-offs between achievement of their primary goal(s) and the continued provision of multiple benefits</b>	<b>Criterion 6: NbS seek to equitably reconcile the achievement of their primary goal(s) with any intended and unintended impacts on the continued provision of multiple benefits</b>



<i><b>Original list of Criteria and Indicators (IUCN, 2020)</b></i>	<i><b>List of updated Criteria and Indicators</b></i>
6.1 The potential costs and benefits of associated trade-offs of the NbS intervention are explicitly acknowledged and inform safeguards and any appropriate corrective actions	6.1: Safeguards and associated corrective actions are established through a transparent, inclusive and participatory process to address the intended and unintended negative social or environmental impacts of the NbS
6.2 The rights, usage of and access to land and resources, along with the responsibilities of different stakeholders are acknowledged and respected	6.2: Safeguards and corrective actions are documented, available, accessible to affected stakeholders and rights-holders, and implemented
6.3 Established safeguards are periodically reviewed to ensure that mutually-agreed trade-offs limits are respected and do not destabilise the entire NbS	6.3 Safeguards and corrective actions are periodically reviewed to ensure that they have been fully implemented, proactively address conflicts and remain relevant
<b>Criterion 7. NbS are managed adaptively, based on evidence</b>	<b>Criterion 7: NbS are managed adaptively, based on evidence</b>
7.1 A NbS strategy is established and used as a basis for regular monitoring and evaluation of the intervention	7.1 Assumptions on how desired NbS outcomes are achieved under dynamic social, economic and ecological conditions are defined and made explicit
7.2 A monitoring and evaluation plan is developed and implemented throughout the intervention lifecycle	7.2 The validity of the assumptions is periodically tested through monitoring and evaluation as part of an ongoing learning process
7.3 A framework for iterative learning that enables adaptive management is applied throughout the intervention lifecycle	7.3 Necessary changes to the management of the NbS are defined and implemented through an inclusive and participatory approach
<b>Criterion 8. NbS are sustainable and mainstreamed within an appropriate jurisdictional context</b>	<b>Criterion 8: NbS contribute to the enhancement of the enabling conditions for their implementation, sustainability and mainstreaming</b>
8.1 NbS design, implementation and lessons learnt are shared for triggering transformative change	8.1 Lessons learnt from NbS design and implementation, including barriers and enabling conditions, are captured and documented
8.2 NbS inform and enhance facilitating policy and regulation frameworks to support its uptake and mainstreaming	8.2 NbS inform and enhance the policy, finance and regulatory frameworks enabling their mainstreaming
8.3 Where relevant, NbS contribute to national and global targets for human wellbeing, climate change, biodiversity and human rights, including the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP)	8.3 NbS contribute to relevant jurisdictional environmental, economic, and social targets and frameworks



Annexe 24 to DEC C113/20

# Draft IUCN Council Private Sector Engagement Strategy

May 2025

INTERNATIONAL UNION FOR CONSERVATION OF NATURE





# EXECUTIVE SUMMARY

## 1. INTRODUCTION – Why is Private Sector Engagement critical for Nature?

Working with the Private Sector is set to become a major part of IUCN's new 20-year Strategic Vision. Yet, we have worked successfully with the Private Sector for many years. **What is different is that IUCN needs to move from a Secretariat-led effort to a whole Union approach.**

Firstly, to drive this work forward for nature, the “*why*” IUCN works with the Private Sector needs to be explained more clearly to members:

- The Private Sector drives consumption and pollution which is a major driver of biodiversity loss
- The Private Sector uses nature's resources and does not account or value this effectively.
- The Private Sector is part of the solution and can bring investment and innovation to solve these issues; and
- The Private Sector is not homogenous and there are many organisations using Private Sector tools, but which create huge positive change for nature (e.g. Nature+ businesses).

**The impact of the Private Sector's force on nature is so large and so profound, that even if IUCN were to only make a modest difference in the Private Sector's practice this could make a fundamental difference for nature.**

This strategy proposes that **IUCN must stop seeing the Private Sector as a homogenous group of organisations.** We have chosen to focus on large listed and non-listed companies in the past. We need to think differently, seeing the Private Sector in its different components: (1) Large listed and non-listed entities (2) SMEs and Nature+ Business (3) Investment companies and (4) Regulators and rating agencies. This is a complex landscape. This strategy proposes where our efforts should be concentrated to maximise impact for nature and the Union.

**We may equally want to go to market in certain sectors.** We have identified the following areas aligned with the Programme where this may be most fruitful: (1) Re-aligning economic and financial systems (2) Agricultural systems (3) Nature-based urban development (4) Blue economy (Oceans) (5) Nature Positive Renewables and Grids (6) Conserving freshwater biodiversity and (7) Restoring terrestrial ecosystems, and (8) addressing the impact of climate change.

What we are learning so far in working towards this strategy is that IUCN bundles all solutions together – which is not helpful. “*The current strategy is an eclectic mix of responses rather than directive.*” This strategy is therefore clear and directive in that it identifies Private Sector needs as different from Member needs.

**This strategy identifies huge Private Sector and member-led demand to address the impact and dependencies on nature by the Private Sector.**





# Executive Summary (Continued)

## 2. Our approach

IUCN's work is clustered around three different main work areas:

- Those that take forward **Strategic Approaches** e.g. Nature Based Solutions (NbS) or Nature Positive approaches
- Those that take forward **Accounting and Reporting** standards e.g. TNFD; and
- Those that take forward **Evaluation against data and looking at species or ecosystem loss** e.g. IBAT or STAR metrics (Red list, Green list, Restoration Barometer etc.)

While IUCN has focused its work on the first two successfully, we believe perhaps the bigger opportunity lies with the third – using data and standards to drive specific evaluation tools and data for the sector.

The Secretariat has identified 25 tools that could be potentially mobilised by the Union (these are listed in Appendix 3). The next step of this strategy is to expand, refine and finalise this list, and see which tools should be developed further and prioritised; we need to do this urgently to keep momentum.

**This strategy clearly identifies that different Private Sector clients need different solutions. We must therefore move forward in all three areas together and at the same time if we are to maximise IUCN's impact for nature.**

IUCN is convening effectively the nature community and the private sector (through, the Leaders Forum), advocating and developing policy in this space, developing capacity strengthening training (through the Academy) and raising funds for programmes and projects with our members and commissions.

IUCN also needs some binding message or framework to hold this discussion together. **This paper proposes the development of a maturity curve model**, with which IUCN can help the Private Sector evolve and change positively for nature.

This sees Private Sector organisations moving through stages of addressing biodiversity loss and using appropriate tools to achieve this:

- **Foundational Level:** developing awareness and building focus on compliance
- **Good practice level:** setting strategic direction and ensuring management focus and
- **Strategic leadership level:** Best in class. Integrated practice.

At each level we can bring in the right tools to help. We can also look at strategic and operational concerns e.g. (1) Governance, (2) Strategic alignment, (3) Sustainability of effort, (4) Operational implementation and capacity, (5) Culture and engagement, and (6) Risk. This is what Private Sector organisations want.

IUCN will also then have a framework to be able to move into strategic conversations to influence how Private Sector organisations operate at all levels. We can hang all our tools and standards under this.

**It is clear that without strategic conversations, IUCN's future mandate is not possible without addressing the impact and dependencies on nature by the Private Sector.**







# Executive Summary (Continued)

## 3. Developing services

**How we develop services and help the Private sector to adopt these will follow a simple framework:**

- (1) we develop standard products and explain these well with good case studies; and
- (2) we then deliver our services in a relationship marketing way, co-creating with clients (Private Sector, Governments and our Members).

There has been considerable conversation about how we sell tools and technical assistance. These can be developed similar to existing services. IUCN needs to charge effectively and with contingency and surplus. This will give IUCN more flexible funding for the future. We need to also ensure that all products can be used by leveraging our members to create powerful change within the Private Sector, and we need to align with our members where they have existing tools.

There is intense competition in the current marketplace for Private Sector engagement, but this strategy sees that IUCN has something unique and powerful to offer in this conversation. IUCN's integrity and standing is second to none. However, we must build our brand awareness so that the Private Sector are aware of our credentials and allow us to become trusted advisors and a trusted data source.

To develop services and curate data for Secretariat and Member needs will require significant investment, and next steps will be to flesh out how much and where we source this investment from (and what IUCN's strategy for funding this is).

## 4. Investments

Turning now to investment funds, **the Private Sector wants our thinking, frameworks, data and knowledge for their investments. We can license this** – it does not mean we need to directly engage in providing investment funds for example (after all we are not a financial institution and cannot sell investment products without a change in our regulatory status).

**This strategy sees IUCN working closely with, and through, members to manage direct investment, develop financial tools and potentially carbon and biodiversity credits (but this will need further conversation).**

Whether we choose to also provide technical assistance on the structure of financial instruments is an open question which will need further exploration and especially with resolutions being put forward at Congress. It may be that the Secretariat's role is to develop standards, tools and metrics and provide technical assistance, rather than engage directly. We also need to work on capacity strengthening training so that all Members are able to make decisions for themselves; specifically, how best to apply knowledge and investment tools.

## 5. The small (SME and MFI) end of the nature market

Finally, **we can develop a peer-to-peer lending model for smaller members**, influencing the SME end of the market and changing MFI (Micro-Finance Institutions) across the World. This can link into our Contributions for Nature work and allow members to tell their stories more effectively. It can allow the public to engage with us and build awareness of our work.



## 6. Membership

47% of members agree with establishing a category of affiliate or membership for Private Sector entities against 28% who disagree. **What is clear is that there is real opportunity if the case is demonstrated clearly.**

This class of affiliate or membership would probably not attach to voting rights. The Private Sector would be comfortable with this, however they would need frequent and meaningful engagement. **Membership, and what form this takes, is an ongoing conversation.**

The consultant reports highlights the following:

- Any offering would need to be targeted, not a general offer. This is because the market-place is already cluttered and IUCN not well known.
- IUCN would need to build relationships with Private Sector organisations through frequent and meaningful engagement. IUCN's brand recognition will also need to be improved to drive this.
- The offering must be an 'impact driven' offering and engage with the Private Sector on that basis
- There is a clear and positive financial case, but this will need more work to establish an effective level and offering.
- How to proceed in statutes will need some work.

This Private Sector strategy also sees us moving away from the term Business Engagement. We should use the language of **Private Sector strategy** (as per the Vision).

## 7. Conclusions

**In conclusion, we see huge opportunity for IUCN working with the Private Sector to make a difference for nature** – from the Secretariat, through Members, and with Commissions. We will need new investment to drive our work forward and this is a separate conversation.

**We welcome thoughts and feedback from PPC.**



## Private Sector

### Who is our audience?

#### Private Sector

- Large listed companies
- Specific sectors
- Investment companies
- Nature+ SMEs
- Regulators and rating agencies

#### Corporate Philanthropy

### What does the PS want?

1. *Changing operational practice*  
Evaluation and Technical assistance  
Consumer and investor trust and confidence
2. *Improving investment*  
Biodiversity tools, data and standards behind investment decisions.
3. *New financing, products and services* - bonds, incubation (Nature+ business), biodiversity credits

### How do we improve their practices ?

4. *Changing Operational Practice* – actionable local intelligence
5. *Benchmarks, and evaluation.* Evaluate and mitigate impact on nature in value and supply chains.
6. *Reporting and Disclosure*  
Nature capital accounting and disclosures e.g. TNFD
7. *Accreditation models/ certified Green status* (through Members)

### How do we advocate for change?

8. *Convening*
  - Leaders Forum
  - Links to regulatory, ratings and industry bodies
9. *Learning and capacity building*
  - Case Studies
  - Working with other partners e.g. TNFD
10. *Corporate philanthropy*  
Provide guidance

## The Union

### Who is our audience?

- Members
- Partners
- Commissions e.g. wildlife trade and agriculture
- Private protected areas (WCPA)
- CESP, and Law Commission

### What does the Union want?

1. *Changing business practice*  
Members engaged and supporting this.
2. *Incubate Nature+ businesses*

### How do we improve their practices ?

3. *Learning and capacity building*
  - Case Studies
  - Partnerships

### How do we advocate for change?

4. *Convening*
  - With Private Sector
  - Wider partnerships
5. *Policy and advocacy*
  - Disclosure
  - Subsidies
  - Partnership

**Note:** many of these demands clearly overlap







**Why is working with the Private Sector  
important?**



# Why this is important?

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The Private Sector (and their supply chains) are major drivers of biodiversity loss. The Private Sector is also engaged in unsustainable usage of the planet's resources (ref: IUCN mission).

There is a continued decline of biodiversity despite our greatest efforts – but given that the drivers from the Private Sector are so huge, even a small change from our work with the Private Sector will make a huge difference to biodiversity.

**IUCN's mandate is not possible without addressing the impact and dependencies on nature by the Private Sector**

**Business is also part of the solution:**

- reducing emissions and pollution, and helping to reduce consumption
- innovating (including helping to introduce tech and AI - to provide solutions)
- bringing finance and funding to solutions
- linking into Governments to build trust and communicate our messaging
- developing nature-based business (social enterprises that create change for nature at their core, but do so using commercial tools)
- ensuring dependencies (as articulated in the CBD)
- influencing others (such as Government and the general public)

The Private Sector can bring urgency by mobilising resources, and by helping to accelerate solutions.

IUCN is already making a profound difference through such tools as the IFC Performance Standard 6 and the World Bank. But we can, and must, do much more.

**IUCN needs to work with the Private Sector more strategically to achieve the goals and targets of the GBF, our 20-year Vision, and our 4-year Programme 2026-29.**





**Where are we now?**

# Where are we now?

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## Members

- **Huge interest from NGO members:**
  - ✓ Many Members already work successfully with the Private Sector (as sponsorship, Corporate Social Responsibility or by creating business solution to help nature)
  - ✓ Many more want to get started now (the Vision consultation saw this as positive at RCFs level and the online survey endorsed this).
  - ✓ Approx 40-50% of members need capacity building to see the opportunity, good case studies, and to see how to work with the Private Sector
- **Regarding governments and sub-nationals**, huge amount being spent on developing SMEs and developing employment opportunities. Also shift towards biodiversity work and links to climate change. Nature-based Solutions are part of this shift.
- TNFD is a powerful tool for **the Indigenous Peoples** engagement with the Private Sector. There is also a real want to open up conversations here.
- Looking towards **potential new category of non-voting Private Sector members**.

## Projects

- Portfolio of projects has been stable at CHF5m for the last five years. There is greater opportunity with investment and some basic funding.

## Significant growth opportunities:

- Leaders Forum as a convening forum
- Three largest banks in Europe want to use our biodiversity data to place behind their loan portfolio. They want our reputation and know how. This also links into IBAT.
- Clear opportunities to integrate biodiversity and NGO / Indigenous Peoples links in ESG reporting (TNFD)

**IUCN is well placed to guide, support and collaborate with Private Sector to deliver more impact**





## **DEMAND**

**What does the Private Sector want,  
and what does the Union want?**

The Private Sector is not homogenous and breaks down into different sectors of activity. This strategy considers that we should look at the following categorisation:

- Large listed companies
- Specific sectors
- Investment companies
- Nature+ SMEs and small Nature+ business
- Regulators and rating agencies

Equally, breaking down demand into two different components – what the Private Sector wants versus what the Union wants – gives us the ability to differentiate demand.

It is suggested that we focus on the different sectors as listed on the right-hand side of the page (and this is taken from our Programme 26-29).

We will also need to create some general material on nature and IUCN for the wider Private Sector.

**In all cases IUCN must create an enabling environment – helping the Private Sector to take more informed decisions.**

The analysis links into the 20-Year Vision and Programme which is given in Appendix 2 to this document.

**Using the Programme 2026-29, we will initially focus on the following sectors:**

- **Re-aligning economic and financial systems:** providing data, standards and tools to do this.
- **Agricultural systems:** Scaling up nature positive and evidence-based approaches, along with re-aligning policy and incentive systems to align with this.
- **One Health:** A healthy planet for healthy people. This is particularly important for example in the agriculture sector in terms of nutrition factors related to ecosystem services. It also links well with regenerative agriculture practices.
- **Nature-based urban development:** promoting the importance of urban biodiversity with governments, the private sector, urban planners and citizens (eg the IUCN Urban Nature index)
- **Blue economy (Oceans):** Developing new enterprises, and innovative finance
- **Nature Positive Renewables and Grids:** best practice guidance, capacity-building, decision-support tools and proof-of-concept pilots.
- **Conserving freshwater biodiversity:** Delivering data and tools to incorporate freshwater biodiversity into decision-making processes.
- **Restoring terrestrial ecosystems and addressing the impact of climate change**





## What does the Private Sector want, versus what the Union wants?

Looking at the analysis to the different components and what each want – the Private Sector versus the Union – identifies the following. This is an unfiltered list of all items, and not ranked or graded in any way. We synthesise the most promising opportunities on the next page.

### Demand

#### What does the PS want?

- Ability to see where they are on a maturity curve (good practice / bad practice / governance etc.)
- Ability to evaluate projects
- Technical assistance / support to help guide projects
- Ability to attract investments
- Ability to evaluate investments
- Ability to report and disclose effectively
- Share case studies
- Incubate and innovate
- To convene and talk with others
- Consumer confidence and trust
- The PS also wants to focus on win-win solutions that are profitable (or increase customer demand confidence) while also being good for nature.



### Supply / Solutions

1. Maturity Curve model
2. Evaluation: Red List / Green List / STAR / NbS  
(Issue is we have multiple – different tools for different purposes)
  - for projects
  - for investment decisions
- 2a. Reporting Disclosures - TNFD / (CSRD, EU DR)
3. Technical Assistance (including technical and advisory panels e.g. those that helped Shell and remediation of oil spills in Niger delta)
4. Case Studies
5. Incubators (Nature+)
6. Convening (Leadership Forum)
7. Partnerships

#### What does the Union want?

- To influence the PS
  - Hold them to account
  - Move them
  - Become part of solution
- To develop policy positions and advocate for change
- Boost or promote IUCN tools, products and solutions, such as Nature Base Solutions
- Funds and projects
- Financing??
- Partnerships and convening with the PS
- Effective corporate philanthropy
- Capacity building
- Incubate revenue generating solutions



1. As above but members delivering this
2. Policy and Advocacy
3. Project pipeline
4. Corporate Philanthropy
5. Capacity Building (specifically Partnership)
6. Incubate Nature+ business
7. Convening with PS

**Note:** many of these demands clearly overlap





## Private Sector

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### How do we improve their practices ?

4. *Changing Operational Practice* – actionable local intelligence
5. *Benchmarks, and evaluation.* Evaluate and mitigate impact on nature in value and supply chains.
6. *Reporting and Disclosure*  
Nature capital accounting and disclosures e.g. TNFD
7. *Accreditation models/ certified Green status* (through Members)

### How do we advocate for change?

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  - Wider partnerships
5. *Policy and advocacy*
  - Disclosure
  - Subsidies
  - Partnership

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# A maturity curve model (helping each Private Sector organisation to change)

When considering the Private Sector work and its impact on biodiversity, this is extremely complex. However, many Private Sector organisations want to know where they are on the journey now and what they need to do to get better.

**A maturity curve is a tool from which our tools, standards and data can hang.** It provides a calling card and easy way for us to talk to Private Sector organisations – it also inspires change and momentum.

IUCN needs to be able to access strategic decision making to make a difference for nature. A tool such as this enables us to get there quicker.

Under each area we can also map out a simple topology of what needs to be in place at each stage on the corporate maturity curve, for example: (1) Governance (2) Strategic alignment (3) Sustainability of effort (4) Operational implementation and capacity, (5) Culture and engagement and (6) Risk.

The audience at each stage can vary. But we expect more strategic conversations at first, leading to detailed operational conversations later. Conversations must engage: Executives, senior business leaders, sustainability manager, for example. Later compliance managers and operational staff are more likely to be involved.

IUCN's tools are clustered around three different main work areas and sit within the maturity curve framing at different levels:

- Those that take forward **Strategic Approaches** e.g. Nature Based Solutions (NbS) or Nature Positive approaches
- Those that take forward **Accounting and Reporting** standards e.g. TNFD; and
- Those that take forward **Evaluation against data and looking at species or ecosystem loss** e.g. IBAT or STAR metrics (Red list, Green list, Restoration Barometer etc.)



The detail is fully explored on the next page







# A maturity curve model (helping each Private Sector organisation to change)



Underpinned at each level by:

- (1) Governance
- (2) Strategic alignment
- (3) Sustainability of effort
- (4) Operational implementation and capacity
- (5) Culture and engagement
- (6) Risk.

## Foundational level: Develop awareness & build compliance

**Maturity:** For companies in early stage of their biodiversity journey and trying to understand the landscape.

Companies recognize biodiversity as a material risk and/or opportunity.

**Activities:** Build awareness, screen risks, identify opportunities. Also report effectively (TNFD)

**Tools:** are introductory, diagnostic, and/or awareness-raising. They could also help set basic strategy and direction.

**Diagnostics:** IUCN offers products (e.g. Red List, IBAT) to improve knowledge and help businesses to respond effectively.

This maturity curve model will help set strategic direction.

## Good practice level: Set strategic direction & build management focus

**Maturity:** For companies in the mid-stage of their biodiversity journey, ready to operationalise commitments and set long-term directional targets.

Companies start integrating biodiversity into their operations, capital allocation, and risk management decisions.

**Activities:** Enables companies to design strong interventions, make right investments, deliver projects, monitor and report credible action

**Tools:**  
(1) Those that allow strategic direction to be set.  
(2) Project-level and actionable

**Diagnostics:** Strategic frameworks such as this maturity curve model.

Specific tools include Nature Based Solutions (NbS), STAR and Green list. Also, Restoration Barometer.

We also need to closely align with Nature+.

## Strategic leadership level: Best in class. Integrated practice

**Maturity:** For the most advanced companies, those who seek to lead the field

Companies become industry champions, investing in the scaling of nature-based solutions and best practices.

**Activities:** Designed to enable companies to transform markets and industries, lead and influence peers, scale change, and shape norms

**Tools:** are aimed at convening, leadership positioning, and policy engagement.

**Diagnostics and learning:** Specific tools and learning environments include IUCN Academy, IUCN Leaders Forum, and PANORAMA (Solutions for a healthy planet).

The Secretariat has identified 25 tools that could be potentially mobilised by the Union (these are listed in Appendix 3). The next step of this strategy is to expand, refine and finalise this list, and see which tools should be developed further and prioritised; we need to do this urgently to keep momentum.



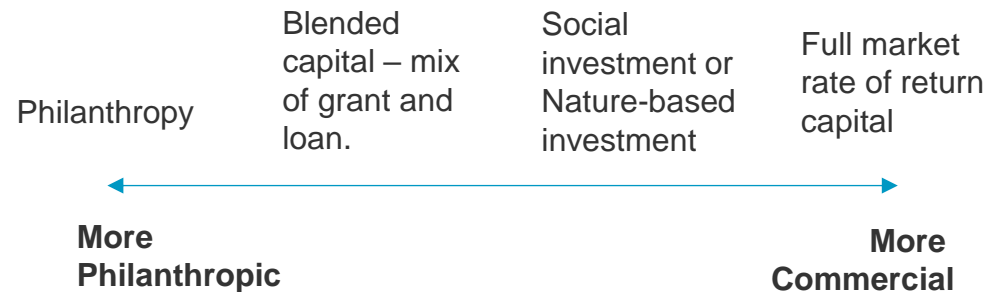
One area of concern we have in the strategy is how do we bring money to incubate new Nature+ businesses and what is IUCN's role in this?

Similarly, investment capital is not homogeneous and stretches from philanthropic grants to seed fund business, all the way through to commercial capital which pays a market rate of return. Nestled in-between are blended capital and social investment (or nature-based investments). The diagram on the right highlights this.

Currently, there are a number of new funds being designed and built – for example: (i) Blue Natural Capital; and (ii) the New Blue Carbon Accelerator Fund are good examples.

Equally, there is a space where we need to bring governments together with the private sector and NGOs to enable change – without the blend of each part to legitimise, regulate, provide capital and investment, and give a voice to poor communities, then we are not leveraging real change for nature.

What is our role as IUCN in this and providing concessionary finance? Equally if we are to build funds how do we do this? Should we include partners? Many questions arise which form the basis of resolutions at Congress. **This strategy will need to be amended following those conversations.**





# For the SMEs and small Nature Based Business

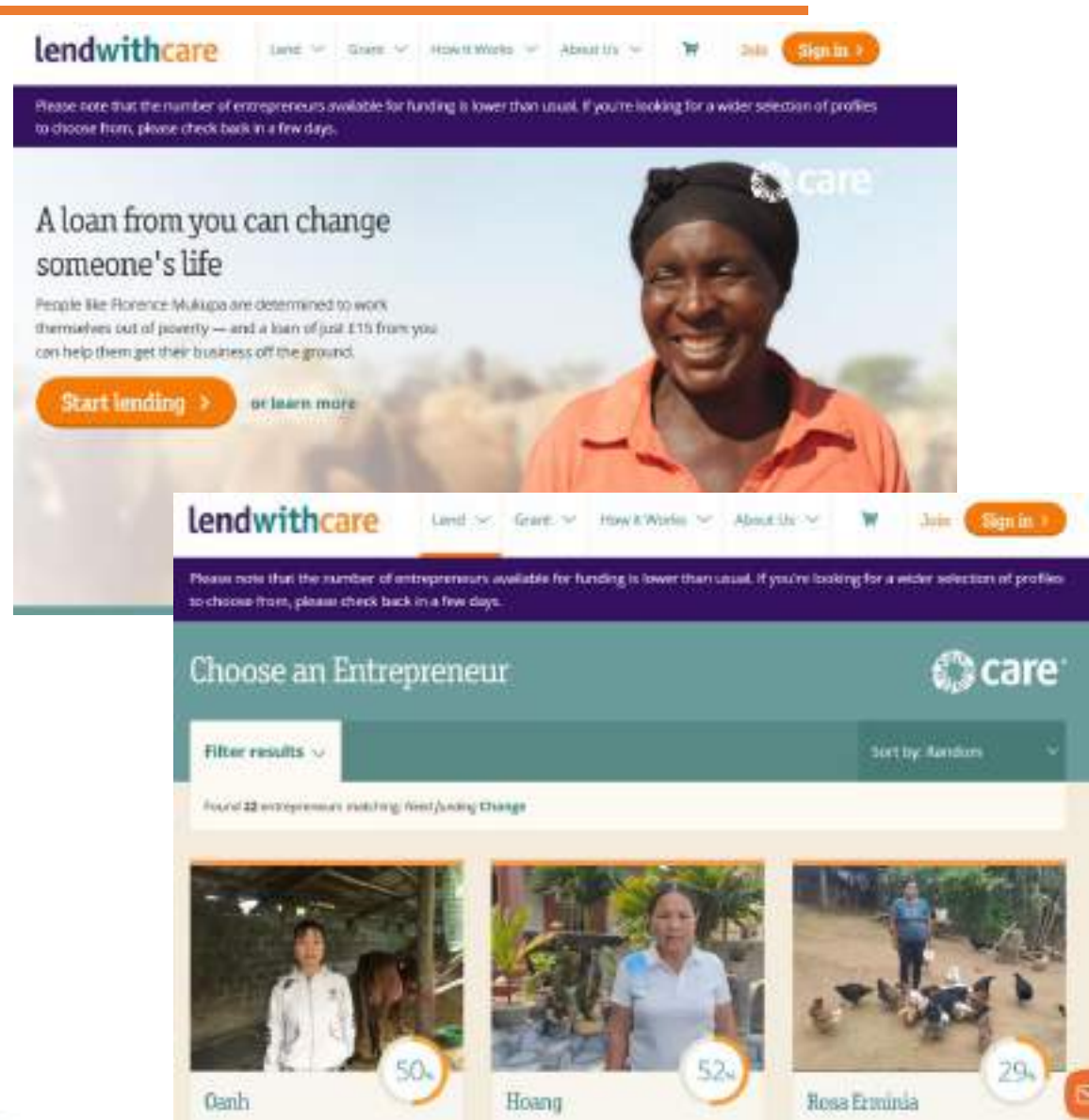
As part of this strategy, we explored a peer-to-peer lending or granting platform for IUCN (developed on Lendwithcare – see opposite). This could influence the SME end of the market and change MFIs (Micro-Finance Institutions) across the World. This would integrate nature more firmly into the SME and microfinance landscape which many of our members are engaged (especially those in poor communities globally and Indigenous Peoples).

This can also link into IUCN's Contributions for Nature work and allow members to tell their stories more effectively. It could allow the public to engage with IUCN and build awareness of our work. It can also generate unrestricted funds. **The first brainstorm session was entirely positive and will be developed further in due course.**

Such a platform could:

- Allow members to show their work and projects (and provide case studies)
- Grow fundraising for members
- Create a stream of unrestricted fundraising for the Secretariat
- Create a platform for carbon offsetting and carbon / biodiversity credits
- Build engagement for our Contributions to Nature work
- Establish Nature+ micro-businesses across the World.

This fits the start up and incubator offering to develop Nature+ businesses. **We will explore further as we bring the strategy to life.**



## Risk Management

Risk management will be key in IUCN's engagement with the Private Sector. We must ensure we screen for reputational risk, and to ensure the integrity of our work, also that our work with the Private Sector does not undermine IUCN's credibility or reputation.

We recognise the need for clear safeguards, consistent protocols, and ongoing institutional alignment.

The following principles will guide our work:

### 1. Clear Policies and Processes

- **IUCN's enterprise risk management policy** will continue to guide and structure the overall approach to managing risk for Private Sector engagement.
- **Due diligence processes.** We have clear process and procedure, implemented in Q4 2024, at a Secretariat level. This assures a risk rating for every business engagement, ensures early identification of potential high-risk engagements, and provide a comprehensive outlook of both the risks and opportunities offered by each business engagement. We need to provide clear guidance to members and commissions so that they can manage risk in a similar way.

### 2. Risk is Contextual

- **Risk is not the same across all private sector engagements.** It varies by sector, geography, and company, and requires nuanced, proportionate management.
- In assessing risk, **we prioritise mission alignment and potential, impact for nature.** We also ensure that where there are major concerns about the company or sector, these must be addressed before we start work.

### 3. Tools and Delivery Approaches Can Reduce Risk

- Offering science-based tools, solutions, and standards reduces greenwashing risk by grounding partnerships in **credible methodologies.**
- Packaging and sequencing engagements through **structured pathways** creates transparency and predictability.

### 4. Governance evolves with Delivery

- Risk management will continue to evolve and will always be grounded in IUCN's values and mandate.



- **Impact:** this strategy has not focused on impact per se, and we should assess the potential impact and reach for each solution, aligned against the resources it will cost and revenue it could generate. This will be needed before further decisions can be taken. Within this, we must think carefully at a Union-wide level
- **Scale up:** We should actively promote ways of licensing our data and tools for other organisations and the Private Sector to use. We could also focus on supply chain accountability and improvement in our work. **IUCN could be involved with CBO biodiversity offset products and ISO certification** (influencing around 500,000 companies worldwide). We could work in partnership with members to achieve this.
- **Our database of Private Sector actors:** Currently we have around 850 Private Sector actors as Partners at the Secretariat. We will need to grow this significantly if we are to grow our offering to the Private Sector, have a large enough pool of Private Sector clients to work with, to raise our brand profile with the Private Sector. Similarly, we also need to increase the number of organisations for the Leaders Forum. We suggest increasing by a multiple of ten at least. Members and commissions will be able to help IUCN on this journey and many already have deep connections. This strategy sees deep partnership working for the future.
- **Nature+:** The term Nature+ (Nature Positive) is growing in importance in the nature space and being driven by a well coordinated and funded campaign. How does the Nature+ work align with our thinking and where must IUCN position itself in regard to this? We will link into the Nature Positive Initiative to shape and drive this.
- **Sponsorship / CSR / Philanthropy:** How does IUCN help organisations to give well, and can we set up a vehicle for them to do so? This needs to be determined.







## **SUPPLY**

**Our existing products and services**



# Framing the Golden Eggs and working with members

## Framing the Golden Eggs

A **Golden Egg** is a method, tool, approach, model, toolbox, or technology, **which already exists**; and which IUCN currently offers or can offer to businesses.

### Why they matter?

- ✓ Businesses and financial institutions are increasingly required to address biodiversity risks, dependencies and impacts, and need clearer pathways and tools to do so.
- ✓ IUCN members seek stronger business engagement to support conservation goals and scale up conservation outcomes.
- ✓ IUCN has tools, solutions, and expertise which can address the needs of both its members and businesses.

### Bridging supply and demand: How IUCN helps to close the gap

- ✓ IUCN's strength → Science-based solutions, global standards, and convening power.
- ✓ Business demand → Tools, frameworks, and guidance to meet new biodiversity commitments (from previous analysis).
- ✓ **Golden Eggs connect the two** → Creating clear entry points for businesses to engage with IUCN.

**Golden Eggs serve as practical, science-based entry points for businesses to engage with biodiversity solutions—bridging the gap between corporate action and global conservation goals.**

This analysis also links into the current offerings to the Private Sector in Appendix 1 of this report.

## Working with, and through, Members

There are four different areas of work explored on the next pages:

- (1) **Standards & Frameworks** (inc. reporting / disclosure)
- (2) **Knowledge & Data Tools**
- (3) **Convening & Networks**
- (4) **Capacity-Building & Technical Services** (including Case Studies)

Each of these areas hides a multitude of different tools, data and products which can be tailored to our work with the Private Sector.

Equally, this is not top-down effort from the Secretariat alone, and we want to inspire the full range of members to create Private Sector data, standards and tools which can shape the future for nature.

**On the following pages, therefore, as we explore existing products, we are fully aware of the power of the Union.** The list includes data and tools managed and delivered by Commissions and Members. We need to learn from the Union and integrate great offerings such as Nature Positive and TNFD into our work. Equally, where we have found tools, standards and data that work for members, we need to ensure that these can be delivered by them in a multiplier effect.

All this work will need to be addressed as next steps as the strategy becomes implemented.





# IUCN's Golden Eggs\* – Key Offerings to Businesses

All of IUCN's current offerings to businesses (Golden Eggs) can be classified into one of four categories. Following their classification, their strategic value to businesses is ranked, along with the degree of uniqueness to IUCN (indicating how competitive we are in this offering). The strength of each category is determined by combining the strategic value with the uniqueness to IUCN.

Category	Key Offerings	Examples	Strategic Value to Businesses	Uniqueness to IUCN	Overall Strength
<b>1. Standards &amp; Frameworks</b> (inc. reporting / disclosure)	Science-based frameworks for sustainability	NbS Standard, Green List, KBA Standard, Nature positive assessments (RHINO)	Moderate – Key for corporate ESG compliance and biodiversity integration into ESG frameworks	High – IUCN develops globally recognised standards for nature	HIGH
<b>2. Knowledge &amp; Data Tools</b>	Scientific databases and biodiversity risk assessment tools	IUCN Red List, KBA, IBAT, Protected Planet, STAR Metric, Nature positive assessments (RHINO)	High – Essential for reporting (e.g. TNFD) and corporate risk assessment prior to disclosures	Very High – IUCN is the authoritative source of global biodiversity data	VERY HIGH (But significant additional investment needed)
<b>3. Convening &amp; Networks</b>	Platforms for business-NGO engagement & policy influence	IUCN Congress, Leaders Forums, Scientific Panels, Private Sector Platforms	High – IUCN acts as a neutral broker between conservation, business, and policymakers	Medium – Unparalleled convening power	HIGH (there is something unique about our convening e.g. IPOs, but need bigger cohort of Partners)
<b>4. Capacity-Building &amp; Technical Services</b> (including Case Studies)	Training, advisory support, and toolkits	IUCN Academy, Advisory Services, PANORAMA knowledge platform	High – Helps businesses integrate biodiversity into operations and investments	Moderate – Strong knowledge base, but significant competition exists	MODERATE / HIGH (and GROWING)

# Refining the Demand-Supply Overlay

This table highlights the core delivery capacities of IUCN (“Golden Eggs”) and how this supports the Private Sector.

**Please note:** The analysis includes both Private Sector and the Union. We need to consider IUCN’s value proposition in each.

Core IUCN Delivery Capacity (“Golden Eggs”)	Examples	How this Supports Members	How this Supports Business
<b>1. Standards &amp; Frameworks</b> (inc. reporting / disclosure)	NbS Standard, Green List, KBA Standard, Nature positive assessments (RHINO).  TNFD, CSRD, EU DR	❖ Strengthens conservation best practices and their alignment with different sectors	❖ Supports effective disclosure requirements ❖ Supports impact measurement
<b>2. Knowledge &amp; Data Tools</b>	IUCN Red List, KBA, IBAT, Protected Planet, STAR Metric, Nature positive assessments (RHINO)	❖ Enhances scientific credibility and science-based decision making ❖ Provides biodiversity baselines ❖ Monitoring of biodiversity trends and outcomes	❖ Helps effective and comprehensive risk assessment ❖ Supports regulatory compliance
<b>3. Convening &amp; Networks</b>	IUCN Congress, Leaders Forums, Scientific Panels, Private Sector Platforms	❖ Creates effective advocacy spaces ❖ Increases public-private dialogue and partnerships	❖ Enables industry dialogues ❖ Strengthens engagements with new and critical stakeholder groups ❖ Increases investor engagement with nature
<b>4. Capacity-Building &amp; Technical Services</b> (including Case Studies)	IUCN Academy, Advisory Services, PANORAMA knowledge platform	❖ Expands training programmes to support effective implementation of conservation initiatives ❖ Provides specific technical assistance for Private Sector	❖ Supports biodiversity strategy development ❖ Delivers sector-specific technical support



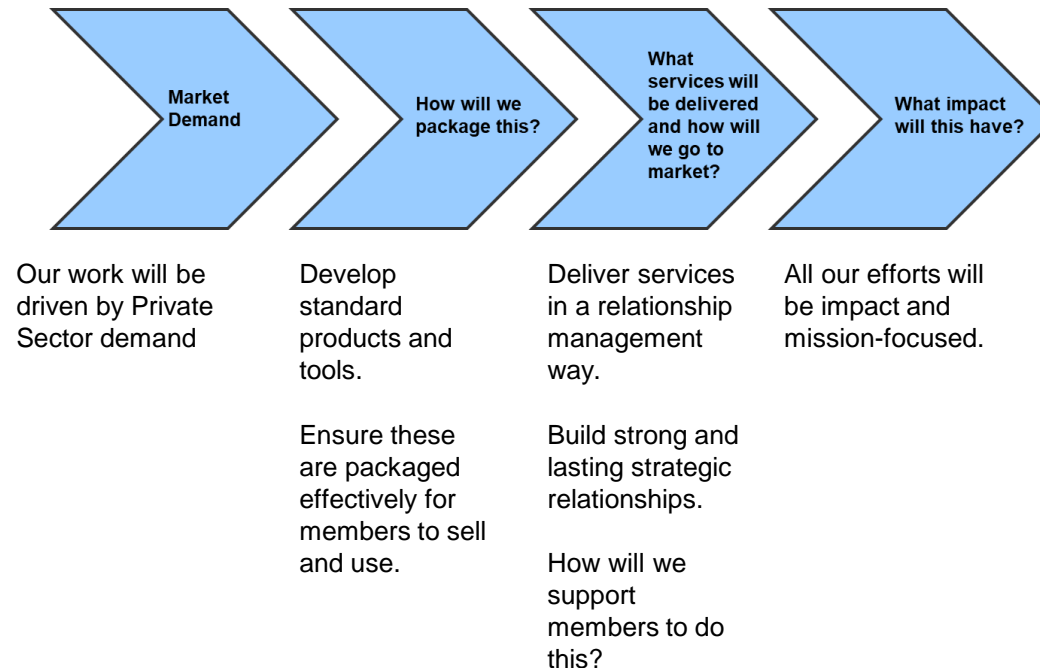
**How do we make this work?**

We need a cohesive approach for all data, tools and standards and how we provide services to the Private Sector.

What is clear from the strategy work is that we develop tools but often are not sure how these will be taken to market or to maximise impact for nature. We need to see the path to market as a chain and be thoughtful in our response at each step below.

While the tools and standards can be developed as standard packages, **our approach must be based on relationship marketing / management and individual scoping with each client.**

We need to also manage risk and have effective protocols to ensure reputational risks are managed.





## Membership

**47% of members agree with establishing a category of affiliate or membership for Private Sector entities against 28% who disagree. What is clear is that there is real opportunity if the case is demonstrated clearly.**

This class of affiliate or membership would probably not attach to voting rights. The Private Sector would be comfortable with this, however they would need frequent and meaningful engagement. **Membership, and what form this takes, is an ongoing conversation.**

The consultant reports highlights the following:

- Any offering would need to be targeted, not a general offer. This is because the market-place is already cluttered and IUCN not well known.
- IUCN would need to build relationships with Private Sector organisations through frequent and meaningful engagement. IUCN's brand recognition will also need to be improved to drive this.
- The offering must be an 'impact driven' offering and engage with the Private Sector on that basis
- There is a clear and positive financial case, but this will need more work to establish an effective level and offering.
- How to proceed in statutes will need some work.

This Private Sector strategy also sees us moving away from the term Business Engagement. We should use the language of **Private Sector strategy** (as per the Vision).





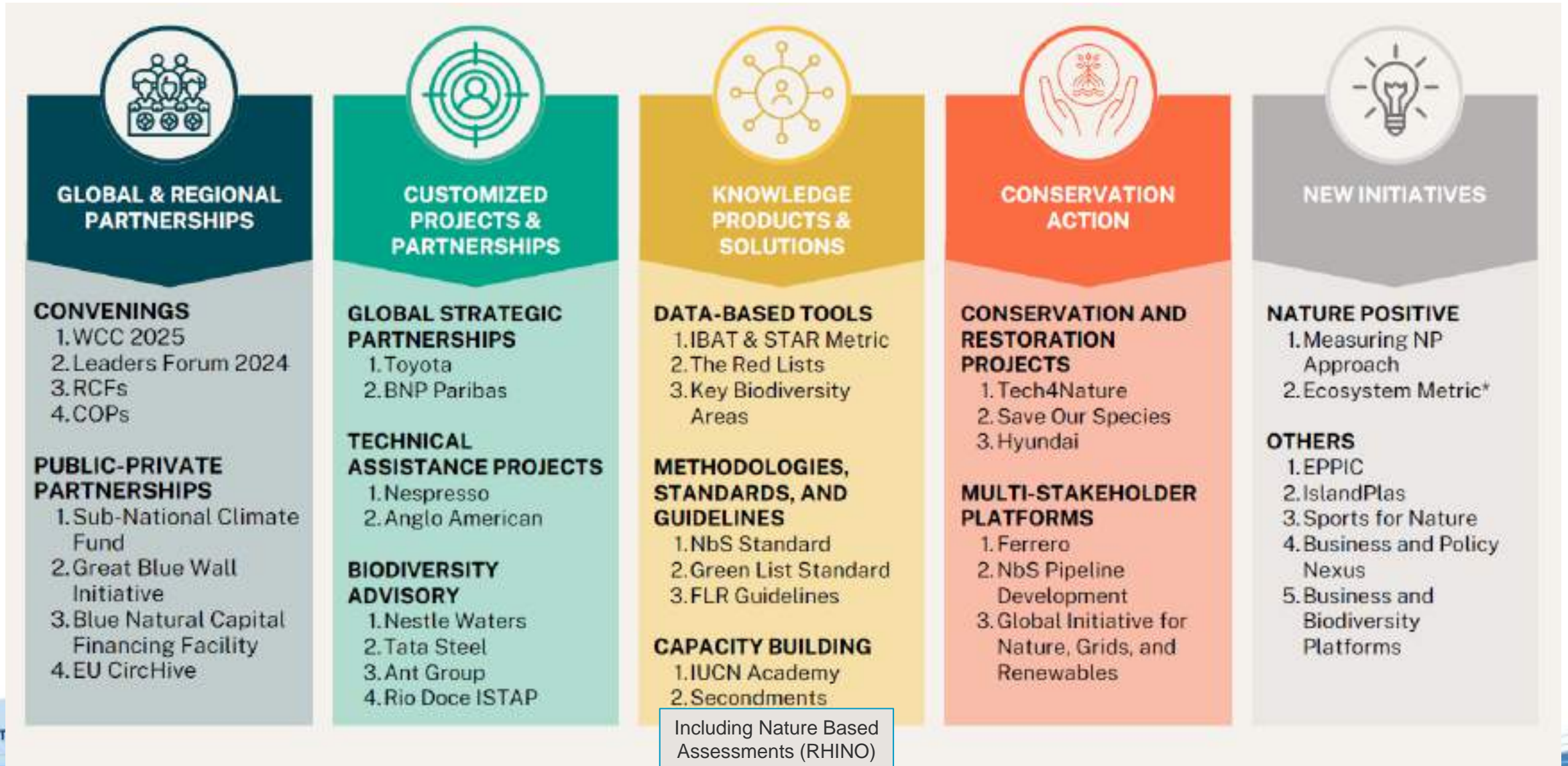


# **Appendix 1**

## **Current offering to the Private Sector**

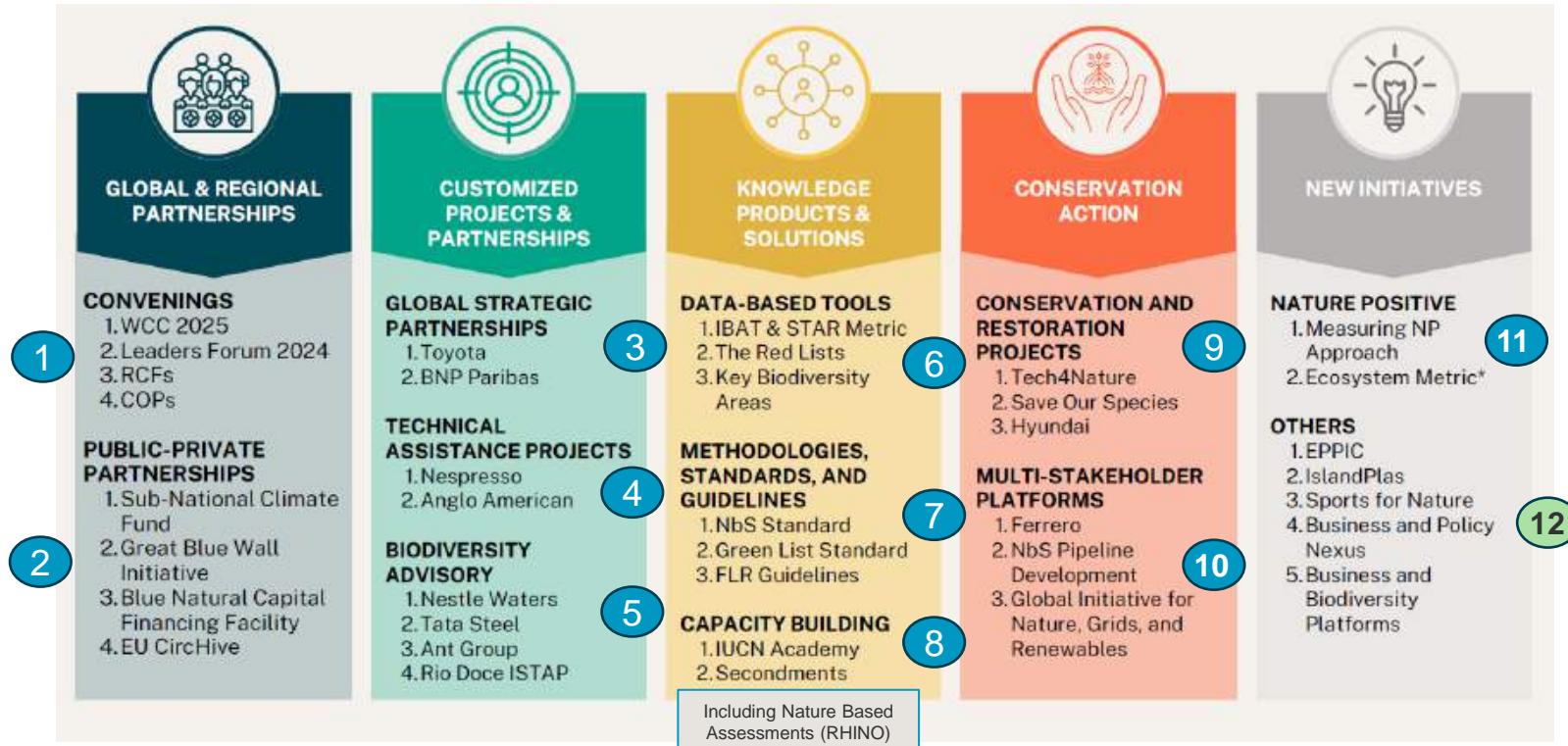
# Current offers to the Private Sector ...

Please note: this list of IUCN offers is 'indicative' and we need to map out numbers of engagement and amounts in the next steps of refinement of this strategy.



# Current offers to the Private Sector ...

Looking at it a slightly different way and aligning this against our catalytic roles:



The global partnerships are also good examples of sponsorship and corporate social responsibility (CSR). 3

The others box can be fit into the other areas ... 12

Convening 1 10

Science, data, tools and knowledge 6 7 11

Policy and advocacy 12 (just starting)

Capacity building 8 (minimal at present)

Mobilising resources for work on the ground (including projects)

- Projects funding 9 10
- Funds and financing 2 10
- Technical assistance 4
- Biodiversity advisory 5

Advancing education and awareness building ??



## **Appendix 2**

**What does the Vision and Programme say?**





# What the Vision says ...

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IUCN already works with the private sector. We will leverage this for our future ambition:

- investing in promising research and development;
- strengthening the investment in Nature-based Solutions;
- ensuring appropriate restoration mechanisms; and
- solving shared challenges.

Engaging the Private Sector at different levels:

- **Policy level:** Informing and influencing policy and regulatory frameworks to ensure full accounting of natural capital
- **Finance level:** Strengthening collaboration with the financial sector on data and standards, shifting towards nature-positive investment and mechanisms across financial markets.
- **Business practice level:** Working with businesses across sectors to apply credible approaches to identifying and mitigating their impact on nature in value and supply chains.
- **Scaling up:** Building on Nature-based Solutions and Nature-positive work

Engagement seen in the Vision:

- Developing new nature-based business
- Developing mission-driven finance: bonds and new financial instruments (including Carbon / Biodiversity credits)
- Private sector partnerships
- Potentially developing revenue-generating services
- Convening private sector and Members

**IUCN will work in each of the eight transformational areas of the Vision:** (1)

Alignment of financial and economic systems with nature, (2) Climate change (3) Food systems and sustainable agriculture (4) One Health (5) Green, just energy transition (6) Sustainable Cities (7) Regenerative blue economy and (8) Water security and stewardship.





# What the Programme says ...

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The Programme sees purposeful engagement with the Private Sector as a powerful partner.

It sees us growing the conservation community by engagement with the Private Sector.

It also sees the emergence of tools such as natural capital accounting

Sees the Private Sector as an important partner and integral to achieving real change for nature in:

- **Scaling up Nature-based Solutions**
- **Developing biodiversity metrics for a nature positive transition:** providing transition pathways for private sector actors and setting baselines and verifying concrete contributions.
- **Agricultural systems:** Scaling up nature positive landscapes, creating evidence-based approaches, ensuring policy and advocacy and help refining incentive systems.
- **Nature-based urban development:** Raising awareness among governments, the private sector, urban planners and citizens about the importance of urban biodiversity.
- **Blue economy (Oceans):** Developing new enterprises, and innovative finance

- **Nature Positive Renewables and Grids:** best practice guidance, capacity-building, decision-support tools and proof-of-concept pilots.
- **Re-aligning economic and financial systems:** assessing, reporting and setting targets on the alignment of economic and financial systems with nature
- **Conserving freshwater biodiversity:** Governments and the private sector have used data and tools to incorporate freshwater biodiversity into decision-making processes.
- **Restoring terrestrial ecosystems:**





# What the Programme says ... continued

To achieve this our work with the Private Sector will:

## **Knowledge, tools and data**

- Develop effective tools, data sets and evidence.
- Tools which can be used with the Private Sector and governments for transition.

## **Convening**

- Convene effective conversations with Private Sector and members (and potentially sees a non-voting class of membership for the Private Sector).

## **Policy and Advocacy**

- Policy and advocacy and help refining incentive systems.
- Address harmful subsidies

## **Capacity development**

- Create sound case studies
- Helping members with capacity building to see how they can link into the Private Sector.

## **Mobilising conservation action on the ground**

- Scaling up nature positive landscapes, Evidence-based approaches,
- Help scale Nature-based Solutions
- Setting baselines and monitoring against these.
- Implement and assessment of actions
- Developing innovative mechanisms to catalyse public and private sector funding

## **Advancing education and awareness building**

- Advancing awareness building of the Private Sector and IUCN's work

## **Our strategy is to engage with the Private Sector to ...**

**1. Change business practices :** Working with business to evaluate and mitigate their impact on nature in value and supply chains.

**2. Scaling up:** Helping business to scale up Nature-based Solutions and Nature Positive work

**3. Finance level:** Placing our tools, standards and data behind investment decisions.

**4. Creating new finance mechanisms:** While creating new finance mechanisms and exploring biodiversity and water credits.

**5. Advocating for change ...** influencing policy and regulatory frameworks to ensure full accounting of natural capital and ensuring the enabling environment for nature to change.







## **Appendix 3**

**List of current Private Sector engagement products (not complete)**



# Private Sector engagement products (not complete)

*The list below is an indicative list of Private Sector products which can be shaped into our maturity curve model.*

*This list is not indicative and needs expanding, refinement and agreement, but is provided as an indicative list to accompany the PS Strategy.*

#	Tool	Use Case for Companies	Examples of Key Users	Strategic Value
1	<b>Approaches to Sustainable Use of Wild Species</b>	Plan sustainable use of wild species	Compliance teams, sourcing managers	Connects conservation outcomes with sustainable supply chains
2	<b>Biodiversity and Responsible Sourcing for Wind and Solar</b>	Guide for responsible sourcing in renewables	Procurement teams, ESG managers	Sector-specific entry point for renewables
3	<b>ECOLEX – Gateway to Environmental Law</b>	Reference environmental legal frameworks across countries	Legal counsel, risk and compliance managers	Demonstrates IUCN’s multilateral policy knowledge base
4	<b>EICAT – Environmental Impact Classification of Alien Taxa</b>	Assess potential impacts of invasive species	Compliance teams, biosecurity planners	Shows IUCN’s role in horizon scanning and ecosystem integrity
5	<b>Global Standard for Nature-based Solutions (NbS)</b>	Design and certify high-integrity nature-based projects	Project developers, carbon finance teams	A “passport” for high-integrity NbS
6	<b>Green List of Protected and Conserved Areas &amp; GL Standard</b>	Assess and improve protected area effectiveness; benchmark against global criteria	Operations leads, environmental compliance teams, site managers	Signals credibility and accountability in site governance
7	<b>Green Status of Species</b>	Measure recovery efforts for species	ESG leads, sustainability operations teams	Adds a “success lens” to traditional threat indicators
8	<b>Guidance on Biodiversity Cumulative Impact (Wind/Solar)</b>	Early-stage planning for low-impact renewable energy	Energy developers, financiers	Sector-specific entry tool for nature-smart renewables
9	<b>Guidelines for Planning and Monitoring Corporate Biodiversity Performance</b>	Baseline structure for companies starting to set targets	ESG teams, strategy directors	Provides clear, flexible structure for early-stage planning
10	<b>Guidelines on Business and KBAs</b>	Manage business operations in and around biodiversity-sensitive areas	Environmental managers, ESG directors	Bridges science with operational decision-making
11	<b>IBAT – Integrated Biodiversity Assessment Tool</b>	Biodiversity risk screening for project sites	Biodiversity experts, risk managers	Gateway to IUCN data; business-ready access to multiple datasets
12	<b>IUCN Academy (Introductory)</b>	Train executives and teams in cutting-edge approaches	Executives, corporate learning leads	Builds credibility and capability among frontrunners
13	<b>IUCN Leaders Forum</b>	Showcase leadership, shape global discourse, link companies to other stakeholders	CEOs, chief sustainability officers	IUCN’s convening power, on display



# Private Sector engagement products (not complete)

*The list below is an indicative list of Private Sector products which can be shaped into our maturity curve model.*

*This list is not indicative and needs expanding, refinement and agreement, but is provided as an indicative list to accompany the PS Strategy.*

#	Tool	Use Case for Companies	Examples of Key Users	Strategic Value
14	<b>KBA – Key Biodiversity Areas Database</b>	Identify critical areas of biodiversity significance	CSR teams, conservation advisors	Connects business activity to global conservation priorities
15	<b>Manual for Creation of Blue Carbon Projects</b>	Structure and launch coastal blue carbon projects	Coastal project teams, climate financiers	Leverages IUCN's coastal and carbon credibility
16	<b>Measuring Nature-Positive</b>	Set and report against nature-positive targets	Biodiversity leads, investors	Reinforces IUCN's influence in global metrics discourse
17	<b>PANORAMA – Solutions for a Healthy Planet</b>	Share and adapt biodiversity solutions across contexts	Peer networks, field teams	Strengthens peer learning and replication of success
18	<b>Restoration Barometer</b>	Track progress on restoration targets	Project teams, funders	Provides transparency in tracking commitments
19	<b>RLE – Red List of Ecosystems</b>	Assess ecosystem collapse risk to inform land-use decisions	Regional sustainability teams, site managers	Science-based signal for ecosystem prioritization
20	<b>RLTS – Red List of Threatened Species</b>	Identify species at risk in operational landscapes	ESG leads, sustainability operations teams	Flagship science product; global gold standard; used in regulations
21	<b>ROAM – Restoration Opportunities Assessment Methodology</b>	Identify and prioritize areas for restoration	Biodiversity managers, external affairs teams	Tool for scaling restoration with multiple stakeholders
22	<b>STAR Metric</b>	Set science-based species targets and monitor outcomes	Biodiversity managers, investors	Turns the Red List into a business-specific implementation tool
23	<b>Urban Toolbox</b>	Integrate urban nature into development projects	Infrastructure planners and investors	Expands IUCN's reach into urban sustainability innovation
24	<b>WDPA – World Database on Protected Areas</b>	Map protected area overlaps with planned operations	Site planners, ESG analysts	Reinforces IUCN's authority on baselines, widely used by financiers
25	<b>World Heritage Outlook + Self-Assessment Toolkit</b>	Assess proximity to heritage site and identify no-go areas and sensitive sites	Site planners, ESG analysts	Strong links to local communities' engagement with businesses



## Terms and Principles for IUCN Member Committees

### Part I. Background and Principles

In accordance with the IUCN Statutes, IUCN Member Committees (National, Regional and Interregional Committees), as components of the Union, exercise their functions with a high degree of autonomy and financial responsibility. By adopting these terms and principles, the IUCN Council seeks to ensure that IUCN's Mission can be achieved and its reputation and credibility upheld to the highest possible degree.

1. The ability of IUCN to fulfil its Mission depends directly on the capacity of all its constituencies – the Members, the Commissions, the National/Regional Committees, the Secretariat, the Council as well as its external partners and stakeholders such as donor agencies, project collaborators and the public – to work together with confidence, respect and mutual support. Achievement of the Union's Mission, goals and objectives also needs effective coordination and the alignment of their conservation efforts. This requires a Union-wide commitment to the highest levels of integrity, cooperation and ethics.
2. IUCN recognizes the critically important role that IUCN Member Committees play in the recruitment, engagement, connection, networking, general assistance and retention of Members. In many cases, particularly in countries with no IUCN office, the IUCN Member Committee is the key IUCN touchpoint for Members, as well as the facilitator of all Member and Commissions expert networking activities and collaborations within that region. IUCN Member Committees are integral to achieving the mission and objectives of IUCN, as well as helping to ensure the sustainability of IUCN as an organization.
3. Formal obligations and responsibilities of the components of the Union are specified in the IUCN Statutes, supplemented by the IUCN Regulations and supported by the One Programme Charter (2011). In these governance documents, these terms and principles are referred to as the Operational Guide for IUCN National and Regional Committees. To strengthen these, Codes of Conduct and professional ethics have also been adopted for the IUCN Council and the Secretariat.
4. The establishment and functioning of IUCN Member Committees, which represent the views and interests of their respective membership, are governed by Part VII of the IUCN Statutes and Part VI of the IUCN Regulations.
5. In addition to these statutory provisions and to IUCN Regulation 66b is dealing specifically with the conduct of IUCN Member Committees operating outside their own State or Region, and recognizing that there are other issues not explicitly covered by the Statutes and Regulations, Council has adopted this Terms and Principles which provides ethical standards and criteria to which all IUCN Member Committees are required to adhere at all times. This is all the more relevant in light of the fact that, in accordance with the IUCN Statutes, Member Committees, as components of the Union, exercise their functions with a high degree of autonomy and financial responsibility. By adopting these Terms and Principles, the IUCN Council seeks to ensure that IUCN's Mission can be achieved and its reputation and credibility upheld to the highest possible degree.
6. IUCN Member Committees shall monitor the application of these Terms and Principles and include corresponding feedback in their annual reports to Council. In turn, these annual reports, where appropriate, will contribute to the content of the IUCN Annual Report.
7. This document provides broad guidance subject to the ultimate authority of IUCN's Statutes, Regulations and Resolutions. Its provisions shall apply to all IUCN Member Committees and their Members when acting as representatives of a National or Regional Committee.

### Part II. Adhering to and Exemplifying IUCN's Principles and Values

8. In all their operations and dealings, IUCN Member Committees :
  - a. Will maintain the highest levels of **integrity and ethical behaviour**, especially (but not limited to) the avoidance of conflicts of interest where a National or Regional Committee might allow its own interests, or those of its individual members, to interfere with or to prevail over IUCN's Mission, goals and objectives or the broader interest of conservation. IUCN Member

Committees have a duty to disclose to the IUCN Director General any present or potential conflict of interest that may arise. The Director General shall treat such information in confidence and in accordance with applicable provisions in the Statutes and Regulations.

- b. Can expect reciprocity and will adhere to principles of **responsibility and accountability**, to support and strengthen the ability of the Union to achieve its Mission, goals and objectives. Member Committees:
  - i. will be respectfully included, assisted and supported by their Regional Office as well as the Secretariat Membership Support unit and the IUCN Council;
  - ii. will work in a coherent mode and in partnership with each other, the IUCN Council, the Commissions and the Secretariat, which will support them as required in Regulation 68, to align with and participate in the delivery of IUCN's Programme according to their respective capacities and statutory functions, and will work in accordance with the accountability measures provided for in the Statutes and Regulations or Resolutions and measures established thereunder by Council and the Director General;
  - iii. will issue messages strictly in the name of their particular IUCN Member Committee and not of IUCN per se, and shall align their external messages with the values and general policy approved by the World Conservation Congress, with the rulings and guidance of the IUCN Council to elaborate that policy, and with official statements issued from time to time by the Director General to implement the policy;
  - iv. shall only use the official version of the logo as required by the Union for all communications and must follow the existing logo specifications and rules in the "Logo Rules"; and
  - v. shall be kept informed, by relevant units of the Secretariat, of activities undertaken within their Region and/or country, including, with full and sufficient notice, Secretariat visits and work within the area of the Committee.
- c. Will coordinate their **fundraising activities** with the Secretariat in a spirit of openness, transparency, respect and support. The Secretariat will support and facilitate IUCN Member Committees in conducting fundraising efforts. The National or Regional Committee shall ensure that those fundraising activities remain fully consistent with the guidelines and procedures developed and applied by the Secretariat for purposes of implementation of policy as established by Congress and Council.
  - i. IUCN Member Committees should exercise due diligence in the use of any resources, financial or other, provided to them by IUCN or by any third party to carry out their duties and activities. Committees that generate or receive financial income must ensure transparency and accountability to their members.
  - ii. IUCN will support and facilitate fundraising activities to ensure the financial sustainability of Committees and their ability to continue operating effectively without imposing financial obligations or liabilities upon IUCN.
- d. Will aim for **fairness, inclusivity and transparency in decision-making**. IUCN Member Committees shall:
  - i. Be required to carry out their responsibilities in a spirit of openness and transparency;
  - ii. on request, make minutes of meetings available, in the language in which the meeting was conducted, to the members of the Committee, IUCN Council and the Secretariat.
  - iii. IUCN Member Committees shall submit an annual report on their activities to the Director General and the Council in accordance with Paragraph 66 (d). It is recommended that this report is sent in one of the official languages either using a standard template prepared by the IUCN Secretariat or by submitting the IUCN Member Committees' official annual report.
- e. Will aim for **equality, inclusiveness and respect** for the diversity of people and cultures.

IUCN Member Committees shall :

- i. expect to be treated with courtesy, respect, and consistency by all IUCN stakeholders and representatives;
- ii. have a reciprocal duty to treat their Councillors, their Members, their colleagues in other IUCN statutory components and all external stakeholders with courtesy, respect and consistency;
- iii. promote a culture of appropriate behavior for personal interaction, including the need for courteous communications and respect for others' culture, specific functions and mandates;
- iv. demonstrate a strong commitment to environmental responsibility;
- v. assess and consider the consequences of their decisions, policies and actions on ecosystems and those who depend on them; and
- vi. remain faithful to the Mission and Vision of IUCN.

### **Part III. Maintaining the Diversity and Representativeness of IUCN Member Committees, and Investing in the Future**

9. To reach their maximum potential, IUCN Member Committees need to be representative of the membership on whose behalf they act. All IUCN Member Committees shall therefore take all appropriate steps to ensure that:
  - a. to the extent possible, the IUCN Members' individual representatives to the IUCN Member Committees reflect a balance of gender, age and expertise in line with IUCN's diversity principles, in the interest of representing the diverse concerns of Members and of enabling the IUCN Member Committees to benefit in the future from a continued succession of diverse experience and perspectives;
  - b. as many Members and individuals as possible have the opportunity to participate in IUCN's governance bodies and processes, and to ensure that Members have a diversity of individuals operating within the IUCN's structures, both leading them in the pursuit of IUCN business as well as representing their interests. Therefore:
    - i. the Chair of a IUCN Member Committee should preferably not, subject to availability of an alternate Committee representative to fill the position of Chair, simultaneously hold the position of IUCN Council member and Committee Chair; and
    - ii. Member Committee Chairs and other elected officers shall not hold office for more than two consecutive terms, as defined in each Committee's bylaws, to enable a diversity of IUCN Members to hold office and provide leadership, and so that the Member Committees – and IUCN in general – benefit from fresh perspectives, insights, expertise and knowledge
  - c. IUCN Member Committees involve Councillors elected from the Regions and other members of the Council resident in a State or Region, where such Committee or Regional Fora have been established, to participate in their meetings and activities as provided for in article 72 of IUCN's Statutes;
  - d. that the IUCN Member Committees assist Councillors elected from the Regions in completing the obligations of their appointment in accordance with the Responsibilities and roles of Councillors elected from the Regions; and
  - e. that the IUCN Member Committees invite representatives of the Commissions to participate in their meetings. To that end, each Commission shall make available to IUCN Member Committees contact information for Commission Members living in the area of the Committees and nominate the member(s) as the Commission's official

representative(s) to Committee meetings.

#### **Part IV. Coordinating with IUCN Commissions**

10. In order to give effect to Part II.8.a and part III.9.c and to strengthen the One Programme Approach among IUCN components, the Commissions might be involved in the governance structure and in the activities of the IUCN Member Committees. IUCN Member Committees may invite the regional or national representative of each Commission to participate in the meetings of their governing bodies, in accordance with the following guidelines:
  - a. Each Member Committee should ensure collaborative and cohesive engagement with the representative of each Commission.
  - b. All members of the Commissions resident in the State or Region of the Committee may be invited to participate in all major meetings and relevant events of the IUCN Member Committees and Regional Fora (art. 72 of the Statutes).
  - c. If a member of a Commission has been nominated as their official representative, they shall be the one invited to participate in, and speak at the meetings of the governing bodies of the IUCN Member Committees in the name of their Commission, without a right to vote; For this purpose, the Commission's official representative(s) shall ensure that they align their messages with that of their respective Commission and inform their respective Commissions about any matter relevant for the Commission discussed and decided at the meetings of the Committees. For these purposes, the regional commission representative is accountable to the national representatives of each Commissions and the national commission representative to the national members of each Commission.
  - d. Each Regional or National Committee that decides to include Commissions in its governance structures, in coordination with the Commissions, and based on their specific realities, shall define the manner in which this collaboration will be implemented under the One Program Approach.

#### **Part V. Working Outside National or Regional Boundaries**

11. The World Conservation Congress (Barcelona, 2008) adopted amendments to the IUCN Statutes and Regulations so as to permit IUCN Member Committees to work outside their own State or Region. Council has recognized that this brings a need for greater consultation and coordination between Committees and regional and country offices in different countries and/or Regions.
12. When proposing to work outside its own State or Region, a National or Regional Committee shall undertake prior, meaningful consultation with its counterpart Committee(s) in the country(ies) or Region(s) concerned (hereafter referred to as "focal" country(ies) or region(s)) in order to avoid conflicts and to ensure that its activities are consistent with the IUCN Programme, including any agreed regional or national programmes or work plans.
13. Such prior consultation shall be the norm for any subject matter and/or activity that falls outside a Committee's national territory or regional area of operation, as relevant, including but not limited to aspects of:
  - a. direct project implementation;
  - b. capacity building;
  - c. governance issues;
  - d. policy processes;
  - e. fundraising activities; and/or
  - f. Congress preparations, including the Motions process.
14. In cases where no National Committee exists in a particular focal country, prior consultation shall be undertaken with IUCN Members in that country.
15. The relevant IUCN regional or country office shall be kept informed of such consultations in a timely



and meaningful way, so as to facilitate on-going communication and coordination between all relevant IUCN components.

16. IUCN Member Committees shall strive to engage with IUCN Members in the relevant focal country or region.
17. IUCN Member Committees shall give due consideration to the need for inter-country or interregional coordination with Commissions, as appropriate.

#### **Part VI. Effective Date and Amendment**

##### **18. These Terms and Principles**

- shall become effective upon Council's decision approving it, and
- may be amended at any time by decision of Council, after consultation with Member Committees. Suggestions for improvements to these guidelines by Committees are welcomed and should be addressed to the Constituency Committee of Council

#### **Part VII. Implementation of the Terms and Principles**

19. Persistent and deliberate action in violation of these Terms and Principles by IUCN Member Committees may lead the Director General to seek a written response from the Committee. Thereafter, the Director General may make a recommendation to Council on the withdrawal of recognition of that particular Committee, as provided for in IUCN Regulation 64.

#### **Part VIII. Scope of Application**

20. The provisions of these Terms and Principles shall apply to all IUCN Member Committees and to their Members.

## Action Plan for the Governance and Constituency Committee Task Force on Decision 145

### OBJECTIVE

IUCN's National, Regional and Interregional Committees (IUCN Member Committees) are regional and national contact points for IUCN and each have the potential to be intermediaries, brokers and negotiators; significant conveners and networkers; conduits of information between all IUCN components; vehicles for membership recruitment and retention; and multi-directional communication mechanisms, in addition to being project deliverers, advertisers and fundraisers, within the constraints, capacities and opportunities available to IUCN Members in each country or region.

The draft IUCN 20-year Strategic Vision already identifies an increasing responsibility on IUCN Member Committees, an emphasis which the final version is expected to confirm. To enable such a workload to be delivered, largely by voluntary means, this action plan aims to help all IUCN Member Committees grow stronger, to facilitate their engagement in the work of the Union and support them in becoming an even more valuable and effective part of the Union.

A key challenge for the future is to strengthen the recognition and representativeness of IUCN Member Committees – and particularly of their Chairs – at national and regional levels assigned to them by IUCN. This involves advancing a shared understanding within the Union of the roles of legitimacy, leadership and coordination that Committees are expected to play. Clarifying these dimensions will reinforce their ability to act as effective interlocutors with external stakeholders and as strategic actors within IUCN.

### BACKGROUND

Members at the World Conservation Congress 2021 requested Council to reflect on the requirements for establishing National Committees, Regional Committees and Interregional Committees (IUCN Member Committees), including proposed actions to strengthen Council's oversight of Committees to ensure their transparency, independence and integrity (see [World Conservation Congress 2020 Decision 145](#)).

The Governance and Constituency Committee Task Force on Decision 145 was appointed to carry out this work and began by carrying out a survey into the 'establishment, operations and oversight of National, Regional and Interregional Committees'. With the support of the Regional Conservation Fora, Councillors from the Region, the Secretariat and the Global Group for National and Regional Committee Development, 75% of IUCN Committees responded between June and December 2024. The findings of the survey, with analysis and interpretation from the GCC Task Force, the Global Group for National and Regional Committee Development (GG), and the Secretariat's Membership and Commission Support

Unit (MCSU), underpin this open-ended action plan. The GCC Task Force will take the lead on implementing the action plan with the support of GG and MCSU.

## ACTION PLAN

### A. RESEARCH AND ANALYSIS

1. a. Conduct in-depth analysis of the results of the IUCN Member Committee survey in order to better understand how they operate and what activities will provide the greatest support and catalyst to the work of these highly diverse Committees.  
b. Supplement this analysis with further research into what Members need from their Committees and what would engage them most with their National, Regional or Interregional Committee. Understanding the capacity-building needs of IUCN Member Committees is paramount to progressing this initiative and this research will underpin future development of this action plan strategy.  
(Completed by October 2026)
2. In order to better understand the important work of each Committee, the GCC Task Force will develop a template for annual reporting along with a clear timeline for its annual completion and a clear understanding of what the information will be used for. (Completed by October 2026)
3. In the spirit of the One Programme Approach and to improve the recognition of the work of IUCN Member Committees and increase their profile as valuable components of the Union, a communications strategy for IUCN Member Committees will be produced in collaboration with the Global Group for National and Regional Committee Development. (Completed by October 2026)

### B. GUIDANCE AND ADVICE

4. In order to equip Committees with information and guidance to achieve their goals, the 2014 [Creating and managing an IUCN National Committee in Europe Toolkit](#) will be developed and updated into a: Creating and managing an IUCN National Committee Toolkit. Subsequently, a toolkit will be produced for IUCN Regional Committees. (Completed by June 2026)
5. In addition, the Global Directory of National and Regional Committees will be revised and maintained as an up to date register of Member Committee and Country Focal Point Contacts contacts.
6. The [Operational Guide for IUCN National and Regional Committees](#) last updated in 2020 will be reviewed and updated in 2025 in consultation with the Global Group for National and Regional Committee Development and subsequently every five years.  
(Completed by May 2025)

7. Ensure any recommended actions take into account the different memberships of Committees (which currently ranges from 2 to 148 Members), the different stages of development of a Committee (ranging from new to well-established), and the three different types of Committee (National, Regional, and Interregional).
8. Acknowledging that small IUCN National Committees with less than 5 Members are vulnerable to becoming inactive and therefore IUCN risks losing valuable voices and diversity, the action plan will analyse and identify activities that will support and make small Committees more sustainable. (Completed by March 2026)
9. Understanding that some Committees have benefited from registering as a legal entity, analyse the pros and cons of a Committee having a legal status and communicate the results of the analysis and any advice to all Committees. (Completed by March 2026)

#### **C. RESOURCING AND NEXT STEPS**

Mindful of IUCN Statute #71 that Member Committees are self-governing and shall not impose financial obligations or liabilities upon IUCN, the following actions on resourcing will be implemented:

10. To ensure that the action plan is implementable, an analysis of prospective costs and benefits will be undertaken, followed by a request that Council encourages the implementation of the action plan. (Completed by November 2025)
11. In close association with the Global Group for National and Regional Committee Development, work will begin on developing a resourcing strategy for IUCN Member Committees to raise funds from third parties to further the work of IUCN (Commencing June 2025)
12. Recognising the strengths in both the diversity of Committees and their decentralised role, the action plan along with a timeline of deliverables will be widely consulted on with IUCN Member Committees and interested Members, including at a Forum event at the World Conservation Congress (if successfully selected), in order to maximise the usefulness, applicability and implementation of its actions. (Completed by October 2025)
13. Request the IUCN Council 2026 to 2029 to continue the work of developing the action plan and making IUCN Member Committees become an even more valuable and effective part of the Union. (Ongoing)

## Membership Applications Approved by Council C113 on 9 May 2025

Statutory Region	39 Applicants	Cat.
Africa	• <a href="#">Kenya Wildlife Service</a>	GA
	• <a href="#">ÉCOLOGIE UNIVERSELLE</a>	NGO
	• <a href="#">Zimbabwe Parks and Wildlife Management Authority</a>	GA
	• <a href="#">TSURO Trust</a>	NGO
	• <a href="#">Indigenous Livelihood Innovation Organization Team-(ILIOT)</a>	IPO
	• <a href="#">Biodiversité Environnement et Développement Durable</a>	NGO
	• <a href="#">Advocates for Biodiversity Conservation</a>	NGO
	• <a href="#">Cross River State Ministry of Environment</a>	SN
	• <a href="#">Zimbabwe Womens Bureau</a>	NGO
	• <a href="#">ONG Tandavanala</a>	NGO
Meso and South America	• <a href="#">Fundación para la Conservación e Investigación JAPU</a>	NGO
	• <a href="#">Asociación Colombiana de Zoología</a>	NGO
	• <a href="#">Fundación Cambugán</a>	NGO
	• <a href="#">Asociación de Cooperación para el Desarrollo Rural de Occidente</a>	IPO
	• <a href="#">Asociación Interamericana para la Defensa del Ambiente</a>	NGO
	• <a href="#">Municipalidad de Antigua Guatemala</a>	SN

	<ul style="list-style-type: none"> <li>• <a href="#">UNIDAD DE CONSERVACION Y DESARROLLO FORESTAL INTEGRAL TOPIA S C</a></li> </ul>	NGO
<b>North America and the Caribbean</b>	<ul style="list-style-type: none"> <li>• <a href="#">New England Aquarium</a></li> </ul>	NGO
	<ul style="list-style-type: none"> <li>• <a href="#">Bow Seat Ocean Awareness Programs</a></li> </ul>	NGO
	<ul style="list-style-type: none"> <li>• <a href="#">The International Rhino Foundation</a></li> </ul>	NGO
	<ul style="list-style-type: none"> <li>• <a href="#">The Morton Arboretum</a></li> </ul>	NGO
	<ul style="list-style-type: none"> <li>• <a href="#">The International Wildlife Trust</a></li> </ul>	NGO
	<ul style="list-style-type: none"> <li>• <a href="#">International Rivers</a></li> </ul>	INGO
<b>South and East Asia</b>	<ul style="list-style-type: none"> <li>• <a href="#">Philippine Tropical Forest Conservation Foundation, Inc.</a></li> </ul>	NGO
	<ul style="list-style-type: none"> <li>• <a href="#">The Conservancy Association</a></li> </ul>	NGO
	<ul style="list-style-type: none"> <li>• <a href="#">G.B. Pant National Institute of Himalayan Environment</a></li> </ul>	GA
	<ul style="list-style-type: none"> <li>• <a href="#">Zoological Survey of India</a></li> </ul>	GA
	<ul style="list-style-type: none"> <li>• <a href="#">Eco Earth Foundation Nepal</a></li> </ul>	NGO
	<ul style="list-style-type: none"> <li>• Heartfulness Institute</li> </ul>	NGO
<b>West Europe</b>	<ul style="list-style-type: none"> <li>• <a href="#">Deutsche Meeresstiftung</a></li> </ul>	NGO
	<ul style="list-style-type: none"> <li>• <a href="#">European Ranger Federation</a></li> </ul>	NGO
	<ul style="list-style-type: none"> <li>• <a href="#">Dona Bertarelli Philanthropy</a></li> </ul>	NGO
	<ul style="list-style-type: none"> <li>• <a href="#">Deep Sea Conservation Coalition</a></li> </ul>	NGO
	<ul style="list-style-type: none"> <li>• <a href="#">HCV Network Ltd.</a></li> </ul>	NGO
	<ul style="list-style-type: none"> <li>• <a href="#">Plateforme Océan &amp; Climat</a></li> </ul>	NGO
	<ul style="list-style-type: none"> <li>• <a href="#">Coral Guardian</a></li> </ul>	NGO

	<ul style="list-style-type: none"> <li>• <a href="#">Global Greengrants Fund UK</a></li> </ul>	NGO
	<ul style="list-style-type: none"> <li>• <a href="#">Bruno Manser Fonds</a></li> </ul>	NGO
<b>West Asia</b>	<ul style="list-style-type: none"> <li>• <a href="#">Lebanese University, Faculty of Agronomy</a></li> </ul>	NGO



## Climate Crisis Commission (CCC) Mandate 2026-2029

Under the Union’s “One Programme Charter,” the Climate Crisis Commission network of volunteer scientists, experts, and managers will contribute to the Union’s efforts through various thematic groups, regional groups, specialist groups, and task forces. Collectively, these specialists will provide scientific and authoritative advice to IUCN regarding the Climate Crisis, promoting understanding and the best available science through a rights-based lens to drive change.

With the adoption of the IUCN Programme 2026-2029, the Commission will collaborate closely with IUCN regional and global programmes at the project, country, regional, and global levels. A strong component of the CCC strategy will be promoting collaboration with other Commissions and partners.

### **1. Mission**

The IUCN Climate Crisis Commission develops and shares expert guidance on solutions for limiting global warming that are both appropriate and effective, promoting justice and ecosystem integrity, and grounded in the best available science. This includes upholding Free, Prior, and Informed Consent (FPIC). The IUCN CCC will mobilize and help coordinate the Union’s efforts by building and promoting productive and constructive partnerships that foster transformational change.

### **2. Vision**

To work towards a world where global warming is limited to 1.5 °C above pre-industrial levels and society adapts to manage climate risks in ways that enhance socio-ecological resilience, are Nature Positive, and promote just outcomes for all.

### **3. Goal**

Advance science-based approaches that are holistic, integrated, and just, in the development and implementation of climate mitigation and adaptation policy and programs.

### **4. Objective**

To promote action on climate, biodiversity, and communities by strengthening pathways to achieve — and go beyond — net-zero greenhouse gas emissions. This includes transitioning away from fossil fuels toward clean renewable energy, protecting and restoring the integrity of ecosystems, and supporting the implementation of the IUCN’s strategic vision and Programme, including relevant climate change Resolutions from the IUCN World Conservation Congresses

### **5. Focus**

In pursuit of our goal and objective, the Commission, in collaboration with relevant Secretariat programmes, other Commissions, and partners, will work aligned with the IUCN Programme 2026-2029 through the following:

- a. Science-based, authoritative advice and guidance will be made available to policymakers and implementing authorities at local to global levels, pertaining to governance and management related to Climate.
- b. Advice and guidance to promote credible pathways for achieving net-zero and net-negative emissions, as well as reducing anthropogenic greenhouse gas emissions.
- c. Respecting the traditional knowledge and rights of indigenous peoples, as well as human rights in general.
- d. Advance pathways to conserve and protect ecosystems
- e. Knowledge Products that respond and develop an information base that promotes climate goals, along with biodiversity and community benefits.

## 6. Priorities to deliver the IUCN Programme 2026-2029

The Climate Crisis Commission's plans for the next intersessional period are framed around priority areas that align with and will contribute to the Programme 2026-2029. The main priority areas are:

- a. **Collaborate with IUCN and other partners to promote advice, guidance, and consultation on climate change** and the necessity of reducing anthropogenic emissions from all sources. This includes emphasizing how climate risks escalate with every increment of global warming and the need to provide communities with the capabilities and resources necessary to adapt and become resilient.
- b. **Support IUCN initiatives at key multilateral forums** such as UNFCCC COP 30 and others as needed.
- c. **Provide information and advice on substantial commitments to phase out fossil fuels, along with recommendations to strengthen and prioritize adaptation strategies** that promote justice, uphold ecosystem integrity, and advance ambitious climate and biodiversity commitments.
- d. **Contribute to developing working papers and policy briefs addressing key issues** such as the just energy transition; the synergies between climate and biodiversity, and the harmonization of multilateral frameworks leveraging IUCN's convening power.
- e. **Promote the creation of innovative, accessible, and participatory financial mechanisms** that support the goals and targets of the Kunming-Montreal Global Biodiversity Framework and the goals of the Paris Agreement.

## 7. Structure and organization of the Commission

### a. Chair, Deputy Chair, and Steering Committee

The Commission is led by the Chair, whom IUCN Members elect at the IUCN Members' Assembly. The Steering Committee provides leadership and guides the development and implementation of CCC's work through its operational structure, comprising regional and thematic groups, including finance, policy, climate justice, solutions, and innovative approaches.

### b. Membership

CCC's membership comprises volunteers who are experts in climate and are representative of various professional and geographic areas. The recruitment of young

professionals is also a priority. Members contribute to the Commission's work plan through thematic groups, regions, and, as needed, specialist groups and task forces.

**c. Relation with the IUCN Secretariat**

CCC will collaborate with the Secretariat on activities aligned with the Commission's mandate, and the Director General will designate a focal person for the Commission to implement IUCN's 2026-2029 Programme.