



Attachment 1: Terms of Reference

Website design and development for IUCN's approach to setting robust targets and implementing rapid, verifiable actions for species and ecosystems

8 July 2025

Project reference: P05011

1. Purpose

IUCN seeks a contractor to develop, implement, maintain and host a website for **IUCN's approach to setting robust targets and implementing rapid, verifiable actions for species and ecosystems**, following security, user experience and search optimization best practices and using state of the art technologies.

2. Introduction & background information

The term 'Nature-Positive' is increasingly gaining traction within discourse on policy and private sector commitments to biodiversity conservation. Many businesses (including State-Owned Enterprises) and non-state actors have expressed interest in becoming Nature Positive, and governments and multilateral organisations are increasingly using the term.

Originating from civil society, the wider Nature Positive approach represents an aspirational, inclusive and intuitive summary of societal goals for nature, including the Convention on Biological Diversity (CBD)'s Kunming-Montreal Global Biodiversity Framework (KMGBF). It can be used by companies, government and civil society to mainstream and progress commitments. The growing enthusiasm for the Nature Positive concept represents a promising opportunity, a means to accelerate and scale up the actions that are urgently needed to halt and reverse the loss of nature. However, without a clear definition and methods for operationalisation and monitoring, the term risks not being translated into concrete measurable actions and accordingly becoming diluted and used (intentionally or not) to enable 'greenwashing'. Additionally, the lack of clear methods and metrics means that the urgent actions to solve the biodiversity crisis are delayed.

Recognising this need and opportunity, and the timely context of the KMGBF and emerging regulations such as the EU Corporate Sustainability Reporting Directive and voluntary disclosure frameworks such as the Taskforce on Nature-related Financial Disclosure (TNFD), IUCN has developed an approach to enable and facilitate delivery of rapid, quantified, verified and significant contributions to the 'Nature Positive' goal through the collective efforts of governments, civil society and companies and a whole-of-society approach: IUCN's approach to setting robust targets and implementing rapid, verifiable actions for species and ecosystems.

The approach proposes a step-by-step methodology to identify opportunities to deliver contributions to the Global Biodiversity Framework, and a metric to measure these contributions that is derived from the IUCN Red List of Threatened Species, the Species Threat Abatement and Restoration (STAR) metric. Further metrics to evaluate and deliver improvements in the status of ecosystems are under development.

The IUCN STAR metric can be used to assess opportunities (estimated STAR), calculate a baseline and identify priority actions that need to be taken (calibrated STAR), set a target (target STAR) and evaluate how actions have contributed to reducing threats to species (realised STAR). In a future stage, a similar approach will be developed to evaluate actions that conserve and restore ecosystems for biodiversity recovery.

The steps of the approach and the phases of STAR are consistent and aligned with the methods and the State of Nature metrics being recommended by TNFD's LEAP framework and the Nature Positive Initiative (NPI).

Future developments of IUCN approach and STAR will be required for companies who do not make direct land-use decision and need to work across their supply chain ('category B') and for companies in the finance sector ('category C').

IUCN's approach to setting robust targets and implementing rapid, verifiable actions for species and ecosystems will be launched at IUCN World Conservation Congress (WCC) in October 2025 in Abu Dhabi. This website is part of the package of materials being launched in October 2025. Website development must be planned to begin no later than 11 August 2025, with the website ready for review no later than 22 September 2025 such that the site can be reviewed and tested prior to launch no later than 6 October 2025.

The primary target group for the web site is business, although other interested stakeholders should nonetheless find value in visiting the website. These are notably actors from civil society and governments.

The approach defines how companies can develop and then deliver positive impacts based on their interactions with biodiversity in specific places. Companies' interactions with biodiversity are classified in three typologies:

- Category A – site-based impacts (Direct Impact Pathway)
- Category B – embedded value chain impacts (Value Chain Pathway)
- Category C – embedded portfolio impacts (Financial Institutions Pathway)

Overall, the website should serve as a resource explaining the value and importance of the approach (notably to business) – so background and rationale, step-by-step guide for direct impact companies (Category A/Direct Impact Pathway), case studies, resources and news. While detailed content for Category B and Category C companies is out-of-scope for this version of the website, the design should nonetheless provide for future expansion to cover Category B (Value Chain Pathway) and C (Financial Institution Pathway) companies.

3. Specifications

3.1 Visual identity

Visual identity, including logos and required colour palette will be provided once the contract has been awarded.

3.2 CMS

There is no requirement to use a specific CMS, although it is expected that the CMS proposed has an established user base and ongoing programme of plugins/enhancements and security updates.

3.3 Navigation/main pages

Navigation has been defined as having two components: main navigation (two-levels) and footer navigation.

Main navigation (showing sub-pages):

- Introducing IUCN's approach to setting robust targets and implementing rapid, verifiable actions for species and ecosystems (Home)
- Background and why this is needed
 - What is Nature Positive
 - Nature Positive business
- IUCN's approach
 - Vision and scope
 - Characteristics
 - Principles
 - Different pathways
 - Alignment with other frameworks (eg. TNFD)
- Direct impact pathway (Category A companies)
 - Overview of steps
 - Step 1: Locate (each Step may require sub-pages)
 - Step 2: Evaluate
 - Step 3: Assess
 - Step 4: Prepare
 - Step 5: Action (implement, report and adapt)
 - Step 6: Disclose (report delivery of impacts)
- Value chain impacts pathway (Category B companies)
- Financial institutions pathway (Category C companies)
- Case studies (2-3 initially, but should be designed to expand over time)
- News

Footer links:

- Resources (brief summary of resource and mix of weblinks and download of files)
- FAQ
- Training (overview with links to IUCN's Academy website)
- About
- Contact us (there will be no requirement for a dedicated mailbox, and instead mail will be directed to an IUCN mailbox)

- Social media links
- Privacy
- Terms and conditions

The final navigation and set of pages/sub-pages will be agreed in the design phase, but level one navigation is not expected to exceed eight options, and the total number of sub-pages (including footer links) is expected to be in the range of 40-50 pages. The final number will depend notably on how many sub-pages are required for presentation of each of the Steps within the Direct Impact Pathway.

3.4 Overall design and website sitemap

The overall design is quite straightforward, comprising the following main features:

- Banner/Header section (logo)
- Site navigation (horizontal, two-level)
- Main content
- Footer

3.5 Languages

For this release, the website will only be in English. However, there may be a future requirement to support additional languages, so this need should be factored into design considerations.

3.6 Domain

The following domains have been reserved:

- <https://www.iucnrhino.org>

3.7 SEO

The website should adhere to SEO best practice, which should include but not be limited to:

- Site Speed Optimization: Compress images, minify CSS/JavaScript.
- Secure Website (HTTPS): Implement SSL/TLS.
- Robots.txt File: Create and configure.
- Keywords: Identify target keywords for each page.
- Meta Descriptions: Unique, compelling, keyword-rich (max 160 characters).
- Header Tags: Properly use H1, H2, H3 tags with keywords.
- Content Optimization: High-quality, relevant content with natural keyword integration (min 300 words per page).
- Image Optimization: Compress images, use descriptive file names, and include alt tags.
- Google Analytics (or similar): Set up to track traffic and user behaviour.

3.8 Security, Maintenance, and Hosting

It is important that there is a security first approach to commissioning of the web server and on-going updates and maintenance.

3.8.1 Web Server

- Access to the server should use 2FA and authentication keys with passcode, not plain text passwords.
- OS updates should be applied when they become available and certainly within 10 days.
- Day Zero updates should be applied immediately.
- Logfiles need to be reviewed.
- SSL certificates should be used and auto renew and auto install.

- The website should operate under HTTPS and redirect from http automatically.

3.8.2 Web Application

- Access to the administration area should be password protected and implement 2FA.
- Deployments of changes should involve minimal downtime, and be scheduled to minimise disruption.
- Regular backups of the website data should be scheduled at a minimum of every 24 hrs.
- Website should at a minimum comply with the OWASP top 10.
- Website should follow WCAG 2.1 accessibility guidelines.

3.8.3 Hosting

- Suitable hosting environment should be proposed for a low traffic website.