Documents of the 117th Meeting of the IUCN Council

Gland, Switzerland 21-23 April 2026

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[1] Note that the documents submitted to the Council for consideration may differ from any of these documents subsequently approved by Council, modified as the case may be, and attached to the summary minutes of the Council meeting.

5.1 Highlights and lessons from the 2025 IUCN World Conservation Congress	C117_5.1_Congress_2025_Results_and_recommendations_to_Council.pdf Item_5.1_Congress_report_to_Council_117_PPT_final.pdf	403 443
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117th Meeting of the IUCN Council (C117)

in-person, 21-23 April 2026, IUCN Conservation Centre, Gland, Switzerland

Draft Agenda v.1

In this agenda,

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

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

Oversight	Strategic	Fiduciary

Tuesday 21 April 2026		
Council induction and Strategic Priorities An induction session which will include setting the strategic framework for Council priorities for the term 2025-2029.		
Wednesday 22 April 2026		
08:30-12:30	**Meetings of the provisional standing committees of the IUCN Council (GCC, PPC and FAC)**	
	In accordance with the *Procedure for dealing with Letters received from IUCN Members*, the provisional standing committees will consider and, as part of their report to Council under Agenda Item 6, make recommendations concerning the response to any such letters received by 31 March 2026, in particular those with comments on the draft agenda of C117.	
12:30-13:30	**Lunch**	
117th meeting of the IUCN Council		
13:30-13:40	**1. Introduction by the President and approval of the agenda**	DEC
13:40-14:10	**2. Appointments** **2.1 Appointment of the Vice-Presidents** [Article 46 (j) of the Statutes, Regulations 45 (c) and 48 (c)] **2.2 Approval of the Terms of Reference and appointment of the members of the Council's standing committees (FAC, GCC and PPC), including their respective Chairs** [Article 50 of the Statutes, Regulations 59 and 60] **2.3 Appointment of the members of the Bureau of the IUCN Council**	DEC

	[Article 49 of the Statutes, Regulations 57] **2.4 Appointment of the Legal Adviser** [Article 46 (o) of the Statutes, Regulations 45 (d) and 87] **2.5 Additional appointments of members of the Steering Committees of the IUCN Commissions** *(Additional to the appointments already made by Council decision C116/3)*	
14:10 15:45	**3. Report of the Director General** The Director General will present: - 3.1 the report to Council on achievements against the DG's Strategic Objectives 2025 - 3.2 the proposed Director General's Strategic Objectives 2026 FOR APPROVAL - 3.3 the Annual Report 2025 [Article 83 of the Statutes] FOR APPROVAL - 3.4 Financial Statements 2025 [Article 83 of the Statutes] FOR APPROVAL	DIS/DEC
16:00	**External program**	
Thursday 23 April 2026		
09:00- 10:00	**4. Work plan and budget 2026** Council will be invited to consider and APPROVE the *Draft Work Plan and Budget 2026* as presented by the Director General, taking into account the recommendations of the FAC, the PPC and the remarks of the Treasurer.	DEC
10:00- 11:00	**5. Follow-up to the 2025 IUCN World Conservation Congress** **5.1 Highlights and lessons from the 2025 IUCN World Conservation Congress** The Council will be invited to consider a joint report presented by the Director General and the Chair of the Congress Preparatory Committee, on the IUCN World Conservation Congress held in Abu Dhabi from 9 to 15 October 2025. **5.2 Follow-up to 2025 Congress Resolutions/Decisions** Review of actions required from Council as specified in the 2025 Congress Resolutions and Recommendations. Council may wish to assign its standing committees to oversee the timely implementation of specific actions and present recommendations to Council as and when required.	DIS/DEC

11:00 12:30	**6. Reports of the Council's provisional Standing Committees** Under this agenda item, the standing committees will present topics, if any, for information or decision that have not yet been covered under other agenda items. **6.1 Letters received from IUCN Members in response to the invitation to comment on the draft agenda C117** **6.2 Report of the provisional Programme and Policy Committee (PPC)** The Chair of PPC will present the committee's recommendations to Council based on the Outcomes of its meeting held on […]. The report will include among others: 6.2.1 Report of the Programme and Policy Committee **6.3 Report of the provisional Governance and Constituency Committee (GCC)** The Chair of GCC will present the committee's recommendations to Council based on the Outcomes of its meeting held on […]. The report will include among others: 6.3.1: Report of the Governance and Constituency Committee 6.3.2: Membership applications, membership category changes and Member name changes FOR APPROVAL **6.4 Report of the provisional Finance and Audit Committee (FAC)** The Chair of FAC will present the committee's recommendations to Council based on the Outcomes of its meeting held on […], that wasn't covered under other agenda items. The report will include among others: 6.4.1 Report of the Finance and Audit Committee	INF DIS/DEC DIS/DEC DIS/DEC
12:30- 13:30	**Lunch**	
13:30- 14:15	**7.Follow-up on outstanding matters from the previous Council (2021–2025)**	DIS
14:15- 16:15	**8. Council's strategic objectives and priorities 2025-2029** At the latest at the second ordinary meeting following the World Conservation Congress, the Council shall APPROVE strategic objectives and priorities for its work, together with a work plan and a proper monitoring mechanism to be reviewed and adjusted, as required, on an annual basis. (Regulation 44bis)	DEC
16:15- 16:30	**9. Council Calendar and forward planning**	DIS
16:30- 16:40	**10. Date and place of the next ordinary meeting of the Council (C118)**	DEC
16:40- 17:00	**11. Any Other Business**	
17:00	**12. Closing remarks by the President**	

Finance and Audit Committee of the IUCN Council (FAC)

Terms of Reference (2025-29)

Preamble

Section 37 of the statutes gives responsibility to Council to "…(ii) provide oversight and guidance on the performance of the components of the Union as a whole and of the Director General in particular, encouraging coherence among its component parts;"
IUCN's Internal Audit Charter, which describes the Internal Audit's functions Terms of Reference, principles and provisions, was adopted by FAC September 22, 2020.
The internal audit function is an important part of the oversight process by Council (and by FAC on Council's behalf) of the organization and the Director General. FAC has an important role in maintaining the balance of avoiding conflicts of interest, while ensuring his or her independence. The reporting relationship among the Internal Auditor, FAC and the Director General is described in the Charter, including authority, independence and objectivity.

Objective

The Finance and Audit Committee assists the Council in providing strategic oversight on all matters relating to the organizational management of the Union, in particular the financial management, auditing of and fundraising for the Union and internal oversight and legal issues.

Functions

1) Advise the Council on financial planning, in particular on the approval of the annual budgets, on the 4 year financial plans to be submitted to Congress and any other plans to ensure the long-term financial stability of the Union.

2) Advise the Council on resource mobilization strategies in relation to delivering the IUCN Programme, fulfilling the statutory functions of the Union and ensuring the financial stability of the Union.

3) Review and advise Council on the approval of the annual statutory financial statements.

4) Review periodic financial management reports and performance against budgets, plans and other targets.

5) Approve the accounting frameworks and principles used in the production of the statutory financial statements. Ensure that appropriate financial rules and internal control systems are in place and advise Council accordingly.

6) Provide oversight of treasury management including investment policies and investment portfolios, liquidity management and foreign exchange management and advise Council accordingly.

7) Provide oversight of risk management, including the risk management framework and key risks faced by IUCN.

8) Advise the Council on the scale of membership dues and other financial aspects.

9) Advise on the selection and appointment of the Union's External Auditor for approval by Congress.

10) Provide oversight on all audits conducted on, by or for IUCN to ensure appropriate coordination among external or internal audits and organizational reviews, as well as to ensure all appropriate audit principles and standards are met, and appropriate communication of, and follow through on, recommendations of the audit.

11) Provide oversight of the work of the Head of Oversight, including review of internal audit plans, review of major findings and recommendations and their follow up.[1]

12) Provide oversight on legal cases involving IUCN, including monitoring the status of legal cases and providing advice on actions to be taken.

13) Prepare the work of the Finance and Audit Committee of Congress.

14) Exercise the delegated specific functions for which Council decision C/88/7 has given responsibility to the FAC and which Council may adjust as and when appropriate (Appendix 1 hereafter).

Modus operandi

a. The FAC is a standing committee of the IUCN Council established and functioning in accordance with Article 50 (a) of the Statutes and Regulation 59 for the duration of the term 2021-25. See also the commitments and objectives (roles / tasks) of Council members in standing committees Decision B97/2 (August 2021), Annex 2, pp. 5-7)

b. Attached hereafter as Appendix 2 is a calendar presenting an overview of the business of each committee for each year of the term.[2] (Attached to the ToR as required by Decision B97/2 (August 2021), Annex 2, p. 6)

c. The role of the chair of a standing committee will be to:
   i. chair the meetings of the committee with the same authority as defined in Regulation 51 for the Chair of the Council meetings;
   ii. convene the (virtual) meetings of the committee as necessary between periodic meetings of the Council;
   iii. request adequate data, proposals and options from the Secretariat on behalf of the committee and in accordance with §122 of the Council Handbook;
   iv. present the results of the committee's deliberations to the Council or, as appropriate, to the Bureau. (Decision B97/2 (August 2021), Annex 2, pp. 7-8)

d. As per Council decision C/88/7, Council committees, working groups and task forces are encouraged to include external individuals in order to bring in needed skills and knowledge. Such individuals may be appointed as members taking into account Regulation 59 (c), or invited as experts to contribute to a specific task or a specific meeting.

e. The FAC advises Council regarding the content, format and periodicity of the reports it requires from the Secretariat and the Commissions in order to enable it to exercise its functions (in the context of the Strategic Planning and Reporting Framework approved by Council decision C/88/7).

Membership

Chair:

Deputy Chairs:

Members:

[1] The Head of Oversight will have a dual reporting line to the Director General and to the Chair of FAC on behalf of, and after consultation with, FAC. The Head of the Office of Internal Oversight (OIOS) is functionally and operationally independent but reports to and is organizationally accountable to the Director General for the provision of internal audit and investigation services. FAC approves decisions regarding the appointment and removal of the Head of Oversight. FAC provides oversight of the OIOS to ensure adherence to the principles, standards, and quality of work as described in the IUCN Internal Audit Charter Sept 22, 2020, or as amended in the future. The Chief of OIOS will have unrestricted access to, and communicate and interact directly with FAC.

[2] Under preparation for the term 2025-29

Appendix 1 to the ToR of the FAC

Extract from Council decision C/88/7 Annex 2 (Appendix 2):

Statutes, 81: Approving the staff rules

Statutes, 87: Approving the sources of income that are not considered “high profile risk” and refer those that are to Council

Statutes, 88 (c): any comments from Council on the audited financial accounts and the auditors’ report to be circulated to all IUCN Members

Statutes, 98: Council’s consent to obtaining legal status in countries

Regulation 88 (b) and 89 (b): providing any instructions and policy guidelines to the DG with respect to receiving grants, donations and other payments

Regulation 92 (d): approving requests by the DG to designate unrestricted funds for special purposes not foreseen in the financial plan

Governance and Constituency Committee of the IUCN Council (GCC)

Terms of Reference (2025-29)

Objective

The GCC assists and provides advice to the Council with a view to maintaining an effective governance and an engaged membership of the Union.

Functions

(1) Advise on and assist Council with the recruitment, development and engagement of the Union's Members, the development and engagement of membership structures (National and Regional Committees and Fora) and the Commissions;

(2) Advise and assist Council on the implementation of the One Programme Charter in relation to governance and stability and development of constituency;

(3) Advise on and assist Council with the development and strengthening of the Union as whole and the governance of the Union in particular, including statutory reforms as required;

(4) Advise the Council on any matters related to the selection of the venue and any other preparations for the next Congress until the Congress Preparatory Committee of the next Congress is appointed;

(5) Advise the Council and assist it with the implementation of Congress decisions falling within the GCC's area of work and the preparation of the work of the Governance Committee and the Credentials Committee of the next Congress;

(6) Exercise the delegated specific functions for which Council decision C/88/7 has given responsibility to the GCC and which Council may adjust as and when appropriate (Appendix 1 hereafter);

(7) Advise and assist Council in their function of providing oversight and strategic direction into matters that affect the strength and stability of the Union and all constituent parts.

Modus operandi

a. The GCC is a standing committee of the IUCN Council established and functioning in accordance with Article 50 (a) of the Statutes and Regulation 59 for the duration of the term 2025-29. See also the commitments and objectives (roles / tasks) of Council members in standing committees Decision B97/2 (August 2021), Annex 2, pp. 5-7)

b. Attached hereafter as Appendix 2 is a calendar presenting an overview of the business of each committee for each year of the term.[1] (To be attached to the ToR as required by Decision B97/2 (August 2021), Annex 2, p. 6)

c. The role of the chair of a standing committee will be to:

   i. chair the meetings of the committee with the same authority as defined in Regulation 51 for the Chair of the Council meetings;
   ii. convene the (virtual) meetings of the committee as necessary between periodic meetings of the Council;
   iii. request adequate data, proposals and options from the Secretariat on behalf of the committee and in accordance with §122 of the Council Handbook;

[1] Under preparation for the term 2025-2029

iv. present the results of the committee's deliberations to the Council or, as appropriate, to the Bureau. (Decision B97/2 (August 2021), Annex 2, pp. 7-8)

d. As per Council decision C/88/7, Council committees, working groups and task forces are encouraged to include external individuals in order to bring in needed skills and knowledge. Such individuals may be appointed as members taking into account Regulation 59 (c), or invited as experts to contribute to a specific task or a specific meeting.

e. The GCC advises Council regarding the content, format and periodicity of the reports it requires from the Secretariat and the Commissions in order to enable it to exercise its functions (in the context of the Strategic Planning and Reporting Framework approved by Council decision C/88/7).

Membership

Chair:

Deputy Chair:

Members:

Extract from Council decision C/88/7 Annex 2 (Appendix 2):

Membership:

- Statutes, 8: Informing existing Members of applications for IUCN membership
- Statutes, 46 (i) and Regulation 21: transferring IUCN Members between Categories

National and Regional Committees

- Statutes, 46 (h) and Regulations 61 and 63 (b): Recognizing National and Regional Committees
- Which covers:
    - Statutes, 69 and 71: approving legal personality of and procedures for National and Regional Committees
    - Regulation 65: prescribe the use of the IUCN name and logo by National and Regional Committees
    - Regulation 67 (b): Authorizing National and Regional Committees to undertake activities in the name of IUCN
- Statutes 92: Establishing procedures for indemnification of IUCN by any National or Regional Committees
- Regulation 64*bis*: Receiving reports of the dissolution of National and Regional Committees (must always be included in the GCC's written reports to Council)
- Regulation 66 (d): Receive reports of National and Regional Committees (must always be included in the GCC's written reports to Council)

Programme and Policy Committee of the IUCN Council (PPC)

Draft Terms of Reference 2025-29

Objective

The PPC assists the Council in providing strategic oversight of the implementation of, and advice on the development of the IUCN Programme and IUCN policy.

Functions

1. Assist Council in its review of and engagement with IUCN policy recommendations and advocacy in intergovernmental fora;

2. Assist with and advises Council on the development and strategic oversight of the implementation of IUCN policies;

3. Assist with and advise Council on the development and strategic oversight of the four-yearly IUCN Programme including evaluations;

4. Assist with and advise Council with monitoring the implementation of Congress Resolutions and Recommendations on conservation policy;

5. Keep under review the scientific issues and global trends that affect the Union's Policy and Programme, with the support of the IUCN Commissions and the Secretariat;

6. Advise Council on the proposed annual IUCN Work Plan, including Commissions' Work Plans;

7. Prepare the work of the Programme Committee of the next World Conservation Congress;

8. Advise Council on the preparations of IUCN Congresses other than the World Conservation Congress;

9. Advise Council on private sector engagement in IUCN Programme delivery; and

10. Exercise the delegated specific functions for which Council decision C/88/7 has given responsibility to the PPC and which Council may adjust as and when appropriate (Appendix 1 hereafter).

Modus operandi

a. The PPC is a standing committee of the IUCN Council established and functioning in accordance with Article 50 (a) of the Statutes and Regulation 59 for the duration of the term 2025-29. See also the commitments and objectives (roles / tasks) of Council members in standing committees Decision B97/2 (August 2021), Annex 2, pp. 5-7)

b. Attached hereafter as Appendix 2 is a calendar presenting an overview of the business of each committee for each year of the term.[1] (to be attached to the ToR as required by Decision B97/2 (August 2021), Annex 2, p. 6)

c. The role of the chair of a standing committee will be to:
   i. chair the meetings of the committee with the same authority as defined in Regulation 51 for the Chair of the Council meetings;
   ii. convene the (virtual) meetings of the committee as necessary between periodic meetings of the Council;

[1] Under preparation for the term 2025-29

iii. request adequate data, proposals and options from the Secretariat on behalf of the committee and in accordance with §122 of the Council Handbook;
iv. present the results of the committee's deliberations to the Council or, as appropriate, to the Bureau. (Decision B97/2 (August 2021), Annex 2, pp. 7-8)

d. As per Council's decision C/88/7, Council committees, working groups and task forces are encouraged to include external individuals in order to bring in needed skills and knowledge. Such individuals may be appointed as members taking into account Regulation 59 (c), or invited as experts to contribute to a specific task or a specific meeting.

e. The PPC advises Council regarding the content, format and periodicity of the reports it requires from the Secretariat and the Commissions, including evaluations, in order to enable it to exercise its strategic oversight of the IUCN Programme (in the context of the Strategic Planning and Reporting Framework approved by Council decision C/88/7).

Membership

Chair:

Deputy Chair:

Members:

Extract from Council decision C/88/7 Annex 2 (Appendix 2):

Regulation 75: Handling appeals from people denied membership of Commissions

Regulation 76: Receiving notice from Commission Chairs of people who will receive Commission awards

117th Meeting of the IUCN Council (C117)

in person, in Gland (Switzerland) 21-23 April 2026

Item C117/2.4

Renewal of the appointment of the Legal Adviser

ACTION REQUESTED FROM COUNCIL

Renew the appointment of Ms. Sandrine Friedli Cela as Legal Adviser.

DRAFT DECISION

The IUCN Council,

On the recommendation of the Director General,

Renews the appointment of Ms. Sandrine Friedli Cela as Legal Adviser in conformity with Article 46 (o) of the Statutes and Regulations 45 (d) and 87.

I. Background

1. The role of the Legal Adviser of IUCN is defined in the Statutes and Regulations (in particular, Articles 85 and 86 of the Statutes and Regulations 85 to 87 and 94 (f)).

2. The IUCN Legal Adviser is appointed by the Council on the recommendation of the Director General for a term running concurrently with that of the Council (Article 46(o) of the Statutes; Regulations 45(d) and 87). As such, the appointment of the Legal Adviser is considered by Council at the beginning of each term.

3. It has been consistent practice to renew the appointment of the incumbent Legal Adviser to ensure continuity in the provision of legal advice to the Union (IUCN Council Handbook, §78).

II. History

4. The legal advisory function was originally carried out on a voluntary basis by a member of the World Commission on Environmental Law (WCEL). In response to the growing scope, volume and complexity of legal matters – notably in areas of governance, contracts and corporate legal affairs, IUCN established a dedicated Legal Adviser function, appointing its first full-time Legal Adviser with expertise in these areas in 2003.

5. In 2025, the Council, through an amendment to the Regulations, confirmed the Legal Adviser as the Council's primary source of legal advice. The amendment also clarified that Council may, where necessary and subject to guidelines adopted by the Council on the conditions, applicable modalities and procedures, seek legal advice from other qualified specialists, in particular, on matters falling outside of the Legal Adviser's area of expertise.

III. Role

6. The Legal Adviser provides legal advice and services to all components of IUCN, in particular, the World Conservation Congress, the Council, the Secretariat and, as appropriate, to the Commissions and National and Regional Committees. This advice covers **governance matters** (e.g. any matter related to IUCN's governing bodies and statutory documents) and **corporate matters** (e.g. any matters related to the conduct of the business of IUCN) (IUCN Council Handbook, §76).

7. In its **governance advisory role**, the Legal Adviser supports IUCN's statutory bodies and processes by:

   - Providing legal opinions and rulings on the interpretation and application of IUCN's Statutes, Regulations, Rules of Procedure, policies and resolutions and advising IUCN components on compliance with those instruments;
   - Supporting the preparation and conduct of meetings of the Council, its Bureau and Committees;
   - Supporting the preparation and conduct of the World Conservation Congress and its Committees;
   - Ensuring the integrity and proper conduct of statutory processes, including that of the electronic voting;
   - Providing advice and support to the Commissions and the National/Regional Committees of IUCN in the establishment and interpretation of their by-laws and other operational documents.

8. In relation to **corporate matters**, the Legal Adviser provides legal advice primarily to the Secretariat on IUCN's legal status, its relationships with host States, and the legal aspects of programme implementation. This includes advising on and overseeing contractual agreements, host country arrangements, intellectual property, data protection, legal proceedings, as well as managing external legal counsel in relevant jurisdictions to safeguard the organisation's interests and mitigate legal and contractual risks.

9. The Legal Adviser's job description is attached as Annex 1 for further details.

10. In the performance of both functions, the Legal Adviser is supported by a team of both legal officers and paralegals, which together constitute the Officer of the Legal Adviser as set out in Regulation 86.

11. The Legal Adviser participates in sessions of the World Congress and meetings of the Council and its subsidiary bodies with the right to speak, but without the right to vote (Article 86 of the Statutes) and provides independent legal advice on matters referred by Council, its subsidiary bodies, and IUCN Members during Congress (Council Handbook, §79).

12. The role of the Legal Adviser differs from that of the Secretary to Council in that it is broader in scope, encompassing the provision of legal advice to all components of IUCN and on all legal matters, whereas the Secretary to Council advises and supports the Council and the President in the exercise of their duties mainly on procedural matters, including the application of the statutory and procedural framework related to Council and its subsidiary bodies (Regulation 56bis).

IV. The current Legal Adviser's background and achievements

13. The current Legal Adviser, Ms. Sandrine Friedli Cela, was selected through a competitive process and appointed by Council in 2014 on the recommendation of the Director General. She has exercised this role since January 2015.

14. Ms. Sandrine Friedli Cela is a Swiss national with extensive experience as in-house counsel in international organizations, as well as in the public and private sectors. She holds a law degree from a Swiss University, an LL.M. in European and international economic law, and an In-House Counsel Certification awarded by the Association of Corporate Counsels. She has broad expertise across multiple legal fields, including legal and procedural aspects of the conduct of formal decision-making meetings, corporate, employment, contract, intellectual property, data protection and international law.

15. Since her appointment, Ms. Sandrine Friedli Cela has provided sustained, independent and high-quality legal advice to the Council and its subsidiary bodies, the World Conservation Congresses and its Committees, the Secretariat, the Commissions and National and Regional Committees across a wide range of legal issues, thereby ensuring coherent, consistent and reliable legal guidance throughout the Union.

16. Her key achievements related to governance matters during the 2021-2025 Council term include in particular:

- Support to the Council and its Bureau and subsidiary bodies, including the provision of legal opinions, rulings and advice, contributing to sound decision-making and compliance with the Statutes, Regulations and Rules of Procedure.

- Support to the Council and its Governance and Constituency Committee on multiple membership issues and governance reforms, including strengthening the motions process, a new category for membership dues, the inclusion of a dues waiver and an appeals process against the decision of the Election Officer.

- Legal support throughout all phases of the preparation and conduct of the 2025 World Conservation Congress, working closely with, inter alia, the Congress Preparatory and Steering Committees, the Motions Working Group and Resolutions Committee, the Governance and Constituency Committee, the Election Officer and the Secretariat, and advising on the motions process, the nominations and election process, electronic voting procedures and other

procedural issues, thereby ensuring the orderly conduct of the Members Assembly sittings and legal robustness of Congress resolutions.

- Legal advice on the by-laws and institutional arrangements of Commissions (*e.g.* WCEL) and National, Regional and Interregional Committees (*e.g.* Honduras, Madagascar, Egypt, Albania, Philippines, Guatemala, Jordan, Interregional Committee for the West Europe, East Europe, North and Central Asia (ICENCA)).

- Strengthening of IUCN's institutional and corporate legal framework, including advising the Secretariat on IUCN's legal status, relations with host States, contractual and compliance matters, risk management, and other corporate legal issues affecting IUCN's operations.

17. In her role of directing and supervising the activities of the Office of the Legal Adviser, Sandrine has set a clear vision and mission for the Office, strengthened the provision of legal services and improved processes and performance to achieve successful results. She is well recognized for her competence, sound professional advice and her a high sense of responsibility to the organization, and is much respected by the Executive Board, her peers and team.

V. Recommendation

The Director General strongly recommends that the Council renew the appointment of Ms. Sandrine Friedli Cela as IUCN Legal Adviser.

Annex 1

Job Description

Legal Adviser (M2)
Office of the Legal Adviser

• Advise and support the Director General, senior management and the worldwide Secretariat staff on the legal, strategic and policy aspects of IUCN's contractual relationships, particularly in reference to trademark and branding protection, intellectual property licenses, service agreements, donor and project implementation agreements and other such undertakings, including their negotiation, drafting, review, clearance and performance follow-up.

• Research and evaluate the substantive and legal grounds for claims or legal proceedings brought against/by IUCN on a worldwide basis, managing all necessary actions with the objective of achieving the best possible outcome for IUCN.

• Provide rulings and legal opinions on the interpretation, application and/or amendment of IUCN's statutory instruments, resolutions, policies and guidelines.

• Provide legal advice and support in all phases of the preparation and running of the IUCN World Conservation Congress and of meetings of Council, including its Bureau and Committees.

• Provide advice and support to the Commissions and the National/Regional Committees of IUCN in the establishment and interpretation of their by-laws and other operational documents, and in their interaction with the Secretariat and other statutory components.

• Ensure that all statutory components and individual Members of IUCN adhere to their statutory functions and institutional roles, avoiding undue encroachment on other functions and roles that could erode the integrity and effectiveness of IUCN governance processes.

• Provide advice and support in the negotiation of the best possible conditions for IUCN in the establishment, renewal or amendment of host country agreements with governments of States where IUCN seeks to establish or has established a physical presence.

• Determine the need for, manage and supervise external legal counsel in various jurisdictions around the world, with the objective of preventing, avoiding or limiting IUCN's risks in connection with contractual and other legal issues.

• Supervise the work of all members of the Office of the Legal Adviser, train and motivate them to acquire new skills and expertise in legal research, analysis and writing, and enable them to handle legal matters with autonomy.

117th Meeting of the IUCN Council (C117)

in person, in Gland (Switzerland) 21-23 April 2026

Item C117/2.5 rev.[1]

Additional appointments of members of the Steering Committees of the IUCN Commissions

(Additional to the appointments already made by Council decision C116/3)

ACTION REQUESTED FROM COUNCIL

Approve the suggested appointments to the Steering Committees of the IUCN Commissions, as presented by the respective Commission Chairs.

DRAFT DECISION

The IUCN Council,

On the recommendation of the respective Commission Chair,

Appoints the following individuals as Deputy Chairs or members of the Steering Committee of the IUCN Commissions, in addition to the appointments already made by Council (decision C116/3):

I. Species Survival Commission (SSC):

1. Rodrigo Medellin (Mexico) – *Co-Chair of the Vertebrate Conservation Committee*
2. Jean-Christoph Vie (France) – *Co-Chair of the Act Impact Task Force* replacing Jenny Gray

II. World Commission on Protected Areas (WCPA):

1. Paula Bueno (Colombia)
2. Fabrice Stephenson (United Kingdom)
3. Lou Sanson (New Zealand)
4. Darlene Upton (Canada)

III. World Commission on Environmental Law (WCEL):

1. Alvin Gachie (Kenya)

[1] This revised version has been issued to incorporate additional appointments considered by the SSC Steering Committee at its meeting of 9–10 April 2026, which were not yet reflected in the earlier version of the document issued on 8 April 2026.

2. Christine Adam (Germany)
3. Emmanuel Kasimbazi (Uganda)
4. Ria Das (India)

IV. Commission on Ecosystem Management (CEM):

1. Pascal Ahouanvoegbe (Benin)
2. Frances Camille Rivera (The Philippines)

V. Commission on Environmental, Economic and Social Policy (CEESP):

1. Ramiro Batzin (Guatemala)
2. Dr. Ritu Dhingra (India)
3. Christophe Najdovski (France)
4. Mahnaz Khademi (Bahrain)
5. Ana Julia Gomez (Argentina)
6. Amelia Arreguín (Mexico/United Kingdom)
7. Liza Zogib (Switzerland)

VI. Commission on Education and Communication (CEC):

1. Aurelie Guerry (France) - *Regional Vice Chair for Western Europe*
2. Peter Soroye (Canada) - *Regional Vice Chair for North America*
3. Rasmi Rashmi KC (Nepal) - *Regional Vice Chair for South and Southeastern Asia*
4. Brighton Chama (Zambia) - *Regional Vice Chair for Eastern and Southern Africa*
5. Bintu Sia Foray-Musa (Sierra Leone) - *Regional Vice Chair for West and Central Africa*
6. Karime López Díaz (Mexico) - *Regional Vice Chair for Mesoamerica*
7. Nouhad Awwad (Lebanon) - *Regional Vice Chair for North Africa and West Asia*

VII. Climate Action Commission (CAC):

1. Mina Esterghamat (Iran) – *Deputy Chair*
2. Andrea Carmen (United States)
3. Ana Tiraa (Cook Islands)
4. Christopher Dunn (United States)
5. Natalie Morata (France)
6. Daniel James Jiron (United States)
7. Aby Drame (Senegal)
8. Cathy Yitong Li (China/UK)
9. Myrna Semaan Haber (Lebanon)
10. Sunita Chaudhary (Nepal)
11. Angela Andrade (Colombia)
12. Sebastian Winkler (Mexico/Switzerland)
13. Virginia Young (Australia)
14. Sheila Ngutu (Kenya)

I. Background

Under Regulation 45(m), the Council appoints the Deputy Chair and the Steering Committee of each Commission on receipt of nominations from the respective Commission Chair and

may also confirm or otherwise change the membership of the Steering Committee upon proposal of the Commission Chair before the end of the second full calendar year following Congress.

Following the appointments already made by Council decision C116/3, the respective Commission Chairs have since submitted additional proposals for membership of their Steering Committees. The present document alongside the biographies of the proposed members contained in Annex 1 are therefore submitted to Council in order to enable consideration and approval of these additional appointments.

M.Sc. PAULA BUENO

International cooperation and negotiation specialist, environmental policy and governance, protected areas, oceans and climate. Global advisor based in Colombia, working remotely.
Contact number/ WhatsApp: +57 310 8099746
e-mail: bueno_paula@yahoo.com.mx
Linked In

ABOUT ME

M.Sc. in Sustainability Science, Resilience and Global Change. With over 18 years of experience, I have an on-going career in biodiversity conservation with specialized knowledge in equitable governance, multilateral environmental agreements and cooperation for area-based conservation in both land and sea, with a sustainable use and climate-smart view. Sound performance in project design and implementation, multi-sectoral programme management, capacity development, fundraising, high level advisory, large event leadership, negotiation and multi-stakeholder engagement, as well as a combination of in-the-field and office work within private, public and international organisations.

COMPETENCIES

- Design and management of multi-country projects, agreements and partnerships
- Ability to perform in technical, political and local communitarian scenarios
- Public relations with different target audiences at the international, transboundary and local levels; good communication and interpretation skills
- Sound leadership of groups and initiatives; strong networking and facilitation abilities

RELEVANT WORK EXPERIENCE (additional experience can be detailed upon request)

Fundación Pacífico- Fondo para la Acción Ambiental y la Niñez

Resilient CMAR Project Lead, November 2025 - present

- Lead and oversee the full technical, administrative, financial, and strategic execution of the project *"Beyond 30x30: Securing Resilience in the Eastern Tropical Pacific through enhanced transboundary cooperation"*, ensuring compliance with CI-GEF requirements and alignment with CMAR priorities.
- Coordinate stakeholders, staff, consultants, and partners across countries; manage grants, contracts, monitoring and evaluation systems, knowledge management, and environmental/social safeguards to guarantee effective and transparent delivery of results.
- Facilitate donor engagement, reporting, audits, and closure processes, while providing technical leadership for the development of the expected outputs, building synergies with other initiatives, and ensuring long-term impact for ocean conservation in CMAR.

German Development Cooperation Agency – GIZ

Consultant - Other Effective Area-based Conservation Areas and its inclusion in territorial/marine spatial planning in Central America, October 2025 – March 2026

- Support the coordination, systematization, and documentation of context analyses, lessons learned, and reflections to mobilize an OECM network for the Latin America and Caribbean region, with special attention to the Central American subregion.
- Analyze and systematize conditions and lessons learned for OECMs in Central America, drawing from the experiences of other countries in the Latin American region.

World Wildlife Fund Peru - US

Project Finance for Permanence Feasibility Assessment Lead (consultant), September 2025 – March 2026

- Assess whether the PFP Phase II in Peru can effectively address the identified challenges in the management of natural protected areas and contribute to the long-term conservation of priority biodiversity sites that contribute to human well-being in the prioritized landscape and assess whether the conditions for successfully developing and implementing the second phase of the PFP in Peru exist or could be enabled in the short term.

Conservation International, Americas Field Division

Senior Manager, Ocean Governance - Lui Walton fellow, January 2023 – June 2025.

- 2-year fellowship aimed at assessing contributions from CI programmes in the Americas to ocean-related knowledge, science and innovation to support global conservation goals through **policy and project design and implementation**, within existing ocean governance frameworks and solutions including marine protected areas, both in national waters and **in the high seas**.
- Develop and strengthen partnerships with intergovernmental or civil society organisations in the Eastern Pacific and Western Atlantic oceans, and the Caribbean and Patagonian seas.
- Project proposals submitted include the GEF and BAF around topics such as strengthening regional governance in the ETP, **coastal and landlocked country benefits from the high seas, protection measures in the Salas y Gómez and Nazca ridges**, conservation of the Guayaquil Gulf Historical Bay, and resilience of Patagonian MPAs, among others.
- Lead of the governance and policy-related discussions within the Regional Monitoring component of the IKI-funded Save the Blue Five project.

World Wildlife Fund Colombia

Policy Advocacy Specialist, April 2021 – January 2023

- Policy advocacy lead - devise and implement strategies at international, regional and national levels in response to WWF's strategic lines (biodiversity, oceans, protected areas, Amazon), including engagement with governments and other organisations regarding the Multilateral Environmental Agreements (e.g. the CBD, UNFCCC and BBNJ Treaty negotiations).
- Liaison, Global Policy and Advocacy Team for WWF Latin America and WWF International in biodiversity, climate and ocean issues; **Protected and Conserved Areas ACAI Hub lead for Latin America.**
- **STRONG High Seas - lead of the policy and conservation measures activities**, including engagement with the CPPS.
- GEF Seaflower on Biodiversity and Tourism in protected areas project development coordinator.

Senior Advisor, Protected Areas and Marine Affairs Policy, Advocacy, Planning and Governance: January 2017 – April 2021.

- Policy lead – strategy for oceanic and marine affairs for WWF Colombia and Panama.
- Project lead - support the development of the IUCN Green List Programme in Colombia, including capacity-building in other countries in the region and protected areas governance assessments.
- Coordinator and policy liaison of the Redparques Amazon biome Conservation Vision projects; responsible for the technical components including conservation and climate, strategic finance plan and project portfolio, as well as capacity-building activities direction.
- Management effectiveness, governance and ecosystem service-derived benefit assessor.
- Project design and negotiation with several donors (GEF, KfW, GIZ, IADB, IKI, EU, UNDP).

Thematic Consultant, Protected Areas Management and Governance: May – December 2016.

- Structuring of improvement plans for three national parks inscribed in the IUCN Green List, in-land and marine; advisory to other Latin American countries willing to nominate sites.
- Design of an assessment methodology to measure Aichi Target 11 achievement applied in 19 Latin American and Caribbean countries.
- Development of a regional management effectiveness protocol for the Amazonian countries and capacity-building for other regions.

Fundación Vida Silvestre Argentina – supported by The Pew Charitable Trust

Lead researcher: Elaboration and international dissemination of the Regional Report "From Bariloche to Lima: Perceptions of protected areas progress and challenges in Latin America and the Caribbean": November 2018 – October 2019.

International Union for Conservation of Nature, World Heritage Programme - Headquarters

Advisor and site evaluator

- UNESCO-IUCN representative for the capacity-building programme on Marine World Heritage sites in Cuba, December 2021.
- World Heritage Outlook – desk evaluator of sites in Latin America and the Caribbean, 2017 - 2025.
- UNESCO World Heritage Sites Evaluator, Technical On-site Missions: Machu Picchu Sanctuary (Peru), Los Alerces National Park (Argentina), Galapagos National Park (Ecuador) and Lençois Maranhenses National Park, 2016 - 2023.

Food and Agriculture Organization, Regional Office for Latin America – Integrated Amazon Protected Areas (IAPA) project

Research Lead - Regional Report on Implementation of the CBD Programme of Work on Protected Areas: May – November 2016.

- Coordination, design, data collection and overall edition of the regional report in relation to all four components (conservation opportunities, governance, financial sustainability and management effectiveness).

Consultant, Amazon Protected Areas Management Effectiveness: August 2015 – February 2016.

- Provide guidance for discussion, planning and implementation of common activities on management effectiveness in the Amazon Biome protected areas.

Parques Nacionales Naturales Colombia, International Affairs and Cooperation - Headquarters and Western Andes Division

Senior Officer and Team Coordinator: August 2008 – August 2016.

- Steered the international agenda of National Parks Colombia: multilateral environmental agreements, development of technical cooperation strategies through plan and project out-rolling in World Heritage Sites, Biosphere Reserves, Ramsar sites and other designations, as well as specialized technical networks (e.g. Redparques, SPAW, Eastern Tropical Pacific Corridor), fundraising and technical cooperation (up to USD25 million).
- Established partnerships and implemented agreements with key strategic actors such as UNESCO, IUCN, CBD Secretariat, Europarc, governments (Australia, Canada, EU, Finland, Germany, Monaco, Spain, USA), South-South cooperation mechanisms within Latin America, Southeast Asia and Africa.
- Head of the International Affairs Office (ad interim), April - August 2011, several periods over 2010 and 2013.

International Union for Conservation of Nature, Global Protected Areas Programme - Headquarters

Senior Advisor, Governance of Protected and Conserved Areas: April 2012 – January 2015.

Lead the *Effective and Equitable Governance of Nature's Use* programme area through:

- Co-lead of the 6th World Parks Congress Governance Stream and Management Team
- Involvement in related technical and political events or initiatives, which included design and successful negotiation of project proposals such as "Integrating protected areas into land-use planning" and "Protected areas as biodiversity and climate change solutions: meeting the qualitative elements of Aichi Target 11"
- Promotion and application of the IUCN Best Practice Guidelines, including through capacity-building activities and the standardization of *good governance* practice for national protected areas systems through the IUCN Green List of Protected and Conserved Areas.

International Organization for Migration Colombia

Programme Assistant, Ex-combatant Children Programme: October 2007 - July 2008.

- Project operations management, responsible of the USAID Environmental, Assessment System, IOM's Global Connection Liaison Group member.

Fondo Biocomercio Colombia (Biotrade Fund)

Executive Director´s Assistant and Cooperation for Protected Areas Junior Consultant: May - October 2007.

- Research assistant, executive management tasks and advisory.

EDUCATION & TRAINING

M.Sc. Sustainability Science to Address Global Change,
Universidad Internacional de Andalucía, Baeza, Spain: January 2013.

B.A. Government Affairs and International Relations
Universidad Externado de Colombia, Bogotá: March 2007.

Exchange Programme, major in Political Science, Global Environmental Policy and Participatory Methods in Sustainable Management of Natural Resources
University of Helsinki, Finland: August 2006-January 2007.

Project Management for Development Professionals (Project DPro) course
Pyramid Learning – Conservation International (online): March-April, 2024.

Leadership for Impact, Global Leader programme
Aalto University Executive Education, Helsinki, Finland: 8-10 April, 2025.

TEACHING EXPERIENCE

Patagonian Sea Conservation Forum – Marine Protected Areas Management School, EU Ocean Governance project

Teaching Team Member & Lecturer: May 2022 – present.

- Programme devising, coordination and lecturer in the training course "Towards an Adaptive Management of Marine Protected Areas through effectiveness evaluation: how to measure it? Against what?"

University for International Cooperation

Teaching Team Lead & Lecturer: October 2020 – April 2021.

- Programme devising, coordination and lecturer in the training course "Adaptive and Effective Management of Protected Areas: practical concepts and tools"

RELEVANT PUBLICATIONS (additional references can be listed upon request)

- Castellanos-Galindo, G.A., Hampton, S., Germán Narnajo, L., Zapata Padilla, L.A., **Bueno Martínez, P.A.**, Gaymer, C., Boteler, B., and Durussel, C. Study on Measures to Support Conservation Efforts in Areas Beyond National Jurisdiction in the Southeast Pacific Region, STRONG High Seas Project, 2022 Download.
- **Bueno M., P.,** 'The Role of Regional Cooperation in Strengthening High Seas Governance: Conceptual Framework and Key Recommendations', STRONG High Seas Project, 2021 Download.
- Lazaro, C., Delamo, X., Alvarez M., Maretti C., **Bueno, P.**, Cao, R. & Sofrony C. (Eds.) Protected Planet Report Latin America and the Caribbean (2021). WCMC, IUCN-WCPA, WWF Mexico, WWF Colombia, Integrated Amazon Protected Areas Project & Redparques Download.

- Laffoley D, Baxter JM, Day JC, Wenzel L, **Bueno P**, Zischka K (2018), 'Marine Protected Areas' in Sheppard C (ed) World Seas: An Environmental Evaluation. 2nd Edition. Volume III: Ecological Issues and Environmental Impacts. Academic Press Download.
- Wells, S., Addison, P., **Bueno P.**, et al (2016), "Using the IUCN Green List of Protected and Conserved Areas to promote conservation impact through marine protected areas", Aquatic Conservation: Marine and Freshwater Ecosystems Download
- Borrini-Feyerabend, G., **P. Bueno**, T. Hay-Edie, B. Lang, A. Rastogi and T. Sandwith (2014), "A primer on governance for protected and conserved areas", Stream on Enhancing Diversity and Quality of Governance, 2014 IUCN World Parks Congress. Gland, Switzerland: IUCN Download

AFFILIATIONS/VOLUNTARY WORK

IUCN World Commission on Protected Areas

Active member since 2010, Regional Vice Chair for South America 2021 - 2025; member of the Marine Theme Advisory Committee and the Green List Steering Group, taking part of the Marine GLPCA/Management effectiveness, Word Heritage, Governance and High Seas Specialist Group discussions.

LANGUAGES AND INTERNATIONAL EXPERIENCE

- Spanish mother tongue
- Fluent English, high technical and diplomatic proficiency
- Advanced Portuguese level (certification), upper-intermediate technical proficiency
- Intermediate level in French (Diplôme)

Lived in Canada, Colombia, Finland and Spain; remote and frequent in-person work with US and Swiss-based organisations; vast experience working on-site and remotely in Latin American and Caribbean countries, in both continental and insular territories; travelled throughout Europe, Africa, Australia, South-East Asia, North, Central and South America on capacity-building and professional duty, including representation of country and organisation delegations at international fora (a list of relevant participations can be provided upon request).

Darlene is currently supporting the IUCN WCPA as the Chief Engagement Officer for World Protected Leaders. She started this work after a 30-year career with Parks Canada. Joining the Agency in 1996 Darlene held several positions in three national parks and at executive levels in the Agency's National Office. She has a Bachelor of Science, an Honours Bachelor of Outdoor Recreation, and a Certificate of Tourism from Lakehead University and completed a Master of Science from the University of Toronto. Darlene is an alumnus of Singularity University Executive Leadership program and a Salzburg Global Fellow.

Darlene has significant experience working with Indigenous, federal, provincial, and municipal governments, and environmental non-governmental organizations in the establishment and management of protected areas. Darlene is also working internationally to support protected areas management in the role of Chair for the International Union for the Conservation of Nature (IUCN) Green List Panel. Darlene puts a focus on building team and leadership and has been a guest on the Adam Grant – Work Life Ted syndicated podcast about Compassionate Workplaces. Darlene is involved in her community running an art program at a women's supportive housing initiative, sitting as a board member for the Centre de Service Communautaire de Vanier, and is on the Advisory Board for Wavemakers, a Canada-wide work integrated learning program for youth.

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Curriculum Vitae - Darlene E. Upton
Chief Engagement Officer – World Protected Area Leaders
International Union for the Conservation of Nature – World Commission on Protected Areas (IUCN – WPCA)

Office Address
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Home Contact
Upton5678@rogers.com
613-421-9945

LinkedIn
https://ca.linkedin.com/in/darlene-upton-0a98a285

Second Language

French

Education

M.Sc., 1995
University of Toronto – Royal Ontario Museum
Major: Zoology, Herpetology

H.B.O.R., 1991
Honours Bachelor of Outdoor Recreation
Lakehead University, Thunder Bay, Ontario

B.Sc., Natural Sciences 1991
Lakehead University, Thunder Bay, Ontario
Major: Natural Sciences

Certificate in Tourism, 1991
Lakehead University, ThunderBay, Ontario

Formal Executive Development

Salzburg Global Fellow
June 2019
https://www.salzburgglobal.org/

Singularity University Executive Leadership Program
February 2018
https://su.org/executive-education/executive-program/

Federal Government Executive Leadership Development Program
Cohort 1 – September 2017 – June 2018

Current Volunteer Positions and Board Work

International Union for the Conservation of Nature – Green List Panel Chair
IUCN Green List of Protected and Conserved Areas - resource | IUCN
July 2023 – Present

Advisory Board – Wavemakers – Board Member
https://www.wavemakers.network/
May 2022 - present

Board of Directors – Centre des Services Communautaires Vanier – French appointment
https://www.cscvanier.com/
2019 – present
Chair of the Fixed Asset Committee

CC-602 Board of Directors - President
December 2020 – present
President - Project management leadership

Cornerstone Supportive Housing for Women Develop and direct a weekly art program
https://www.cornerstonewomen.ca/
2011 – Present

Past Volunteer Experience

2020-2024 – St Paul's University – Board of Governors, Chair of Audit Committee – bilingual appointment
2004-2007 - Prince Edward Island Pottery Coop - all publications, advertising, grant writing
1996-2003 - Osler Mountain Ski Club - Race Staff/Announcer
1998-1999 - School Community Advisory Committee (community representative)
1996-1999 - Beaver leader, Tobermory
1996-1998 - School Bell Park Committee - redesign of community park/playground
1996-1999 - Township of St. Edmund's Recreation Committee
1996-1999 - Youth sports night volunteer supervisor
1988-1992 - Canadian Red Cross Volunteer - United Way Campaigns
1987**-** Quetico Provincial Park -Volunteer Canoe Ranger

Chronological Work Experience:

November 2025 – Present – Chief Engagement Officer – International Union for the Conservation of Nature – World Commission on Protected Areas (IUCN-WCPA)
In this role, I lead engagement with global protected area leaders to develop a renewed governance model for the World Protected Areas Leadership Forum—one that is more inclusive and better equipped to support leaders worldwide. My focus is on addressing key challenges and opportunities facing protected area leadership, such as sustainable financing. Leveraging the once-in-a-decade World Protected and Conserved Areas Congress in Panama in 2027, I am collaborating with global leaders to deliver concrete outcomes that strengthen their capacity to manage protected areas effectively and advance the targets of the 2022 Kunming-Montreal Global Biodiversity Framework.

June 2018 – November 2025 – Parks Canada – VP Protected Areas Establishment and Conservation – EX-04
Responsible for leading a dedicated team of conservation professionals who work to establish national parks, national marine conservation areas in Canada in collaboration with local communities, provinces, territories and Indigenous peoples. Additionally, the team provides Agency leadership on ecological monitoring, restoration, species at risk, conservation projects, fire management and enforcement. Significant provincial, territorial and Indigenous partner work including often complex negotiations. Horizontal federal leadership on Canada's conservation agenda including being the International Union for the Conservation of Nature State Party Leader, and other international relationships. I manage a team over 250 employees with 9 executives and a support team reporting directly to me. Champion of the Employees with Disabilities for the Agency, past Champion for the LGBTQ2 and Women's Networks. Co-Chair of the Senior Management Committee for Human Resources.

October 2017 – June 2018 – Parks Canada – A/VP of Strategic Policy and Investment – EX-04
Responsible for providing strategic advice and horizontal support to achieve Agency and federal horizontal results. Specifically, I provide directorate leadership on investment planning of a program of ~650 million annually, direct delivery of a significant program of work, corporate results planning and reporting, management planning, cabinet affairs and legislative and regulatory initiatives, realty, departmental security, and information technology and management. I manage a team of 9 executives and a support team reporting directly to me. Chair of the Strategic Direction and Policy Committee.

March 2016 – October 2017 – Parks Canada – Executive Director Ontario and Waterways – EX-03
Responsible for the strategic management of 5 National Parks, 1 National Urban Park, 2 Marine Conservation Areas, 7 Historic Canals in Ontario and Quebec, and 35 other National Historic Sites. Lead discussions and negotiations with a variety of partners in private industry, and federal, and provincial governments. Program management includes 6 directors, ~1000 employees, and a ~$100-million-dollar operating budget. Work horizontally on strategic files for the Parks Canada Agency related to the renewal of historic places, and engagement of Canadians on the future of Parks Canada. Co-Chair Labour Disruption Planning Committee, Member of the Agency Operations and Policy Committee, and Operations representative for the Partnership Renewal Committee. Champion for the National Action Committee for Women, mentor.

October 2012 – March 2016 – Parks Canada - Executive Director Waterways – EX-03
Responsible for the strategic management of seven canals in Quebec and Ontario including economic development opportunities, large capital projects, and a dam safety program. Lead discussions and negotiations with a variety of partners in private industry, and federal, provincial and municipal governments. Program management includes 2 directors, ~300 employees, and a $35 million-dollar operating budget plus supplemental funding over $50 million dollars. Member of the Agency Operations Committee and Champion for the National Action Committee for Women. Active mentor in both the formal Agency program and informally with multiple people both inside and outside of Parks Canada

October 2011- October 2012 – Special Advisor to the Chief Executive Office (also Acting Executive Director North for ~2 months each) – EX-02
Main responsibility was to support the implementation of the Government's Economic Action Plan 2012 for the Agency. Was a member of the Agency Executive Management Committee and worked to support the Chief Executive Officer and Vice Presidents by identifying horizontal issues, completing analysis, and presenting recommendations to the Committee. Lead all internal communications and employee support planning and implementation related to the Economic Action Plan 2012. Supported Vice Presidents on delivery of various Agency priorities through this time.

April 2008 – October 2011 – Director Law Enforcement – EX-01
Responsible for the development of the new Parks Canada Agency Law Enforcement Branch following a government decision to arm park wardens. This required the development of new policies, staffing, training, and procurement of arms, ammunition etc.... Liaised with the RCMP and other armed federal departments to successfully implement the program from decision to implementation on time and under budget. Once established ~100 employees managed, and an 8M budget. Represented the Agency on the Canadian Natural Resource Law Enforcement Chiefs Committee. Participated in corporate files e.g., Enterprise Information Committee, GCWCC lead, and Occupational Health and Safety. I received the CEO Leadership Award for my work on this file.

April 2007 – April 2008 - Head Resource Protection, Gatineau Quebec – PM-06
Responsible for leadership of the law enforcement, public safety, and fire management program. I played a leadership role in developing the Memorandum of Cabinet to support a government decision on arming of park wardens in Canada.

March 2003 – April 2007 - PEI Field Unit, Manager, Resource Conservation – GT-05
Responsible for the management of 13 full-time equivalents and a budget of >1.2M providing resource protection, public safety, law enforcement and the research and monitoring program for the field unit.

September 1999 – March 2003 - Georgian Bay Islands, Park Ecologist – PC-02
Responsible for the Ecosystem Management program at Georgian Bay Islands National Park. Completed a strategic review of all in park monitoring programs, developed the Ecological Integrity Monitoring Plan and State of the Parks Report. Worked within the Greater Park Ecosystem with partner agencies to provide leadership and coordinate research and communication efforts. Chair of the Eastern Massasauga Recovery Team and worked on several National Office initiatives including the development of a national ecological integrity training program and Recruit Warden training.

May 1996 – September 1999- Bruce Peninsula/Fathom Five National Park, Ecosystem Biologist / Park Warden Various levels
Project manager for the development of an Area Management Plan completed in consultations with an external Advisory Committee. Wrote and implemented the park Ecological Integrity Monitoring Plan. Lead role in the ongoing development of a Fisheries Management Plan for Fathom Five National Marine Park in consultation with First Nations and Governmental organizations. Participated and lead multiple law enforcement and public safety responses to lost persons, fatalities etc...

Winter 1996 - Royal Ontario Museum – Lab Manager
Lab manager coordinating financial and practical applications of a multi-user genetics laboratory.

Fall 1995 - Self Employed Part-time Consulting Biologist
Sub-contract work conducting preliminary sorting of benthic samples for toxicology analysis.

Summer 1995 - University of Guelph – Research Associate
Worked to establish a new genetics lab and completed multiple scientific projects e.g., effects of herbicides on reptiles and amphibians monitored both with morphology and genetics, GIS mapping of Ontario Reptiles and Amphibians, molecular systematics of *Ambystoma* salamanders.

1994 - University of Toronto – Research Associate
Completed contract work for Dr. E.J. Crossman looking at the molecular complexes of *Esox masquinongy* and *Dalia pectoralis*. This work resulted in a better understanding of Musky population dynamics.

1992-1993 - Royal Ontario Museum – Research Associate
Lead researcher studying the effects of selective cut logging on the breeding dynamics of *Ambystoma laterale-jeffersonium* salamanders. I completed two seasons field work and used DNA content data to analyze the population dynamics of this group of salamanders.

Summer 1991 - Royal Ontario Museum
Researcher/Canoeist for the Algonquin Park distributional fish study. This three-year project sampled and identified which species of fish existed in the lakes of Algonquin Park.

1988-1990 - Missinaibi Provincial Waterway Park
Park Warden/Interior Technician: Responsible for the operation of the park and supervision and evaluation of five staff members. Duties included patrolling of the interior water based sites, and the campground. This work required extended periods in the backcountry in often harsh and unpredictable situations.

Awards

April 2025
King Charles III Coronation Medal

December 2015
Gord Blake Visionary Leadership Award
Boating Ontario Industry Association

June 2008
CEO Leadership Award
Parks Canada

Publications (peer reviewed only) and Podcasts

Upton, D.E., 2024. From Legacy to Leadership: Parks Canada's Role in Shaping Conservation And Resilience. 2024 Grand Challenges, 2024 Magazine, Canadian Science Policy Magazine

Upton, D.E., 2021. We should allow sad days, not just sick days. *WorkLife with Adam Grant* Podcast. Expert Perspective: Darlene Upton contributed her insights alongside guests including Demar Derozan and Paul Bloom

Upton, D.E., C. MacKinnon. 2003. Reptiles under Threat. National Parks and Protected Areas International Bulletin. Issue 10, August 2003.

Upton, D.E., Moore, L., Pitkanen, K., Quirouette, J., Zorn, P. 2002. Integrating research and outreach at Georgian Bay Islands National Park. In: Parks and Protected Areas Research in Ontario, 2001, Eds., J. Porter and J.G. Nelson.

Whitelaw, G., and **D.E. Upton**. 2002. Rapporteu's Summary of Workshop Presentations and Discussion. In: Parks and Protected Areas Research in Ontario, 2001, Eds., J. Porter and J.G. Nelson.

Upton, D.E., and S. Flegel. (2002). The development and application of a human use indicators screening framework for Georgian Bay Islands National Park. In: Managing Protected Areas in a Changing World: Proceedings of the fourth International Conference on Science and Management of Protected Areas 2000. Eds. S. Bondrup-Nielsen, N. Munro, G. Nelson, J.H.M. Willison, T.B., Herman, and P. Eagles.

Murphy, R.W., J. Fu, **D.E. Upton**, T. De Lemas, and E. Zhao. 2000. Genetic variability among endangered Chinese giant salamanders, *Andrias davidianus*. Molecular Ecology 9:1539-1547.

Upton, D.E., and R.W. Murphy. 1997. Phylogeny of the side-blotched lizards (Phrynosomatidae: *Uta*) based on mtDNA sequences: Support for a midpeninsular seaway in Baja California. Molecular Phylogentics and Evolution 8:104-113.

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PERSONAL STATEMENT

As a highly motivated and results oriented person, I have a proven record of leadership of large operational organisations (3000 people) highly skilled in emergency and crisis management. I served as Southland's Principal Rural Fire Officer for 6 years (1996-2002), led DOC's crisis management response to the Wanaka Helicopter tragedy (2018) and DOC's response to some of New Zealand's largest wildfires (Port Hills, Tasman, Ohau and Pukaki). I have extensive emergency management experience and excellent knowledge and relationships with key first-response agencies (NZ Police, NZ Defence, FENZ, St Johns Ambulance). I have been a Chief Executive and Director-General of environmental organisations for 18 years. I have a significant grounding in complex organisational leadership, iwi, hapū, whanau relationships across all New Zealand, stakeholder relationships, political acumen and significant conservation and tourism outcomes. My strength is in Environment and Social Governance with extensive experience in complex project and programme management, emergency and crisis management, relationship management, research, science transfer to policy, working with iwi, hapū and whanau, and building economic development from the environment.

EDUCATION

Bachelor of Forestry Science (Honours) – Environmental Management

University of Canterbury 1978 (Schlich Award - top graduate)

Harvard Business School – 2010

Institute of Directors Governance - 2012

NZ Institute of Management Executive Leadership Programme 2012

Stanford University Business School 2016

Stanford University Business School 2019

Treasury Gateway Review qualified (Project Management)

PERSONAL STRENGTHS

- Health Safety and Wellbeing
- Strategic Management of Natural Areas for Conservation and Tourism
- Staff Leadership and Culture Change
- Relationship and Stakeholder Management
- International Diplomacy
- Strategy Execution
- Strong Marketing Skills
- Working with Board Governance
- Connecting and Leading People to a Mission
- Working with Treaty Partners
- Science and Policy Interface
- Running Regulatory Functions

SUMMARY

I am a strong people leader towards a vision and strategy with a unique ability to align people to an overarching purpose for tourism's value within Aotearoa.

I have had an excellent grounding in Governance through previous roles I have held, working for a Board and 18 years as a CEO.

I have deep knowledge and experience in environment and social governance aspects with an entire career in environmental working with Māori, research, sustainability. I have extensive experience in science and research applicable to Policy as a leader in Matauranga Māori and conservation.

Governance roles held (current and previous)

- NZ Antarctic Research Institute
- Antarctic Heritage Trust
- Te Urewera Board (Co-Governance)
- Zero Invasive Predators
- Tuwharetoa Māori Trust (CE – Co Governance Board)

EXPERIENCE

Director General (Chief Executive)
Department of Conservation (Te Papa Atawhai)
August 2013 – September 2021

Leadership of 3000 full time staff and 33% of New Zealand (8.5million hectares of Protected Areas, National Parks, Marine Reserves, Scenic Reserves and Nature Reserves) with an annual revenue of NZ$600m operating and NZ$2.5b capital programme. During this time, I have successfully reset Department of Conservation Strategy and Vision, increased our resources from $350m to $600m annually and raised $100m of international philanthropy resource and commercial partnerships (e.g., Air New Zealand /Meridian Energy, NEXT Foundation, The Nature Conservatory /Fonterra)

Key Achievements:

- Increased staff from 1700 to 3000 permanent staff
- Increased resources from $350m/year to $600m/year
- Raised $100m of international philanthropic resource and commercial partnership resources
- Awarded Randstad Award for Most Attractive employer 5 consecutive years
- High Performance Engagement – Industrial Relations

<u>Protected Area Management</u>

- Established 2 new National Parks, 10 Marine Reserves

	and 1 World Heritage Area <u>Treaty Partnership Leadership</u> • Led significant culture change in Dept of Conservation to include Treaty Partner rights and aspirations • Placement of statutory recognition over Te Urewera (former National Park and Whanganui River (legal personality given to nature to sustain indigenous people – a world first) • Co-governance protected area managed structures put in place with 10 separate tribal authorities across New Zealand • Led New Zealand's largest workshop of Treaty Partners for Nature Conference (Tai Tumu Tai Pari Tai Ao) • Keynote speaker at Aboriginal First Nations Conference, South Australia <u>Strategy Leadership</u> • Led new strategy for DOC based on UNEP Sustainable Development Goals and Wellbeing Framework (working in partnership with others to reverse biodiversity decline) • Launched Predator Free New Zealand Vision by 2050 and resourced with $48m of Government funds, and $40m of commercial, philanthropic and community funds • Launched New Zealand Conservation Partnerships Strategy (2015) • Launched Pacific Conservation NZ Aid Strategy (2017) • Launched New Zealand Visitors in Protected Areas Strategy (2018) • Launched New Zealand Biodiversity Strategy (2019) <u>Culture Leadership</u> • Critical focus on culture change to enable indigenous people (Treaty Partners) health, safety and wellbeing, diversity, and sustainability across department of Conservation (now a New Zealand Government leader in all four aspects of culture change) • Trained 2,500 staff in DOC's Operating Model (Team Process) <u>Capital Project Governance</u> • Extensive experience in large capital programme governance, Gateway Reviews and Post Project Reviews • Managed $2.5billion of Government Capital Assets • Experienced in Capital Assets management system <u>Science and Research</u> • Led Natural Resource Sector (Environmental Science

	Roadmap 2018) • Led restructure of Science and Policy as an integrated system at DOC • Regular contributor to Science NZ CEO's Strategy • Doubled DOC's investment in Science and Research • Led first introduction of Matauranga Māori research and insights into a Public Service organisation • Extensive work and relationships with GNS, NIWA, Manaaki Whenua – Landcare and National Science Challenges (Sustainable Seas – Bio Heritage) <u>International Leadership</u> • Led re-establishment of World Protected Area Leaders Forum with IUCN after a 10-year hiatus (key focus on international tourism) • Worked closely with senior natural resource officials in Government of Peoples Republic of China to protect wetland nature reserves • Led strategy to reset New Zealand's Pacific Conservation Strategy focussed on Eco-Tourism with staff now seconded to South Pacific Regional Environment Programme (SPREP) • International leadership of IUCN, World Heritage, CBD, CITIES, RAMSAR (actively involved in World Heritage management and classification) <u>Tourism Leadership</u> • Led New Zealand Visitor Strategy (2018) • Led introduction of International Visitor Levy, Differential Fees for Great Walks • Led implementation of new NZ tourism products – Day Walks/Short Walks/Tou Whenua Heritage Sites • Led biggest increase in funding to NZ visitor and tourism facilities in Budget FY2018 • Introduced priority focus on Visitor Safety in conservation • Introduced "DOC Story Tellers" to enhance international and domestic visitor experience <u>Conservation Leadership</u> • DOC a world leader in island eradications and island restoration programmes • DOC a world leader in threatened species management (kakapo, black robin, kaki, takahe, kiwi all seeing significant gain) • Critical work in marine management and high seas marine protection • DOC a world leader in freshwater restoration and management <u>Strategic Partnerships</u> • Led national roll out of Strategic Partnership Systems across New Zealand that now engages 600 critical

partners including:

- Treaty Partners, NSO's Community Groups, Local Government, Commercial Donors and Philanthropy
- Built Department of Conservation and over-arching philosophy of working with others to deliver conservation

<u>Governance Experience</u>

- Establishment of multiple governance arrangements to protect and restore natural resources as semi-detached entities
  - Te Urewera Board
  - Game Animal Council
  - New Zealand Conservation Authority
  - Nga Whenua Rahui
- Worked with Ministers and Boards

<u>Risk Management and Emergency Response</u>

- Established full Audit and Risk functions at DOC. Highly experienced in large organisational risk management frameworks
- Led response to Wanaka helicopter tragedy with three staff fatalities

<u>Commercial and Financial</u>

- 18 years of experience in large organisational financial and commercial management
- Annually invoice $25million of commercial revenue
- Experience in application of system controls, ledgers, financial accounting, and management

<u>Regulation and Compliance</u>

- As a Public Sector regulator, I have transformed DOC's regulatory system
- Led transformation of DOC's compliance system

EARLIER ROLES

Chief Executive Antarctic New Zealand
(NZ Antarctic Institute)
July 2002 – July 2013

2012/13 Budget NZ$15m
Staff and Researchers - 450

Leadership of New Zealand's Antarctic research programme (ATS) and international diplomacy relating to Antarctic Treaty System (ATS), Scientific Committee and Antarctic Research (SCAR) and Council of Managers and Antarctic Programme (COMNAP). Working to Minister of Foreign Affairs through a Crown Entity Board to manage and execute all New Zealand activities in Antarctic and the Southern Ocean.

	• Led New Zealand Antarctic Science programme to number 7 in International Antarctic Treaty influencers through development of critical science – policy interface towards increased environmental protection of Antarctica • Critical person in creation of Ross Sea Marine Protected Area (1.55million square kilometres – largest in the world) through CCAMLR governance regime • Critical role in creation of McMurdo Dry Valley Antarctic Specialty Managed Area (ASMA) through ATS • Established New Zealand Antarctic Research Institute through Government and internationally philanthropic funding ($5.3m) focussed on Antarctic climate change responses • Built world's largest wind farm in Antarctica to supply renewable energy to USA McMurdo at New Zealand Scott Base stations. • International diplomacy and leadership roles at Antarctic Treaty (CEP), CCAMLR and COMNAP (Executive Committee). • Led world's largest climate change Antarctic sedimentary drilling project ($30m) with USA, Italy, Germany, and New Zealand ANDRILL (150 prominent science publications including 5 nature papers) • Led Antarctic Treaty partners into new operating standards on non-native species for National Antarctic Programmes • Hosted three Prime Minister visits to Antarctica. • Hosted HSH Price Albert of Monaco and Monaco Foundation • Co-led SCAR/COMNAP Antarctic Horizon Scanning exercise to identify future Antarctic science and policy challenges (co-author Challenges Future Construction of the Antarctic – Science Vol 337) • Lifted New Zealand's involvement in Antarctica to 75% public support • Created Christchurch Antarctic Festival and established Artist and Writers programme (Antarctic Art Fellows) **Department of Conservation** **Southland Conservancy, Invercargill** **Conservator** June 1995 – June 2002 Responsible for all operations, research, staff, finance, policy, and planning of the Department of Conservation for Southland Conservancy. This includes Fiordland National Park, Stewart Island (including Rakiura National Park implementation), New Zealand's Sub Antarctic Islands, Catlin's Rainforest Park and all related public lands administered by the Department of Conservation.

	2001/02 Budget $13.2 million *Total Land Area* 2.8 million ha (53% of Southland Land District) • Led establishment of New Zealand's 13th National Park – Rakiura National Park • Led establishment with IUCN of New Zealand Sub Antarctic Islands World Heritage Area (Auckland, Campbell, Snares, Antipodes, and Bounty Islands) • Key Crown negotiator for Naga Tahu Deed Settlement Act (Titi Islands, Whenua Hou Settlements). Led establishment of 8 Marine Protected Areas in Fiordland • Established South Museum Subantarctic Visitor Attraction • Established Rakiura Visitor Centre • Established Southern Scenic Route to increase tourism proposition • Led upgrade of tourism facilities and storytelling on Milford Road and Milford Sound. • Exchanges with Charles Darwin Research, Galapagos Islands National Park, working on ecotourism management and protected species • Led Waitutu Forest addition to Fiordland National Park. • Established New Zealand's largest RAMSAR International Wetland –Waihua International Wetlands • Led world's largest island eradication project in 2002 (Campbell Island Nature Reserve) • Led establishment of new Hump Track Great Walk in Southern Fiordland National Park • Led Programme to bring one of the world's rarest species – kakapo into new operating model to reverse decline in species (64 to 220 birds today **Southland Conservancy** **Department of Conservation, Invercargill** Operations Manager (Fiordland National Park, Stewart Island) 1989 –1995 **Murihiku District** **Department of Conservation, Invercargill** District Conservator (NZ Subantarctic Islands/Catlins Rainforest Park) April 1987 – October 1989 **New Zealand Forest Service, Invercargill** Environmental Forester (Natural Resources) January 1985 – March 1987 **New Zealand Forest Service, Tapanui**

	Recreation – Tourism Forester (Visitor Management) February 1983 – October 1983 **DSIR Antarctic Division, Scott Base, Antarctica** Field Assistant (United States Antarctic Research Programme) October 1982 – February 1983 **New Zealand Wildlife Service, Stewart Island** Kakapo Research Project December 1981 – January 1982 **Forest Research Institute** Lincoln University, Christchurch November 1978 – November 1981 **Mountain Lands Forest Scientist** (environment management of Southern Alps) Published science papers Led field research programmes Extensive science experience across all environment science disciplines

REFERENCES

Rob Fyfe rob.fyfe@thepeopleshop.com	Former CEO Air New Zealand, Ice-Breaker, Business Advisor to Prime Minister Ardern
Sir Brian Roche bjrochenz@gmail.com	Senior Partner Price Waterhouse Cooper Chief Crown Negotiator – Treaty of Waitangi Settlements Chair NZ Transport Authority
Mike Pohio Mike@ngaitahu.iwi.nz	CEO Ngai Tahu Holdings (includes Ngai Tahu Tourism), Te Awa Tupua Board Treaty Settlements (Whanganui River Settlements)
Mayor Jim Boult jim.boult@qldc.govt.nz	Mayor of Queenstown – Lakes District Council
Dame Kerry Prendergast kerry@prendergast.co.nz	Former Chair Tourism NZ, Environmental Protection Authority

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Work experience

NEWCASTLE UNIVERSITY ACADEMIC TRACK (NUACT) FELLOWSHIP (2023 – present)

Newcastle University, Newcastle, UK

Over the course of a 5-year fellowship I lead a programme on marine social-ecological systems that addresses major gaps in our understanding of biodiversity and ecosystem service distributions under a changing climate and how these data can inform coherent, efficient and equitable resource management. I currently supervise 2 postdoctoral fellows and supervise / co-supervise 10 PhD students. I am a Fellow of the Higher Education Academy and lead two Newcastle University courses (modules): *Quantitative Ecological Research Methods* (NES8010) and *Designing and Evaluating Conservation Areas* (NES8321) (PG level).

VICE CHAIR (MARINE THEME)

IUCN World Commission on Protected Areas (2024 – present)

I lead work streams for the Marine Theme, where I help identify strategic and scientific priorities within the Commission with the aim of accelerating progress in achieving the global MPA agenda and Target 3 of the Kunming-Montreal Global Biodiversity Framework (including developing guidance presented at CBD COP).

TASK GROUP CHAIR,

The joint IUCN WCPA and MPA Guide task force on fisheries and conserved areas (2024 – present)

I Chair an international Science Working Group supported by Vice Chairs Jenna Sullivan-Stack (Oregon State University), Estradivari (Leibniz Centre for Tropical Marine Research) and Beth Pike (Marine Conservation Institute) which aims to develop international guidance on which fisheries, and at what scale and intensities, are compatible with MPA conservation objectives.

SENIOR RESEARCH FELLOW (2022 – 2023); **VISITING LECTURER** (2023 – 2026)

University of Waikato, Hamilton, New Zealand

I was the co-leader of a large interdisciplinary research project (Sustainable Seas National Science Challenge project: *Communicating Risk and Uncertainty to Aid Decision-Making*) which aimed to develop decision-making practices that were more inclusive and multi-sectorial and that explicitly identify risk and knowledge uncertainty in a way that reduces risks to ecological, social, cultural and economic wellbeing. I also enjoyed lecturing in several marine ecology modules at the Universities of Auckland and Waikato as well as co-supervising postgraduate students (2 to completion) and one postdoctoral researcher (Dr Rullens).

TASK GROUP CHAIR,

South Pacific Regional Fisheries Management Organisation (2022 – 2024)

I led an international Science Working Group (supported by Vice Chairs Giovanna Sotil (Peru) and Sebastian Vásquez (Chile)) on the connectivity of Jack Mackerel fisheries in the South Pacific. The program of work provided evidence and scientific reports for consideration to the South Pacific Regional Fisheries Management Organisation (SPRFMO – see the 'Reports' section).

QUANTITATIVE MARINE ECOLOGIST,

Ocean Analytics Limited, New Zealand (2022 – 2023)

I started a company where I provided research services to various clients (including central government clients, NIWA and Sustainable Seas National Science Challenge) primarily focussed in areas of my core research. E.g., exploring the cumulative effects of stressors on species' abundance and distribution and how this information can be used for risk assessment.

PRINCIPAL SCIENTIST

Fisheries New Zealand (Ministry for Primary Industries), Wellington, New Zealand (2022)

My role was to support fisheries policy, strategy, and management by providing scientific advice on the sustainability of fisheries and on assessing and mitigating environmental effects of fishing (e.g., provide expert advice on the interactions between fisheries and the aquatic environment). I led a multi-stakeholder Science Working Group on international fisheries issues in the South Pacific which provided evidence and scientific reports for consideration to the

South Pacific Regional Fisheries Management Organisation (SPRFMO). I was the New Zealand Head of Delegation to SPRFMO and led the reporting of New Zealand science.

MARINE ECOLOGICAL MODELLER (MARINE ECOLOGY GROUP MANAGER, 2021)

National Institute of Water & Atmospheric Research (NIWA), Hamilton, New Zealand (2018 – 2022)

My primary focus was on understanding drivers of spatial distribution of biodiversity patterns and researching how this information can be used for robust decision making. For this I focused on using a combination of experimental and modelling methods to link the physical environment to biological data. I was also involved in several inter-disciplinary projects, e.g., providing information on social-ecological systems through participatory processes for the implementation of ecosystem-based management in a joint NZ-Australia process (appointed to the New Zealand delegation to the South Pacific Regional Fisheries Management Organisation). I was the manager for the Marine Ecology Group (2021) which involved administrative and project management duties for 7 staff (with varying levels of seniority, including Principal Scientists).

POSTDOCTORAL RESEARCHER

National Institute of Water & Atmospheric Research (NIWA), Hamilton, New Zealand (2017 – 2018)

As part of the project *Spatially Explicit Decision Support Tools*, which was funded within the Sustainable Seas National Science Challenge (Phase I), I further developed spatially explicit resource trade-off models using large-scale spatial and temporal benthic communities and biodiversity data. This included quantifying fishing effort and the potential impacts of fishing seafloor communities through theoretical modeling of disturbance/recovery on a conceptual seafloor community.

POSTDOCTORAL RESEARCHER

Newcastle University, Newcastle, UK, (2016 – 2017)

Building on research from my PhD, this Natural England funded project investigated the social, economic, technological and environmental drivers of spatial and temporal changes in fishing effort in Northumberland using a Bayesian network analysis. For this project, large multidisciplinary data sets were used: quantitative and semi-structured key informant interviews of fishermen, habitat maps, fisheries landings and sightings at sea data, weather reports. My role also included lecturing in several modules at MSc level, e.g. Environmental research skills (MST8022) and Critical appraisal of costal production systems (MST8011) as well as leading the quantitative elements of the former.

Funding (total funding since 2016 approx. £2.42 million)

- Principal investigator (2025 - 2027): "UK MPAs in a Changing Climate: Are They Fit For the Future?". £143,000 as part of the Ocean Innovation Fund at Oceana.
- Principal investigator (2024 - 2027): "Identifying priority areas for effective nature-based solutions to mitigating the impacts of climate of change". £227,000 as part of the Stronger Shores programme.
- Principal Investigator (2024) “Developing guidance, a maintenance framework and case studies for the New Zealand Seafloor Community Classification” £35,000 (NZD) funding from the New Zealand Department of Conservation.
- Co-leader (2019 – 2024): “Communicating risk and uncertainty to aid decision-making”. $1.4 million (NZD) from Phase II of The Sustainable Seas National Science Challenge.
- Project manager and science leader (2020 – 2022): “Understanding ecosystem degradation and recovery”. $601,600 (NZD) funding from NIWA Coasts & Oceans Research Programme 5.
- Project manager and science leader (2019 – 2021): “Development of a New Zealand Marine Habitat Classification”. $331,600 (NZD) funding from the New Zealand Department of Conservation
- Project manager and science leader (2018 – 2019): “Improving information on the distribution of seabirds and marine mammals”. $109,900 (NZD) funding from Fisheries New Zealand.
- Project manager and science leader (2018 – 2019): “Mapping key ecological areas in the New Zealand marine environment”. $169,000 (NZD) funding New Zealand Department of Conservation.
- Project manager and science leader (2016 – 2017): “Social, economic, technological and environmental drivers of spatial and temporal changes in fishing effort”. Approx $40,000 (NZD) funding from Natural England, UK

Education

PhD

Newcastle University, Newcastle-upon-Tyne, 2013–2016

THESIS: "Shellfisheries, seabed habitats and interactions in Northumberland"

Funded by Natural England, in collaboration with Northumberland Inshore Fisheries and Conservation Authority and Newcastle University, this research aimed to investigate environmental impacts of shellfish potting within a Marine Protected area as part of the UK government's revised approach to fisheries. This consisted in reanalysing previously collected monitoring data, in-situ experimental work (SCUBA diving and deploying photoquadrats and drop-down cameras) and fishing effort and habitat modelling. I helped supervise MSc students at Newcastle University, providing guidance on sampling techniques, analysis and feedback on written work.

MSC INTERNATIONAL MARINE ENVIRONMENTAL CONSULTANCY (Distinction)

Newcastle University, Newcastle-upon-Tyne, 2011–2012

THESIS: "Importance of mesh size and soak duration on sampling fish communities using trammel nets: Implications for sampling methodologies for offshore windfarm fish ecology baseline surveys"

BSC (HONS) APPLIED MARINE BIOLOGY (2:1), Heriot-Watt University, Edinburgh**,** 2005–2009

DISSERTATION: *"*A comparison of the effectiveness of three methods for assessing wave action as a factor affecting zonation on rocky shores in the south east of Scotland*"*

INTERNATIONAL SCHOOL OF GENEVA – LA GRANDE BOISSIÈRE, Switzerland, 2001-2005

BILINGUAL BACCALAUREATE: Biology, Chemistry, History, English, French, Mathematics

Publications (86 publications; 21 as first author; 36 as either second or last author)

1. Abinaya, R., Addamo, AM., Principe, S., **Stephenson, F.,** Sajeevan, M. & Costello, M. (2025) Identifying priority areas for marine protection in Europe to support fisheries. *NPJ Ocean Sustainability*
2. Jacobs, Z., Smith, K.E., Kajtar, J., Smale, D., Moore, P., **Stephenson, F**., Burrows, M., Rowland, C., Renshaw, R., Oliver, S., Jakins-Pollard, M., Palmer, F., Kloker, A., Baker-Austin, C., Townhill, B., Rees, S., Coulthard, S., Popova, E (in press) 40 priority questions to advance understanding of the risks and opportunities of marine heatwaves around the UK. *NPJ Ocean Sustainability*
3. **Stephenson, F.,** Horta e Costa, B., Addamo, A., Bueno, P., Costello, M., Dudley, N., Eskuche-Keith, P., Fox, H., Gill, D., Gordó-Vilaseca, C., Grorud-Colvert, K., Klein, C., Moore, P., Morgan, L., Nalven, K., Paredes, F., Pike, E., Rao, M., Sullivan-Stack, J., Weiskel, H., Wenzel, L., Wells, S., Claudet, J. (2025) Consideration of the quality of marine protected areas is urgently needed to meaningfully achieve global biodiversity targets. *NPJ Ocean Sustainability*
4. Bennion, M., Rowden, A.A., Moore, B., Anderson, O., Tablada, J., Geange, S., and **Stephenson, F.** (2025) A bioregionalisation for vulnerable marine ecosystems in the South Pacific Ocean. *Frontiers in Ecology and Evolution*
5. Tablada, J.,Geange, S. & **Stephenson, F.** (2025) Evaluation of current spatial management areas using the New Zealand Seafloor Community Classification. *Aquatic Conservation: Marine And Freshwater Ecosystems*
6. **Stephenson, F.,** Zelli, E., Bennion, M., Rowden, A., Anderson, O., Clark, M., Tablada, J., Hiddink, J., Kaikkonen, L., Finucci, B., Tracey, D., Ellis, J., Pilditch, C., Holland, L., Geange, S. (2025) Large-scale assessments of bottom trawling effects on Vulnerable Marine Ecosystems can significantly under-represent impacts. *Environmental Management*
7. Sullivan-Stack, J., Estradivari, E., Pike, E. P., **Stephenson, F.** (2025) No Place for Destructive Fishing in Marine Protected Areas. *Nature*
8. Flowers, G. J L., Schwarz, A-M., Gentry, R., Ellis, J., Hewitt, J., Armoudian, M., Bulmer, R. H., Clark, D., E., Davis, J. P., Douglas, L., Geange, S., Gladstone-Gallagher, R. V., Gouws, J., Kainamu, A., Major, R., Martin, D., Rullens, V., Tuck, I., van den Belt, M., **Stephenson, F**. (2025) The right tool for the job: considerations for moving towards an Ecosystem Based Management approach. *NPJ Ocean Sustainabilty*
9. Fusi, M., **Stephenson, F.,** Navarrete, S.A., Tapia, F.J., Largier, J.L., Marasco, R., Rueger, T., MacDonald, C., Daffonchio, D., Fernandez, M., Wieters, E., Booth, J., Daghio, M., Sugden, H., Scaife, K., Evans, D.M., Moore, P.J. & Baldanzi,. S., (in review) The Ecology of the Oxyscape in Coastal Ecosystems. *Trends in Ecology and Evolution*
10. Yeoha, L., Thrush, S.F., Hewitt, J.E., **Stephenson, F.,** Pilditch, C.A., Gladstone-Gallagher, R.V. (2025) Parental guidance required: investigating the loss of adult cockles as a driver of hysteresis in intertidal shellfish populations. *Marine Ecology Progress Series*
11. Ellis-Smith, B., Needham, H., **Stephenson, F**., Hillman, J., Lohrer, A., Ellis, J. & Pilditch, C. (2025) Environmental drivers of *Atrina zelandica* habitat suitability in Tauranga Harbour. *New Zealand Journal of Marine and Freshwater Research*

12. Hall, B., Bennion, M., Lam-Gordillo, O., Fitzsimmons, C. & **Stephenson**, F. (2025) 'Identifying high risk seafloor areas to bottom trawling in Aotearoa New Zealand to support marine spatial management' *Biodiversity and Conservation*
13. Kitchel et **al**., (2025) Marine fish communities cycle between homogenized and differentiated states through time. Plos climate change
14. Horta e Costa, B., **Stephenson, F.** & Claudet, J. (2025) European Union's strict conservation targets should guide global marine policy. *Nature*
15. Zelli, E., Ellis, J., Piltditch, C., Rowden, A., Anderson, O., Geange, S., Holland, L. & **Stephenson, F.** (2025) Bottom-trawling affects the viability of climate refugia for Vulnerable Marine Ecosystems. *Ocean and Coastal Management*
16. Goode, S.L., Rowden, A.A.. Clark, M.R., Bowden, D.A. & **Stephenson, F.** (2025) Early signs of recovery suggested by changes in the structure and function of deep-sea megabenthic communities on a seamount 19 years after fishing. *Deep Sea Research Part I*
17. Maureaud **et al.,** (2025) FISHGLOB: a collaborative infrastructure to bridge the gap between scientific monitoring and marine biodiversity conservation. *Conservation Science and Practice*
18. Brough, T., **Stephenson F**., Leunissen, E. & Lundquist, C. (2025) Spatial modelling approaches for estimating richness of benthic invertebrates throughout New Zealand waters. *Diversity and Distributions*
19. Ellis, J., Macpherson, E., Thrush, S., Fisher, K., Pilditch, C., Jorgensen, E., Low, J., **Stephenson, F**., Allison, A., Geange, S., Hewitt, J. (2025) Scale and Ecosystem-Based Management: Navigating mismatches between socio-ecological systems. *Biological Conservation*
20. Rowden, A.A., Anderson, O.F., **Stephenson, F.**, Geange, S.W., Milardi, M. (2024) Determination of optimal move-on distance for trawl encounters with vulnerable marine ecosystems. *ICES Journal of Marine Science*
21. Zelli, E., Ellis, J., Piltditch, C., Rowden, A., Anderson, O., Geange, S., Bowden, D. & **Stephenson, F**. (2024) Identifying climate refugia for Vulnerable Marine Ecosystem indicator taxa under future climate change scenarios. *Journal of Environmental Management*
22. Harrison, E., **Stephenson, F.,** Rullens, V., Pilditch, C., Ellis, J., (2024) Predicting the cumulative effects of multiple stressors on shellfish ecosystem service potential. *Ocean and Coastal Management.*
23. Bennion, M., Rowden, A.A., Anderson, O., Bowden, D., Clark, M.R., Althaus, F., Williams, A., Geange, S., Tablada, J., and **Stephenson, F.** (2024). The use of image-based data and abundance modelling approaches for predicting the location of Vulnerable Marine Ecosystems in the South Pacific. *Fisheries Management and Ecology.*
24. Bulmer, R., Paul-Burke, K., Ranapia, M., Ellis, J., Bluett, C., O'Brien, T., Burke, J., Petersen, G., and **Stephenson, F.** (2024) Weaving indigenous and western ecological knowledge to enhance environmental sustainability. *Ocean and Coastal Management*
25. Blackett, P., Le Heron, E., Awatere, S., Le Heron, R., Logie, J., Hyslop, J ., Ellis, J., **Stephenson, F.**, Hewitt, J., Ziedins, I ., Armoudian, M., Bulmer, R., Clark, D., Gladstone-Gallagher, R., Kainamu, A., Rullens, V. (2024) Navigating choppy waters: Why are we always arguing about risk and uncertainty in marine multi-use environments? and what can we do about it? *Policy Quarterly*
26. **Stephenson, F**., Bowden, D.A., Rowden, A.A., Anderson, O.F., Clark, M.R., Bennion, M., Finucci, B., Pinkerton, M.H., Goode, S., Chin, C., Davey, N., Hart, A., and Stewart, R. (2024). Using joint species distribution modelling to predict distributions of seafloor taxa and identify vulnerable marine ecosystems in New Zealand waters. *Biodiversity & Conservation*.
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40. Lohrer, T., Hewitt, J., Lohrer, A., Parsons, D., Ellis J. & **Stephenson, F**. (2023). Evidence of Rebound Effect in New Zealand MPAs: Unintended Consequences of Spatial Management Measures. *Journal of Ocean and Coastal Management.*
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44. Anderson, O.F., **Stephenson, F.**, Rowden, A.A. and Behrens, E (2022) Predicting the effects of climate change on deep-water coral distribution around New Zealand - will there be suitable refuges for protection at the end of the 21st Century? *Global Change Biology*
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49. Rullens, V., Mangan, S., **Stephenson, F**., Clark, D.E., Bulmer R.H., Berthelsen, A., Crawshaw, J., Gladstone-Gallagher, R.V., Thomas, S., Ellis J.I. and Pilditch, C.A. (2022) Understanding the consequences of sea level rise: the ecological implications of losing intertidal habitat. *New Zealand Journal of Marine and Freshwater Research*
50. Lavin, C.P., Gordó-Vilaseca, C., Costello, M.J., Shi, Z., **Stephenson, F.,** and Grüss, A. (2022). Warmer temperature decreases the maximum length of six species of marine fish, crustacea and squid in New Zealand. *Environmental Biology of Fishes*.
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52. Clark, D.E., Gladstone-Gallagher, R.V., Hewitt, J.E., **Stephenson, F.** and Ellis, J.I. (2022). Risk assessment for marine ecosystem-based management (EBM). *Conservation Science and Practice*
53. Mouton, T.L., **Stephenson, F**., Torres, L.G., Rayment, W., Brough, T., McLean, M., Tonkin, J.D., Albouy, C., and Leprieur, F. (2022). Spatial mismatch in diversity facets reveals contrasting protection for New Zealand's cetacean biodiversity. *Biological Conservation*
54. Douglas, E.J., Gammal, J., Needham, H.R., **Stephenson, F**., Townsend, M., Pilditch, C.A., and Lohrer, A.M. (2022). Identifying denitrification hot spots and hot moments in estuaries using a two-method approach. *Ecosystems*.

55. Mouton, T., Floury, M., Leprieur, F., **Stephenson, F**., Verburg, P., & Tonkin, J. (2022). Temporal β diversity analyses revealed a climate-driven reorganisation of structure and function in river macroinvertebrate assemblages. *Ecography*
56. Rullens, V., Townsend, M., Lohrer, A.M., **Stephenson, F.** and Pilditch, C.A. (2022). Who is contributing where? Predicting ecosystem service multifunctionality for shellfish species through ecological principles. *Science of The Total Environment*
57. Goode, S.L., Rowden, A.A., Bowden, D.A., Clark, M.R. & **Stephenson, F**. (2021). Fine-scale mapping of mega-epibenthic communities and their patch characteristics on two New Zealand seamounts. *Frontiers in Marine Science*
58. Sumaila, U.R., **et al.** (2021). The World Trade Organization must prohibit harmful fisheries subsidies. *Science*
59. Bulmer, R.H., **Stephenson, F**., Lohrer, A.M., Lundquist, C.J., Madarasz-Smith, A., Pilditch, C.A., Thrush, S.F., and Hewitt, J.E. (2021). Informing the management of multiple stressors on estuarine ecosystems using an expert-based Bayesian Network model. *Journal of Environmental Management*
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65. Clark, D.E., **Stephenson, F**., Hewitt, J.E., Ellis, J.I., Zaiko, A., Berthelsen, A., Bulmer, R.H. & Pilditch, C.A. (2021). The influence of land-derived stressors and environmental variability on the compositional turnover and diversity of estuarine benthic communities. *Marine Ecological Progress Series*
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68. Parsons, D.M., Hartill, B.W., Broekhuizen, N., McKenzie, J.R., **Stephenson, F.,** Petersen, G.L., Lundquist C.J. (2021). Meshing multi-disciplinary data sources relating to inshore fisheries management via a Bayesian network. *Ocean and coastal management*
69. Mouton, T., Tonkin, J., **Stephenson, F**., Verburg, P., & Floury, M. (2020). Increasing climate and land-use driven taxonomic homogenisation but functional differentiation among stream macroinvertebrate assemblages. *Global Change Biology*
70. Maureaud, A., **et al.** (2020). Are we ready to track climate-driven shifts in marine species across international boundaries? - A global survey of scientific bottom trawl data. *Global Change Biology*
71. Bulmer, R.H., **Stephenson, F**., Jones, H.F., Townsend, M., Hillman, J.R., Schwendenmann, L. and Lundquist, C.J., (2020). Blue Carbon Stocks and Cross-Habitat Subsidies. *Frontiers in Marine Science*
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73. **Stephenson, F.,** Goetz, K., Sharp, B.R., Mouton, T.L., Beets, F., Roberts, J., MacDiarmid A.B., Constantine, R. & Lundquist, C.J. (2020). Modelling the spatial distribution of cetaceans in New Zealand waters. *Diversity and Distributions*
74. Hillman, J. R., **Stephenson, F**., Thrush, S. F. and Lundquist, C. J. (2020). Investigating changes in estuarine ecosystem functioning under future scenarios. *Ecological Applications*
75. Lohrer, A.M., **Stephenson, F**., Douglas, E.J. and Townsend, M (2020). Mapping the estuarine ecosystem service of pollutant removal using empirically validated boosted regression tree models. *Ecological Applications*
76. **Stephenson, F**., Bulmer, R.H., Meredyth-Young, M., Meysick, L., Hewitt, J.E. and Lundquist, C.J. (2019). Effects of benthic protection extent on recovery dynamics of a conceptual seafloor community. *Frontiers in Marine Science*

77. Gladstone-Gallagher, R., Hope, J., Bulmer, R.H., Clark, D., **Stephenson, F**., Mangan, S., Rullens, V., Siwicka, E., Thomas, S., Pilditch, C., Savage, C., & Thrush, S. (2019). Old tools, new ways of using them: Harnessing expert opinion to plan for surprise in marine socio-ecological systems. *Frontiers in Marine Science*
78. Gladstone-Gallagher, R., Pilditch, C., **Stephenson, F.**, and Thrush, S. (2019). Linking traits across ecological scales determines functional resilience. *Trends in Ecology and Evolution*
79. **Stephenson, F.**, Leathwick, J.R., Francis, M.P. and Lundquist, C.J. (2019). A New Zealand demersal fish classification using Gradient Forest models. *New Zealand Journal of Marine and Freshwater Research*
80. Rowden, A., **Stephenson, F**., Clark, M., Anderson, O., Guinotte, J., Baird, S., Roux, M.-J., Wadhwa, S., Cryer, M., and Lundquist, C. (2019). Examining the utility of a decision-support tool to develop spatial management options for the protection of vulnerable marine ecosystems on the high seas around New Zealand. *Ocean & Coastal Management*
81. Mouton, T.L., Matheson, F.E., **Stephenson, F**., Champion, P.D., Wadhwa, S., Hamer, M.P., Catlin, A., and Riis, T. (2019). Environmental filtering of native and non-native stream macrophyte assemblages by habitat disturbances in an agricultural landscape. *Science of the Total Environment*
82. Lundquist, C.J., Bowden, D., Cartner, K., **Stephenson, F**., Tuck, I. and Hewitt, J.E. (2018) Assessing benthic responses to fishing disturbance over broad spatial scales that incorporate high environmental variation. *Frontiers in Marine Science*
83. **Stephenson F.**, Leathwick J.R., Geange S.W., Bulmer R., Hewitt J.E., Anderson O.F., Rowden A.A., Lundquist C.J. (2018). Using Gradient Forests to summarise patterns in species turnover across large spatial scales and inform conservation planning. *Diversity and Distributions*
84. **Stephenson, F.,** Polunin, N. V., Mill, A. C., Scott, C., Stewart, G., Grainger, M. & Fitzsimmons, C. (2018) Socio-economic, technological and environmental drivers of spatio-temporal changes in fishing pressure*. Marine Policy*
85. **Stephenson, F.,** Polunin, N. V., Mill, A. C., Scott, C., Lightfoot, P. & Fitzsimmons, C. (2017) Spatial and temporal changes in pot-fishing effort and habitat use. *ICES Journal of Marine Science*
86. **Stephenson F**., Mill A.C., Scott C.L., Polunin N.V.C, Fitzsimmons C. (2017) Experimental potting impacts on common UK reef habitats in areas of high and low fishing pressure. *ICES Journal of Marine Science*

Postdoctoral supervision

2020 – 2023	Dr Vera Rullens	Communicating risk and uncertainty to aid decision-making
2025 – 2027	Dr Patrick Keith	Identifying priority areas for effective nature-based solutions to mitigating the impacts of climate change
2025 – 2027	Dr Peter Almond	UK MPAs in a Changing Climate: Are They Fit For the Future?

Postgraduate student supervision (4 PhD & 5 MSc completed, 10 PhD in progress)

2019 – 2023	Savanah Goode	Completed – Victoria University of Wellington. **PhD:** Resilience of seamount benthic communities to fishing disturbance
2020 – 2023	Stephanie Watson	Completed – University of Waikato. **PhD:** Marine stressor and receptor interactions: A new approach to incorporate cumulative effects into marine spatial management
2021 – 2025	Claire Shellem	Completed – University of Waikato. **PhD:** Multiple stressor effects of climate change and coastal runoff on fjord ecosystems
2022 - 2025	Edoardo Zelli	Completed – University of Waikato. **PhD**: Vulnerable marine ecosystems: The use of species distribution models to identify coral biodiversity hotspots in the deep sea.
2022 – present	Elizabeth Harrison	University of Waikato. **PhD**: Cumulative stressor effects on ecosystem service delivery.
2022 – present	Sylvie Tranter	Newcastle University. **PhD**: Utilising a marine biodiversity metric to support conservation in Small Island Developing States

2022 – present	Grady Petersen	Victoria University of Wellington. **PhD**: Development of a spatial Bayesian network model to identify shifts in ecosystem function in estuaries.
2023 - present	Huw James	Newcastle University. **PhD:** Assessing the environmental and ecological drives of interannual variability in the life histories and population dynamics of icefishes (Family Channichthyidae) around the sub-Antarctic Island of South Georgia.
2024 - present	Katarina Scaife	Newcastle University. **PhD**: Oxygen availability as driver of community composition in shallow aquatic habitat.
2024 - present	Ben Hall	Newcastle University. **PhD**: Quantifying changes in marine ecosystem services in a changing climate.
2024 - present	Yaofa Ren	Newcastle University. **PhD**: Embedding equity into research on and management for ecosystem services and disservices.
2023 – present	Miaad Al Maamari	Newcastle University. **PhD**: Assessment of shark catches in Oman small scale fisheries
2023 – present	Sarah Tubbs	Newcastle University. **PhD**: Interdisciplinary conservation of coastal cetaceans in Cambodia.
2022 – present	Sylvie Tranter	Newcastle University. **PhD**: Utilising a marine biodiversity metric to support conservation in Small Island Developing States

Teaching

Module leader: *Quantitative Ecological Research Methods* (NES8010, Newcastle University); *Designing and Evaluating Conservation Areas* (NES8321, Newcastle University).

Lecturer: *Marine Ecology* (BIOEB305, University of Waikato); *Marine Conservation and Spatial Management* (MARIN201, University of Waikato).

Guest lecturer: *Marine biology and monitoring* (University of Waikato); *Marine Protected Areas* (University of Auckland); *Marine Conservation, and Fisheries Science* (Victoria University of Wellington).

Other indicators of esteem

- Fellow of the Higher Education Academy
- Associate Editor (*New Zealand Journal of Marine and Freshwater Research, Frontiers of Biogeography*)
- UKRI-NERC *Pushing the Frontiers Assessment Panel* (Panel 3)
- MPA Guide Executive Committee member (2024 – present)
- Marine OECM Guide Executive Committee member (2024 – present)
- Expert member of ICES Working Group on Marine Protected Areas and other Spatial Conservation Measures (2024 – present)
- MPA Europe Scientific Committee member (2023 – 2026)
- Auckland University Research Impact Awards (Team award, 2023): https://www.auckland.ac.nz/en/news/2023/08/24/2023-celebrating-research-excellence-awards.html
- Science Reference Panel member for the development Te Mana o te Taiao, the Aotearoa New Zealand Biodiversity Strategy (2018 – 2019)
- Review Editor (Frontiers in Marine Science) (2020 – present)
- National Institute of Water and Atmospheric Research Early Career Researcher (runner up, 2018).

Additional Skills

- Scientific Diver (NZ occupational diving certificate of competence), Advanced European Scientific diver (04 – 2016), IANTD Scientific diver and PADI divemaster (more than 300 dives, including more than 75 underwater visual census and 70 benthic habitat assessments)
- Personal Survival Techniques (Basic Sea Survival) (01 – 11 – 2014)

- RYA powerboat II and VHF short range certificate (03 – 2015)
- Bilingual (French and English)
- Full UK and NZ driving licence (valid across Europe and NZ)

Reports (46)

Wenzel, L., Cannizzo, Z., **Stephenson, F.**, Orchard, S., Clarkson, S., Wheater, E., Howe, S., Kirkland, A., Becker, D. (2025) Establishing marine protected areas in a changing climate. IUCN Protected Area Technical Report Series. https://doi.org/10.2305/KQCA8125

Clark, M., Anderson, O., Kaikkonen, L., **Stephenson, F.,** Tracey, D., Finucci, B (2025) INT2022-04 Risk Assessment for Protected Corals. NIWA report prepared for Conservation Services Programme, Department of Conservation. 2024376WN

Principe, S.C., Provoost, P., Appeltans, W., Assis, J., Burrows, M.T., **Stephenson, F**., Addamo, A.M., Costello, M.J. (2025) Mapping marine species distributions to inform the design of protected areas in Europe. Nord University, MPA Europe Project Report Deliverable 3.5, 22 pp

Addamo, A.M., Principe, S.C., **Stephenson, F**., Zhao, Q., Costello M.J. 2025. Prioritisation analysis based on biodiversity variables and blue carbon. Nord University, MPA Europe Project Report Deliverable 5.5, 18 pp

Addamo, A.M., Principe, S.C., **Stephenson, F**., Zhao, Q., Costello M.J. 2024. Prioritisation analysis based on biodiversity variables. Nord University, MPA Europe Project Report Deliverable 5.3, 16 pp.

Jones, K.R., Bandimere, A., Boyd, C., Chaisson, S., Davies, T., Hoyt, E., Jabado R., Neugarten R, Notarbartolo di Sciara, G., Palmer, C., Paredes, F., Rathbone, V., Rodrígues, JP., **Stephenson, F**., Wallace, B., Woodley, S., & Yerena, E. (2024) Approaches for identifying areas of particular importance for marine biodiversity. IUCN WCPA Technical Note. ISSN 2709-1369

Grantham, H., Adams, V. **et al**. (2024) An overview of Participatory Integrated Biodiversity Inclusive Spatial Planning under the Convention on Biological Diversity Global Biodiversity Framework. IUCN WCPA Issues Paper Series No. 4

Bennion, M., Rowden, A.A., Anderson, O., Moore, B., **Stephenson, F.,** Tablada, J., Geange, S., Arkhipkin, A. (2024) Development of a bioregionalisation for VME indicator taxa. Report to the 12th Meeting of the SPRFMO Scientific Committee, Lima, Peru, 53.

Stephenson, F., Sotil, G. and Vasquez, S. I., et al. (2024) Critical appraisal of research approaches to inform evidence of connectivity of *Trachurus murphyi* – a systematic review of 11 topics. Report to the 12th South Pacific Regional Fisheries Management Organisation Scientific Committee meeting by the Chilean jack mackerel Connectivity Task Group.

Bulmer, R., Pilditch, C., Stephenson, F., Shears, N. and Flowers, G. (2024). Assessing potential recovery solutions to shift from kina barrens to kelp forests. Sustainable Seas National Science Challenge Phase II report.

Stephenson, F., Hewitt, J., Rullens, V., Clark, D., Bulmer, R., Gladstone-Gallagher, R., Kainamu, A., Armoudian, M., Lohrer, T., Stevens, G., and Ellis, J. (2023). Guidance document: Communicating Risk and Uncertainty to Aid Decision Making. Sustainable Seas National Science Challenge Phase II report.

Stephenson, F. (2023) Developing a maintenance framework for the NZSCC. Ocean Analytics client report. Prepared for the Department of Conservation.

Stephenson, F., Biggerstaff, A., Dunn, M., A'mar, T., Doonan, I., Rowden, A., and Geange, S. (2022). A 2022 orange roughy stock assessment for Louisville Ridge, West Norfolk Ridge, Lord Howe Rise, and Northwest Challenger Plateau. Report to the 10th Meeting of the SPRFMO Scientific Committee, Seoul, Korea, 39.

Biggerstaff, A., Timmiss, T., **Stephenson, F.,** and Geange, S.W. (2022). Interactions with marine mammals, seabirds, reptiles, and other species of concern in bottom fisheries 2020 - 2021. Report to the 10th Meeting of the SPRFMO Scientific Committee, Seoul, Korea, 10.

Tablada, J., Geange, S., and **Stephenson, F.** (2022). Development of a process to review all recent and historical benthic VME bycatch data. Report to the 10th Meeting of the SPRFMO Scientific Committee, Seoul, Korea, 66.

Stephenson, F., Geange, S., Rowden, A., Charsley, A., Anderson, O., and Biggerstaff, A. (2022). Further analysis of the catchability of VME indicator taxa and the design of a related research programme. Report to the 10th Meeting of the SPRFMO Scientific Committee, Seoul, Korea, 35.

Stephenson, F., Bennion, M., Geange, S., Rowden, A., Anderson, O., Bowden, D., and Biggerstaff, A. (2022). Further development of VME indicator taxa distribution models. Report to the 10th Meeting of the SPRFMO Scientific Committee, Seoul, Korea, 53.

Geange, S., Forges, M.R.D., and **Stephenson, F**. (2022). Development of VME taxa identification guides for benthic bycatch. Report to the 10th Meeting of the SPRFMO Scientific Committee, Seoul, Korea, 28.

LeDuc **et al.** (2022). Marine habitats, ecosystems and biodiversity in the Canterbury coastal marine area: A stocktake of existing information. *NIWA client report 2021342WN*. Prepared for Environment Canterbury.

Clark, D.E., Gladstone-Gallagher, R., **Stephenson, F.**, and Ellis, J. (2021). A review of risk assessment frameworks for use in marine ecosystem-based management (EBM) in Aotearoa New Zealand. Report for Sustainable Seas National Science Challenge project Communicating Risk and Uncertainty (Project code 3.2). Wellington.

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Bowden, D.A., Anderson, O.F., Rowden A.A., **Stephenson F**. (2021) Assessing the utility of habitat suitability models developed for Chatham Rise when applied to Campbell Plateau. New Zealand Aquatic Environment and Biodiversity Report.

Stephenson, F., Bowden, D.A. Finucci, B., Anderson, O.F., and Rowden, A.A. (2021) Developing updated predictive models for benthic taxa and communities across Chatham Rise and Campbell Plateau using photographic survey data. New Zealand Aquatic Environment and Biodiversity Report.

Finucci, B., **Stephenson, F.,** Petersen, G., Francis, M. & Pinkerton, M. (2020). Exploring the divers of spatial distribution of basking shark (*Cetorhinus maximus*) in the South Pacific. *NIWA client report 2020359WN*. Prepared for the Department of Conservation

Stephenson, F., Rowden, A.A., Brough, T., Leathwick, J., Bulmer, R., Clark, D., Lundquist, C.J., Greenfield, B., Bowden, D., Tuck, I., Neill, K., Mackay, K., Pinkerton, M., Anderson, O., Gorman, R., Mills, S., Watson, S., Nelson, W. & Hewit, J. (2020). Development of a New Zealand Seafloor Community Classification (SCC). *NIWA client report 2020243WN*. Prepared for the Department of Conservation

Petersen, G., **Stephenson, F.**, T. Brough, T. & Rowden, A.A. (2020). Seafloor Community Classification: Group descriptions. *NIWA client report 2020230HN*. Prepared for the Department of Conservation

Brough, T., Rowden, A.A. & **Stephenson, F.** (2020). Towards a new thematic marine habitat classification for New Zealand. *NIWA client report 2020251HN*. Prepared for the Department of Conservation

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References

Further reference available upon request

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WCEL's Additional Steering Committee Member Appointments 2026-2029

Alvin Gachie (Kenya)

Alvin Gachie is an international environmental lawyer with experience working in the United Nations system, in international civil society and in the private sector. Alvin is currently a PhD candidate at the University of Nairobi, School of Law, and a Legal Officer in the Law Division of the United Nations Environment Programme (UNEP) in Nairobi, Kenya, specializing in legal action on climate change, pollution, and nature loss. Before joining UNEP, Alvin worked at the Office of the High Commissioner for Human Rights (OHCHR) in Geneva, Switzerland, focusing on the intersection of human rights and the environment, particularly in relation to chemicals and wastes.

Alvin is qualified to practice law in Kenya and holds a master's degree in law and a bachelor's degree in law from the University of Nairobi.

Ria Das (India)

Ria Das is a human rights lawyer based in India with over 6 years of experience, working at the intersection of environmental law, criminal justice, and fundamental freedoms. Her practice spans in environmental crimes, anti-corruption, illegal detention, juvenile justice, and the protection of human rights defenders, with a particular focus on strengthening the rule of law.

She has previously served as Co-Lead for the "Networking & Partnerships" project under the IUCN World Commission on Environmental Law's Early Career Specialist Group.

Ria holds advisory and expert roles with leading international institutions, including the United Nations Office on Drugs and Crime (UNODC), the United Nations Development Programme (UNDP) Asia-Pacific, and the Jane Goodall Institute. Her work with these organisations focus on advancing youth leadership in climate justice, strengthening integrity and anti-corruption in environmental governance, and promoting human rights. Her recent initiatives include developing a gamified methodology to illustrate the interlinkages between environmental crimes and corruption, designing a child-friendly environmental law handbook, and leading India's first legal bootcamp for law students and early-career professionals.

She is currently a Fellow at Duke University and the University of Ottawa, where her research further explores the intersections of human rights and environmental justice.

Her research and publications, developed in collaboration with institutions such as the European Union, the University of Oxford, the University of California, Berkeley, and the University of Southampton, form a cohesive body of work on access to climate justice, youth rights, climate litigation, and environmental crimes. She also serves as the National Rapporteur at the Sabin Centre for Climate Change Law at Columbia University.

Emmanuel Kasimbazi (Uganda)

Professor Emmanuel Kasimbazi is a Professor of Law at the School of Law, Makerere University, and an Advocate of the High Court of Uganda. He is a distinguished legal scholar, senior practitioner, and consultant with extensive experience collaborating with international, regional, and national institutions.

He holds a PhD in Law from the University of KwaZulu-Natal (South Africa), a Master of Laws (LL.M) from the University of Calgary (Canada), a Bachelor of Laws (LL.B) from the University of Dar es Salaam (Tanzania), and a Postgraduate Diploma in Legal Practice from the Law Development Centre (Uganda).

Professor Kasimbazi's expertise spans Environmental Law, Natural Resources Law, Disaster Law, Criminal Law, and Criminology, with a strong emphasis on institutional, legal, and policy frameworks. He has made significant contributions to environmental governance and sustainable development across Africa and beyond.

He has served as Environmental Law Expert to the Agreement on the Conservation of African-Eurasian Migratory Waterbirds (AEWA). He is an active member of the International Union for Conservation of Nature (IUCN), serving within both the Academy of Environmental Law and the Commission on Environmental Law. He previously chaired the Biodiversity Law Specialist Group of the IUCN World Commission on Environmental Law (WCEL).

Professor Kasimbazi is a Fellow of the World Academy of Sciences (TWAS), the African Academy of Sciences, and the Uganda National Academy of Sciences, where he also contributes to the Ethics Committee. He is internationally recognized for his pioneering scholarship, leadership, and enduring contributions to the advancement of environmental law and policy.

Christine Adam (Germany)

Christine Adam is Director and Principal Legal Advisor at the UNFCCC secretariat in Bonn. She leads the Legal Affairs division that acts as the custodian of the climate change treaties. Christine oversees the provision of substantive and procedural legal advice and support to the Parties and bodies of the UNFCCC process during the annual climate change conference and throughout the year.
She provides strategic advice on legal matters to the senior management and divisions of the UNFCCC secretariat. Prior to joining the UNFCCC secretariat, Christine worked for the International Organization for Migration (IOM) in Geneva, where she was the Deputy and Acting Director of the Department of the Legal Affairs.

Christine holds a law degree from the University of Potsdam, Germany, and also studied at the University of Granada, Spain. She published on a variety of subjects of law. A native German speaker, Christine is fluent in English, Spanish and French.

Frances Camille Rivera

Marine Ecologist | Nature-based Solutions and Community-based Conservation
Makati City, Metro Manila, Philippines
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Professional Summary

Marine ecologist with 10+ years of experience designing and leading nature-based solutions (NbS), ecosystem-based adaptation (EbA), and blue carbon initiatives in the Philippines. Proven ability in co-developing project proposals for international donors, coordinating stakeholder engagement, and integrating local knowledge with scientific data. Speaker at global forums (COP26, COP28, UN Ocean Conference 2022 and 2025) and co-designer of community-led and GIS-informed conservation strategies.

Work Experience

Founder & Executive Director | Oceanus Conservation

2020 – Present | Makati City, Philippines

- Designed and led Province-scale NbS pilot programs in mangrove ecosystems, integrating biodiversity mapping, rehabilitation, bioacoustics, and monitoring.
- Led project proposal development including pre-feasibility assessments and multi-sector consultation workshops.
- Engaged LGUs, DENR, BFAR, and local communities to co-design conservation and sustainable livelihood plans.
- Implemented field-based consultations, risk assessments, and GIS-based mapping for ecosystem restoration Surigao del Sur, and Busuanga.
- Fundraised over $300,000 in four years and managed partnerships with interntional donors, and networks including WEF, and the Global Mangrove Alliance Philippines Chapter

Asia- Pacific Steering Committee | GLFx Program – Global Landscapes Forum

2025 – Present

- Facilitated local dialogues and cross-sectoral consultations for climate resilience and NbS mainstreaming in Mindanao's coastal landscapes.
- Providing inputs and advice on decision-making processes and co-planning major GLF events and activities, such as GLF Conferences, Virtual Webinar Series or Dialogues, the GLFx Annual Meeting, Regional GLFx Chapter Summits, and other in-person events
- Co-developing a mentorship program with experts from the GLF Charter Members Organizations and other close partners with the goal of strengthening the impact of GLFx Chapters
- Refining the strategic goals and activities of the GLFx network

Steering Committee Member | WILD Foundation – Coalition Wild

2022 – Present

- Co-developed leadership and technical training programs for young conservationists in climate adaptation and NbS.

Mangrove Specialist & Community Manager | Marine Conservation Philippines

2018 – 2020 | Negros Oriental

- Led AUU fishpond reversion into mangrove forests, creating a 500m mangrove-based ecotourism livelihood pilot.
- Trained youth and barangays on ocean literacy and participatory marine monitoring.
- Developed curriculum in collaboration with the Department of Education on marine protection and sustainability.

Product & Innovations Lead | Philab Industries, Inc.

2017 – 2018

- Managed regulatory and training operations for medical technology deployment across the country.
- Led the importation and regulation of innovative medical devices to the country: HIV, Prostate cancer tests, thyroid cancer tests among others.

Research Associate | McKeough Marine Center, Xavier University

2014 – 2015

- Collected and analyzed socioeconomic and biophysical data for seaweed and coastal livelihoods across the Philippines.
- Conducted community consultations and key informant interviews for marine-based vulnerability assessments.

Education

Center of Excellence in Observational Oceanography | 2015-2016
Alfred Wegener Institute, Germany | Nippon Foundation Fellow

Erasmus Mundus MSc Marine Biodiversity and Conservation | 2012-2014
Ghent University (Belgium), Oviedo University (Spain), Bremen University (Germany)
Graduated with Distinction | European Commission Scholar

BS Marine Biology | 2007-2011
Xavier University – Ateneo de Cagayan
Outstanding Student in Marine Biology | President, Marine Science Society

Networks & Affiliations
- IUCN Commission on Ecosystem Management
- Global Landscapes Forum Chapter – Mindanao
- Global Mangrove Alliance – Philippine Chapter
- Global Council for Regenerative Blue Economy, WEF
- UNESCO Ocean Literacy Hub Asia
- East Asia & Southeast Asia Conservation Network
- Early Career Ocean Professionals (ECOP) Philippines

Selected Media & Contributions
- Featured in Vogue Philippines, Only One, Global Landscapes Forum, GRID Magazine, Channel News Asia Tech to Save the World
- Contributor: "State of the World's Mangrove"
- Contributor: How rethinking the value of blue carbon could help to support local communities
- Speaker: Ocean Summit – Busuanga (2024); COP26 & COP28 (Blue Economy & Climate Finance Panels) UNOC3 (Blue Economy and Policy, and Ocean literacy panels)

Pascal Ahouanvoegbe

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+81 80 3341 – 1647
Kanagawa, JAPAN
BENIN
LinkedIn Pascal Ahouanvoegbe

Strategic **leader in conservation and sustainable development** with **over seven (07) years** of experience managing **impactful projects in West Africa and East Asia**. Skilled in **evaluating environmental and social risks**, promoting biodiversity, and advancing **gender equity**. Proven ability to engage **multi-stakeholders** and align on-the-ground implementation of **ESMS with regional and international policies**, while leading teams to deliver results in climate resilience, nature-based solutions, and ecosystem management.

Core Competencies

- **Project & Management:** **Monitoring & Evaluation (M&E)**, Results-Based Reporting, Logistics & Event Planning, Research & Knowledge Management.
- **Technical & Thematic Expertise:** **Project Screening**, Environmental and Social **Risk Evaluation (ESIAs)**, Ecosystem Management, **Remote Sensing & Spatial Analysis**, Climate Adaptation & Resilience, Nature-based Solutions (NbS).
- **Stakeholder Engagement & Policy:** Team Leadership, **Government officials, Indigenous People** & NGO Relations, Strategic Communications, and **Capacity Building**.
- **Policy & Finance:** **Regional Policy Advocacy** (AU, ECOWAS), Donor Relations & Grant Compliance (EU, IUCN, WWF), **Partnership Building**, and Biodiversity Finance.

Professional Experience

Research and Teaching Assistant

Tokyo City University | TOKYO , JAPAN | Apr 2024 – to present

Duties and responsibilities:

- Developed **training materials**, co-supervised and provided critical feedback on 25 undergraduate research thesis projects, directly enhancing the quality of their academic performance.
- Co-developed the **methodological framework** for **multiple research projects** on ecosystem-based **disaster risk reduction**, laying the groundwork for a successful **$17,000 research grant**.
- Authored and presented original research at the international conferences (Kenya and Japan), disseminating key findings on **flood risk assessment** and **sustainable land use** to a global academic and policy audience.

Monitoring and Evaluation (Junior Officer)

Benin National Environmental Protection Agency (ABE), Cotonou, BENIN | May 2019 – April 2021

- Projet de Gestion des Forêts Communautaires phase II (**PAGEFCOM II**) funded Banque Africaine de Développement (BAD) et le Fonds pour l'Environnement Mondial (FEM)
- Community-Based Coastal and Marine Biodiversity Management Project for Benin (**CBCBM Project**) funded by the World Bank and Global Environment Facility (GEF).
- Agricultural Development and Market Access Support Project (**PADAAM Project**) funded by the International Fund for Agricultural Development (IFAD) and the FAO.
- Projet Régional d'Accès à l'Électricité (**PRAE-CEDEAO**) funded by ECOWAS and the World Bank
- West Africa Coastal Areas Resilience Investment Project (**WACA ResIP**) funded by the World Bank
- **Other Industrials projects on biodiversity, mining, and food security.**

Duties and responsibilities:

- Co-led **Screening, ESIA,** and implemented the **ESMS Monitoring & Evaluation framework (M&E)** for local, national, and regional projects.
- Synthesized complex project data into compelling impact **reports for stakeholders**, effectively communicating project outcomes on biodiversity, mining, energy, food security, and climate resilience.
- Supervised and **mentored 13 technical teams**, enhancing their capacity in data collection for environmental and social risk assessment, contributed to **developing M&E protocols**, and elaborated communication strategies for raising public awareness on critical issues.
- Led reconnaissance visits and **field data collection, meetings with representatives**, surveyed local communities, **indigenous people,** and exchanged with local authorities.
- Co-authored over **16 comprehensive Environmental and Social Management Plans (ESMPs)** that proposed **cost-effective mitigation measures**, successfully balancing project objectives with **national regulations** and international standards such as **GEF and GCF safeguards compliance**.
- Contributed to ESIAs' report validation and the obtention of the **Environmental Compliance Certificate (ECC)** for projects at the local level.

Education

Doctorate in Environment and Ecological Planning

Tokyo City University JAPAN
(Expected Sept 2026)

Focus: Landscape Analysis, Nature-based Solution, Climate, disaster risk resilience, Landscape Ecology, and strategic communications.

Master's Degree in Environmental and Information Studies

Tokyo City University (JAPAN)
Sept 2021 – Sept 2023

Focus: Urban Landscape Analysis, Nature-based Solution, Climate, disaster risk resilience, GIS, and Remote sensing. Environment and Social Impact Assessment (ESIAs), GIS,

Thesis: Integrating Landscape Assessment and Nature-based Solutions for Effective Flood Risk Mitigation around Lake Nokoué, Benin.

Bachelor of Science in Planning and Natural Resource Management

National University of Agriculture, BENIN
Jun 2012 – Dec 2015

Focus: Agronomy, Biodiversity, and Ecosystem Conservation.

Thesis: Ethnobotanical study of plants used for oral and dental treatments in Oueme District, Benin.

Professional Experience (Continued)

Senior Project Officer

NATURE TROPICALE NGO, IUCN Member | Cotonou, BENIN | Feb 2016 – Apr 2019

Duties and responsibilities:

- Supported fundraising efforts, **securing over $150,000 in grants from international donors** (e.g., *IUCN NL, WWF, ABN, EU, GEF*) to finance and expand key conservation programs focused on transboundary **water management, mangrove restoration, and ecosystem resilience**.
- Designed and executed evidence-based **conservation strategies for critical biodiversity** areas, including Ramsar sites (#1017 & #1018), through **fieldwork and ecosystem services data analysis.**
- Contributed to forging **high-level partnerships between government bodies and Nature Tropicale NGO,** driving collaborative initiatives that amplified biodiversity and ecosystem conservation efforts.
- Initiated and managed **community-based sustainable** projects that linked conservation with livelihoods, including ecotourism initiatives to protect sea turtles and other **threatened species**.
- Conducted **comprehensive monitoring, evaluation, and reporting for project activities**, producing high-quality knowledge documents that elevated the NGO's visibility through regional and local workshops.

GIS and Urban Resilience Expert (Consultant)

TOHO LEO Co., Ltd. | Japan - Philippines | Apr – Jul 2025

Duties and responsibilities:

- Piloted the use of AI-driven geospatial technology to **evaluate permeable pavement feasibility**, resulting in a data-driven flood risk assessment that identified priority zones for LID in Quezon City.
- Conducted a **community-based comprehensive analysis of green infrastructure using GIS**, leading to the development of a prioritized portfolio of NbS projects to reduce flood risk for 2 Million+ residents.
- Facilitated strategic partnerships by initiating outreach and building relationships with the **Local Government Unit (LGU)** and the **University of the Philippines**, resulting in a successful collaboration for the project's objectives.

Volunteer Experience

- IUCN Commissions Pavilion Coordinator at WCC | *Abu Dhabi | Aug 2025 – Oct 2025*
- IUCN CEM Young Professional (Focal Point, Africa Region) | *Remote | Jan 2023 – Present*
- YEES Network (Focal Point, AFRICA Region | *Remote | Feb 2020 – Jan 2021*

Duties and responsibilities:

- Managed on-ground **logistics for a 10-day IUCN 2025 congress** with 9,500+ attendees, ensuring flawless execution of the daily schedule at the IUCN Commissions Knowledge Hub pavilion.
- Lead a **team of 10 volunteers** in deploying a structured coordination system to ensure full event coverage and foster effective stakeholder engagement at the pavilion.
- Anticipated and mitigated critical logistical challenges such as last-minute speaker cancellations or A/V failures by implementing a contingency plan to minimize disruption during sessions.
- Translated two foundational IUCN CEM publications ("***Guidelines for the Application of the IUCN RLE***" and "***Global Ecosystem Typology 2.0***") from English to French, dramatically increasing their accessibility and adoption across Francophone countries.
- Conducted a comprehensive review and update of governance frameworks and policies, as well as the **Global Environment Outlook-6 (GEO-6),** enhancing clarity and ensuring compliance with **IPBES and UNEP** organizational standards.
- Played a central role in strengthening the YESS network's **relationships with young researchers from Universities, NGOs, and government offices** across West Africa.

Awards

- **Received the best IUCN CEM Young Professional** | *2025 World Conservation Congress*
- **Received the TICAD distinction** (Dynamic African Youth | *2023*
- **Received JICA scholarship award** | *2021-2023*
- **Received AU scholarship award** | *2019-2021*

Technical Skills

Geospatial & Data Analysis:

MS Office, R Studio, ArcGIS, QGIS, Google Earth Engine, Remote Sensing, MATLAB, Python, SPSS.

Project Management

IUCN Conservation Standards, M&E, ESIAs, Results-Based Reporting.

Design and Communication

Adobe Creative Suite (Photoshop, Illustrator, InDesign), Canva, Mailchimp, and Strategic Communications

Certifications

- **Environmental and Social Framework (World Bank)**
- Project Management (LinkedIn)
- Evaluation and Monitoring of Development Projects (LinkedIn)
- Nature-based Solutions for Disaster and Climate Resilience (PEDRR)
- **Environmental Impact Assessment (Senghor University)**
- Biodiversity Finance: Designing and Implementing a Finance Plan for Nature
- Global Leadership Programme for Sustainable Development (UNU-IAS)

Languages

- **French:** Native/Fluent
- **English:** Professional
- Japanese: Good
- **Spanish:** Basic

Engagements

- Commission on Ecosystem Management (CEM)
- World Commission on Protected Areas (WCPA),
- International Water Resources Association (IWRA), Member
- International Association for Landscape Ecology (IALE), Member

CEESP
Commission on Environmental, Economic and Social Policy

Additional Steering Committee Member Appointments 2026-2029

Ramiro Batzin

Guatemala

Ramiro Batzin is a Maya Kaqchikel Indigenous leader from Guatemala with extensive experience in Indigenous Peoples' rights, biodiversity conservation, climate policy, and environmental governance at national, regional, and global levels. His work has consistently focused on strengthening Indigenous territorial governance, promoting traditional knowledge systems, and advancing the role of Indigenous Peoples as rights-holders, knowledge-holders, and key actors in the conservation and sustainable governance of nature.

He has been Executive Director of the Sotz'il Association, an Indigenous organization in Guatemala that has played an important role in promoting community-led conservation, biocultural heritage, territorial governance, and the revitalization of Indigenous knowledge and institutions. Through Sotz'il, he has contributed to processes that link biodiversity conservation with Indigenous worldviews, collective rights, cultural continuity, and local governance systems.

At the international level, Ramiro has been a Co-Chair of the International Indigenous Forum on Biodiversity (IIFB), one of the most important global platforms for coordinating Indigenous Peoples' participation in the Convention on Biological Diversity (CBD). Through this role, he has helped articulate Indigenous positions in global biodiversity negotiations and has contributed to advancing recognition of traditional knowledge, customary governance systems, free, prior and informed consent, and the full and effective participation of Indigenous Peoples in international environmental decision-making.

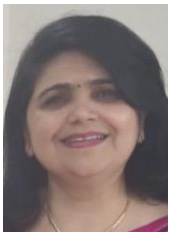
Within the International Union for Conservation of Nature (IUCN), Ramiro Batzin has been Indigenous Councillor on the IUCN Council, as well as Vice President and Advisor, contributing to the integration of Indigenous perspectives into the Union's governance, policy discussions, and strategic direction. His engagement within

IUCN has reflected a strong commitment to ensuring that conservation approaches are aligned with human rights, Indigenous governance systems, and more equitable forms of stewardship and decision-making. He has been an important voice in promoting greater recognition of Indigenous Peoples within the Union and in connecting IUCN's work with broader international debates on justice, rights, biodiversity, and self-determination.

His trajectory has also included engagement with national public policy processes in Guatemala. He has been a member of the National Council on Climate Change, where he has represented Indigenous Peoples and promoted culturally grounded approaches to climate mitigation, adaptation, resilience, and territorial governance. In these spaces, he has helped connect climate policy with biodiversity, forests, collective rights, and community-based responses to environmental change.

Ramiro Batzin brings a rare combination of grassroots legitimacy, international policy experience, and strategic leadership. His work has consistently bridged local realities with global governance processes, helping ensure that Indigenous Peoples are not treated merely as stakeholders, but as political subjects with rights, institutions, knowledge systems, and governance models that are essential for the future of conservation.

Within CEESP, he will lead the Working Group on Indigenous Peoples and Local Communities, contributing to the strengthening of rights-based conservation, the visibility of Indigenous governance systems, and the development of policy-relevant knowledge and recommendations that better reflect the perspectives, priorities, and leadership of Indigenous Peoples and local communities across the Union.



Dr. Ritu Dhingra

India

Dr. Ritu Dhingra is an environmental law and policy expert from India with more than three decades of experience at the intersection of biodiversity conservation, environmental governance, and sustainable development. Her work is distinguished by its ability to bridge legal frameworks, ecological knowledge, and socio-cultural perspectives, contributing to more holistic and inclusive approaches to conservation policy and practice.

She has built a strong professional trajectory across academia, policy, and international environmental processes. As a trained lawyer and scholar in

environmental law, she has contributed extensively to advancing legal frameworks that support biodiversity conservation, forest governance, and sustainable development. Her academic work has been closely linked to institutions such as The NorthCap University in India, where she has conducted research and teaching on environmental jurisprudence, biodiversity law, and sustainability transitions.

Dr. Dhingra has been widely recognized for her contributions to knowledge production, including authorship of multiple publications addressing environmental law, ecofeminism, traditional knowledge systems, forest conservation, and the role of culture and ethics in environmental governance. Her work has consistently emphasized the importance of integrating Indigenous and traditional knowledge into formal legal and policy systems, as well as the need to address gender and social equity within conservation frameworks.

Within the International Union for Conservation of Nature (IUCN), she has been actively engaged across several commissions, including the Commission on Environmental, Economic and Social Policy (CEESP), the World Commission on Environmental Law (WCEL), the Commission on Education and Communication (CEC), the World Commission on Protected Areas (WCPA), and the Commission on Ecosystem Management (CEM). Through these roles, she has contributed to interdisciplinary collaboration within the Union, helping to connect legal, ecological, educational, and governance dimensions of conservation.

She has been serving as Regional Vice Chair for East and South Asia within CEESP, contributing to strengthening the Commission's engagement across a highly diverse and complex region. In this role, she has supported the articulation of regional perspectives, fostered collaboration among experts, and promoted approaches that are socially inclusive, culturally grounded, and aligned with rights-based conservation.

Her work has also been linked to global environmental governance processes, particularly those associated with the Convention on Biological Diversity (CBD), where she has contributed to discussions on legal frameworks, traditional knowledge, and the role of cultural values in biodiversity conservation.

Dr. Dhingra brings a unique combination of legal expertise, academic rigor, and deep understanding of socio-cultural dimensions of conservation. Her trajectory reflects a consistent effort to move beyond purely technical approaches, advocating instead for conservation models that are ethically grounded, socially just, and culturally relevant.

Within CEESP, she will serve as the regional vice-chair for East and South Asia and will contribute to strengthening the integration of legal, ethical, and cultural dimensions into conservation policy and governance. She will also lead the

Specialist Group on Faith, Spirituality and Nature, helping to position values-based approaches, belief systems, and cultural perspectives as key enablers of transformative change in conservation and sustainability agendas.

Christophe Najdovski

France

Christophe Najdovski is a French public policy leader and urban environmental strategist with extensive experience in biodiversity conservation, climate action, sustainable mobility, and nature-based solutions in cities. His career has been defined by his ability to translate environmental priorities into concrete public policies, positioning cities as critical actors in addressing global biodiversity and climate challenges.

He currently serves as Deputy Mayor of the City of Paris, where he is responsible for urban greening, biodiversity, green spaces, and animal welfare. In this role, he has led the design and implementation of ambitious policies aimed at integrating nature into urban planning at one of Europe's largest metropolitan scales. His work has contributed to transforming Paris into a leading example of how cities can embed biodiversity, climate resilience, and public well-being into governance systems and territorial planning.

Under his leadership, the City of Paris has advanced large-scale initiatives including urban tree planting, expansion of green and blue infrastructure, renaturalization of public spaces, and the development of biodiversity strategies aligned with climate adaptation goals. These efforts have addressed pressing challenges such as heat stress, air pollution, water management, and urban resilience, while also improving quality of life for citizens.

Christophe Najdovski has been Deputy Mayor of Paris in charge of transport, mobility, and public space, where he led transformative policies to reduce greenhouse gas emissions, promote active mobility, and reclaim urban space for pedestrians and cyclists. His leadership contributed to major urban

transformations, including the pedestrianization of the banks of the Seine and the expansion of cycling infrastructure, linking environmental sustainability with public health and urban livability.

At the European level, he has been President of the European Cyclists' Federation, where he worked with governments, cities, and institutions to advance sustainable mobility as a key component of climate and environmental policy. Through this role, he has contributed to shaping European agendas that connect transport, biodiversity, and climate objectives.

Within the International Union for Conservation of Nature (IUCN), Christophe Najdovski has been engaged through the IUCN Leaders Forum and other global dialogues, contributing to advancing the role of cities and local governments in implementing global biodiversity and climate commitments. His engagement reflects a growing recognition of urban actors as key drivers of conservation outcomes.

His professional background in environmental economics provides him with a strong analytical foundation to address the intersection between public policy, economic systems, and environmental sustainability. His work consistently demonstrates how biodiversity can be integrated into economic planning, urban governance, and public investment strategies.

Christophe Najdovski brings to CEESP a strong capacity to connect local action with global policy agendas, particularly in the context of rapidly urbanizing societies. His experience highlights the importance of cities as spaces where environmental, social, and economic dimensions converge.

Within CEESP, he will lead the Thematic Group on Policy Influence for People and Nature, contributing to strengthening CEESP's capacity to influence public policy, particularly at the interface between urban governance, biodiversity conservation, and climate action, and helping position cities as key actors in advancing nature-positive and people-centered development pathways. He will also be the focal point for the French IUCN national committe.

Mahnaz Khademi

Bahrain

Mahnaz Khademi is an environmental leader from Bahrain with a longstanding commitment to biodiversity conservation, environmental citizenship, and community-driven approaches to sustainability. Her work has been particularly

focused on fostering behavioral change, promoting inclusive participation, and strengthening the role of women and youth as active agents in environmental stewardship.

She has built a unique professional trajectory that combines experience in the private sector with sustained engagement in civil society and environmental advocacy. Alongside her professional background in administrative and financial roles within arbitration and offshore banking institutions, she has developed a strong practice-based expertise in environmental issues through decades of volunteer work, grassroots initiatives, and community engagement.

Mahnaz Khademi has been closely associated with the Bahrain Women Association for Human Development (BWAHD), an IUCN Member organization, where she has led the Environmental Citizenship Program. Through this initiative, she has promoted environmental awareness, civic responsibility, and behavioral change, particularly among women and youth. Her work has contributed to positioning environmental citizenship as a key entry point for conservation, linking individual action with broader societal transformation.

Within the International Union for Conservation of Nature (IUCN), she has been actively involved since 2002, contributing through volunteer leadership, regional coordination, and participation in global conservation dialogues. Her engagement has reflected a strong bottom-up perspective, emphasizing the importance of local action, community empowerment, and cultural context in shaping effective conservation outcomes.

She has participated in multiple IUCN World Conservation Congresses and international forums, where she has contributed to discussions on women's leadership, environmental education, and nature-based solutions in the context of climate change and sustainable development. Her work has consistently highlighted the importance of values, ethics, and societal attitudes in influencing environmental behavior.

Mahnaz Khademi brings a perspective that is particularly relevant in contexts where conservation depends not only on policy frameworks, but also on social norms, cultural values, and citizen engagement. Her approach underscores the need to connect conservation agendas with everyday practices and to empower communities as co-creators of sustainable futures.

Within CEESP, she will serve as regional vice-chair for West Asia and advancing environmental citizenship as a key pillar of conservation.

Ana Julia Gómez

Argentina

Ana Julia Gómez is an Argentine conservation practitioner, educator, and strategic communicator with extensive experience in biodiversity conservation, protected and conserved areas, and participatory governance across Latin America and the Caribbean. Her work has focused on strengthening the social dimensions of conservation, particularly through education, communication, and inclusive governance processes that connect people with nature.

She has built a diverse professional trajectory that combines field experience, policy engagement, and regional coordination. Trained as a national park ranger and environmental educator, she has worked directly in protected areas in Argentina, gaining firsthand experience in ecosystem management, environmental interpretation, and community engagement. This practical foundation has informed her broader work at regional and international levels.

Ana Julia Gómez has been actively involved with the International Union for Conservation of Nature (IUCN) through multiple commissions, including the Commission on Environmental, Economic and Social Policy (CEESP), the Commission on Education and Communication (CEC), the World Commission on Protected Areas (WCPA), and the Commission on Ecosystem Management (CEM). Through these roles, she has contributed to advancing integrated approaches that link governance, communication, and conservation outcomes.

She has also collaborated with a range of international organizations, including the Food and Agriculture Organization of the United Nations (FAO), the United Nations Development Programme (UNDP), and the German Agency for International Cooperation (GIZ), supporting initiatives related to environmental education, governance, protected areas, and community engagement. Her work across these organizations has strengthened her ability to connect global agendas with regional and local realities.

At the regional level, she has played a key role in coordinating the “Celebration of Protected and Conserved Areas and their People in Latin America and the Caribbean,” an IUCN-supported initiative that mobilizes organizations, communities, and institutions to raise awareness about the value of protected and conserved areas. Through this initiative, she has contributed to fostering a sense of collective ownership and public engagement around conservation.

Her work emphasizes that effective conservation depends not only on technical solutions, but also on social legitimacy, cultural relevance, and inclusive participation. She has been a strong advocate for integrating human rights, gender equality, and diverse knowledge systems into conservation practice, ensuring that policies and programmes are grounded in the realities of the people they aim to serve.

Ana Julia Gómez brings a unique combination of field-based experience, communication expertise, and regional leadership. Her approach highlights the importance of storytelling, education, and participatory processes in driving transformative change in conservation.

Within CEESP, she will serve as regional vice-chair for Latin America and the Caribbean, advancing inclusive governance approaches, and reinforcing the role of communication and education as key enablers of policy influence and societal transformation toward more sustainable and equitable relationships with nature.

Amelia Arreguín

Mexico – United Kingdom

Amelia Arreguín is a policy specialist and advocate working at the intersection of gender justice, human rights, biodiversity conservation, and inclusive environmental governance. Her work has focused on advancing more equitable and transformative approaches to conservation by integrating feminist perspectives, rights-based frameworks, and the leadership of Indigenous Peoples and local communities into environmental policy and practice.

She has developed a strong trajectory working with international organizations, civil society networks, and multilateral processes. Amelia has been closely associated with the Forest Peoples Programme, where she has worked on issues related to biodiversity, nature finance, and the rights of Indigenous Peoples and local communities, contributing to global discussions on equitable conservation and just transitions.

She has also played a key role within the Convention on Biological Diversity (CBD) processes through her involvement with the CBD Women's Caucus, where she has contributed to advancing gender-responsive approaches in biodiversity negotiations and implementation. Her work in this space has focused on ensuring that global

biodiversity frameworks recognize women's rights, gender equality, and the importance of care-centered approaches to environmental governance.

Amelia has also been engaged with youth and civil society movements, including the Global Youth Biodiversity Network (GYBN), where she has contributed to strengthening youth participation and intergenerational equity in global environmental governance. In Mexico, she has been involved with Eco Maxei A.C., a civil society organization focused on community-based environmental action and social justice.

Within the International Union for Conservation of Nature (IUCN), she has been actively engaged in the Commission on Environmental, Economic and Social Policy (CEESP), including serving as a Young Professional Focal Point for Meso and South America. Through her work within IUCN, she has contributed to advancing discussions on gender, rights, and inclusive governance in conservation, as well as participating in global dialogues and policy processes linked to biodiversity and climate agendas.

Her academic background includes a Master of Science in Environment and International Development from the University of East Anglia, where she was a Chevening Scholar. Her interdisciplinary training has enabled her to connect policy analysis, advocacy, and knowledge production, particularly in relation to structural inequalities and power dynamics within conservation systems.

Amelia Arreguín brings to CEESP a strong commitment to justice, equity, and transformative change, with a focus on ensuring that conservation policies address underlying social inequalities and empower historically marginalized groups. Her work reflects a growing movement within conservation that seeks to reimagine systems through more inclusive, rights-based, and care-centered approaches.

Within CEESP, she will lead the Working Group on Gender, contributing to strengthening gender-responsive approaches in conservation policy and governance, and supporting the development of knowledge and policy recommendations that integrate gender equality, human rights, and social justice into biodiversity and sustainability agendas.

Liza Zogib

Switzerland

Liza Zogib is a conservation leader working at the intersection of biodiversity, culture, spirituality, and rights-based approaches to environmental governance. Her work has focused on expanding the understanding of conservation beyond technical and ecological dimensions, integrating cultural values, belief systems, and diverse knowledge systems as essential components of sustainable and transformative conservation pathways.

She is the Founder and Director of DiversEarth, an international organization based in Switzerland that works to support culturally grounded approaches to conservation, with a particular focus on biocultural diversity, sacred natural sites, and the role of spiritual and ethical values in environmental stewardship. Through DiversEarth, she has collaborated with Indigenous Peoples, faith-based organizations, conservation practitioners, and international institutions to promote more holistic approaches to conservation that recognize the interconnectedness between people, culture, and nature.

Liza Zogib has also worked with WWF International, where she contributed to global conservation programmes related to protected areas and the social dimensions of conservation. Her experience in WWF allowed her to engage with large-scale conservation initiatives while advocating for the integration of cultural and community perspectives into conservation strategies.

Within the International Union for Conservation of Nature (IUCN), she has been actively engaged in the Commission on Environmental, Economic and Social Policy (CEESP), where she has played a leading role in advancing work on culture, spirituality, and conservation. She has been closely involved in shaping discussions around biocultural heritage, sacred natural sites, and the importance of plural knowledge systems within conservation policy and practice.

Her work within IUCN has also connected with broader global dialogues, including the IUCN World Conservation Congress and other international platforms, where she has contributed to reframing conservation narratives to better reflect ethical, cultural, and relational dimensions of human-nature interactions.

Liza Zogib brings a unique perspective to conservation, emphasizing that transformative change requires not only institutional and policy shifts, but also deeper changes in values, worldviews, and relationships with nature. Her work highlights the importance of integrating inner dimensions, cultural identity, and spiritual connections into conservation strategies, particularly in contexts where conventional approaches have proven insufficient.

Within CEESP, she will lead the Thematic Group on Culture, Spirituality and Wellbeing, contributing to strengthening the role of cultural values, belief systems, and diverse knowledge frameworks in conservation policy and governance. Her work will support the development of new narratives and approaches that connect environmental sustainability with human well-being, identity, and collective transformation for policy making.

New IUCN CEC Steering Committee Members 2026–2029

Aurelie Guerry

France, Regional Vic Char for Western Europe

Aurelie is a Wildlife Conservation Communication specialist with over 20 years of experience in strategic communication. She has experience in the field of biodiversity, environmental education and public participation. Her professional path combines strategic expertise, field engagement, and creative content production, enabling her to bridge science and society and contribute to the IUCN's mission of inspiring, informing and empowering people to protect nature.

Peter Soroye

Canada, Regional Vice Chair for North America

Peter is a conservation scientist and Key Biodiversity Areas Assessment and Outreach Coordinator at the Wildlife Conservation Society Canada, focusing on identifying and protecting critical sites for biodiversity and working with partners, including Indigenous communities, to support conservation efforts. He is also a researcher known for work on climate change impacts on species—particularly pollinators like bumblebees—helping to advance understanding of extinction risks and inform conservation strategies.

Rasmi Rashmi KC

Nepal, Regional Vice Chair for South and Southeastern Asia Nepal

Rasmi is Program Manager with the UN Global Compact Network in Nepal and Executive Program Office with Hoste Hainse, an education NGO working in Nepal connecting students to sustainable community development.

Brighton Chama

Zambia, Regional Vice Chair for Eastern and Southern Africa

Brighton is a Nature-Based Solutions professional with a background in wood science and project management, currently working in conservation with ActionAid Zambia and as part of the IUCN Expert Assessment Group for the Green List, Zambia. His work focuses on community engagement and sustainable environmental practices, applying technical and project management skills to support conservation and development initiatives in Zambia.

Bintu Sia Foray-Musa

Sierra Leone, Regional Vice Chair for West and Central Africa

Bintu Sia Kamara is an environmental scientist and conservation professional based in Sierra Leone, currently working with the Environment Protection Agency. She specializes in the science–policy interface, helping translate environmental research into actionable policy and practice. With a strong focus on conservation and sustainable development, she is recognized for bridging technical expertise and policy engagement to support environmental governance and climate-related initiatives in Sierra Leone.

Karime López Díaz

Mexico, Regional Vice Chair for Mesoamerica

Karime López Díaz is a biodiversity communication specialist with over 15 years of experience in strategic communication, science outreach, and environmental education, with a strong focus on social and environmental justice. She currently serves as Communications Coordinator for the Conserva Aves programme at the National Audubon Society, where she leads regional storytelling to advance bird and habitat conservation across Latin America and the Caribbean. Trained as a biologist with a master's degree in educational research and a specialization in environmental education, she is known for translating complex scientific knowledge into accessible, inclusive narratives. Karime is also the founder of the Científicas Mexicanas podcast and has been recognized as one of the 100 leading women in Morelos, Mexico, for her contributions to science communication and community engagement.

Nouhad Awwad

Lebanon, Regional Vice Chair for North Africa and West Asia

Nouhad Awwad is a campaigner and global outreach coordinator at Greenpeace MENA, where she plays a key role in expanding partnerships and strengthening engagement for the Ummah for Earth alliance. She specializes in strategic outreach and communications, serving as a spokesperson and advocate at the intersection of faith and environmental action. Her work focuses on connecting Islamic values with environmental stewardship, helping mobilize diverse stakeholders and communities across the region. Driven by a deep commitment to both her faith and the environment, Nouhad is recognized for advancing culturally grounded approaches to sustainability and inspiring environmental initiatives within Muslim communities.

Members nominated to the Steering Committee of the IUCN Climate Action Commission for consideration by the Council

April 2026

I. Introduction

Following the approval of its mandate by the World Conservation Congress in October 2025, the Climate Action Commission has entered a new phase focused on the implementation of actions and in the delivery of its objectives based in its Mandate, the enhancement of its visibility, and the pursuit of greater impact.

During its initial phase, the Commission's work was primarily dedicated to establishing its organizational foundations and governance arrangements, supported by a Steering Committee composed of 20 members. The experience gained during this period has informed decisions aimed at further strengthening the efficiency and effectiveness of its functioning.

Accordingly, the size of the Steering Committee has been streamlined to 14 members, in addition to the Chair. In doing so, careful consideration has been given to ensuring an appropriate balance of professional expertise, experience, academic background, gender, geographic diversity, and alignment with the Commission's vision, objectives, and proposed programme of work.

In this context, the Commission respectfully submits to the Council, for its consideration and approval, the following nominees for membership of the Steering Committee (presented in alphabetical order):

II. Nominees:

1. **Angela Andrade:** angela.andrade@iucn.org

An environmental anthropologist with more than three decades of experience working at the intersection of biodiversity conservation, climate action, and ecosystem governance at national, regional, and global scales. Academic training includes a specialization in Geographical Landscape Analysis and Rural Surveys, and a Master of Science in Land Ecology and Land Evaluation. Professional work has consistently integrated social and ecological perspectives to strengthen environmental decision-making and sustainability outcomes.

Between 2017 and October 2025, the individual served as Chair of the IUCN Commission on Ecosystem Management (CEM), providing strategic direction to one of the Union's largest expert networks. This period also included service as Chair of the IUCN Global Standard for Nature-based Solutions, guiding international efforts to ensure high-integrity standards for Nature-based Solutions, advance global ecosystem restoration, and consolidate the IUCN Global Ecosystem Typology and the Red List of Ecosystems. Additional leadership roles included chairing the IUCN Climate Change Task Force of the Council (2017–2021) and serving as a member of the Steering Committee of the UNEP Adaptation Gap Report (2023–2025). Since 2021, the individual has chaired the IUCN CEM Thematic Group on Climate Change and Biodiversity, and previously led the Thematic Group on Ecosystem-based Adaptation, supporting the integration of biodiversity and climate agendas.

Contributions to scientific knowledge include more than sixty publications, technical reports, and global assessments addressing ecosystem integrity, climate–biodiversity linkages, Nature-based Solutions, and ecosystem-based approaches. Among these, co-authorship of the **Red List of Ecosystems of Colombia** stands out as a major national assessment informing conservation policy and planning. This work was recognized with the **Premio Nacional Alejandro Ángel Escobar in Environment and Sustainable Development (2021)**, one of the highest scientific honors in Colombia.

Professional experience includes leadership positions within key Colombian environmental institutions, including the Ministry of Environment, the national geographic institute (IGAC), and the Environmental Department of Bogotá. Additional experience includes senior roles with Conservation International, particularly in climate change and biodiversity programs. Technical advisory support has been provided to numerous international organizations, including UNEP, FAO, GIZ, multilateral development banks, and other partners involved in global environmental governance and implementation.

Significant contributions have also been made to GEF-funded projects and other large-scale initiatives related to climate adaptation, ecosystem restoration, and ecosystem management across the High Andes, the Amazon, and diverse

landscapes of Latin America. These efforts have helped strengthen institutional capacity, promote science-policy interfaces, and support ecosystem-based resilience strategies. The professional trajectory reflects a long-standing commitment to advancing robust, integrity-based approaches to ecosystem governance and climate action.

2. **Andrea Carmen:** andrea@treatycouncil.org

Andrea Carmen, member of the Yaqui Nation, lives in Tucson Arizona. She became a staff member of the International Indian Treaty Council (IITC) in 1983 and its Executive Director in 1992. Andrea has many years of experience working as a human rights representative, trainer and observer in crisis situation around the world, and was IITC's team leader for work on the UN Declaration on the Rights of Indigenous Peoples. In 1997 was one of two Indigenous representatives invited to formally address the UN General Assembly for the first time at the UN Earth Summit +5 and regularly participates in UN sessions representing Indigenous Peoples as a delegation of the IITC.

Andrea has been an expert presenter at UN bodies and seminars addressing Human Rights, Treaties and Treaty Rights, Cultural Indicators for Biological Diversity and Food Sovereignty, the UN Sustainable Development Goals (SDG's), Indigenous Peoples' Right to Participate in Decision-making, Indigenous Children under State Custody including impacts of Boarding and Residential Schools, Climate Change, Reproductive and Inter-generational Health, International Repatriation and Cultural Rights, Indigenous Languages and Rights of the Child including Indigenous Children's right to Environmental Health. In 2006, Andrea was selected to serve as Rapporteur for the UN Expert Seminar on Indigenous Peoples' Permanent Sovereignty over Natural Resources and their Relationship to Land, the first Indigenous woman to serve as Rapporteur for an UN Expert Seminar.

Andrea has served on a number of non-profit Boards and from 2010 -2018 was a member of the Indigenous Peoples Global Steering Committee for coordination of work at UN Framework Convention on Climate Change. In 2019 Andrea was selected to represent North America Indigenous Peoples on the Facilitative Working Group for the UNFCCC Local Communities and Indigenous Peoples

Platform in its first three years of operation and served as its 2nd co-chair from June 2020 through May 2021.

She has a bachelors degree in Women Studies from the University of California at Santa Cruz and has three sons and two grandchildren.

3. **Sunita Chaudhary:** sunita.chaudhary@icimod.org

Dr. **Sunita Chaudhary** is a highly accomplished expert in ecosystem services, biodiversity conservation, and climate resilience, with over fifteen years of professional experience across research, policy, and institutional capacity-building in the Hindu Kush Himalaya region and internationally. She currently serves as **Ecosystem Services Specialist at the International Centre for Integrated Mountain Development (ICIMOD)** and is a **Lead Author of the IPBES Nexus Assessment**, underscoring her recognized leadership at the science–policy interface. Her work focuses particularly on ecosystem interfaces, transboundary landscapes, and the resilience of mountain socioecological systems under climate change.

Her academic and technical credentials are exceptionally strong and interdisciplinary. Dr. Chaudhary holds a **PhD in Geography and Planning from Macquarie University, Australia**, an **MSc (Honours) in Management of Protected Areas from the University of Klagenfurt, Austria**, and a **BSc (Honours) in Forestry from the Institute of Forestry, Nepal**. She further strengthened her leadership and regional engagement skills through the **Asia Pacific Leadership Program at the East-West Center and the University of Hawai'i**.

Over the course of her career, Dr. Chaudhary has combined scientific excellence with operational and institutional experience. At ICIMOD, she has led research and action-oriented initiatives on ecosystems, biodiversity, land-use change, and climate resilience, while also supporting the strengthening of local, national, and regional capacities for ecosystem assessment and monitoring. Her previous experience includes academic and research appointments at **Macquarie University**, as well as earlier roles in regional policy advocacy and programme coordination related to mountain development and biodiversity.

A defining strength of Dr. Chaudhary's profile is her ability to connect robust scientific research with practical implementation and policy relevance. She has extensive experience working with governments, academic institutions, civil society organizations, and regional partners across **Nepal, India, China, and international platforms**, contributing to transboundary cooperation, knowledge generation, and evidence-based decision-making. This combination of scientific credibility, regional expertise, and convening capacity makes her particularly well suited for strategic advisory and governance roles.

Her professional excellence has been recognized through numerous prestigious fellowships and awards, including a **Visiting Scholarship at the University of Cambridge**, the **Macquarie Research Excellence Scholarship**, and fellowships from leading international institutions such as the **East-West Center, ITTO, and WWF International**. Dr. Chaudhary would bring to the Steering Committee a highly valuable blend of scientific leadership, regional perspective, institutional experience, and commitment to inclusive and impact-oriented climate action.

4. **Aby Drame:** byba27@hotmail.com

Dr. **Aby Drame** is a distinguished environmental and climate resilience expert with more than two decades of leadership experience spanning climate adaptation, sustainable energy access, ecosystem resilience, local knowledge systems, and policy engagement across West Africa and international multilateral processes. She currently serves as **Programme Coordinator at Enda Energie, Senegal**, where she has led major initiatives on climate resilience, renewable energy, and knowledge management. Her professional trajectory demonstrates a rare combination of scientific expertise, programme leadership, and high-level policy influence, including engagement with UN climate and sustainable development processes.

Her academic and technical qualifications are exceptionally strong and multidisciplinary. Dr. Drame holds a **Doctorate in Environment from Université Cheikh Anta Diop (UCAD), Senegal**, with specialized research on vulnerability and climate adaptation in communities surrounding marine protected areas. She also holds advanced qualifications in environmental sciences, geography, and strategic studies, complemented by certified training in ecosystem-based adaptation, nature-based solutions, gender and climate,

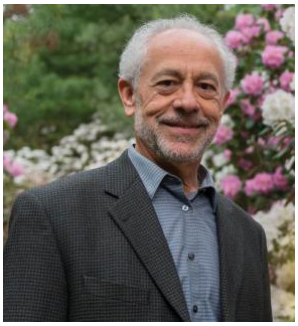
leadership, and national adaptation planning. This interdisciplinary background has provided her with a robust foundation in both environmental science and policy implementation.

Over the course of her career, Dr. Drame has led and coordinated major regional programmes on resilience and climate adaptation, including the **Agora 30 Platform for Resilience in Senegal**, the **BRACED programme on resilience to climate extremes and disasters**, and the **AREED initiative on sustainable rural energy enterprise development** implemented in partnership with UNEP and regional institutions. Her work has consistently focused on strengthening resilience to climate extremes, facilitating knowledge exchange, promoting sustainable energy solutions, and supporting evidence-based decision-making among governments, civil society, financial institutions, and local communities.

A defining strength of Dr. Drame's profile is her ability to bridge science, indigenous and local knowledge, and policy advocacy. She has been internationally recognized for advancing the integration of endogenous knowledge systems into climate adaptation and mitigation strategies across West Africa. Her selection by the **President of the United Nations General Assembly** as a speaker at the 2015 UN Summit for the adoption of the 2030 Agenda is a strong testament to her credibility and standing in global sustainability and climate policy circles. Her long-standing engagement with COP processes, the IUCN World Conservation Congress, and regional resilience platforms further highlights her convening and diplomatic capacities.

Dr. Drame would bring to the Steering Committee an outstanding blend of scientific credibility, programme leadership, regional policy influence, and deep expertise in climate resilience, sustainable energy, and community-based adaptation. Her extensive experience across **West and Central Africa**, strong institutional networks, multilingual capabilities, and demonstrated commitment to inclusive and knowledge-driven climate action make her exceptionally well suited to contribute strategic guidance, regional insight, and implementation-oriented leadership at the Commission level.

5. **Christopher Dunn:** cpd55@cornell.edu



Dr. **Christopher P. Dunn** is an internationally recognized leader in plant conservation, biocultural diversity, and public garden governance, with more than four decades of distinguished experience spanning ecological science, institutional leadership, philanthropy, and global conservation policy. He currently serves as **Executive Director Emeritus of Cornell Botanic Gardens at Cornell University** (having retired at the end of 2025), where he led strategic growth in conservation science, public engagement, and institutional sustainability. His career reflects an exceptional combination of scientific authority, executive leadership, and global influence across biodiversity and culture-linked conservation agendas.

Dr. Dunn's academic foundation is deeply rooted in plant ecology and landscape science. He holds a **PhD in Plant Ecology from the University of Wisconsin–Milwaukee**, complemented by postdoctoral research at the **University of Georgia**, as well as earlier graduate training in ecology and botany. Over the course of his scholarly career, he has produced a highly influential body of work on plant conservation, urban ecology, landscape dynamics, wetland systems, and biocultural conservation, including landmark contributions on the importance of biological and cultural diversity as an integrated conservation strategy. His scientific work has been widely recognized as foundational in both ecological restoration and conservation thought.

A defining feature of Dr. Dunn's profile is his outstanding institutional leadership across major botanic gardens and arboreta in the United States. Prior to Cornell, he served as **Director of Lyon Arboretum at the University of Hawai'i**, **Executive Director for Research at the Chicago Botanic Garden**, and **Director of Research at The Morton Arboretum**. In these roles, he successfully advanced conservation science programmes, digital plant collection systems, restoration initiatives, seed banking, and multimillion-dollar philanthropic and competitive grant portfolios. His proven capacity to mobilize resources, strengthen institutions, and connect science with public-facing conservation makes him exceptionally effective in strategic governance settings.

Dr. Dunn also brings extraordinary global governance and multilateral experience. He has held senior leadership roles within the **American Public Gardens Association**, the **Center for Plant Conservation**, and several international advisory boards, and currently serves as **Chair of the IUCN National Committee for the USA** as well as on the **Board of Directors of the IUCN-US Fund**. His engagement in the **2016 IUCN World Conservation Congress**, including as Co-Chair of the Programme Committee, together with his work with UNESCO, BGCI, and international biocultural conservation initiatives, demonstrates a deep understanding of global environmental diplomacy and institutional convening.

Dr. Dunn would bring to the Steering Committee a rare blend of scientific distinction, executive management, fundraising acumen, and international governance experience. His expertise at the intersection of biodiversity, culture, botanic institutions, and global conservation strategy, combined with long-

standing leadership within IUCN-related structures, positions him to provide highly valuable strategic guidance, institutional credibility, and a strong systems perspective to the Commission's work.

6. **Mina Esteghamat: Deputy of the Climate Action Commission**
   minaesteqamat@gmail.com

Mina Esteghamat, Ph.D., is an environmental scientist and conservation specialist with over 15 years of experience in biodiversity governance, climate-related conservation, and participatory approaches to natural resource management. She is currently a Visiting Research Associate and Sessional Lecturer at the University of Guelph, Canada, and Managing Director of the Center for Conservation and Development of Sustainable Ecosystems (ZIPAK), an IUCN Member organization based in Iran.

She serves as an Expert Member of the IUCN Green List Expert Assessment Group (EAGL). Her work focuses on bridging science, policy, and community-led action, with particular emphasis on Indigenous-led conservation, wild food plants (WFPs), biocultural diversity, and ecosystem-based approaches to climate resilience.

Mina has led and contributed to a wide range of national and international initiatives, including biosphere reserve planning and management, protected area governance evaluations, and community-based restoration projects. She has collaborated with organizations such as IUCN, FAO, UNESCO, UNDP, and UNCCD, and has actively contributed to global conservation dialogues through international congresses, expert panels, and policy processes.

Her work combines academic research with field-based implementation, advancing integrated, practical approaches to conservation, sustainability, and climate action across diverse socio-ecological contexts.

7. **Daniel James Jiron:** jirondaniel@gmail.com

Daniel James Jiron is a highly distinguished public sector leader in forestry, natural resource governance, and environmental policy, with more than three decades of senior executive experience in the **United States Department of Agriculture (USDA)** and the **US Forest Service**. His career culminated as **Acting Deputy Under Secretary (and Acting Under Secretary) for Natural Resources and Environment at USDA**, where he provided policy oversight of the Forest Service's approximately 32,000 employees and an annual budget of roughly USD 5 billion. His leadership at the sub-cabinet level included major responsibilities in regulatory reform, forest governance, wildfire policy, sustainability, civil rights, and international cooperation, placing him at the center of some of the most significant natural resource challenges in the United States.

He combines this high-level executive experience with deep operational expertise across multiple scales of forest and land management. Throughout his career, he held progressively senior leadership positions including **Associate Chief of the USDA Forest Service**, **Regional Forester for the Rocky Mountain Region**, **Deputy Regional Forester in California**, and **Forest Supervisor of the Santa Fe National Forest**. In these roles, he directed complex programmes on forestry, wildfire response, recreation, watershed management, planning, litigation, and community engagement, while supervising large multidisciplinary teams and managing tens of millions of acres of public lands. His leadership during record wildfire seasons and major natural disasters further demonstrates exceptional crisis management and institutional resilience capacities.

A defining strength of Mr. Jiron profile is his ability to bridge policy, field implementation, and stakeholder diplomacy. He has extensive experience working with **Indigenous Tribes, local governments, private sector actors, conservation organizations, scientific communities, and affected local populations**, often in highly contested governance settings. His long record of navigating land tenure conflicts, balancing competing resource demands, and building durable partnerships across diverse constituencies gives him exceptional credibility in strategic governance and advisory roles. This is complemented by early experience in **the United States Congress**, where he supported legislative work on forestry, agriculture, energy, international development, and human rights.

He also brings significant international and multilateral dimensions to his leadership profile. His work has included improving forest governance, combating timber theft and illegal trade, strengthening capacity-building efforts, and supporting cooperation among countries representing a substantial share of global forest cover. He has facilitated exchanges with foresters and government officials from around the world on regulatory systems, sustainable forest management, and community-based approaches, while also advancing linkages between grassroots organizations, international NGOs, and government institutions. His fluency in **Spanish and French** further strengthens his effectiveness in multilingual and cross-regional settings.

He will continue bringing to the Steering Committee an exceptional combination of executive leadership, public policy expertise, operational crisis management, and international forest governance experience. His proven ability to lead large institutions, manage complex environmental challenges, engage across political and community divides, and translate policy into implementation would provide the Commission with highly valuable strategic insight, governance strength, and practical leadership on climate resilience, forests, and natural resource stewardship.

8. **Cathy Li:** cathyleeyt@gmail.com

Cathy Yitong Li is a steering committee member of the IUCN Climate Action Commission, having served as its inaugural deputy chair.

Cathy has been focusing on international climate and environmental policy, multistakeholder collaboration and civil society advocacy since her teenage years, serving advisory and governance roles across 8 UN bodies and various international coalitions, besides advising government and business leaders.

By profession, Cathy leads global climate & energy policy at BirdLife International -- the world's largest nature partnership in 119 countries. Previously, Cathy worked at the UN Climate Change High Level Champions, Deloitte, and JPMorgan.

9. **Nathalie Morata:** nathalie.morata@gmail.com

Dr. Nathalie Morata is an oceanographer and biogeochemist with over twenty years of international experience working at the intersection of marine ecology, biodiversity, polar science, and climate change. Trilingual in French, English, and Spanish, she holds a Ph.D. in Oceanography from the University of Connecticut and has built a career dedicated not only to advancing scientific knowledge, but also to strengthening the interface between science, policy, and society in the context of global environmental change.

Her scientific research has focused extensively on Arctic marine ecosystems, where she has conducted nearly three dozen field expeditions and contributed to advancing global knowledge on pelagic–benthic coupling, biodiversity, and ecosystem responses to rapidly changing environmental conditions. Alongside her research, she has maintained a strong commitment to interdisciplinary approaches, integrating ecological, biogeochemical, and climate-related processes across diverse environments.

Over the past three years, Dr. Morata has served as Head of European and International Coordination at the French Foundation for Research on Biodiversity (FRB), leading strategic activities, teams, and major European projects. She contributes to strengthening the science–policy interface for biodiversity and climate at international level (IPBES, IPCC, CBD) and represents the FRB in key global networks. She was recently selected as a member of the Informal Advisory Committee on Communication, Education and Public Awareness (CEPA-IAC) of the Convention on Biological Diversity (CBD).

Throughout her career, Dr. Morata has demonstrated strong leadership in international scientific coordination. She served for four years as Chair of Arctic in Rapid Transition (ART), an official network of the International Arctic Science Committee (IASC), where she led a multidisciplinary executive committee and coordinated activities across 17 countries. She also served on the Executive Committee of the Association of Polar Early Career Scientists (APECS) and has been a member of several major scientific networks, including Arctos and the French SCAR committee. Her extensive experience includes organizing high-level dialogues between scientists, policymakers, and private-sector actors, particularly during her tenure advising the French Ambassador for the Poles.

Dr. Morata’s professional roles exemplify her capacity to manage complex programs and partnerships. She has coordinated international projects for

research institutions, ministries, and NGOs, and has overseen portfolios ranging from €1,000 to €1 million. Her expertise spans strategic planning, partnership development, fundraising, and team leadership, as well as monitoring and evaluation of project impacts. She is also experienced in international negotiations and has participated in major multilateral processes such as COP meetings and IPBES plenaries.

A prolific communicator, Dr. Morata has delivered more than 120 presentations at international conferences, including invited talks at major events such as COP21, the Arctic Frontiers Conference, and the International Polar Year meetings. She is the author of 31 peer-reviewed scientific publications, two educational books, and numerous outreach pieces for the general public. Her expertise has been recognized through multiple awards, including early-career distinctions, competitive grants, and invitations to contribute to strategic visioning processes for Arctic research. Her communication skills extend to media interviews, public education events, and the development of scientific resources for teachers and students. She was recently selected as a member of the Informal Advisory Committee on Communication, Education and Public Awareness (CEPA-IAC) of the Convention on Biological Diversity (CBD), reflecting her recognized expertise in science communication and global biodiversity engagement. She is deeply committed to translating complex scientific knowledge into actionable insights for decision-makers and society at large.

Dr. Morata's career reflects a consistent commitment to scientific excellence, international collaboration, and the translation of science into actionable insights for societies facing climate change. Her ability to operate across scientific, governmental, and civil society spheres, coupled with her experience in leading international collaborations and contributing to global environmental governance, positions her as a highly effective leader in advancing biodiversity and climate agendas.

10. Sheila MWende Ngutu: sheila.ngutu@gmail.com

A seasoned advocacy, policy, and strategy professional with more than twenty years of experience advancing economic inclusion, financial access, entrepreneurship, and environmental conservation across Africa. Professional focus has centered on creating enabling policy environments, enhancing institutional responsiveness, and influencing multi-sectoral systems to better serve marginalized and displaced populations. Expertise combines

evidence-driven advocacy, regulatory analysis, and strategy design with a demonstrated ability to translate program insights into policy action aligned with national, regional, and global development priorities.

Extensive experience in pan-African policy processes has been built through leadership roles within the Centre for Youth Development Services and consulting engagements with the African Union, UNFPA, UNDP, AfDB, UNEP, and national governments. Responsibilities have included steering continent-wide policy alignment with frameworks such as Agenda 2063 and the SDGs; leading multi-country advocacy strategies; and facilitating high-level consultations, policy dialogues, and youth-validation forums. Work has also focused on embedding inclusive and equitable hiring standards, ensuring representation of underrepresented groups, and fostering institutional learning through robust monitoring, evaluation, and data-driven systems.

A substantial portfolio of technical advisory work has been undertaken with UNFPA Country Offices and AU Member States, supporting policy evaluations, youth strategies, and national development planning in Botswana, Lesotho, Ghana, Uganda, Zimbabwe, South Sudan, Liberia, Malawi, and Tanzania. Contributions have included the revision of national youth policies, development of results-based action plans, drafting of cabinet papers and policy briefs, and integration of gender equality, diversity, and inclusion principles into national policy frameworks. Particular attention has been given to participatory policy development, ensuring that youth voices—including those of marginalized and rural groups—inform policy direction and implementation.

Professional experience spans leadership positions in government, faith-based institutions, and regional organizations, including previous roles with the National Social Security Fund and the Commonwealth Youth Programme. Work has emphasized organizational realignment, performance management, evidence translation, and digital innovation in monitoring and evaluation systems. Sheila has managed large multi-stakeholder programs, coordinated donor reporting, overseen complex budget portfolios, and led capacity-building initiatives for government officials, UN agencies, and civil society partners. She has also served as chief rapporteur and technical trainer for the African Union on monitoring, evaluation, and learning.

The professional trajectory reflects a sustained commitment to strengthening policy ecosystems in support of equitable, climate-conscious, and sustainable socio-economic development. With broad continental experience, strong analytical capabilities, and demonstrated leadership in strategy development, stakeholder engagement, and policy influence, Sheila brings a comprehensive understanding of how to connect institutional mandates with inclusive development outcomes. She maintains full professional fluency in English and Swahili and is based in Nairobi, Kenya.

11. Myrna Semaan: haber.myrna@gmail.com

Dr. Myrna T. Semaan is a distinguished scientist and environmental leader with more than three decades of experience in biodiversity conservation, environmental policy, ecological assessment, and sustainable development. She holds a Ph.D. in Plant Sciences—Molecular Systematics and Conservation from the University of Reading (UK), followed by postdoctoral research at the University of California, Berkeley. Her career spans academic leadership, international consultancy, government advisory roles, and extensive engagement in civil society. A Fulbright Scholar and recognized plant author listed in the International Plant Names Index, Dr. Semaan is widely respected for her scientific rigor and her pioneering contributions to conservation in Lebanon and the wider Mediterranean region.

With more than 16 years of project development and management experience, Dr. Semaan has led and implemented large-scale, multidisciplinary environmental projects funded by major international organizations such as UNEP, UNDP, UNESCO, the European Union, the World Bank, CI-CEPF, GEF, GTZ, and IUCN. Her portfolio includes biodiversity conservation programs, protected area design and management, environmental impact assessments, rural development initiatives, ecosystem restoration, and capacity-building programs for farmers, teachers, government institutions, NGOs, and local communities. Her ability to coordinate complex, multi-stakeholder partnerships—spanning ministries, municipalities, academia, the private sector, industries, and civil society—has repeatedly resulted in impactful environmental interventions and long-term policy influence.

Dr. Semaan has also served as a senior biodiversity expert on numerous national strategies and high-level studies. Her work includes assessments for solar infrastructure development, land degradation neutrality strategies, national State of the Environment reports, feasibility studies for sustainable agriculture in drylands, and evaluations of significant infrastructure projects such as dams and wind farms. Her contributions have supported evidence-based decision-making at the highest levels, including the Lebanese Parliament, ministerial offices, multilateral donors, and international scientific bodies. She has authored or contributed to more than forty peer-reviewed publications,

major conservation books, national biodiversity assessments, management plans, and dozens of ecological surveys.

In academia, Dr. Semaan dedicated twenty years to teaching and university leadership across leading Lebanese institutions, including AUB, LAU, NDU, USEK, Haigazian, UOB, LU, and AUT. As Dean and later Chairperson of the Faculty of Applied Sciences at AUT, she designed academic programs, established research laboratories, implemented European-partnered degree accreditation, and supervised a wide range of graduate and undergraduate research projects. Her governance experience includes strategic planning, curriculum design, budgeting, faculty management, institutional development, international partnerships, and representation before boards of trustees and governmental bodies.

Dr. Semaan's civil society leadership is equally significant. She has been a central figure in the Friends of Nature NGO for more than 20 years, serving as General Secretary since 2012. Under her direction, the NGO modernized its governance structure, secured new funding streams, implemented conservation programs, and led nationwide environmental awareness and outreach campaigns. She pioneered several firsts in Lebanon, including the creation of early nature reserves, the development of conservation legislation, and innovative environmental education programs targeting women, youth, schools, and local communities. Her work has been recognized nationally and internationally, including honors as a "Pioneer Woman in Environmental Protection and Conservation."

12. **Ana Tiraa:** aetiraa@gmail.com

Ms. Ana Elizabeth Tiraa is a highly respected conservation professional with more than twenty-five years of experience in environmental management, biodiversity conservation, and climate-related policy across the Cook Islands and the wider Pacific region. She holds a BSc in Environmental Studies from the University of the South Pacific and an MSc in Natural Resources

Management from the Asian Institute of Technology, achieved with a UNEP scholarship. Her career spans government leadership, international development roles, technical advisory positions, and extensive collaboration with NGOs, communities, private sector entities, and regional intergovernmental organizations.

With deep expertise in natural resource governance, Ms. Tiraa has led or contributed to more than twenty major conservation and environmental management projects throughout the Pacific. Her work includes project design, implementation, evaluation, policy analysis, protected areas planning, fundraising, and the facilitation of community-based conservation initiatives. She has authored or co-authored more than fifty technical publications and reports, reflecting a long-standing commitment to evidence-based conservation and the documentation of best practices for island biodiversity management.

Ms. Tiraa has held several high-level leadership positions that illustrate her capacity to steer complex environmental agendas. As Director of Climate Change in the Cook Islands Office of the Prime Minister (2011–2017), she established and led the newly created Climate Change Division, coordinating national climate strategies and programs. She subsequently served as a Natural Resources Management and Climate Change Officer in the FAO Pacific Regional Office (2017–2020). Since 2020, she has served as Accredited Entity Advisor for the Cook Islands Ministry of Finance and Economic Management, supporting the development of Green Climate Fund proposals and strengthening national systems for climate financing. Her broad experience demonstrates strong capabilities in multilateral processes, institutional strengthening, and programmatic oversight at national and regional scales.

Earlier in her career, Ms. Tiraa held multiple technical roles with SPREP, the Secretariat of the Convention on Biological Diversity, and BirdLife International, contributing to biodiversity frameworks, species and habitat conservation, international reporting obligations, and regional strategies for island conservation. She has supported governments across the Pacific—including Samoa, Fiji, Solomon Islands, Vanuatu, Tuvalu, New Caledonia, and Tokelau—reflecting a strong regional presence and a proven ability to work effectively across diverse cultural and political contexts. Her skills in stakeholder engagement, negotiation, facilitation, and public communication position her as a trusted leader in Pacific conservation efforts.

Beyond her professional roles, Ms. Tiraa has made significant contributions to global conservation governance. She served as IUCN Oceania Regional Councillor (2012–2021) and as Vice President of IUCN (2016–2021), in addition to holding leadership roles within BirdLife International and participating in expert groups under IUCN's Commission on Ecosystem Management and the World Commission on Protected Areas. Her longstanding dedication, strategic

leadership, and deep regional knowledge make her an invaluable asset to any Steering Committee seeking experienced guidance, strong governance, and commitment to advancing biodiversity and climate resilience across island ecosystems.

13. **Sebastian Winkler:** Winkler@earthmind.net

A senior international climate finance and environmental economics professional with nearly three decades of experience working at the intersection of climate policy, biodiversity, and sustainable finance. Academic and professional foundations include early specialization in environmental economics and the integration of ecological considerations into financial and development decision-making. Among the first economists recruited by IUCN in 1997, this individual helped establish the organisation's economics and private-sector engagement function, and later served as Senior Policy Advisor on Climate, Biodiversity and Trade. Work during this period contributed to mainstreaming climate and biodiversity issues into trade, development, and macroeconomic frameworks at a time when these agendas were still largely addressed in isolation.

Extensive participation in international environmental diplomacy includes attendance at most Rio Convention Conferences of the Parties (UNFCCC, CBD, and UNCCD) since 1998. This long-standing involvement has provided deep institutional memory and fluency in the political and technical evolution of climate and biodiversity processes, including finance mechanisms, nationally determined contributions, and the alignment between the Paris Agreement and the Kunming–Montreal Global Biodiversity Framework. The individual's career reflects continued work at the science–policy interface, with an emphasis on connecting climate ambition, biodiversity integrity, and sustainable development pathways.

Significant contributions have been made to global environmental governance through work at UNEP. This includes the design of funding mechanisms for the

UN Nature-based Solutions Coalition; collaboration with UN-REDD leading to a UNEA resolution on Nature-based Solutions; coordination of resource-mobilization strategies across 51 UN agencies under the UN Environment Management Group; and co-authoring the UN Decade of Ecological Restoration Action Plan, which integrated climate mitigation and adaptation within a system-wide biodiversity restoration framework. Additional impact was achieved at Global Footprint Network, where campaigns using biocapacity and ecological overshoot metrics reframed the climate–economy relationship and generated more than three billion media impressions across six continents.

Current roles include Director at Earthmind, Senior Advisor at the Global Rewilding Alliance, and Director of Climate Finance at Green Initiatives. In these capacities, work focuses on mobilising climate and biodiversity finance across diverse biomes, including GCF-funded wetland restoration in South Sudan's Sudd, biodiversity and carbon credit initiatives in Zimbabwean grasslands, and marine ecosystem regeneration programs in the Gulf of California and the Northern Pacific Coast. These efforts emphasize alignment with both the Paris Agreement and the Kunming–Montreal Global Biodiversity Framework and demonstrate ongoing commitment to high-integrity, science-based environmental finance.

This professional brings a uniquely international perspective, supported by four nationalities and a base at the IUCN Conservation Centre in Gland, Switzerland. The career trajectory illustrates a consistent focus on operationalising the climate-biodiversity nexus, advancing global policy coherence, and building financial mechanisms capable of supporting transformative environmental outcomes at scale.

14. **Virginia Young:** virginiayoung9@gmail.com

A conservation specialist with extensive experience at the interface of primary forest research, biodiversity protection, and climate policy. Through the Australian Rainforest Conservation Society, contributions are made to an

international research program on primary forests led by Griffith University, working with global scientific leaders to deepen understanding of forest ecosystem dynamics and the role of ecosystem integrity and stability in climate mitigation, climate adaptation, and biodiversity outcomes. Professional focus is centered on the nexus between biodiversity and climate change and its relevance to international policy arenas, including the UNFCCC, CBD, and the Sustainable Development Goals.

Significant voluntary leadership roles include serving as Chair of Gondwanalink Ltd (GLL) and as a Board member of the Great Eastern Ranges Initiative (GER). These large-scale connectivity conservation programs deliver integrated outcomes for climate mitigation, climate adaptation, and biodiversity protection and restoration. Their work is grounded in long-standing partnerships with local landholders, Indigenous communities, and regional stakeholders, embodying a community-driven model of landscape restoration and ecological resilience.

GLL represents Australia's first major connectivity conservation initiative, spanning approximately 1,000 kilometers across the south coast of Western Australia and engaging multiple local and Indigenous communities in the restoration and protection of critical ecosystems. GER covers the entire eastern seaboard of Australia, linking biodiversity hotspots and landscapes that are home to the majority of the nation's population. Both initiatives are widely recognized for advancing ecological connectivity as a foundation for climate and biodiversity resilience.

Further governance roles include membership on the Board of the U.S.-based Partnership for Policy Integrity, contributing to global understanding of the adverse climate and biodiversity impacts associated with burning wood for power. Additional contributions are made through the steering committee of IntAct, an international science-based initiative focused on improving the outlook for the world's primary forests, and through Board membership with Wilderness Australia. These roles reinforce a commitment to advancing evidence-based approaches to primary forest protection and high-integrity climate and biodiversity policy.

A former President of the Australian Committee for IUCN, ongoing support is provided to the Union through participation in the IUCN Task Force on Primary Forests Including Intact Forest Landscapes and membership in the World Commission on Protected Areas Climate Change Specialist Group. Experience also includes supporting Indigenous and local communities in navigating IUCN and World Heritage processes to strengthen protections for natural World Heritage Sites in Australia and Canada. Recent private-sector experience includes serving as Managing Director of Forests Alive Pty Ltd, an Australian company assisting landowners in developing projects that generate financial

returns from the carbon value of protecting natural forests for their climate and biodiversity benefits.

Chair: **Manuel Pulgar Vidal:** manuel.pulgar-vidal@iucn.org

A global environmental law and climate policy expert with more than thirty-five years of experience in environmental governance, multilateral negotiations, and climate and energy policy. Currently serving as **Global Leader for Climate & Energy at WWF-International** and as **Chair of the IUCN Climate Action Commission**, this professional has played a central role in shaping global climate ambition, environmental institutions, and large-scale collaborative climate action. Career experience spans government leadership, civil society engagement, multilateral diplomacy, and the stewardship of international initiatives.

From 2011 to 2016, this individual served as **Minister of the Environment of Peru**, and in 2014 was elected **President of COP20 to the UNFCCC**, guiding the negotiation process that laid critical foundations for the Paris Agreement. Prior to ministerial service, leadership roles included serving as **Executive Director of the Peruvian Society for Environmental Law**, one of Latin America's most influential environmental institutions. Academic credentials include a law degree from the *Pontificia Universidad Católica del Perú*, where the individual also lectures, as well as graduate studies in business law at the *Universidad Peruana de Ciencias Aplicadas*.

Extensive governance experience includes membership on the boards of **Forest Trends**, the **Amazon Conservation Association**, the **Peruvian Society of Environmental Law**, **CARE-Peru**, and the **Science Based Targets initiative**, in addition to membership in the Assembly of WWF-Colombia. The individual also serves on the **Steering Committees of F20** and the **Voluntary**

Carbon Markets Integrity Initiative, and contributes to global policy development through roles with the **Aspen Institute**, the **IUCN Nature-based Solutions Global Standard Committee**, and the **Advisory Board of the Centre for Multilateral Negotiations (CEMUNE)**.

Career achievements have been recognized internationally, including receiving the **Légion d'Honneur** from France, the **Grand Officer's Cross of the Order of Merit** of Germany, the **Cross of the Civil Order of Environmental Merit** of Spain, and the **Order of Merit for Distinguished Services** of Peru. Additional honors include the **Shackleton Medal** from the Royal Scottish Geographical Society for contributions to the Paris Agreement and induction into the **Earth Hall of Fame Kyoto**. These distinctions reflect a long-standing commitment to advancing climate ambition, environmental integrity, and globally coordinated action for nature and climate.

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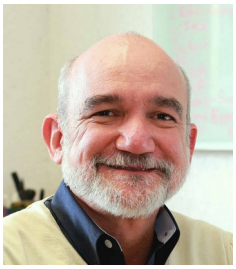

Rodrigo A. Medellín is Senior Professor of Ecology at the Institute of Ecology, University of Mexico (UNAM). He has dedicated his life to the study and his research has always been designed and conducted to advice conservation policy and conservation decision-making processes in Mexico and 16 other countries in 4 continents for over 40 years. Working from rainforests to deserts to montane forests, he uses community ecology, plant-animal interactions, population biology, and molecular ecology to solve conservation problems. He and his team designed and implement a three-pronged strategy where research, environmental education, and conservation actions feedback into each other and develop all activities in his projects. He is a very active professor, directing theses and teaching constantly, and a charismatic communicator and lecturer that is sought and well-known around the world.

He has produced over 300 publications including over 170 papers in peer-reviewed journals, and over 80 books and book chapters on bat ecology and conservation, jaguar conservation and recovery, mammal diversity analyses, and conservation of large mammals. His work has been cited over 18,000 times. His H factor is 59 and over the past 5 years he has produced 50 peer reviewed indexed papers. Rodrigo is most comfortable teaching, or in the field with his students, or cooking for whomever is around. His presence in the media is continuous, with dozens of appearances each year in national and international TV, radio, and the press, from BBC, National Geographic, El País, Deutsche Welle and the Wall Street Journal to local, influential publications.

His **impact on conservation is constant**, being Councilor of the Commission of Natural Protected Areas (CONANP), and his work has resulted in the recovery of endangered species such as the lesser long-nosed or tequila Bat (Leptonycteris yerbabuenae) which was the first mammal to be delisted from the Mexican Federal List of Endangered Species after 20 years of work by Rodrigo and his team to recover it. He has been very active in the creation and operation of new protected natural areas, the valuation of ecosystem services by bats, and the creation of conservation programs in cooperation with industry. For example, the Bat Friendly^{tm} tequila and mezcal program is quickly becoming the industry standard. Tequila and mezcal producers pledge to allow 5% of agaves to flower without harvesting and this secures genetic diversity and exchange, alleviating the extreme genetic loss of 150 years of asexual propagation of agaves.

Rodrigo was Director General of Wildlife of the Mexican Federal Government in 1995-96. Since 1999 he has represented Mexico before the CITES Animals Committee. He was vice-Chair of that Committee for ten years. In 2011 he was elected by the CMS (Convention on Migratory Species) Conference of the Parties as Scientific Councilor. Since 2000 Rodrigo has been advisor of the Mexican Federal Government for wildlife issues. His work in CITES has led to high-level decisions in the context of sustainable use and conservation of sharks (listing several species in Appendix II on more than four Conferences of the Parties, COPs), protecting lizards, turtles, tropical fish, many mammals and birds, and promoting international cooperation such as the recently adopted Decisions Cop17.145-151 in which China is identified as the one country consuming totoaba, a fish that accompanies the critically endangered vaquita (Phocoena sinus) and whose swim bladder can sell for $50,000 USD, and in which the U.S., China, and Mexico are directed to join forces and stop the black market and illegal take of totoaba. For 6 years Rodrigo was a Multidisciplinary Expert Panel (MEP) member (18 total) of IPBES (UNEP), the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services, His work

studying and protecting mammals has clearly spanned many continents, many groups, and through science applied to policy influenced both subjects. Rodrigo has been Advisor to the Mexican Federal Government on wildlife issues for over 30 years.

He was the first non-U.S., non- European President of the Society for Conservation Biology 2013-2015, and served on the Board of Directors of that organization for over 15 years. He was President of the Mexican Society of Mammalogists, and is the founder and director of the 25-year-old Program for the Conservation of Bats of Mexico, and the founding Director of the Latin American Network for Bat Conservation RELCOM, which today includes 23 countries. Rodrigo is Co-Chair of the Bat Specialist Group of IUCN since 2004. He co-coordinated Mexico's first National Jaguar Census, CENJAGUAR. He has been a member of the Board of Directors of the American Society of Mammalogists for over 15 years.

He has taught continuously courses on conservation biology, tropical ecology, and Mammalogy in his home institution, UNAM, and also in other universities such as Columbia University, New York, University of Costa Rica, International University of Andalusia in Spain, the Kenya Wildlife Service, and many others. Rodrigo has directed over 60 thesis and dissertations of students of well over 10 countries.

Since 2016 he is a member of the Board of Review Editors of Science Magazine, and has been Associate Editor of the Journal of Mammalogy, Conservation Biology, ORYX, and Acta Chiropterologica. He is adjunct professor at Columbia University in New York, Andalusia International University, the University of Arizona, and Research Associate at the American Museum of Natural History, Arizona-Sonora Desert Museum, The Museum, Texas Tech University, and others.

Dr. Medellín has received various recognitions. In 2004 he received the Whitley Award for International Nature Conservation from the hands of Her Royal Highness, Princess Anne of England, the Gerrit S. Miller Award, given to persons "In recognition of outstanding service and contribution to the field of chiropteran biology", and the 2004 National Nature Conservation Award from Mexico's President Vicente Fox. In 2007 he received the Aldo Leopold Conservation Award from the American Society of Mammalogists, the Outstanding Alumnus Award from the Department of Wildlife Ecology and Conservation of the University of Florida, and the 2007 Conservation Scientist of the Year from Wildlife Trust in New York City. Rodrigo received the 2008 Rolex Award for Enterprise. Rodrigo is only the third Mexican in over 30 years that the award has been given. He also received the 2008 Volkswagen "For the Love of the Planet". The BBVA Banking Foundation selected Rodrigo as recipient of their prestigious Premio Fundación BBVA a la Conservación de la Biodiversidad 2011. In 2012 he received the first-ever Whitley Gold Award from Princess Anne of England again, the first individual ever to receive two Whitley Awards. Also in 2012 he was chosen as one of the 50 individuals who move Mexico forward (Quien50) by Expansion Corporate Group. In 2014 BBC Natural World produced the multi-awarded film The Bat Man of Mexico (narrated by David Attenborough) covering Rodrigo´s work on bats. In 2018 **National Geographic Society** produced the 1-hour documentary entitled Giant Carnivorous Bats with Rodrigo Medellin, showcasing his work on these endangered, misunderstood bats. In 2019 the National Geographic Society made Rodrigo the seventh **Explorer-At-Large**, and the first one not from the U.S. or Europe. In 2021 **The Explorers Club** appointed Rodrigo a Fellow Explorer.

Select publications of the last 5 years: 53
(Total Publications: 321, H Index 58, 18,905 citations until December 2025)

2025

1. Laverty, T.M., Buecher, D.C., Dalton, D.C., Davies, M.L., Gual-Suárez, F., Heady 3rd, P.A., **Medellín, R.A.,** Ordóñez-García, M.C., Pérez-Harp, S., Rivera-Villanueva, A.N. and Stevenson, B.D., 2025. Long-haul flights and migratory routes of a nectar-feeding bat. Ecology, 106(4), p.e70067.

2. Laverty, T.M., Buecher, D.C., Dalton, D.C., Davies, M.L., Gual-Suárez, F., Heady III, P.A., **Medellín, R.A.,** Ordóñez-García, M.C., Pérez-Harp, S., Rivera-Villanueva, A.N. and Stevenson, B.D., 2025. On the Move: Documenting Long-Distance Flights of a Nectar-Feeding Bat. *The Bulletin of the Ecological Society of America*, p.e70016.

3. Gual-Suárez, F., L.A. Trujillo, J. Torres-Cervantes, M.C. Ordóñez-García, y **R.A. Medellín**. 2025. Guardians of the Mayan Temples. Mammalogy Notes 11 (1), 487. https://doi.org/10.47603/mano.v11n1.487.

4. Sierra-Durán, C., Torres-Alcántara, Á., López-Baucells, A. and **Medellín, R.A.,** 2025. Bats over rice: Assessing the contribution of insectivorous bats to pest suppression in Mexican rice fields. Agriculture, Ecosystems & Environment, 383, p.109503.

5. Moreno, V.D.C.G., Niño-Maldonado, S., **Medellin, R.A.** and Marroquín, M.P., 2025. Mortalidad de mamíferos terrestres medianos a grandes en carreteras del estado de Tamaulipas, México. ACTA ZOOLÓGICA MEXICANA (NS), pp.2-16.

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7. Gual-Suárez, F., Trujillo, L.A., Torres-Cervantes, J., Ordóñez-García, M.C. and Medellín, R.A., 2025. Guardians of the Mayan temples. Mammalogy Notes, 11(1), pp.487-487.

8. Trejo-Salazar, R.E., Gasca-Pineda, J., Hernández-Bolaños, K., Hernández-Rosales, D.C., Tapia-López, R., Aguirre-Planter, E., Medellín, R.A., León-Paniagua, L. and Eguiarte, L.E., 2025. High genetic variation, low differentiation, and Pleistocene expansions of the migratory and endangered long-nosed tequila bat, Leptonycteris nivalis, inferred using both maternal and paternal genetic markers. PloS one, 20(1), p.e0316530.

2024

9. Cafaggi, D., Marín, G. and **Medellin, R.A**., 2024. Bats and Mayan temples: Bat diversity and the potential for conservation of archeological zones in Yucatan, Mexico. Biotropica, 56(4), p.e13350.

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QUALIFICATIONS

Deep commitment for nature conservation with almost four decades of experience – Conservation of threatened species – Project/Programme development and monitoring – Grant making – Team building and management – Finance management – Fundraising – Building partnerships – Participative management of natural resources – Habitat management and restoration - Creation and management of protected areas – Conservation planning – Community-based development – Report/article/proposal writing – Outreach and communication – Governance (board member).

EDUCATION

- 1998 PhD in Evolutionary Biology and Ecology - Université de Montpellier (France).
- 1989 Diploma in Medical Virology, Institut Pasteur (France).
- 1986 Doctor in Veterinary Medicine - Ecole Nationale Vétérinaire de Maisons-Alfort (France).

PROFESSIONAL EXPERIENCE

- Since 2018 **Director General**, Fondation Franklinia, Switzerland.
- Since 1992 Member of **IUCN's Species Survival Commission**. Member of several Groups and Committees. Steering Committee member between 2001 and 2025 (observer and regional Vice Chair).
- 2001-17 **Deputy Coordinator IUCN Species Programme** and **Director SOS-Save Our Species**, Gland, Switzerland - Member of IUCN Ethics Committee.
- 2000-01 **Programme Coordinator,** IUCN National Representation in Guinea-Bissau.
- 1998-99 **Founder and CEO** of the NGO "Kwata" dedicated to the study and conservation of Guianan wildlife.
- 1993-98 **Programme Head**, **Wildlife translocation and research project,** Petit Saut dam, French Guiana.
- 1992-93 Resident - **California Regional Primate Research Center**, University of California, Davis, USA.
- 1992 Wildlife Veterinarian, **National Wildlife Research Center,** Taif, Saudi Arabia.
- 1990-91 Head of the Primatology center, **Institut Pasteur de la Guyane Française**, Cayenne, French Guiana.
- 1989 Editor in a professional journal, Semaine Vétérinaire, Maisons-Alfort, France.
- 1987-88 Veterinarian, Primatology Center**, Centre International de Recherches Médicales de Franceville** (CIRMF), Franceville, Gabon.

LANGUAGES

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PUBLICATIONS

Articles

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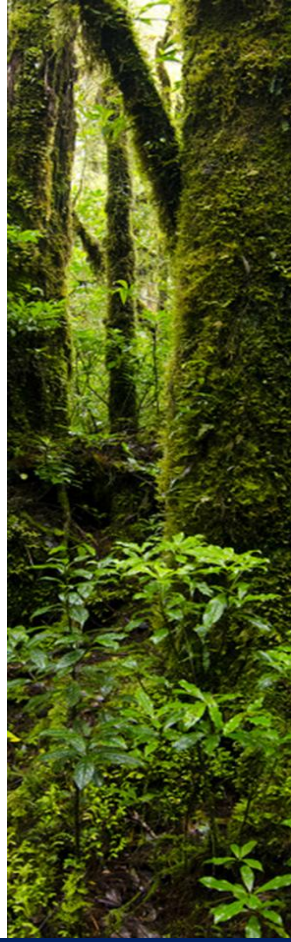
Report of the Director General to Council

C117. Gland, 22-23 April 2026

DG's Strategic Objectives 2025

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

Update on activities since 116th Council Meeting



Reporting back on the 2025 Strategic Objectives

Strategic Objectives - categories	Key Deliverables (KD)	Key Performance Indicators
1.Strategic Leadership in Conservation	9	32
2. Fundraising and Financial Management	3	12
3. Operational and Change Management	3	8
4. Programme Management	4	8
5. External Liaisons and Public Image	2	7
6. People Management	3	10
TOTAL	**24**	**77**

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

KD 1.1 | Successfully delivered 2025 IUCN World Conservation Congress

Exhibition
Sold out

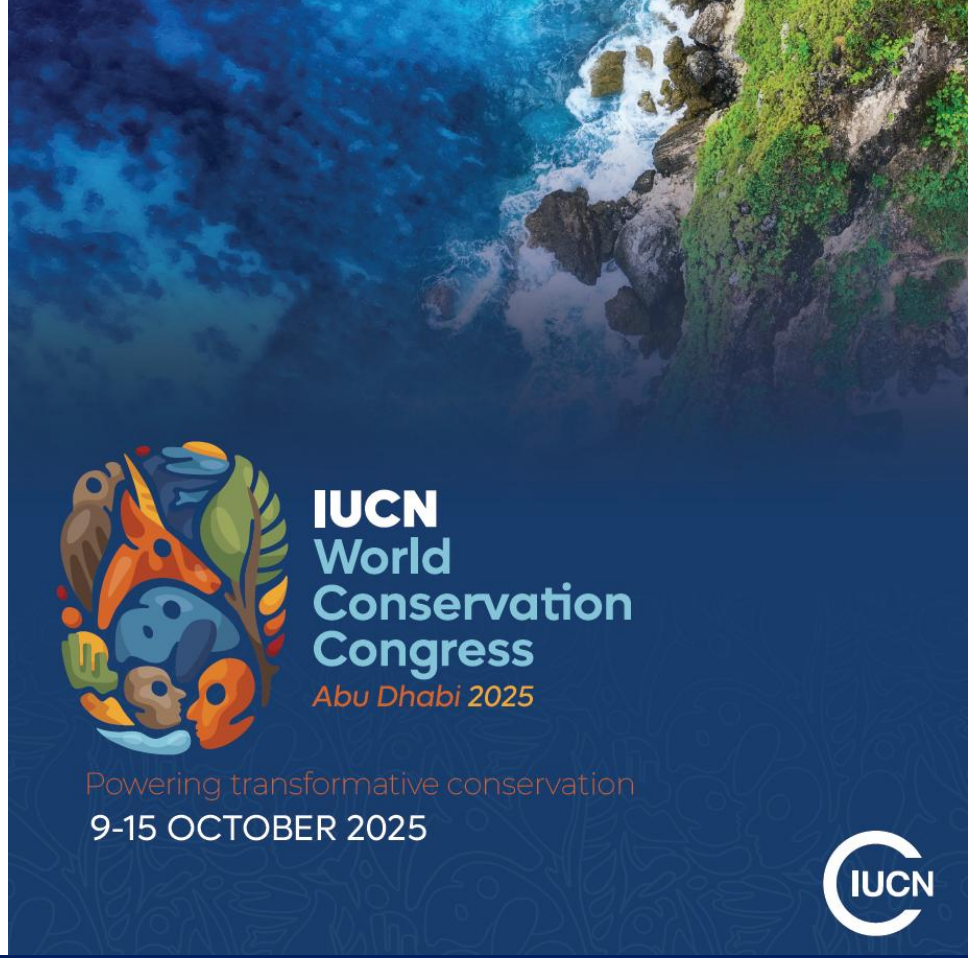
+35%
increase

Total Participants
10,320

Online Participants
918

47% Male
48,6% Female

88%
satisfaction



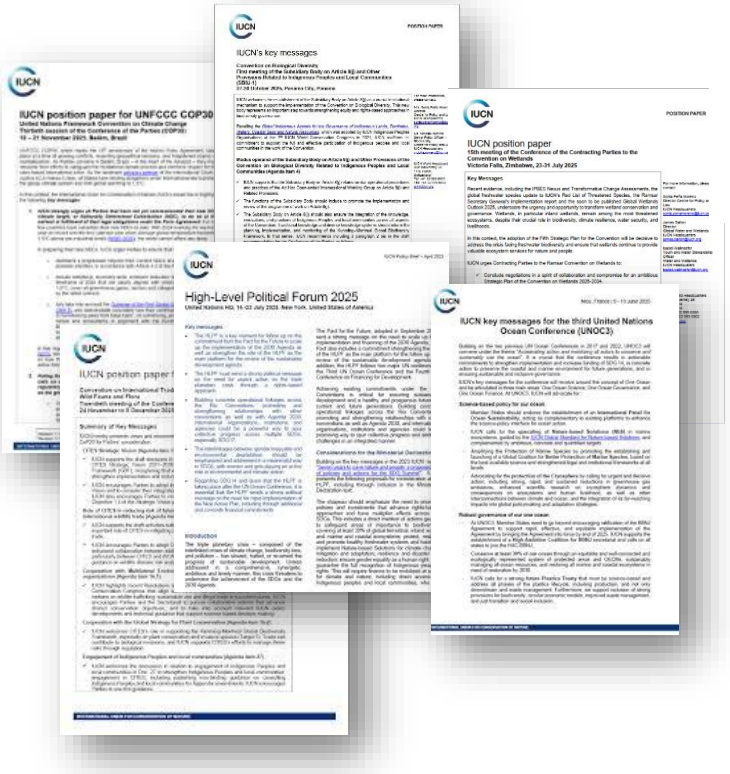
KD 1.2 & KD 1.3| 20-year Strategic Vision for the Union & 2026-2029 IUCN Programme

Both documents finalised, endorsed by Council, and approved by Members at Congress.

Extensive Member and stakeholder consultations across 2024 and 2025 and hundreds of comments integrated.

Milestone year in shaping future strategic direction for the Union.

KD 1.4 | Coordinated policy engagements



20 positions papers/briefs /key messages

100% papers consulted with Commissions

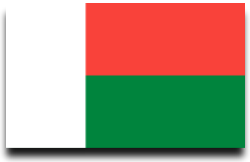
Engagement in 15 major global policy for a multiple delegation's reports produced

Extensive promotion of IUCN tools
Red Lists, NbS, STAR, KBAs, EICAT, etc

KD 1.5 | Strong profiling of ocean issues and of glacier issues

Comoros

Kenya



Madagascar

3 IUCN State Members directly supported with ratification of BBNJ Agreement.

Through targeted briefings, trainings and technical assistance, IUCN empowered representatives from >14 countries, reaching 400 stakeholders and 26 institutions.

Official entry into force: 17 January 2026.

Glacier Action Network

16 countries
22 organisations

KD 1.6 | IUCN's science-based tools, standards and flagship products

2 updates

Updated

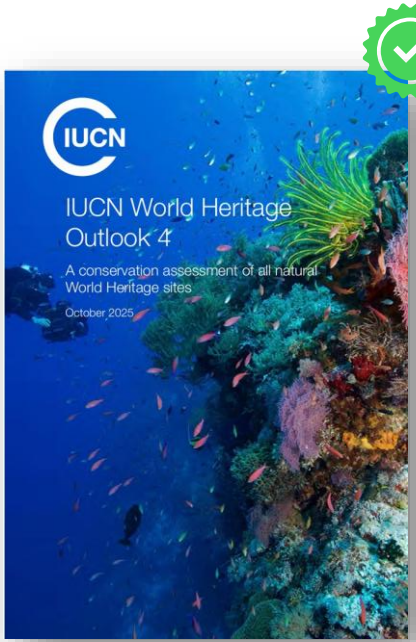
Nature based Solutions

112 listings, 240 sites

Green List

Protected | Conserved Areas

KD 1.6 | IUCN's science-based tools, standards and flagship products



KD 1.7 | Regular outreach and communications with IUCN constituencies

- **23** Digests to Members (target: 20)
- **12** DG Updates to Council (monthly)
- 4 DG Statements + 4 IUCN Statements (exceeds KPI)
- Annual Report 2024 published

KD 1.8 | Growth and visibility in Membership engagement

Strong growth & high satisfaction

158 new Members
(target: 80)

87% Membership satisfaction: **87%**
(up from 84%)

UNITE FOR NATURE Two issues of "Unite for Nature" magazine published

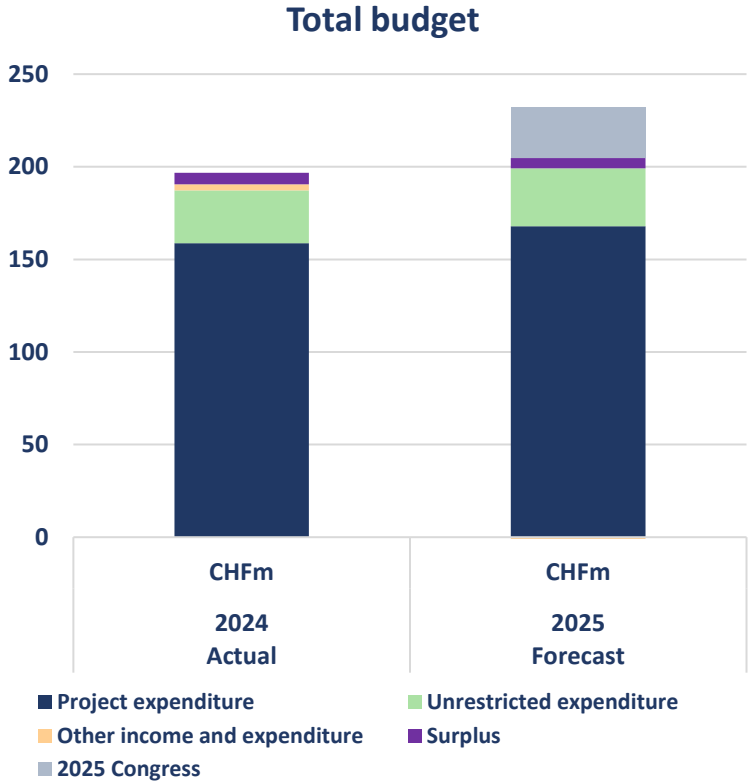
Unite for Nature shows past successes, current activities and future possibilities for conservation from across the Union.

2. FUNDRAISING AND FINANCIAL MANAGEMENT

Outcome Statement

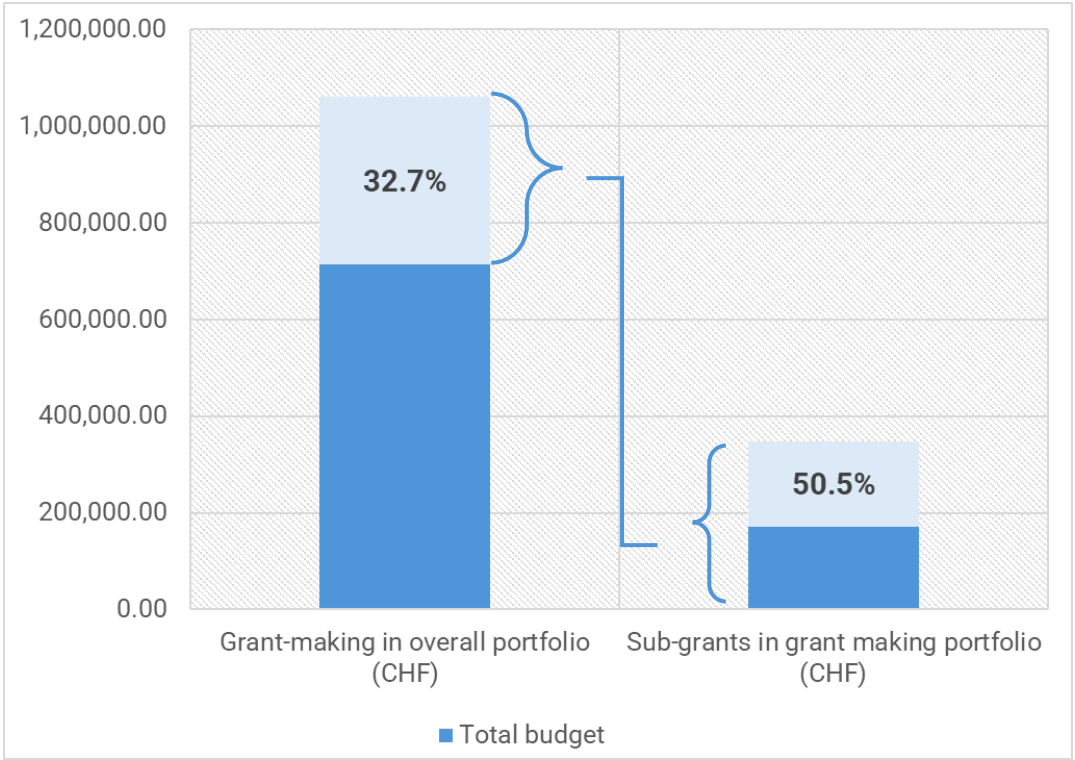
IUCN's engagement with strategic partners is strengthened, while maintaining sound financial performance and financial risk management.

KD 2.1 | IUCN's financial performance

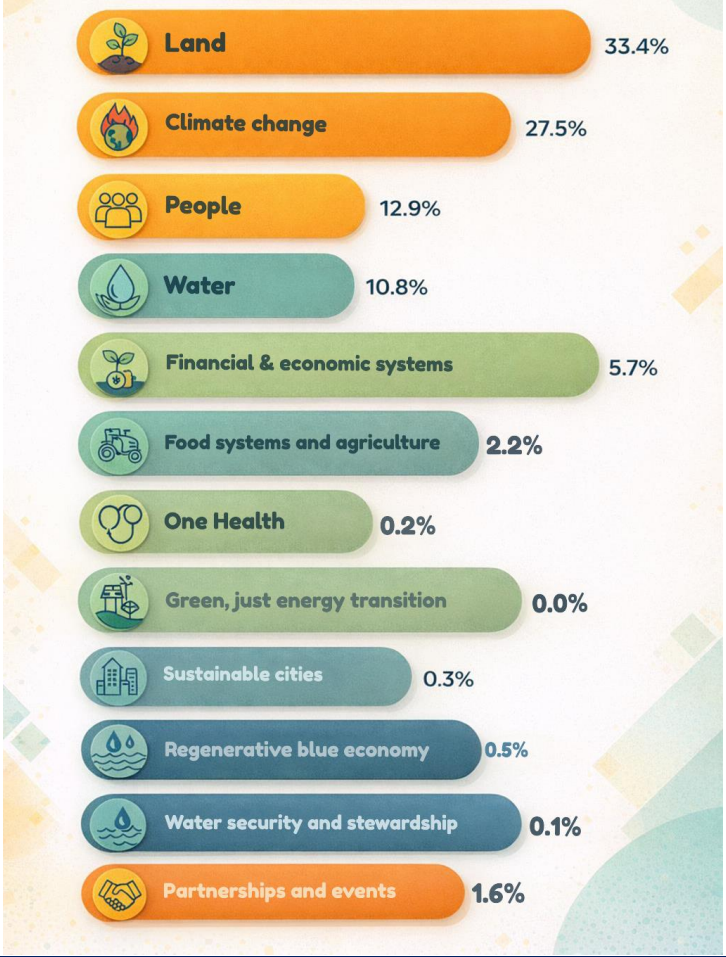


KPI	Result per 2025 forecast results
Financial results in line with 2025 budget	Achieved
An increase in unrestricted reserves of CHF 2M	Achieved
Unrestricted funding stabilised at CHF 33 M, in line with 2025 budget	Forecast CHF 34m
Reports to FAC on progress regarding the five major financial objectives	Considered at FAC during 3 meetings in 2025 and incorporated into 2026 Budget
100% of internal audits have a follow-up plan that identifies management action owners	Achieved

Grant-making portfolio



Grant-making portfolio and programme outcomes



8 of 9 framework partners renewed

- Multi-year agreement signed for 5 years with Denmark
- Several high-level meetings occurred with prospect countries

Denmark
Sweden
France
Republic of Korea
Norway
Switzerland
Finland
Luxemburg

12 new private-sector partnerships

SOLVAY
VALE
VERACEL
Nestlé Waters
redeia
Katjes
RED LIST EDITION
DELTA
april
Google
HEMPEL
සම්පත් බැංකුව
சம்பத் வங்கி
SampathBank
SUZUKI
PAK SUZUKI MOTOR CO. LTD.

3. OPERATIONAL, CHANGE MANAGEMENT

Outcome Statement

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

KD 3.1 | IUCN policies and procedures

Updated or new operational policies / strategies / procedures

1. Global Safety and Security Policy (update of the 2022 version)
2. World Conservation Congress Sustainability Policy
3. Standard Operating Procedure for Follow-up on Audit Management Actions
4. Talent Acquisition Policy (update of the 2018 version)
5. Performance Development Planning (PDP) streamlining the Managers' Scorecard
6. Streamlining of procurement processes
7. Anti-Money Laundering (AML) and Countering the Financing of Terrorism (CFT) Policy.
8. Safeguarding Policy for a Respectful Workplace (update of the 2019 Policy on the Protection from Sexual Exploitation, Sexual Abuse, and Sexual Harassment).

Gaps and capacity needs identified

Harmony

Scope of Enterprise Resource Planning project finalised

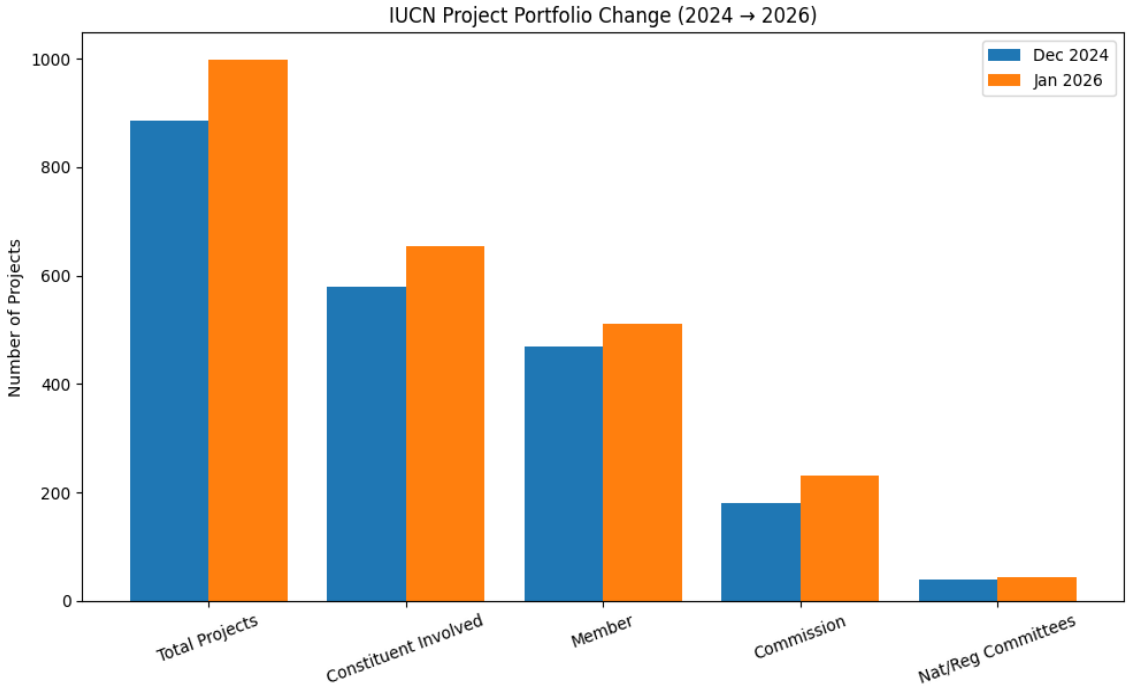
- Budget estimate
- Project charter
- Steering Committee
- Request for Proposals to select Finance Implementing Partner
- Preparing for data migration

4. PROGRAMME MANAGEMENT

Outcome Statement

The Union is supported to implement the IUCN Programme and Strategic Vision.

KD 4.2 | Members' participation in delivering the Programme and project portfolio



245 IUCN constituent contributors and 10,408 validated contributions

Outreach activities to socialise the IUCN Programme 2026-2029

- ✓ More than 20 presentations and webinars across various regions, including Programme-related Town Halls
- ✓ Meetings with: Regional and National Committees, Council and its Programme and Policy Committee, the Patrons of Nature, and Framework Partners.

5. EXTERNAL LIAISONS, PUBLIC IMAGE

Outcome Statement

IUCN's external image is strengthened

KD 5.1 | High-level and visible IUCN representation at international events

- February: 🌍 Oman Climate Week — Muscat, Oman
- April: 🏗️ Earthna Summit — Doha, Qatar
- May: ⚖️ 4th WCEL Congress — Rabat, Morocco
- May: 🧊 Glaciers Preservation Conf — Dushanbe, Tajikistan
- June: 🌊 3rd UN Ocean Conference — Nice, France
- July: Ramsar COP15 — Victoria Falls, Zimbabwe
- July: 🏛️ UNESCO WHC 47 — Paris, France
- September: UN 80th UNGA — New York, USA
- November: 🌿 IUCN World Conservation Congress — Abu Dhabi, UAE
- November: 🐘 CITES CoP20 — Samarkand, Uzbekistan
- December: ♻️ UNEA-7 — Nairobi, Kenya

KD 5.2 | Union visibility through in-person and virtual means

COP30: Visibility Breakthrough for IUCN

- ✓ 45+ events, including several high-level events
- ✓ Showcased IUCN's full climate–nature portfolio (NbS, FLR, adaptation, carbon integrity, oceans)
- ✓ Played agenda-setting roles, positioning IUCN as a bridge across climate, biodiversity & development

Events showing the Union in action

- ✓ 8 IUCN-led events and contributions to a further 7
- ✓ Reinforced IUCN's long-standing role with the Ramsar Convention on Wetlands
- ✓ Spotlight on financing wetlands, women's leadership, freshwater restoration

Partnerships to increase IUCN's visibility

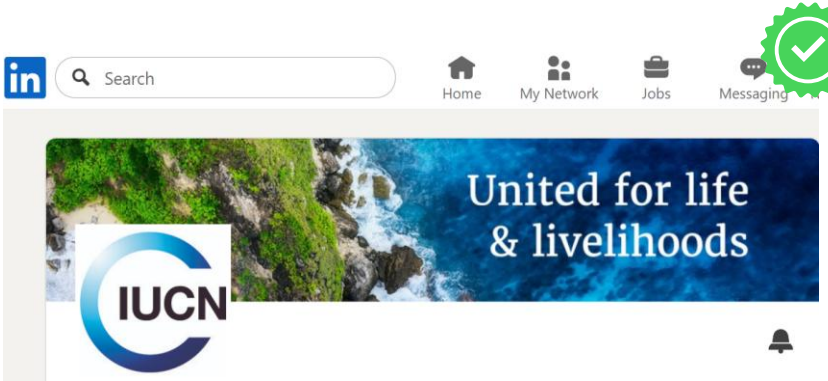
Influencer Engagement

- Six new influencers engaged
- Extended reach across diverse audiences

Media Partnerships

- BBC Storyworks
- BBC Media Action
- CNN International
- Associated Press TV
- IMI Group (Euronews, Sky News Arabia, The National, CNN Business Arabic)

Increase in LinkedIn followers



On LinkedIn, IUCN increased its following by 23.4%

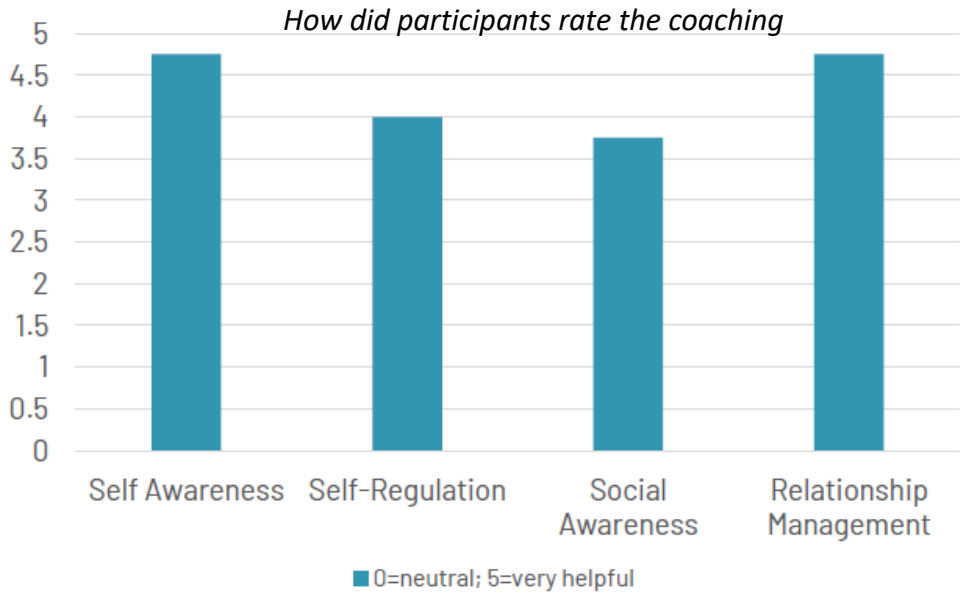
- 48,379 new followers
- reaching 255,035 followers at the end of 2025

6. PEOPLE MANAGEMENT

Outcome Statement

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

100% of managers enrolled in the Leadership Coaching programme



"I've learned to make fewer assumptions, ask more questions, and not take things so personally. That's helped me approach people more calmly, even when they're expressing strong opinions."

KD 6.2 | Staff onboarding and engagement under continuous improvement

Onboarding programme

- ✓ Fully implemented at HQ and in 3 Regional Offices
- ✓ There are now 6 additional Regions in progress

2025 Employee engagement survey

February 2025 Survey Completed

Response rate: 76% (895 out of 1175 invited), slight decrease from 2024

75% Engagement Score

IMPROVED ACTION AREAS

- Wellbeing and Mental Health
- Reward
- Learning & Development

Challenges

- Workload
- Leadership

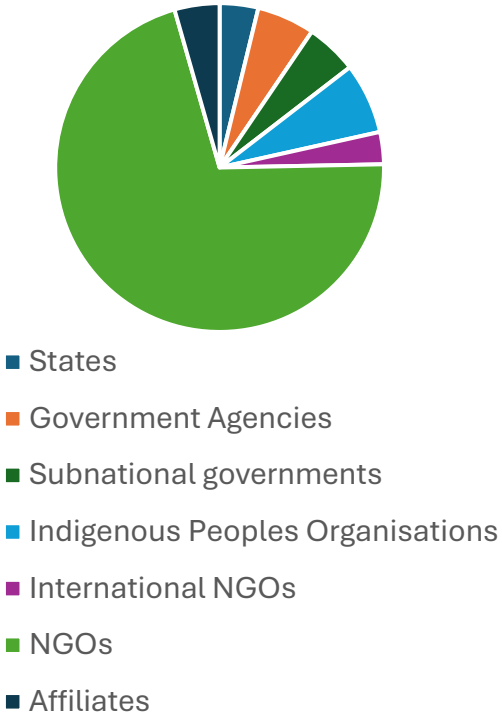
IUCN plans to continue addressing these issues including by supporting career development and strengthening collaboration

2026 Survey	
April 2026 Planned	IUCN plans to continue addressing these issues including by supporting career development and strengthening collaboration

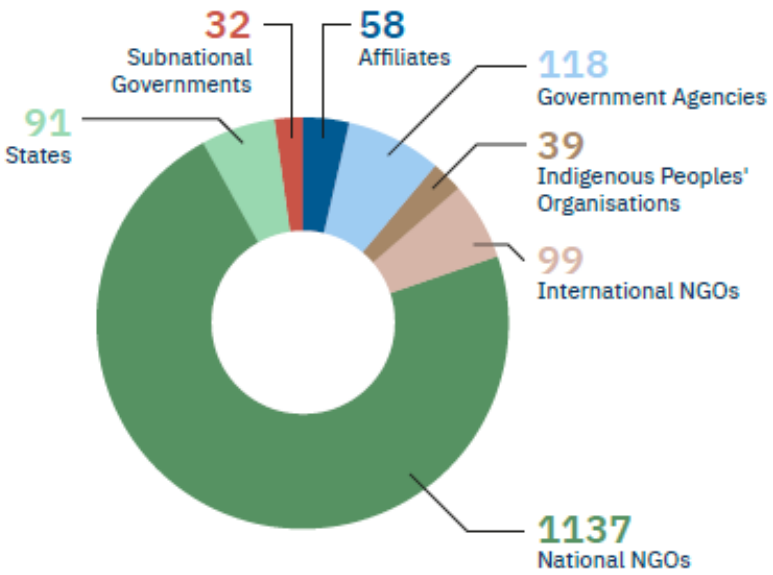
UPDATES SINCE 116TH COUNCIL MEETING

Update since last Council – Membership Growth

158 new Members

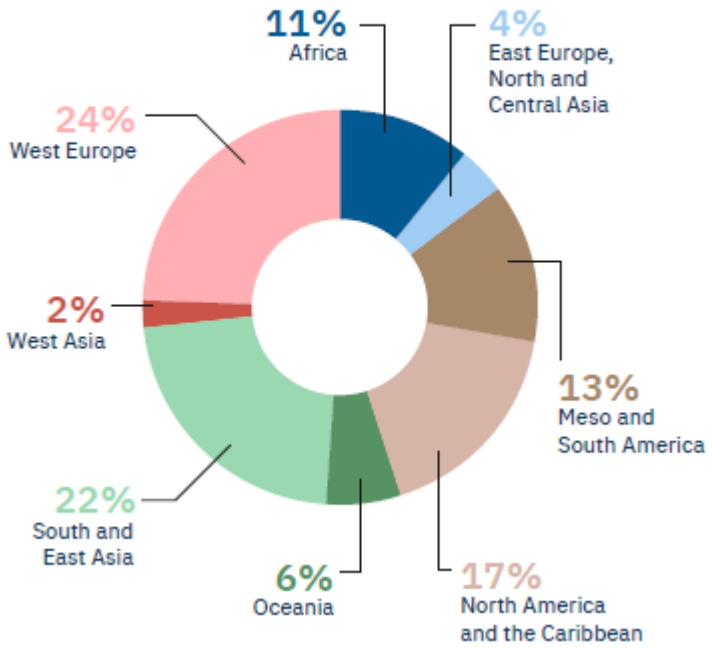


1574 Members by the end of 2025

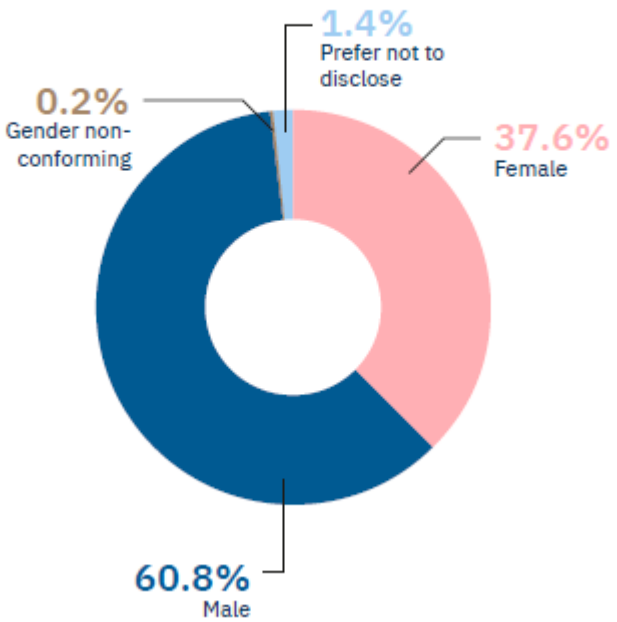


Update since last Council - Commissions

Commission regional spread



Commission gender split



BBNJ entry into force - 17 January 2026

- Historic milestone
- IUCN Technical Assistance Facility
- IUCN convening role for experts with Area-Based Management Tools in the high seas
- IUCN Explanatory Guide to the BBNJ Agreement - continuing

IUCN @ IPBES 12

- Approval of summary for Policy-Makers – "Business and Biodiversity Assessment"
- IUCN input paper
- Largest-ever IPBES Stakeholder Day

IUCN Submission to the African Court on Human and Peoples' Rights

- Contributed to crucial regional legal discourse on the fight against climate change and the protection of human rights

IUCN & CGIAR

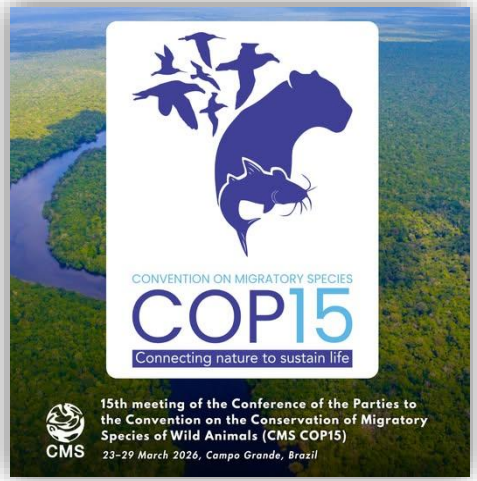
- Cooperation for global food and agricultural systems.
- Joint action on policy advocacy, biodiversity-friendly value chains, knowledge generation and support the implementation of the Rio Conventions.

IMPAC6 – Govt of Senegal

- IUCN and the Government of Senegal signed an MoU ahead of IMPAC6.
- The partnership aims to strengthen ocean protection and make IMPAC6 a key moment for global ocean governance.

Update since last Council meeting - International Conventions

- IUCN honoured with the **Guardian of Nature Award** from the Government of Uzbekistan.
- IUCN strengthened regional cooperation and advanced conservation action through the adoption of the **Samarkand Declaration** (5 countries) and the launch of a major landscape restoration project
- Strong representation from IUCN SSC experts
- IUCN Position Paper



- Key opportunity to underscore the vital importance of conserving species
- IUCN called on CMS Parties to take urgent, coordinated action to conserve migratory species and their habitats.
- IUCN Position Paper

Update since last Council meeting - Publications

The road to the 2027 World Protected and Conserved Areas Congress

- First meeting of the International Steering Committee - 24 February 2026)
- First meeting of the Programme Working Group - 19 March 2026
- Save the Date was sent - 12 March 2026

Update since last Council meeting –Upcoming COPs in 2026

UNCCD

Convention on Biological Diversity

COP17 YEREVAN ARMENIA | TAKING ACTION FOR NATURE

COP31 TÜRKİYE ANTALYA

Merci
Gracias
Thank you
شكرا

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RESULTS REPORT

IUCN Director General's Strategic Objectives for 2025

Covers the period January – December 2025

The Director General's Strategic Objectives for 2025 were approved by Council at its 113th meeting held in May 2025.

The structure and coverage of the DG Strategic Objectives is prescribed in the IUCN Council Handbook Article §62; and reporting is based on and/or complementary to:

- the 2025 IUCN Workplan, approved by Council at its 112th meeting (Part I) held on 6 November 2024.
- the IUCN 2025 Annual report (to be approved by Council at its 117th meeting in April 2026).
- the IUCN Secretariat's report on Resolutions adopted by the IUCN World Conservation Congress (report to be presented to the Council at its 117th meeting in April 2026).
- the One Programme Charter; among other sources.

The purpose of this document is to report on the results of the Director General for 2025 encompassing the work of the whole IUCN Secretariat, from headquarters to the regions, and reflecting joint efforts from across the Union. These results, and this report, are made possible thanks to the many collaborations with Commission Chairs and experts, IUCN Members, the IUCN President, Council members and committed Secretariat staff from across the world.

In the period of January to December 2025, the DG focused on six priority areas, structured according to the six core areas established in the IUCN Council Handbook for the performance objectives of the DG:

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

Organised therefore into six chapters, plus a concluding chapter, this report accounts for the key commitments made under each Priority area of the DG's 2025 Strategic Objectives. Each chapter reports against Key Deliverables and Key Performance Indicators (KPIs).

One of the most defining moments of 2025 was, without question, the IUCN World Conservation Congress in Abu Dhabi. The global community came together in such strength and diversity at the Congress – governments, Indigenous Peoples, youth, scientists, civil society and the private sector united by a shared determination to deliver transformative conservation. The 2025 Congress was a demonstration of the vibrancy, credibility and convening power of IUCN. The 2025 Congress is included as a specific deliverable under Priority area 1 to reflect the Secretariat and Council's effort to deliver this milestone event.

Priority area 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.

1.1 Key deliverable 1 - Successfully delivered 2025 IUCN World Conservation Congress

KPIs:
i) Exhibition space is sold out by 1 October
ii) Registered onsite participants surpass 6,000 by 1 October
iii) Registered online participants surpass 400 by 8 October
iv) The overall balance of high-level panels is achieved
v) All statutory milestones are met in relation to the Members Assembly
vi) Participant satisfaction survey completed AND at least 75% of surveyed participants consider that "the Congress was a worthwhile investment of time and resources"
vii) Financial milestones are met, as well as the IUCN fundraising target, by 15 October

The 2025 IUCN World Conservation Congress was delivered with distinction, achieving and surpassing key objectives. All KPIs were successfully achieved, with several targets notably overachieved. All statutory milestones were met in relation to the Members Assembly **(KPI v)**, with the preparation of documents, accreditation, contact groups, voting on Motions, Council elections, reporting back to Members, and other governance matters covered as needed, despite some technical glitches at the onset of the Assembly.

The Exhibition space reached full capacity by 1 October 2025 **(KPI i)**, demonstrating exceptional demand and engagement, with a 35% increase in exhibitors (rising from 104 in Marseille 2021 to 141 in Abu Dhabi 2025), and a 68% expansion in exhibition footprint (from 2,944m² to 4,916m²). These outcomes underscore the Congress's status as a flagship event for global conservation.

In terms of registration, registered onsite participants surpassed the KPI target by October 1, reaching >8000 one day before the Congress **(KPI ii).** Registered online participants were >700 by October 8 **(KPI iii)** and 918 in total. The Congress convened a diverse global audience of 10,320 participants in total, exceeding registration targets and exemplifying IUCN's convening power. Full gender balance among speakers was nearly achieved, with 47.03% male and 48.64% female representation **(KPI iv)**, reflecting the Union's commitment to inclusivity.

Participant satisfaction was high, with at least 88% considering the Congress a worthwhile investment of time and resources **(KPI vi)**, based on a survey of 730 respondents. Financial targets were met, despite currency exchange challenges, delivering a surplus as a result of successful fundraising (sponsorships), an uplift in the sales of Exhibition space compared to projections and exceptional alignment between income and expenditure with the host country budget **(KPI vii)**.

1.2 Key deliverable 2 - Draft 20-year Strategic Vision for the Union ready for adoption

KPI: One draft document finalised by the Steering Committee, endorsed by Council and submitted for adoption at IUCN Congress

1.3 Key deliverable 3 - Draft 2026-2029 IUCN Programme ready for adoption

KPI: One draft document finalised with Joint Working Group, endorsed by Council and submitted for adoption at IUCN Congress

Key deliverables 1.2 and 1.3, and their KPIs, were achieved, with both the Strategic Vision ("Unite for Nature on the Path to 2045: IUCN's 20-year Strategic Vision") and the quadrennial Programme ("Nature 2030: One Nature, One Future – the IUCN Programme 2026–2029") successfully finalised and adopted at the IUCN 2025 World Conservation Congress.

Indeed, 2025 marked a milestone year in shaping IUCN's future as a Union, with the adoption of the Vision alongside the IUCN Programme. More than mere documents, these are a collective compass – guiding the Union's journey together to halt biodiversity loss, restore ecosystems and build a just, nature-positive future.

The Council-led Steering Committee and Joint Working Group (also known as the Programme Development Working Group) developed and refined the Strategic Vision and the Programme, respectively, throughout 2024 and into 2025, with extensive consultations with Members taking place at the Regional Conservation Forums during 2024. For the Programme, over 800 comments from all constituent parts of IUCN were taken into consideration, as was the essence of ten Motions that were remitted to the Programme, to arrive at a final draft for submission to Council. Following endorsement by Council, both documents received near unanimous approval from the Members Assembly at the World Conservation Congress.

1.4 Key deliverable 4 - Coordinated policy engagements, in preparation for major UN and other environmental events, in consultation with Commissions and Council, and with documented achievements

KPIs:
i) 5 succinct position papers published for prioritised policy processes in 2025
ii)100% of position papers consulted with Commissions
iii) At least 4 international events where IUCN policy positions, tools and standards are promoted
iv) Mission reports describing IUCN's key policy achievements after each major policy event in 2025

The performance against the outlined KPIs demonstrates that all targets were met, reflecting a coordinated and effective approach to policy engagement, positioning IUCN as a prominent and influential actor in major UN and environmental forums throughout 2025.

In fact, 2025 was a policy-intense and very exciting year for the Union. As shown below, IUCN strategically engaged in 15 global policy fora and contributed with focused inputs, including over 20 position papers, policy briefs, key messages and others, far exceeding **KPI i)**.

2025 Date	Position papers / Policy briefs	IUCN Reports
February	**COP 16.2 CBD -** Resumed session of the 16th meeting of the Conference of the Parties (COP) to the Convention on Biological Diversity: Key messages	Delegation report
April	**PrepCom1** - 1st session of the Preparatory Commission for the Entry into Force of Biodiversity Beyond National Jurisdiction Agreement and the Convening of the first Meeting of the COP to the Agreement: IUCN Statement	Delegation Report
May	**WHC:** 47th session of the World Heritage Committee: Key messages	Delegation Report

June	**UNOC3** - 3rd United Nations Ocean Conference: Key messages for the 10 action panels + Key messages	Delegation Report
July	**HLPF** - 2025 session of the High-level political Forum on Sustainable Development: Policy brief	Delegation Report
July	**COP15 Ramsar Convention** -15th meeting of the Conference of the Contracting Parties of the Ramsar Convention on Wetlands: Position Paper	Delegation Report
July	**FFD4** - 4th Conference on Financing for Development: Policy Brief and Statement	Delegation Report
August	**INC-5.2** - The second part of the 5th session of the Intergovernmental Negotiation Committee to develop an internationally binding instrument on plastic pollution, including in the marine environment: Policy Brief	Delegation Report
August	**PrepCom2** - 2nd session of the Preparatory Commission for the Entry into Force of Biodiversity Beyond National Jurisdiction Agreement and the Convening of the first Meeting of the COP to the Agreement; Key messages; Finance brief and Information brief.	Delegation Report
September	**UNGA80** - 80th session of the United Nations general Assembly – High-Level week: Information Brief	Delegation Report
October	**SBSTTA27** - 27th meeting of the Subsidiary body on Scientific, technical and Technological Advice of the CBD: Position Paper	Delegation Report
October	**SB8j** - 1st meeting of the Subsidiary Body on Article 8(j) and Other Provisions of the Convention Related to Indigenous People and Local Communities: Position Paper	Delegation Report
November/ December	**COP20 CITES** - 20th meeting of the Conference of the Parties for the Convention on International Trade in Endangered Species of Wild Fauna and Flora: Position Paper	Delegation Report
November	**COP30 UNFCCC** - 30th session of the Conference of the Parties to the United Nations Framework Convention on Climate Change: Position Paper	Delegation Report
December	**UNEA7** - 7th session of the United Nations Environment Assembly: IUCN Statement & Information Brief	Delegation Report

IUCN ensured that each position paper was produced in consultation with the Commissions **(KPI ii)** and received feedback from the Council's Programme and Policy Committee to ensure a broad range of perspectives and maximum support for the positions being advocated for. All position papers were distributed to IUCN Members and for key processes (e.g. CBD) also e-mailed to national focal points. All policy papers were framed in line with IUCN's general policy, referenced relevant IUCN Resolutions and Recommendations, and were translated into all IUCN official languages.

IUCN Delegation Reports were prepared and disseminated on a regular basis - internally within the Secretariat, to the Programme and Policy Committee of Council, to Commission Chairs, and delegation members. These reports, which reflect key policy achievements as per **KPI iv)**, are posted on the Union Portal and are accessible to IUCN Members too. They contain an

account of IUCN's participation at the meetings, main outcomes and achievements, follow-up actions and lessons learned.

IUCN tools and standards - most notably those below - were also actively promoted **(KPI iii)** as means for science-based assessments, monitoring and planning, at the majority of these key international events:

- Red List of Threatened Species,
- Red List of Ecosystems
- Global Ecosystem Typology
- Global Standard for Nature-based Solutions
- Key Biodiversity Areas (a partnership-based tool).
- Species Threat Abatement and Restoration (STAR) metric
- Green List of Protected and Conserved Areas and its Standard
- Environmental Impact Classification of Alien Taxa (EICAT)
- Land Health Monitoring Framework.
- Plus specific analyses and science-based evaluations in the context of CITES.

In addition, many of these tools and standards were also promoted at the IUCN World Congress held in October 2025, where IUCN also launched new or updated tools, such as the second edition of the IUCN Global Standard for Nature-based Solutions and RHINO (Rapid High-Integrity Nature-Positive Outcomes), a new approach guiding organisations on what to do, where to act and how to measure progress to protect species and ecosystems at pace and scale, and new resources such as two new STAR metric resources, the IUCN World Heritage Outlook 4 and the Global Species Action Plan (GSAP) and its new GSAP SKILLS Online Platform.

Finally, in 2025, IUCN made the most of its Permanent Observer status at the United Nations by playing an active and influential role in UN forums. Examples are the UN General Assembly, where IUCN organized a Nature Leader's roundtable hosted by the IUCN President with Ministerial level participation from a number of countries, and the third UN Oceans Conference, where IUCN was very visible, co-hosted various side events, and both the IUCN President and Director General spoke as expert panellists in the Ocean Action Panels.

1.5 Key deliverable 5 - Strong profiling of ocean issues as a key international policy priority, and of glacier and freshwater issues of critical concern for the Union

KPIs:
i) 4 regional capacity building workshops AND 2 global policy working group meetings to support ratification and implementation of the BBNJ Treaty
ii) At least 3 IUCN State Members directly supported with ratification of the BBNJ Treaty

The performance against these KPIs demonstrates significant progress in advancing the UN Agreement on Biodiversity Beyond National Jurisdictions (BBNJ Agreement), for which IUCN advocated for science-based policies, robust governance and mobilization of resources, as well as early ratification.

IUCN in fact supported many countries and carried out several capacity-building workshops, as detailed below, surpassing the KPIs set to this effect. Through targeted briefings, trainings and direct technical assistance, IUCN empowered representatives from more than 14 countries, reaching 400 stakeholders and 26 institutions. Ultimately, owing to IUCN's strategic

engagement and leadership, three countries —Comoros, Kenya, and Madagascar— finally ratified the Agreement **(KPI ii)**.

Moreover, IUCN's sustained advocacy and support have been instrumental in advancing the designation of two high seas candidate sites —Walvis Ridge and Saya de Malha— as priorities for enhanced marine protection and international collaboration.
Across 2025, IUCN successfully delivered and supported 7 in-person and online capacity-building workshops to deepen knowledge of the BBNJ Agreement and develop a roadmap toward ratification, in collaboration with various partners. These included:

i. The Western Indian Ocean workshop (Eastern and Southern Africa) on 3-5 March, co-organised with the Nairobi Convention in collaboration with the High Seas Alliance.
ii. The Walvis Ridge workshop organised on 8-9 April in Windhoek in partnership with Blue Marine Foundation and Namibia Nature Foundation (an IUCN Member).
iii. A workshop in Addis Ababa, 1-5 December, co-organised with the Division for Ocean Affairs and the Law of the Sea of the Office of Legal Affairs of the United Nations, in cooperation with the United Nations Economic Commission for Africa (ECA), where IUCN focused on Area-Based Management Tools.
iv. The National Stakeholder Workshop on the BBNJ Agreement in Mombasa from 11-12 September, that followed a parliamentary briefing.
v. A workshop from 23-25 March in Morogoro, Tanzania.
vi. A workshop organized by Zanzibar in November.
vii. A BBNJ Mini Symposium held at the Western Indian Ocean Marine Science Association Symposium on 3 October in Mombasa, Kenya.

Other countries received indirect support through the BBNJ Informal Dialogues—a track 1.5 process designed to promote agreement ratification and implementation—in partnership with the International Centre for Dialogue & Peacebuilding.

These efforts all contributed to the culmination, on 19 September 2025, of 60 ratifications of the BBNJ Agreement, triggering its official entry into force on 17 January 2026.

IUCN also led an EU-funded initiative to help countries meet their High Seas biodiversity targets. This multimillion-Euro project is the first component of the EU's new Global Ocean programme to help countries put the BBNJ Agreement into practice.

Furthermore, in 2025 IUCN established two BBNJ High Ambition Coalition policy working groups, one focusing on Area-Based Management Tools and the other on Environmental Impact Assessments, led by commission experts. Several bilateral meetings and Ambassador-level briefings were conducted as part of the BBNJ High Ambition Coalition (BBNJ HAC) mission.

KPI iii) A new Glaciers initiative involving IUCN State Members is launched at Congress

The Glacier Action Network (GAN) was launched during the IUCN 2025 World Conservation Congress as an IUCN-led, Member-driven initiative that unites governments, Indigenous Peoples, local communities, scientists, financiers and civil society to agree and take action on the transitions unfolding in glacier and post-glacial ecosystems. GAN has a structure that is based on four interconnected nodes of action: (i) Science & Data; (ii) Governance & Policy; (iii) Finance & Investment; (iv) Communities, Innovation & Just Transitions. To date, 16 countries

and 22 organisations (20 members[1] and 2 non-members[2]) have expressed interest in joining the network.

KPI iv) 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

The first ever IUCN draft Freshwater Biodiversity Strategy was finalised and socialised at the IUCN Congress, showing partial achievement of the KPI. The Strategy seeks to demonstrate the importance of freshwater biodiversity, outline the main drivers of freshwater biodiversity and ecosystem loss, and spur Union-wide engagement for strategies and action to safeguard these critical ecosystems. The IUCN World Conservation Congress provided a space for further consultations on the draft Strategy, which will be finalized in 2026 and will move into implementation planning to fully engage Union constituents.

1.6 Key deliverable 6 - Further development and promotion of IUCN's science-based tools, standards and flagship products, co-created with Commissions and partners

KPI i) At least 2 updates to the Red List of Threatened Species

The target of 2 updates was achieved, with releases in March 2025 and then October 2025 at the IUCN World Conservation Congress in Abu Dhabi. The first update revealed that the number of fungi species on the IUCN Red List of Threatened Species has surpassed 1,000, confirming that deforestation, agricultural expansion and urban development are driving these species to decline worldwide. It also revealed that frankincense trees face an increasing risk of extinction. The second update revealed that three species of Arctic seal have moved closer to extinction, and that more than half of bird species globally are in decline. The Red List of Threatened Species list now includes 172,620 species of which 48,646 are threatened with extinction.

KPI ii) Red List of Ecosystems Partnership Agreement renewed

The Red List of Ecosystems Partnership, which was due to be renewed in 2025, initiated a collaborative process to agree on a new draft Partnership Agreement. The signature of this Agreement is, however, still pending and will be carried forward into 2026, leaving this KPI partially achieved.

KPI iii) 1 updated Global Standard for Nature-based Solutions AND 1 NbS guidance publication launched

IUCN officially launched the Second Edition of the IUCN Global Standard for Nature-based Solutions at the IUCN 2025 World Conservation Congress, marking a crucial step forward in the Union's efforts to advance Nature-based Solutions (NbS) that are effective and robustly rooted in science. This publication, jointly produced by the IUCN NbS Management Hub and

[1] Sabyinyo Community Livelihood Association (SACOLA), Federparchi, Aloysie MUKASANGWA, Instituto de Montaña, VITALIS A.C., Samrachayan Bikash Foundation (CODEFUND), Fundación para la Conservación del Bosque Chiquitano (FCBC), Partenariat Français pour l'Eau - French Water Partnership, ProGE, Spanish Geological Society, Fundación Ambiente y Recursos Naturales (FARN, marianne.asmussen, ecomaires, Gwendolyn Peyre, Patronato de la Reserva Paisajística Nor Yauyos Cochas, Unione Zoologica Italiana, Fundaeco, Researcher at University of Siena, Italy/ Italian Zoological Union (UZI)/ National Biodiversity Future Center (NBFC, Italy), CIPRA Italy (International Commission for the Protection of the Alps), China Biodiversity Conservation and Green Development Foundation.

[2] The Alpine Science Institute of Central Wyoming College, International Skating Union.

the IUCN Commission on Ecosystem Management, represents a hallmark publication which underlines the Union's leadership on advancing NbS globally.

In addition, new NbS guidelines for agriculture and urban environments were also launched at the IUCN Congress, focusing on strengthening biodiversity, climate resilience and sustainability in these sectors. These guidelines promote natural, cost-effective measures to manage resources, mitigate urban heat, and support sustainable farming practices. Overall, both targets of this KPI were reached, as expected.

KPI iv) IUCN Green List reaches 90 listings, with at least 180 sites

The IUCN Green List significantly outperformed its KPI targets, reflecting strong momentum in conservation site recognition. Through these efforts, IUCN continued to lead efforts in 2025providing international benchmarking for quality that motivates improved performance and achievement of conservation objectives through the IUCN Green List, helping achieving fair and effective nature conservation results in protected and conserved areas.

By end of 2025, there were 112 listings globally, representing 240 sites. An additional 298 sites are now under assessment against the IUCN Green List Standard.

KPI v) World Heritage Outlook 4 launched at IUCN Congress

This KPI was achieved, as the IUCN World Heritage Outlook 4, which assesses 271 natural and mixed World Heritage sites, was officially launched at the IUCN 2025 World Conservation Congress. Complementing the official monitoring processes under the World Heritage Convention, the World Heritage Outlook offers the most in-depth analyses of threats facing natural World Heritage around the world and their protection and management status. It is based on the knowledge of hundreds of experts, site managers and partners and presents the main results for 2025, but also some longer-term trends based on the four data sets now available.

KPI vi) At least 1 toolkit for Rapid High Integrity Nature-positive Outcomes (RHINO) tailored to the private sector

At the IUCN World Conservation Congress 2025, IUCN launched RHINO (Rapid High-Integrity Nature-positive Outcomes) as a new approach. This methodology aims to deliver rapid, significant, measurable and verifiable contributions to the KM-GBF and the Nature Positive Global Goal, specifically in reducing species extinction risk and the risk of ecosystem collapse.

Leveraging STAR (Species Threat Abatement and Restoration) as a spatially explicit metric, it helps organisations identify where their actions can most effectively reduce extinction risk. Importantly, the approach provides a way for companies to start their Nature Positive journey, with no-regrets actions that are robust, aligned with compliance and reporting requirements, and based on science. By the end of 2025, 26 IUCN RHINO pilots were underway, showcasing the effectiveness of the approach.

Through a dedicated website and extensive supporting materials, including a self-paced introductory course available through the IUCN Academy, organisations can also learn how their interventions to deliver Nature Positive outcomes contribute to the global efforts to stem biodiversity loss and play a role in the "whole of society" approach embodied by the KM-GBF.

1.7 Key deliverable 7 - Regular outreach and communications with IUCN constituencies regarding key IUCN outputs, initiatives, engagements, achievements and policy positions

KPI i) 20 Digest messages to Members

A total of 23 Digests (well above the KPI target) were shared with the IUCN Membership during the course of 2025, highlighting news of their interest as well as building up momentum towards to the IUCN World Conservation Congress. The Digest serves as a fortnightly update, aligning the Union on strategic priorities and key engagements. It provides visibility on the actions and priorities of the President and the Secretariat leadership in advancing the work of the Union.

KPI ii) 12 Director General updates to Council

Throughout 2025, the Director General sent a comprehensive update to Council, once a month, to inform not only of IUCN's policy positions and political engagements, but also of major achievements and outputs, key meetings and important initiatives. This regular update is intended to keep the IUCN Council abreast of a wide range of issues, and this year placed a strong emphasis on the preparations and processes around the IUCN World Conservation Congress. Beyond Congress, the updates highlighted key publications and achievements, including global outreach initiatives such as the Living Legacy video series, provided regular insights into membership growth, and celebrated the leadership and contributions of Council, Commissions, Members, and experts across the Union.

The updates also showcased IUCN's growing influence in international policy discussions and ensured Council remained informed of emerging global environmental priorities and IUCN's engagement in them, including multilateral processes such as the BBNJ Agreement. In addition, they offered strategic briefings on high-level meetings with governments, international organisations, and private sector partners, outlining how these engagements advance IUCN's mission and partnerships. Collectively, these monthly updates strengthened transparency and reinforced alignment across the Union's leadership.

KPI iii) At least 3 IUCN or Director General Statements

A total of 4 Director General statements and 4 IUCN Statements were released in 2025, showing overachievement in this KPI. These covered issues that ranged from the celebration of international days, such as the UN World Wildlife Day in February, International Women's Day in March, and both International Days for Biological Diversity and World Migratory Birds in May, to more regretful news such as the tragic loss of Marco Antonio Zuleta Quevedo, Guatemalan park ranger and forest firefighter, and IUCN's tribute to the late Dr Jane Goodall. There were also statements to highlight IUCN's Call to Action from Abuu Dhabi to Belem and to state IUCN's views of the outcomes of UNFCCC COP30 held in in Belem, as well as the third UN Ocean Conference.

KPI (iv) 1 IUCN Annual Report

Released in the second quarter of 2025, the 2024 Annual Report highlights IUCN's role in advancing global conservation action during a period of intensifying biodiversity loss and climate challenges. It spotlights the Union's growing momentum on the road to the IUCN Congress, with 11 Regional Conservation Forums playing a central role in shaping priorities, strengthening Member engagement, and mobilising collective action across regions. It also

celebrates the 60th anniversary of the IUCN Red List of Threatened Species and underscores IUCN's landmark contributions to three international tribunals through its contributions to advisory proceedings, including that of the International Court of Justice. It also emphasises the growing engagement and collaboration of IUCN's membership, Commissions and Secretariat in scaling conservation outcomes across landscapes and seascapes, promoting equitable governance, and supporting Indigenous Peoples and local communities.

1.8 Key deliverable 8 - Growth and visibility in Membership engagement

KPI i) At least 80 new Members admitted, reported by category

In 2025, 158 new Members joined the Union, significantly exceeding the target of 80. At the end of 2025, the total number of IUCN Members stood at 1574. In the year, there were 25 voluntary withdrawals and none following rescission (in accordance with IUCN Statutes Art. 13 b, the rescission process runs every 2 years). The category breakdown for new Members is as follows: 6 States, 9 Government Agencies, 8 subnational governments, 11 Indigenous Peoples Organisations, 5 international NGOs, 112 NGOs, and 7 affiliates.

KPI ii) 1 Membership Satisfaction Survey completed AND >75% of Members express satisfaction with IUCN membership

While the 2025 survey was completed with a smaller response rate as the year before (250 respondents in 2024 compared to 236 in 2025), the satisfaction rate increased from 84% to 87%. Both elements of the KPI were therefore achieved and surpassed. The primary reason for this increase was due to clearer communication on actions taken in response to Member requests in past surveys. Two primary ways identified to increase satisfaction amongst IUCN Members are through increased: i) Capacity building and ii) Networking opportunities.

KPI iii) Two issues of IUCN Members' magazine

Two issues of the magazine "Unite for Nature" for the benefit of the IUCN constituency were published in June and September 2025, respectively, as the 5th and 6th editions. "Unite for Nature" tells the story of past successes, current activities and future possibilities for conservation, from across IUCN's diverse and extensive networks.

Digital distribution of the magazine goes to a total of 22 000 IUCN constituents, including all Members, Commission members and Secretariat staff, plus there are various email and social media campaigns every month based on different features of the magazine. To date, qualitative feedback from Members on these magazine issues has been highly positive. In 2025, hard copies of the magazine were also sent out to 1400+ IUCN Members, and partnerships to increase its digital distribution beyond IUCN constituents were explored.

1.9 Key deliverable 9 - Secretariat support for timely follow-up and implementation of Council decisions, in line with Council's 2022-2025 Objectives

KPIs:
i) All follow-up actions from Council meetings are allocated a Secretariat lead within 6 weeks from the meeting and implemented in due time
ii) Inputs from the Secretariat to support the 5 Council priorities: governance reforms, implementation of Resolutions, 20-year Strategic Vision, membership value proposition, international positioning

All Council decisions have been implemented or are under implementation on an ongoing basis and follow-up actions are allocated a Secretariat lead in order to prepare for subsequent Council meetings **(KPI i)**. In support of the Council's key priorities for the 2021-2025 period **(KPI ii)**, Secretariat inputs included close collaboration with the Standing Committees and Working Groups (Programme and Policy Committee, Finance and Audit Committee, Governance and Constituency Committee and the Motions Working Group), preparation of background documents and decision papers, consultation on international policy positions, support to preparations related to the IUCN World Conservation Congress, and support to consultation processes with Members, National and Regional Committees and Commissions.

Priority area 2 – Fundraising and financial management

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

2.1 Key deliverable 1 - Monitoring and oversight of IUCN's financial performance

KPIs
i) Financial results in line with 2025 budget
ii) An increase in unrestricted reserves of CHF 2M
iii) Unrestricted funding stabilised at CHF 33 M, in line with 2025 budget
iv) Reports to FAC on progress regarding the five major financial objectives[3]
v) 100% of internal audits have a follow-up plan that identifies management action owners

Subject to audit confirmation, the Secretariat expects all 2025 financial targets to be met, showing strong monitoring and oversight of IUCN's financial management. IUCN's 2025 financial performance was positive and reached an operating surplus, which is likely to be in excess of the 2025 budget. A surplus also resulted from the Congress, thanks to IUCN's successful fundraising.

Forecast total unrestricted income is CHF 34 Mn, in line with the 2025 budget **(KPI iii)**. As per forecast, the target of CHF 2 Mn in unrestricted reserves has been met **(KPI ii)** so net unrestricted reserves are expected to reach CHF 29 million at the end of 2025. Project income continued to grow in 2025 (by about 5% excluding IUCN World Conservation Congress) which is particularly impressive given that 2024 was a record-breaking year.

Financial reports were presented to the Council's Finance and Audit Committee (FAC) as customary **(KPI iv)** - the last being in September 2025 - to account for progress made on implementing the "Big 5" major financial objectives. Under guidance from FAC, the Big 5 were also incorporated into the 2026 Budget.

IUCN established an effective follow-up and reporting process that ensured the timely and proper implementation of the audit recommendations, thereby providing assurance to FAC, the Director General and Secretariat leadership, as well as external stakeholders, that audit findings result in meaningful improvements and effective risk mitigation.

All internal audit reports include a detailed action plan for each recommendation contained in the report, which specifies the agreed management action, assigning clear responsibility to an individual/unit with implementation deadlines **(KPI v)**. In 2025, Standard Operating Procedures for the follow-up of recommendations were developed to formalize the existing process, approved by the Executive Board, and together with supporting guidance, subsequently presented to Secretariat leadership.

2.2 Key deliverable 2 - Continuous assessment of portfolio risk and reserve requirements

KPIs
i) Refined risk analysis methodology, informed by current learnings and operating conditions.
ii) Annual assessment of reserve requirements presented to FAC

The achievement of these KPIs for portfolio risk management and reserve assessment reflects a robust and proactive approach to institutional oversight. The annual assessment of

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

reserve requirements was presented and approved by FAC at its meeting held in January 2025. This assessment was based on the 2025 annual budget and the audited financial statements for the year 2023. The next annual assessment of reserve requirements is scheduled to be presented to FAC in April 2026.

To improve efficiencies and ensure that IUCN as an institution operates optimally, efforts were made in 2025 to revise the risk analysis methodology and a dashboard prepared accordingly, to easily navigate the intelligence underpinning the institutional risk register and allowing IUCN to readily view risk levels across the portfolio and at the individual project level. The dashboard will be published in the first quarter of 2026.These tools facilitate decisions regarding project choices and can be iteratively refined based on additional considerations and learning, and also inform reserve requirements as the portfolio evolves.

2.3 Key deliverable 3 - Strategic partnerships cultivated and expanded

KPIs:
i) 9 of 9 Framework Partners retained
ii) 3 new Framework Partners under cultivation

Framework agreements with eight Partners were renewed in 2025. A multi-year agreement was signed for 5 years with Denmark, with negotiations ongoing with six countries for multi-year agreements covering 2026-2029. One-year extensions were also signed with five countries. Existing Framework Partners were well engaged throughout 2025, including through two in-person meetings (at HQ and in Abu Dhabi with the participation of the IUCN President), high-level visits and meetings with the Director General. Existing and prospect Partners participated in IUCN-led activities, including at the IUCN World Conservation Congress and key events at the Rio Convention COPs. With a view to cultivating new Framework Partnerships, several high-level bilateral meetings occurred in 2025 and proposals/requests were developed for 4 countries (IUCN State Members).

KPI iii) 2 new private sector partnerships, supported by a due diligence process

IUCN continued to strengthen its engagement with partners throughout 2025, during which 12 new business engagements were secured (excluding Congress sponsorships), involving the following organizations: APRIL, Delta Electronics, Google, Hempel, Katjes, Nestle Waters, Pak Suzuki, Redeia, Sampath Bank, Solvay, Vale, and Veracel. IUCN therefore demonstrated exceptional private sector engagement in 2025, exceeding expectations with this KPI and encompassing a diverse range of regions and strategic priorities.

All new partnerships went through a due diligence process before signing, have varied geographical coverages and focus on IUCN's value proposition, including: developing conservation science, strengthening IUCN knowledge products, advancing conservation and restoration actions in priority geographies, supporting more positive corporate impact on nature, and developing strategies to advance corporate action on nature.

KPI iv) 1 strategy for philanthropic fundraising

A revamped strategy for philanthropy fundraising, with particular focus on major donors, was implemented throughout the year, culminating in the successful inaugural Philanthropy Summit held in the dynamic context of the IUCN World Conservation Congress.

The Philanthropy Summit offered a unique platform to mobilize philanthropic capital for a nature-positive future. Held under the patronage of H.H. Sheikh Theyab bin Mohamed bin Zayed Al Nahyan, Chairman of the Board of Erth Zayed Philanthropies and Deputy Chairman of the Presidential Court for Development and Fallen Heroes' Affairs, the Philanthropy Summit convened 115 leaders from 29 countries ready to innovate, invest boldly, collaborate meaningfully and accelerate outcome-focused action that delivers lasting benefits for people and planet alike. The Philanthropy summit raised the profile of IUCN as key international player in the biodiversity / climate arena, reaching numerous potential partners and strengthening relations with current ones. At the Summit, a number of philanthropic partners committed to support IUCN's work.

IUCN continued deepening its engagement with the Patrons of Nature, with a view to develop additional opportunities to secure fresh resources. Furthermore, IUCN recruited a new Patron of Nature, Mr. Humphrey Kariuki, the first African philanthropist to join the group of Patrons of Nature and bringing a focus on African-led conservation.

KPI v) At least 2 GCF proposals presented to the GCF Board

The following two IUCN proposals were under review by the GCF Secretariat in 2025, and are still under review in 2026, considering portfolio balance and internal capacity. The GCF Board is expected to approve them in 2026. Therefore, given the long turn-around times of the GCF Secretariat, this KPI was partially achieved.

- Securing Permanent Forests to Combat Climate Change and Enhance Sustainable National and Local Economies in Cameroon USD 29,740,699 (Cameroon)
- Uganda = Enhancing the resilience of ecosystems and livelihoods through sustainable forest and land use management in Northern Uganda and Kidepo landscapes USD 34,019,071 (Uganda).

Priority area 3 – Operational, Change Management

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

3.1 Key deliverable 1 - IUCN policies and procedures under continuous improvement

KPIs:
i) 8 updated or new operational policies / strategies / procedures
ii) Gaps and capacity needs identified for improved implementation of IUCN policies and procedures

Performance against the KPIs demonstrates progress in enhancing operational effectiveness within IUCN. Eight policies, procedures and guidelines were either released, updated, modified or reviewed during 2025, exactly matching the KPI target. IUCN policies, procedures and guidelines can be accessed here.

1. Global Safety and Security Policy (update of the 2022 version)
2. World Conservation Congress Sustainability Policy
3. Standard Operating Procedure for Follow-up on Audit Management Actions
4. Talent Acquisition Policy (update of the 2018 version)
5. Performance Development Planning (PDP) streamlining the Managers' Scorecard
6. Streamlining of procurement processes
7. Anti-Money Laundering (AML) and Countering the Financing of Terrorism (CFT) Policy.
8. Safeguarding Policy for a Respectful Workplace[4] (update of the 2019 Policy on the Protection from Sexual Exploitation, Sexual Abuse, and Sexual Harassment).

In 2025, IUCN undertook a review (through Internal Oversight) of the Secretariat's Policy Management Framework and full set of policies, procedures and guidelines **(KPI ii)**, to identify gaps and determine whether the Framework was fit for purpose and the development, deployment, and monitoring of policies were adequate and effective. The Framework establishes a structure and systematic process, as well as responsibilities, for developing and managing Secretariat policies, procedures and guidelines. This advisory review was finalized in February 2026 and resulted in a set of recommendations to streamline the Policy Management Framework that will be carried forward in 2026.

3.2 Key deliverable 2 - Risk management in accordance with the Enterprise Risk Management (ERM) Policy

KPIs:
i) 2 risk reviews completed
ii) 2 Risk Committee meetings followed by communications to staff on risk management requirements
iii) 90% of staff participate in two cybersecurity trainings
iv) 90% of staff who travel are up-to-date on the mandatory Travel Security Awareness Course.

The KPIs for risk and security management were met, demonstrating IUCN's commitment to safeguarding operations and maintaining compliance. The risk management cycle was implemented in line with the Enterprise Risk Management Policy. In 2025, two risk reviews were conducted **(KPI i)** in alignment with the institutional planning, budgeting, and monitoring

[4] Developed and consulted in 2025, for final approval in February 2026

cycle (March and October 2025). All units updated their risk registers twice. Emerging and systemic risks were analysed and discussed with the Risk Committee, and outcomes of these discussions informed the 2026 annual planning and budgeting cycle. The institutional risk register was also discussed twice with FAC.

Two Risk Committee meetings were convened **(KPI ii)** in April 2025 and January 2026, focusing on updates to the institutional risk register. While these meetings did not systematically result in all-staff communications, their findings were used by Internal Oversight, Institutional Performance Management and Evaluation, and the Chief Financial Officer, to strengthen management, assurance, and accountability practices. Institutional risk owners were also tasked with implementing and monitoring mitigation measures.

In 2025, two cybersecurity trainings were completed in Q1 and Q3. The trainings focused on multi-factor authentication and on mobile device security. Results show that 91% of the staff completed the first training and 98.6% of the staff completed the second one **(KPI iii)**. The travel awareness course was passed in 2025 by 132 staff who travel, which likely represents only a subset of staff who travel as many would have taken the course in earlier years.

3.3 Key deliverable 3 - Progress in key IT developments

KPI
i) 1 roadmap finalised to implement key IT developments
ii) Scope of the Enterprise Resource Planning project finalised

Performance against the outlined KPIs demonstrates robust progress and effective execution of strategic IT and operational initiatives. The finalisation and implementation of a roadmap for 2025 IT developments **(KPI i)** delivered key advancements, most notably in: Finalising Congress systems; initiating the first phase of the Electronic Document Management (EDM) system and its Procurement Portal; and upgrading the Project Portal.

In 2025, the EDM Project achieved major milestones toward establishing a Secretariat-wide, centralised and secure document management system. The taxonomy, retention, and security model was completed and implemented, providing structured classification, defined retention rules, and controlled access to documents across key business areas. Development of the Procurement Portal progressed to user acceptance testing; technical specifications for integration with the Project Portal were finalised; and preparatory work advanced on finance system integration and AI-supported document migration. These achievements strengthen compliance, efficiency, transparency, and the Secretariat's digital transformation agenda.

Similarly, the Enterprise Resource Planning project moved decisively from planning to action in 2025, with foundational milestones achieved. The project was renamed "Harmony" because it aims to harmonise core business processes across finance, human resources, procurement and Programme management, providing a single, reliable source of operational data. In 2025, a budget estimate was developed and presented to Council, and the project formally launched through the preparation of a Project Charter and for Request for Proposals (RfP) to select a Finance Implementing Partner. Work on data migration also commenced, with initial efforts focused on assessing and preparing the organisation's data ahead of system implementation. The project's governance was secured through the establishment of a Steering Committee, co-chaired by the Chief Financial Officer and Chief Human Resources Officer, ensuring senior leadership oversight and cross-functional alignment. Together, these achievements reflect strong momentum and a solid foundation for the Harmony project's next phase.

Priority area 4 – Programme Management

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

4.1 Key deliverable 1 - Portfolio implementation in line with budget

KPI: Project implementation rate to exceed 80% of budget

At the end of December 2025, the portfolio's net implementation rate was 78% of the approved 2025 budget, which can be broken down to 76% for Regional Offices and 82% for Centres. The variance against the KPI target (by 2%) can be attributed to the significant efforts allocated this year by project teams and implementing partners to the World Conservation Congress, leading to a slightly lower-than-planned project implementation pace.

4.2 Key deliverables 2 - Measures of Members' participation in delivering the IUCN Programme and project portfolio

KPI i) At least 55% of Secretariat-led projects engage at least one Member

IUCN strives to build a project portfolio that reflects the One Programme Charter and enables the Secretariat, Members and Commissions to jointly deliver the IUCN Programme, as much as possible. Between December 2024 and January 2026, IUCN's total number of projects increased from 886 to 998. Over the same period, projects involving at least one IUCN constituent (Member, National/Regional Committee or Commission) rose from 579 to 655, with their share of the overall portfolio remaining broadly stable: 65% in December 2024 and 66% in January 2026.

While Member involvement increased in absolute terms, from 469 to 510 projects, its proportional share declined slightly from 53% to 51%, reflecting the faster overall growth of the project portfolio - and falling short of the KPI target. On the other hand, Commission participation grew both in number and proportion, from 181 projects (20%) to 230 (23%), while involvement by National and Regional Committees rose marginally from 39 to 43 projects, remaining stable at 4%.

Overall, the expansion of the portfolio during this period was accompanied by sustained engagement from IUCN constituents, with modest shifts in proportional representation across different groups.

KPI ii) 30% of Members documenting at least one contribution on the Contributions for Nature Platform

During 2025, 245 Members out of 1570 added at least one contribution to the Contributions for Nature Platform, which represents 16% of the Union's membership. The Platform totalizes 10,408 contributions from Members, making it the most comprehensive record of IUCN Member conservation activities. Progress in 2025 was slower than targeted due to two main factors:

- Focus on increasing contributions to the Platform during the IUCN World Conservation Congress was prevented by technical issues faced by some Members, such as internet difficulties or slowed accreditation and voting processes.
- The Platform requires more investment to motivate Members to contribute to its use as an accountability tool for the Union.

4.3 Key Deliverable 3- Implementation readiness for the new IUCN Programme 2026-2029

KPI i) Methodology developed for the use of Output implementation markers to monitor the delivery of the IUCN Programme 2026-2029

The IUCN 2026-2029 Programme was developed to include an accountability framework that contains Output implementation markers. In addition, the 2026 Workplan for the Secretariat identifies a list of core and support contributions to the Programme's Outputs and allows each 2026 deliverable to be monitored using the Output implementation markers.

In line with this KPI, a Programme Coordination Team (PCT) was established in 2025 for the specific purpose of overseeing this process and promote a "whole of Secretariat" approach to Programme implementation, especially regarding the organisation's annual planning and reporting cycle. Experts were also mobilized internally to advise and support the PCT in developing Output-specific operational frameworks and annual priorities; provide technical and operational advice across the Secretariat, as needed, including on appropriate implementation markers; and from 2026 onwards, help track progress and identify potential opportunities or bottlenecks in achieving Programme Outputs.

KPI ii) Tool designed for data collection to capture the Commissions and Secretariat's non-portfolio-based contributions to the IUCN Programme 2026-2029

The Secretariat worked on the design of the tool during 2025 and is poised to build this tool in 2026. Data collection requirements will be communicated to relevant IUCN stakeholders in early 2026, with clear messaging around expectations for end-of-year targets. This approach will enable all stakeholders to incorporate these requirements into their planning and monitoring processes. For stakeholders lacking data collection capacity, such as databases, a straightforward form will be provided to facilitate participation.

KPI iii) All Regional Offices receive training on topics related to project management and quality, internal controls, project risk management, and Monitoring, Evaluation and Learning (MEL)

To help IUCN Secretariat staff acquire the necessary knowledge and skills for planning and reporting on the IUCN Programme, IUCN provides training, coaching, and support in result and project management for implementation readiness. In 2025, efforts centred on assisting with the introduction of updated results and indicator modules in the Project Portal, implementing improved project appraisal procedures—including those related to risk as well as MEL — and clarifying both the new Programme and its accountability framework. In addition, six IUCN staff members attended the International Program for Development Evaluation Training to earn evaluation certification.

MEL specialists provided training or coaching to more than 600 Secretariat staff from all regions, in line with the KPI. There were over 100 documented instances of training or coaching, which ranged from week-long workshops to individual one-hour sessions. These figures do not include informal support, assistance offered through the Helpdesk, or participation in community of practice meetings (which are held monthly or quarterly in all regions and centres, with a global call scheduled every quarter).

To strengthen risk management skills and institutional readiness, a self-paced project risk management course was launched across the Secretariat in 2025. By 31 December, 190 staff members had completed the course through the IUCN Academy.

KPI iv) Number of outreach activities by region (e.g. webinars) to socialise the IUCN Programme 2026-2029

In 2025, the draft IUCN Programme 2026-2029 was widely disseminated throughout the Union via more than 20 presentations and webinars across various regions, thereby ensuring comprehensive awareness, engagement, and preparedness for its adoption. These activities encompassed meetings with Regional and National Committees, Town Halls, Orientation Day, Council and its Programme and Policy Committee, the Patrons of Nature, and Framework Partners. Although most dissemination efforts were conducted globally, Asia demonstrated particularly strong engagement, attributed to in-person meetings with both existing and prospective partners, as well as active participation in the Regional Committee meeting.

4.4 Key Deliverable 4 - Implementation readiness for the new 20-year Strategic Vision

KPI: Plan in place for 2026 implementation of the 20-year Strategic Vision

After the 20-Year Strategic Vision was approved in October 2025, implementation readiness activities that centred on operational planning began in late 2025. Initial steps involved pinpointing key priority areas and resource requirements, following the Strategic Vision's Financial Strategy. Next steps in 2026 involve setting out major milestones, setting fundraising priorities and reviewing governance and coordination methods, to put in place a well-structured plan for launch in 2027.

Priority area 5 – External Liaisons, Public Image

Outcome Statement: IUCN's external image is strengthened.

5.1 Key Deliverable 1 - High-level and visible IUCN representation at international events

KPI i) DG attends at least 6 major events (IUCN and non-IUCN)

The representation role of the IUCN Director General is key for increasing IUCN's visibility and positioning on the global stage and promote the Union as an indispensable actor in global environmental governance. During 2025, the Director General participated in eleven major international and regional events, significantly surpassing the KPI target of six and helping to reinforce IUCN's leadership and public image within the global conservation community.

Month	Event
February	Oman Climate Week
April	Earthna Summit
May	4th Congress of the World Commission on Environmental Law
	The High-Level International Conference on Glaciers' Preservation
July	15th Conference of the Contracting Parties to the Ramsar Convention on Wetlands
June	3rd United Nations Ocean Conference
July	47th session of the UNESCO's World Heritage Committee
September	80th session of the United Nations General Assembly
November	IUCN World Conservation Congress
November	Twentieth Conference of the Parties to the Convention on International Trade in Endangered Species of Wild Fauna and Flora
December	the Seventh session of the United Nations Environment Assembly

5.2 Key Deliverable 2 - Union visibility through in-person and virtual means

KPI i) At least 5 high-level events showing the Union in action at UNFCCC COP 30 in Brazil

IUCN's extensive involvement at UNFCCC COP 30 in Brazil firmly underscored its position as a pivotal actor in global climate governance. By organising and participating in over 45 events, IUCN demonstrated both its breadth and depth of expertise. The Union's high-level engagements addressed critical themes, including the legacy of climate and biodiversity action, forest landscape restoration, nature-based solutions, urban ecosystem adaptation, and the integrity of carbon markets.

High-level IUCN engagements at UNFCCC COP 30 – involving Ministers, head of delegations, and heads of international organisations, as well a number of IUCN constituents – exceeded the KPI target and included the following:

i. From Rio to Belém: Securing a renewed legacy for climate, biodiversity, land and sustainable development (COP30 Ministerial roundtable)
ii. The Bonn Challenge: 15 Years of Forest Landscape Restoration for Climate, Nature & People
iii. ENACT NbS Accelerator Pathways Report Launch: Advancing Systemic Transformation through Nature-based Solutions for Climate Change
iv. Ecosystem-based Adaptation in Urban Environments: Learning from Belém

v. Advancing environmental synergies towards UNEA-7 and beyond
vi. Advancing integrity, biodiversity and innovation in carbon markets/ Article 6 implementation
vii. Global Climate Action Agenda roundtables on nature-based solutions, biodiversity and adaptation, and oceans

KPI (ii) At least 2 high-level events showing the Union in action at Ramsar COP 15 in Zimbabwe

IUCN's active participation at RAMSAR COP 15 in Zimbabwe was highly visible and underscored the enduring and close alliance between IUCN and the Ramsar Convention on Wetlands and mutual commitment to safeguarding the world's vital freshwater ecosystems. At COP 15, IUCN organized eight events and contributed to seven more, all involving IUCN Member organisations and /or Commissions. IUCN's high-level events included:

i. From Ramsar to 2026: Water as an Organizing Principle
ii. Launch of the Southern Africa Ramsar Regional Initiative (SARRI)
iii. Mobilizing Innovative Financing to Deliver the Objectives of the Convention on Wetlands
iv. Investing in women's leadership to drive wetland conservation and wise use
v. Scaling restoration of degraded freshwater ecosystems and the role of the Freshwater Challenge

5.3 Key Deliverable 3 – IUCN communications under continuous improvement

KPIs:
i) New Communications Strategy finalised
ii) Number of IUCN communications policies and guidelines reviewed and updated
iii) At least 1 new partnership to increase IUCN's visibility
iv) 20% increase in LinkedIn followers

In 2025, IUCN introduced a new draft communication strategy for 2025 as a transition year, concentrating mostly on Congress-related messaging, boosting the performance and diversity of IUCN's communications efforts, upgrading IUCN's social media presence, reviewing crisis communications procedures **(KPI ii)**, and strengthening coordination across the Secretariat. Looking ahead, a comprehensive, longer-term strategy will be developed in 2026.

To enhance its visibility, IUCN established several new partnerships with BBC Storyworks, BBC Media Action (for the IUCN World Conservation Congress), CNN International, Associated Press Television News, and IMI Group — which includes Euronews, Sky News Arabia, The National, and CNN Business Arabic. Furthermore, six new influencers were engaged specifically for Congress, extending IUCN's reach across diverse audiences. Together, these strategic partnerships **(KPI iii)** mark a significant step forward in amplifying the organisation's public profile and led to overachievement of the KPI target.

On LinkedIn, IUCN increased its following by 23.4% (48,379 followers) reaching 255,035 followers at the end of 2025 **(KPI (iv)**. IUCN continues to adopt a quality-over-quantity content strategy, limiting posts to a single, well-crafted update per day. IUCN's posts often include infographics and are more formal and in-depth, catering to the expectations of a professional audience and providing added technical insights relevant to the conservation community. The above-average growth in followers, enriched by high-quality content and strengthened by influential partnerships, has significantly contributed to elevate the IUCN 's public profile.

Priority area 6 – People Management

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

6.1 Key deliverable 1 - Staff development under continuous improvement

KPI i) 100% of managers promoted to level M1 and above are enrolled in the leadership coaching programme.

Between December 2024 and December 2025, the Secretariat's leadership coaching programme saw its third cohort complete the programme, which consisted of 10 coaching sessions (of 1 hour each) for 16 senior leaders (grade M1 and above). The programme, which deploys MBTI (Myers Briggs Type Indicator) and ESCI (Emotional and Social Competency Inventory) tools, has yielded significant positive outcomes for the senior leaders involved.

An evaluation of the programme's effectiveness captured the high-level behavioural changes that participants have reported, as:

- Stronger strategic thinking
- Shifting from function to organisation
- Reframing constructively challenges and conflicts
- Intentional self-regulation
- More effective stakeholder influence and relationship management

Three strong emerging dimensions of leadership at IUCN also emerged from the programme:

- Intrapersonal depth: cultivating self-awareness, emotional regulation, and congruence
- Relational capacity: building empathy, influence, feedback fluency, and mutual trust
- Systemic awareness: sensing complexity and aligning action with IUCN-wide impact

The programme is ongoing with a new cohort launched for 2026.

KPI ii) 80% of staff trained on IUCN Standards of Professional Ethics

The Ethics Policy course was launched as planned and delivered to IUCN staff via the IUCN Academy. All Secretariat staff on active contract at the time of launch were enrolled in it. The platform currently has limited capacity to accurately report completion rates for recurring courses. Now that migration of the IUCN Academy to a new platform has been successfully completed, future ethics training sessions will include data on the percentage of staff who completed the course. Additionally, the Harmony project is expected to facilitate data migration and integration, enabling more comprehensive and efficient updates to human resources training data.

KPI iii) Number of M1 and above who take the "Tools for Leaders" training.

In 2025, the "Tools for Leaders" programme was rolled out to familiarise IUCN's leadership with a wide array of IUCN knowledge products, beyond those they are most attuned to. A total of 134 senior leaders (grade M1 and above) participated, representing 61 M1+ staff as several colleagues attended multiple sessions. Four online sessions covered the Red List of Ecosystems (47 M1+ participants), the STAR Metric (28), the IUCN Nature Positive Approach (30), and the IUCN Global Standard for Nature-based Solutions (29) through expert-led inputs and interactive discussions. Participants reported clearer, actionable takeaways and increased confidence in discussing IUCN tools. Feedback highlighted the effectiveness of

clear, jargon-free presentations and expert credibility, with requests for additional applied case examples.

6.2 Key deliverable 2 - Staff onboarding and engagement under continuous improvement

KPI i) Voluntary staff turnover rate not exceeding 15%

The voluntary staff turnover rate for 2025 is 8.8%, which is well below the maximum set for the year and the KPI target. Total 2025 turnover reached 23.4 %, up from 22.2% in 2024, and can be broken down into 11.4% due to end-of-contract, 3.2 % due to involuntary reasons, and 8.8 % as voluntary turnover. The slight overall increase observed from 2024 to 2025 can be attributed primarily to the termination of contracts linked to the cessation of funding, including the loss of unrestricted funding towards the end of 2025, resulting in conclusion of contracts for involuntary reasons.

KPI ii) Onboarding programme implemented in all Regions in addition to HQ

The implementation of the global onboarding programme for new Secretariat staff made great progress this last year. The programme has been implemented at headquarters and is ongoing in three Regional Offices (Europe; North America; and Eastern Europe and Central Asia) as well as in Cambridge, UK. Implementation in a further six Regional Offices (Asia; the Mediterranean; Eastern and Southern Africa; West and Central Africa; Mexico, Central America and the Caribbean; and West Asia) is currently in progress, while plans to roll-out the programme in South America and Oceania will initiate in 2026. The implementation of the onboarding programme was delayed during 2025 for some regions, due to resources being re-directed towards preparations for the IUCN World Conservation Congress.

KPI iii) 2025 Employee engagement survey completed AND plans in place for 2026 Employee engagement survey

The IUCN employee engagement survey was completed in February 2025 with a response rate of 76 % (895 responses out of 1175 invited), a slight decrease of 2% compared to the 2024 survey. The engagement score was 75%, indicating a strong sense of employee identification with the organization.

Overall, scores improved in the three “action areas” most chosen by staff in 2024: Wellbeing and Mental Health, Reward, and Learning & Development. This is encouraging as it shows that line managers are getting involved and actions are being taken in areas of concern to staff. Challenges persist in areas such as Workload and Leadership, which require further attention and action. IUCN plans to continue addressing these issues including by supporting career development through clearer paths and improved promotion systems and strengthening leadership and fostering collaboration across teams and offices.

Plans are in place for the 2026 employee engagement survey to be launched in April 2026, as per the KPI.

6.3 Key deliverable 3 - IUCN communications under continuous improvement

KPIs:
i) 4 Town Halls delivered
ii) 100% of Executive Board minutes distributed to all staff
iii) Number of outreach activities for staff regarding Congress
iv) Number of editions of IUCN Connect

All KPI were met and contributed to continuously improving IUCN's internal communications. In this regard, global Town Halls are an effective way to keep IUCN staff informed and engaged with what is occurring within and around the organisation. In 2025, the Director General led four Town Halls, in line with **KPI i)**, as follows:

- Q1 – 27 March 2025
- Q2 – 1 July 2025
- Q3 – 19 September 2025
- Q4 – 14 December 2025

Each Town Hall was held over a morning and an afternoon session, involving both staff at headquarters who attend in person and staff from around the world who connect remotely (between 100 and 250 staff per townhall). Time for questions is always provided and interaction is encouraged.

Sharing the decisions and discussions of the Executive Board with all staff is another way for the senior leadership to demonstrate its commitment to transparency and accountability. The Executive Board met 20 times during 2025 and all minutes were made available to all staff around the world **(KPI ii)**.

Consistent communication about Congress preparations was also provided to staff through two of the four Town Halls, monthly updates in the IUCN Connect staff newsletter, and a briefing to the leadership group in April 2025 at headquarters, summing at least 15 outreach activities for staff regarding Congress **(KPI iii)**.

Twelve issues of the IUCN Connect staff newsletter were published on a monthly basis through digital distribution **(KPI iv)**. The distribution of IUCN Connect fostered a sense of unity and inclusion by ensuring all staff are kept informed of important developments, upcoming events, and organisational achievements, regardless of their location.

Conclusion

The reporting on the Director General's Strategic Objectives for 2025 highlights the significance of the year for IUCN, during which the Union consistently demonstrated its impact.

Through the successful delivery of the World Conservation Congress in Abu Dhabi, and the adoption of the 20-year Strategic Vision and the Nature 2030 Programme for 2026-2029, IUCN defined bold pathways for halting biodiversity loss and promoting a just, nature-positive future. The Congress' success highlighted our Union's unique convening power and credibility on the world stage.

While IUCN's strategic influence extended well beyond Congress, success stories regarding IUCN's impact on the ground, policy influencing, knowledge products or novel partnerships belong to the whole Union and are only possible though collaborative work, which in turn require the involvement of the Union's many constituent parts and the identification of ways of working together more effectively and efficiently.

This year, IUCN also demonstrated progress in enhancing its operational infrastructure and oversight, its communications, and its commitment to fostering a supportive and engaging work environment for staff. Financial performance was also strong in 2025, as was risk management, working hand-in-hand with the IUCN Council. The actions taken in 2025 have poised the Secretariat for continued operational excellence.

Despite increasingly complex global challenges, IUCN's achievements in 2025 have laid a solid foundation for continued and collective impact in 2026. Under the strategic guidance of the new IUCN Council for 2025-2029, the Secretariat will continue to strive for collective engagement of the Union in driving change processes and powering transformative conservation action.

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IUCN Director General's Strategic Objectives for 2026

DRAFT – Submitted for Council approval (C117, 22-23 April 2026)

2026 DIRECTOR GENERAL'S STRATEGIC OBJECTIVES

This document presents the **Director General's (DG) Strategic Objectives for 2026**, and related performance indicators. These Strategic Objectives consider 2026 as the first year of a new quadrennium and a year to account for the success of the 2025 IUCN World Conservation Congress. They are prepared in line with:

- 2026 Work Plan, submitted to Council;
- IUCN Programme 2026-2029;
- Council Handbook, Annex 2, relating to annual Secretariat reports to Council;
- 2025 Congress Resolutions;
- One Programme Charter.

The close alignment between the DG's Strategic Objectives, the IUCN Work Plan and the IUCN Programme is purposefully crafted so that the Strategic Objectives highlight those aspects of the Secretariat's work that, in 2026, are essential for continuous improvement of its operations and are most strategic and within reach for the Union to deliver on the Programme.

In 2026, the DG will focus on six high-level priorities structured according to the **six core areas** established in §61 of the IUCN Council Handbook for the performance objectives of the DG, namely:

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

A set of Strategic Objectives is put forward for each core area, accompanied by Key Performance Indicators (KPIs) to measure success at the end of 2026. Those KPIs that are similarly reflected in the 2026 Work Plan are shown with an asterisk.

1. Strategic Leadership in Conservation

Outcome Statement: The Union engages in sharing tools and knowledge, delivering results on the ground, and setting global policy priorities, strengthening IUCN's leadership in global conservation.

Reflected under this core area are key 2026 priorities for both Programme delivery and policy influencing, as per the 2026 Work Plan, that are significant for IUCN's continued strategic leadership in conservation.

Strategic Objectives

1.1 To reflect the Union's influence and authority in international policy processes.
1.2 To make available science, knowledge and tools to inform and support effective conservation action.
1.3 To proactively promote a people-centred, rights- and rules-based approach to conservation
1.4 To provide capacity building and guidance to deliver impactful conservation action at scale and mainstream conservation within transformational sectors.

Strategic Objectives	Key Performance Indicators
1.1 To reflect the Union's influence and authority in international policy processes.	At least 5 position papers that reflect IUCN Members policy priorities widely shared and communicated across IUCN and with other actors.
	First draft of an IUCN intergovernmental policy strategy for 2026-2029 developed and consulted.
	At least 2 COP Presidencies (for CBD and UNCCD COPs) directly supported by IUCN *
	1 IUCN policy engagement strategy for Antarctica and the Southern Ocean developed, in line with relevant IUCN Resolutions and Council guidance over the last quadrennium. *
	1 IUCN-led UNCCD COP 17 Legacy initiative and at least 7 global and regional events in support of the International Year of Rangeland and Pastoralists, emphasising large-scale dryland restoration *
1.2 To promote and make available science, knowledge and tools to inform and support effective conservation action	Upgrade completed of IUCN's Species Information System, in support of SSC assessments *
	2 updates to the Red List of Threatened Species *
	1 global assessment of the conservation status of coral reef ecosystems launched *
	1 global assessment of freshwater molluscs completed *
	1 widely consulted Union-wide draft strategy on scaling up global ambition and action on Invasive Alien Species, reviewed by Council *

Strategic Objectives	Key Performance Indicators
	1 Strategy to optimise the brand value (and strengthen uptake) of the IUCN Green List, in close collaboration with WCPA and Green List partners *
	1 Freshwater STAR metric framework launched to enhance the quality of biodiversity decision-making in freshwater biomes *
	1 RHINO framework, designed to set and track nature positive outcomes, tested with private sector companies through at least 6 new pilots. *
1.3 To proactively promote a people-centred, rights- and rules-based approach to conservation	1 Podong Indigenous Peoples Financial Mechanism, co-designed and co-developed with Indigenous leaders, Indigenous Peoples Member organisations, and other strategic partners, and launched at CBD COP 17 *
	1 Task Force established, in collaboration with WCEL, CEESP, and CEC, and work initiated to develop an IUCN Policy and Action Plan on Environmental Human and Peoples' Rights Defenders and Whistleblowers, including the safeguard of civic spaces, in line with Resolutions 8.049 and 7.115 *
	1 Task Force established, in collaboration with Council and Commissions (in particular WCEL) and work initiated to develop an IUCN Strategy on Crimes that Affect the Environment, in line with Resolution 8.048 *
1.4 To provide capacity building and guidance to deliver impactful conservation action at scale and mainstream conservation within transformational sectors.	At least 5 State Members directly supported (through knowledge exchange and capacity building) to implement the High Seas Treaty *
	IUCN-hosted Technical and Scientific Cooperation support centres are operational and promoted with CBD Parties and IUCN Members*
	1 NbS Summer School successfully implemented, aimed at senior national and sub-national leaders in Asia, in close collaboration with the Ministry of Natural Resources and Hong Kong Special Administrative Region of the People's Republic of China *
	1 multilateral development bank collaborates with IUCN to promote a nature-positive energy transition with its clients *
	1 One Health Strategy developed, in close collaboration with Council and Commissions *
	1 IUCN Land Health Monitoring Platform launched and promoted *

2. Fundraising and Financial Management

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

Strategic Objectives

2.1 To maintain strong oversight of IUCN's financial performance
2.2 To enhance indirect cost recovery
2.3 To secure strategic partnerships and deploy novel financing models that increase IUCN's flexible income
2.4 To secure strategic partnerships that strengthen IUCN's Programme delivery

Strategic Objectives	Key Performance Indicators
2.1 To maintain strong oversight of IUCN's financial performance	Financial results are in line with 2026 budget, including project implementation rate at least 80% of budget
	An increase in unrestricted reserves of CHF 300k[1]
	Unrestricted income of at least CHF 26M in line with 2026 budget (net of provisions).
	2 reports to FAC regarding five major financial objectives[2]
	Annual assessment of reserve requirements presented to FAC
2.2 To enhance indirect cost recovery	1 Overhead Policy updated
	At least 3% increase with respect to 2025 indirect cost recovery rate (portfolio-based)
2.3 To secure strategic partnerships and deploy diverse financing models that increase IUCN's flexible income	8 of 8 Framework Partners retained
	2 new Framework Partners under cultivation
	1 resource mobilisation plan in place for 2026-2029 that includes diverse financing models
2.4 To secure strategic partnerships that strengthen IUCN's Programme delivery	2 GCF proposals presented to the GCF Board *
	2 bids for global or regional GEF Integrated Programmes *
	1 updated Private Sector Engagement Strategy, developed together with Council *
	At least 5 multi-year private sector partnership opportunities advance to the agreement or negotiation stage, supported by a due diligence process *

[1] after transfer from designated reserves
[2] The *Big 5*: reserves, unrestricted income, de-risking the portfolio, costs, and investment

3. Operational and Change Management

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

Strategic Objectives

3.1 To continually improve IUCN's operational policies and procedures
3.2 To manage institutional risks in line with the Enterprise Risk Management (ERM) Policy
3.3 To implement critical developments of IUCN's IT infrastructure

Strategic Objectives	Key Performance Indicators
3.1 To continually improve IUCN's operational policies and procedures	1 updated operational Policy Management Framework *
	At least 6 Secretariat policies released, updated, revised or retired
3.2 To manage institutional risks in line with the Enterprise Risk Management (ERM) Policy	2 risk reviews completed
	1 new institutional risk dashboard implemented *
	100% of internal audits have a follow-up plan that identifies management action owners
3.3 To implement critical developments of IUCN's IT infrastructure	1 grant management portal launched for IUCN's re-granting schemes) *
	Phase 1 initiated of new Enterprise Resource Planning project ("Harmony") AND Finance module successfully migrated *
	Phase 1 (legal and procurement components) completed of new corporate Electronic Document Management (EDM) system *

4. Supporting the Union for Programme Impact

Outcome Statement: Union constituencies are supported and engaged in implementing the IUCN Programme and the 20-year Strategic Vision.

Strategic Objectives:

4.1 To sustain IUCN's growth in membership
4.2 To strengthen Union-wide engagement, visibility and outreach
4.3 To demonstrate the extent to which Union constituencies participate in delivering the IUCN Programme

Strategic Objectives	Key Performance Indicators
4.1 To sustain IUCN's growth in membership (even in a post-Congress year)	At least 70 new Members admitted reported by category *
	1 sub-national government engagement strategy drafted.
	1 Member recruitment strategy developed that includes tailored benefit packages for potential Members, by categories.
4.2 To strengthen Union-wide engagement, visibility and outreach	Implementation of the Council's Action Plan for Member Committees initiated *
	2 IUCN Resolutions to draft a new IUCN Policy on Geoengineering (Resolution 8.041) and Artificial Intelligence (Resolution 8.140) initiate implementation involving IUCN Members and Commissions *
	2 "Home of the Union" pavilions set-up at the Rio Conventions Conferences of the Parties *
	Onboarding materials developed and training and orientation sessions delivered for IUCN Commissions *
	Constituent users of IUCN Engage, and contributors, expanded to 15,000 and 6,000, respectively *
	1 printed and 2 digital issues of the IUCN Member magazine produced and distributed *
	At least 100 webinars delivered *
	20 Digest messages distributed to all Members
4.3 To demonstrate the extent to which Union constituencies participate in delivering the IUCN Programme	At least 55% of Secretariat-led projects engage at least one Member
	At least 65% of Secretariat-led projects engage at least one IUCN constituent
	25% of Members documenting at least one contribution on the Contributions for Nature Platform
	Tool to capture non-portfolio-based contributions to the IUCN Programme 2026-2029 implemented for the Secretariat and Commissions
	At least 65% of IUCN projects being delivered through co-implementation or re-granting schemes *
	At least 40% of the budget of IUCN's re-granting portfolio directed towards sub-grants *
	Number and regional spread of IUCN Members benefitting from co-implementation or re-granting schemes in the IUCN portfolio

5. External Liaisons, Public Image

Outcome Statement: IUCN's external image and visibility is strengthened.

Strategic Objectives:
5.1 To increase IUCN's visibility through international convenings.
5.2 To continually improve and expand IUCN's communications and outreach on effective conservation action.

Strategic Objectives	Key Performance Indicators
5.1 To increase IUCN's visibility through international convenings	At least 7 major non-IUCN events at which the DG is a high-level speaker
	At least 40 technical side-events at international convenings, organised or co-organised by IUCN
	1 MOU signed with Government of Senegal for IMPAC6 that includes outreach activities *
	Visual identity defined for the World Protected and Conserved Areas Congress 2027 *
	Communication campaign and webpage launched for World Protected and Conserved Areas Congress 2027 *
5.2 To continually improve and expand IUCN's communications and outreach on effective conservation action	Number of web-stories that highlight successes from IUCN's business engagement *
	Number of web-stories that highlight successes from IUCN's GEF and GCF portfolio *
	Increase target media mentions of IUCN's work by 10%
	At least 10% increase in LinkedIn followers
	Increase average views per video by 30% on Tik Tok
	1 IUCN Annual Report

6. People Management

Outcome Statement: The Secretariat's capacity to recruit human talent, prepare future leadership and keep staff engaged is strengthened.

Strategic Objectives:
6.1 To improve staff engagement and recruitment processes
6.2 To increase internal human resource capacities for leadership

Strategic Objectives	Key Performance Indicators
6.1 To improve staff engagement and recruitment processes	Voluntary staff turnover rate not exceeding 15%
	1 pulse survey completed with at least 70% staff participation *
	4 global Town Halls delivered by the DG with at least 300 staff participating each time
	Recruiting skills training launched for hiring managers and at least 50% of hiring managers trained *
	100% of recruitment workflow fully automated within the HR Management System *
	At least 50% of managers and staff completing e-course on the Performance Development Programme *
6.2 To increase internal human resource capacities for leadership	3rd cohort of the Leadership Coaching Programme closed successfully with at least 90% participant completion rate *
	Overall participant satisfaction rating remains above 4 (from a max score of 5)
	Overall rating of programme impact on participants' leadership skills remains above 4 (from a max score of 5)
	4th cohort of the Leadership Coaching Programme launched and incorporates participant feedback *

Unite for Nature

IUCN2025

International Union for Conservation of Nature

Annual Report

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Foreword

2025 was a critical year for IUCN, marking a new mandate and a turning point in our future as a Union.

One of the year's defining moments was the IUCN 2025 World Conservation Congress in Abu Dhabi. Bringing together more than 10,000 participants from across IUCN's Members, Commissions, governments, NGOs, businesses, Indigenous Peoples and partners, the 2025 Congress was one of the largest in the Union's history. Across a thousand sessions and dedicated summits for Indigenous Peoples, Business, Philanthropy and Youth, the Congress demonstrated the diversity, credibility and convening power of our Union. Our Members established new policy directions and an ambitious global agenda, renewing a shared commitment to transformative conservation in the years to come.

While 2025 continued to see environmental change accelerate rapidly, it marked a decisive milestone when our Union delivered a plan that matches the scale of the challenge. IUCN's new 20-year Strategic Vision and 2026-2029 Programme, adopted at the 2025 Congress, provide an ambitious yet pragmatic roadmap for how the Union will respond to the triple planetary crisis. More than strategy documents, they are our collective compass and our blueprint for action. We recognise that the window for meaningful action is narrowing, and these frameworks ensure that every resource and expertise within our network is directed toward the areas of greatest need.

The past year has also shown there is reason for optimism, despite increasingly complex global challenges. Through innovation, inclusion and effectiveness, IUCN is leading by example in a new era of conservation efforts. The Union is combining its core, traditional strengths, such as the rigorous monitoring of the state of nature, with the development of cutting-edge tools and techniques to achieve greater impact at scale. For example, emerging approaches such as environmental eDNA and artificial intelligence are being explored for their potential to generate faster and more comprehensive datasets for the IUCN Red List of Threatened Species™. Inclusivity and collaboration have also been central to many initiatives, including IUCN's World Heritage Outlook process, which has become more participatory by providing a space for Indigenous Peoples to share their knowledge and wisdom related to natural sites. At the same time, IUCN has strengthened its grant-making systems, policies and capacities to better support local conservation actors, while continuing to galvanise its Members' voices on the global stage.

Across land, water and ocean ecosystems, IUCN's on-the-ground initiatives have demonstrated tangible impact, proving that conservation works for people and the planet. From restoring degraded landscapes and advancing renewable energy to helping endangered species bounce back from the brink of extinction, these efforts are empowering local communities, strengthening institutions and shifting exploitative economic models toward regenerative approaches. These successes prove that nature can and does recover if we allow it to do so.

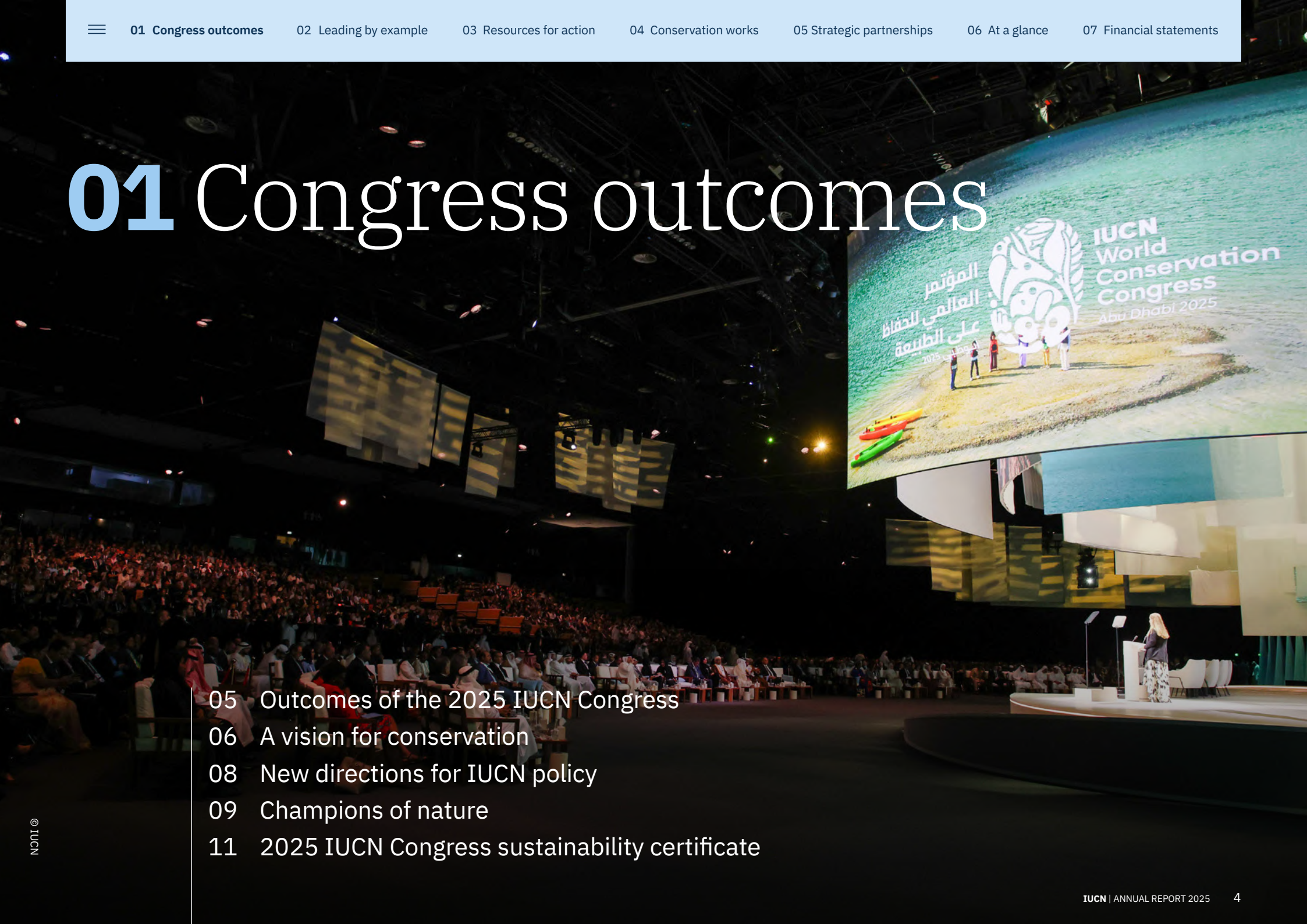
Finally, because change doesn't happen in isolation, our partnerships showcase the true vibrancy of our Union. The support of IUCN's Framework Partners has allowed the Union to maintain its global convening role, invest in institutional capacities and respond strategically to emerging conservation priorities. Meanwhile, IUCN has strengthened its engagement with the private sector through a new generation of strategic partnerships. New collaborations advanced the first global peatland ecosystem assessment, piloted nature-positive approaches in complex industrial landscapes, supported coral reef restoration and transformed corporate water stewardship, translating science and global biodiversity goals into measurable action on the ground.

We invite you to explore this report and join us in celebrating IUCN's achievements. These pages reinforce our conviction that a nature-positive future can be achieved through the unified strength of governments, civil society, Indigenous Peoples and businesses as they embrace IUCN's collaborative spirit.

Razan Al Mubarak
President

Grethel Aguilar
Director General

01 Congress outcomes



05 Outcomes of the 2025 IUCN Congress
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Outcomes of the 2025 IUCN Congress

The IUCN World Conservation Congress is where the world comes together to set the course for action to drive conservation and sustainable development.

Every four years, IUCN's government, civil society and Indigenous Peoples' Member organisations gather to vote on major issues to guide humanity's interactions with our planet's natural systems.

The 2025 IUCN Congress – held for the first time in Abu Dhabi, United Arab Emirates, and under the patronage of the President of the UAE, His Highness Sheikh Mohamed bin Zayed Al Nahyan – provided a platform for the advance of conservation action on many fronts.

IUCN Members approved IUCN's new 20-year Strategic Vision and four-year Programme and passed a comprehensive set of motions to strengthen and define new priorities for the Union's collective work.

IUCN welcomed more than 100 new Members during the Congress, including six states: Armenia, Tajikistan, Marshall Islands, Gabon, Tuvalu and Zimbabwe.

Members confirmed that IUCN President H. E. Razan Khalifa Al Mubarak will continue for a second term, working alongside newly elected members of the IUCN Commissions and Council.

IUCN World Conservation Congress
Abu Dhabi 2025

1,000+ Sessions

10,000+ On-site and online attendees

144 Motions adopted

1,000+ Members convened

100 New Members welcomed to the Union

38 Council Members elected

220,000+ IUCN press mentions

A vision for conservation

At the **2025 IUCN World Conservation Congress**, Members voted by an overwhelming majority to adopt the Union's ambitious new 20-year Strategic Vision as well as a four-year Programme to guide its work through 2030, a critical deadline for efforts to tackle the interlinked crises facing the planet.

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A vision for conservation

Unite for Nature on the path to 2025: A 20-Year Strategic Vision for the Union establishes the direction for IUCN, with its backbone of more than 1,500 member organisations, to unite and work towards a "just world that values and conserves nature."

The Strategic Vision outlines how IUCN, building on more than 75 years of work to safeguard nature through its expert Commissions, National and Regional Committees, Secretariat and Council, is uniquely placed to deliver change over the next two decades.

The result of wide-ranging consultations with stakeholders, the strategy identifies how IUCN can collectively and effectively conserve nature, address the drivers of nature loss and advance a more just and equitable society.

It pinpoints four areas where IUCN can bring about significant change: scaling up conservation action; focusing on transformational areas for nature and people; playing a catalytic role to mobilise and deliver solutions; and strengthening how the Union operates and deploys its resources.

The IUCN four-year Programme, Nature 2030: One nature, one future, provides a pathway for the Union to realise its Strategic Vision while supporting progress towards the 2030 targets of the Kunming-Montreal Global Biodiversity Framework, the Sustainable Development Goals and the Paris Agreement.

An update of the decadal Nature 2030 framework, the Programme embraces the priorities for action at the heart of the Strategic Vision and reflects the external review's call for a more directive approach, grounded in a robust theory of change and stronger, Union-wide results reporting.

Central elements include mobilising and directing resources to where they are most needed; equipping frontline conservationists with capacity, knowledge and tools; enhancing collaboration; guiding and supporting local and global environmental policy; and advancing Nature-based Education.

By effectively putting the Strategic Vision and four-year Programme into action, IUCN is renewing its collective commitment to conserve and restore biodiversity across all ecosystems, while demonstrating how conservation must be at the heart of inclusive and equitable sustainable development.

SCALE UP

Five areas for resilient and sustainable conservation action

- Species-level conservation
- Effective area-based conservation
- Ecosystem conservation and restoration
- Addressing the nexus of nature and the multiple global changes facing the planet
- A rights- and equity-based approach to conservation action

TRANSFORM

Eight transformational focus areas for nature and people

- Climate change adaption
- Alignment of financial and economic systems with nature
- Food systems and sustainable agriculture
- One Health
- Green, just energy transition
- Sustainable cities
- Regenerative blue economy
- Water stewardship and security

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New directions for IUCN policy

IUCN Members at the Congress adopted over a hundred motions that, in the form of Resolutions and Recommendations, have entered the body of official IUCN policy, setting new priorities for conservation action for the coming years.

Landmark motions adopted included the Union's first policy on synthetic biology, the recognition of ecocide as a crime, and steps to strengthen governance and inclusion. IUCN Members also urged countries to honour their climate commitments and recognised Indigenous languages as a foundation for conservation.

By bringing together science, policy and practice, IUCN's updated and expanded policies strengthen the collective mandate for governments, Indigenous Peoples, civil society and the private sector to tackle the interlinked biodiversity and climate crises.

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144 motions were adopted at the 2025 IUCN Congress, among them:

Responding to the climate crisis

IUCN Members underlined the urgency of addressing the climate crisis with motions calling for States to meet and accelerate their climate commitments; promoting responsible wind energy development; advancing net-zero, nature-positive and just transition pathways; mandating policy development on geoengineering; and analysing governance gaps in the supply of fossil fuels.

Synthetic biology and conservation

The first IUCN policy on synthetic biology provides guidance for decision-makers in a fast-evolving field that may yield substantial benefits, such as the potential restoration of lost genetic diversity, but may also carry significant risks for ecosystems and conservation. Adopted following an inclusive and participatory process, the policy urges a balanced approach – pairing innovation with scrutiny – to the application of synthetic biology, whether in conservation or other sectors where it could impact nature.

Elevating Indigenous stewardship

Members underscored the importance of Indigenous languages and traditional knowledge in biodiversity conservation, urging support for community-led initiatives to preserve languages and intergenerational ecological knowledge. Another motion called for wider recognition of sacred sites, landscapes and elements within IUCN protected area categories and guidance that ensures continued Indigenous stewardship.

Combating crimes that affect the environment

IUCN Members adopted several landmark resolutions on environmental crimes. A notable resolution addresses a broad range of crimes that affect the environment, calling for more effective measures by governments, law enforcement agencies and the global conservation community to prevent and tackle crimes such as wildlife trafficking, waste violations and illegal logging, mining and fishing. Complementing these efforts, a dedicated resolution focuses on ecocide – severe, widespread or long-term harm to the environment – recognising it as an international crime that should be prosecutable under national and international law. Further resolutions specifically address Port State measures on illegal, unreported and unregulated fishing, as well as urgent action to prevent illegal succulent plant trade.

Governing the use of artificial intelligence

Members called for the development of a Union-wide policy and guidelines for the ethical and ecologically responsible use of artificial intelligence (AI) in conservation. The motion recognised AI's potential for biodiversity monitoring, threat detection, ecological modelling and participatory science, while noting risks including environmental impacts, algorithmic bias and threats to data sovereignty.

Champions of nature

The more than 1,000 events at the 2025 IUCN World Conservation Congress attracted over 10,000 attendees on-site and online, including decision-makers from government, civil society, Indigenous Peoples' Organisations, academia and business.

Among the highlights was the first in-person World Summit of Indigenous Peoples and Nature, which gathered 340 participants, including 132 Indigenous leaders from 44 countries, under the theme "Our Traditional Knowledge is the Language of Mother Earth."

The three-day summit re-affirmed the centrality of Indigenous leadership to achieving global conservation targets, including by exploring how rights-based conservation and Indigenous knowledge contribute to biodiversity and climate action.

The first IUCN Business Summit drew hundreds of leaders from business and finance to explore the growing role of the private sector in securing a nature-positive future. Across more than 50 sessions, the summit shared progress on existing initiatives, announced new collaborations, and discussed how to embed nature in decision-making, accelerate investment in biodiversity, and generate benefits for both businesses and communities.

The inaugural Philanthropy Summit – co-hosted by IUCN and Erth Zayed Philanthropies – convened philanthropy leaders ready to innovate, invest boldly, collaborate deeply and accelerate outcome-focused action.

The Youth Summit welcomed a vibrant and diverse community of students, nature enthusiasts, activists, young professionals and sponsored youth leaders, selected for their innovation, leadership and regional representation.

© Workers Photos

Champions of sustainability

Chosen from among 1,500 applicants, 14 young people from across the world were selected as IUCN Changemakers. At the Congress, they pitched transformative solutions they had devised to address biodiversity, climate and development challenges, from eco-literacy and public engagement projects to sustainable energy and construction.

The IUCN World Commission on Protected Areas (WCPA) presented 13 rangers and ranger teams with the 2025 International Ranger Awards in recognition of their outstanding dedication to nature conservation. Among those honoured for their courage, resilience and perseverance were rangers from Ukraine, Burkina Faso, and Saint Vincent and the Grenadines.

The Abu Dhabi Call to Action

With just five years left to achieve critical global goals for biodiversity, climate and sustainable development, the Congress concluded with a call for ambitious and intensified collective efforts to deliver transformative solutions for people and nature.

An IUCN Members-based process of consultation, review and advice shaped the Abu Dhabi Call to Action, issued at the close of the Congress. The Call to Action urges the global community to accelerate action across five areas: reaffirming nature as the foundation of well-being; strengthening multilateralism; ensuring justice and inclusion; advancing knowledge and innovation; and scaling up resources for nature and climate action.

Read The Abu Dhabi Call to Action here

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2025 IUCN Congress sustainability certificate

The 2025 IUCN Congress was certified compliant with the standard for sustainable event management (20121:2024) set by the International Organization for Standardization (ISO), following an independent audit. Guided by the IUCN World Conservation Congress 2025 Sustainability Policy, IUCN developed a comprehensive sustainability strategy and action plan for the Congress, with specific objectives, actions and Key Performance Indicators to track and report progress.

ISO 20121 is a global benchmark offering a framework that embeds sustainability as a core principle of successful event delivery. The standard helps organisers, suppliers and venues ensure their events are environmentally responsible, socially inclusive and economically viable.

The Congress took place at the Abu Dhabi National Exhibition Centre, which also holds ISO 20121 certification. During the event, guests were offered low-impact, vegetarian and vegan meal options and water refill stations with innovative air-to-water technology that transforms humidity into clean drinking water. Steps to avoid waste included collecting surplus food for donation or composting, handing out reuseable water bottles, and digital signage to reduce paper use. Delegates were also invited to offset carbon emissions associated with their participation.

This marks the third time IUCN has achieved ISO 20121 certification, following the IUCN World Conservation Congress 2016 in Hawaii, the United States of America, and the 2021 assembly in Marseille, France.

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Monitoring the state of nature

IUCN employs a comprehensive approach to monitoring the health of nature, from detailed assessments of individual species to broad analyses of ecosystem trends, providing crucial insights for targeted conservation action and informed policy decisions.

Red List strengthened with new data on fungi, freshwater species, birds and pollinators

Major new assessments of freshwater species, birds, fungi and pollinators flowed into the IUCN Red List of Threatened Species™ in 2025, strengthening its role as the world's primary barometer of life on Earth.

Established in 1964, the IUCN Red List is the world's most comprehensive information source on the global extinction risk status of animal, fungus and plant species. Used to guide and monitor species conservation and recovery at local, national and global levels, it now includes more than 170,000 species of which nearly 49,000, or 28%, are threatened with extinction.
In a vital step, the number of assessed fungus species on the IUCN Red List has surpassed 1,000. The addition of 482 newly assessed species brought the total number of assessed fungi to 1,300, strengthening knowledge of organisms that play a fundamental role in maintaining healthy ecosystems. There are an estimated 2.5 million species of fungi on Earth, of which around 155,000 are formally named.

The largest ever global assessment of freshwater animals on the IUCN Red List revealed that 24% of the world's freshwater fish, dragonfly, damselfly, crab, crayfish and shrimp species are at high risk of extinction. The study was co-authored by IUCN and the result of more than 20 years of work by more than 1,000 experts.

The IUCN Red List was also boosted by the results of the eighth comprehensive assessment of all bird species worldwide. Coordinated by IUCN Member BirdLife International, the assessment involved thousands of experts over nine years of work.

Europe-level assessments re-evaluated the conservation status of pollinators, including bees and butterflies and many other species groups, for the first time since the early and mid-2010s.

IUCN rounded off a series of events celebrating 60 years of the IUCN Red List with a special report describing the origins, milestones and achievements of this critical conservation tool.

Tricholoma colossus © Michael Krikorev

Harp seal – mother guarding her pup © IUCN, Kit Kovacs

Schlegel's asity © IUCN, Bradley Hacker

Monitoring the state of nature

IUCN SSC's historic giraffe taxonomy overhaul

Experts from IUCN's Species Survival Commission (SSC) contributed to groundbreaking research on multiple endangered and iconic species in 2025 including giraffe, elephants and rhinos.

In a historic taxonomic reclassification of giraffe (*Giraffa spp.*), the IUCN SSC's Giraffe and Okapi Specialist Group Taxonomic Task Force officially recognised four distinct species of the tallest land animal on Earth. The four species will be assessed for the IUCN Red List in the near future. The review, launched in response to growing scientific evidence, provides a firmer and clearer basis for conservation planning.

The IUCN SSC African Elephant Specialist Group produced the clearest picture yet of the status of African forest elephants (*Loxodonta cyclotis*). Drawing on advances in DNA-based survey techniques and expanded monitoring, the experts estimated the total population of this Critically Endangered species at 135,690 individuals, most of them in Gabon. This was the first time African forest elephants were assessed independently from African savanna elephants (Loxodonta africana), following their recognition as a distinct species in 2021.

A report by the IUCN SSC's African Rhino Specialist Group, Asian Rhino Specialist Group and TRAFFIC found that, while poaching of African rhinos has decreased since 2021, those gains have been offset by other threats such as drought and policy shifts.

The IUCN SSC Pangolin Specialist Group assessed that all eight recognised pangolin species remain at high risk of extinction due to overexploitation and habitat loss, while pointing out the need for more and better data to guide conservation action.

The reports on rhinos, elephants and pangolins were commissioned by the Secretariat of the Convention on International Trade in Endangered Species of Wild Fauna and Flora.

The SSC is the largest volunteer conservation science network in the world. More than 10,500 volunteers provide information to IUCN on biodiversity conservation, the inherent value of species, their role in ecosystem health and functioning, their provision of ecosystem services, and their support of human livelihoods.

Giraffe, Uganda's Kidepo Valley National Park © Michael Brown

Monitoring the state of nature

Fanjingshan Mountains (China) © Shutterstock, Tatiana Kashko

World Heritage Outlook assesses more than 270 sites

IUCN published the fourth edition of the World Heritage Outlook, the most comprehensive global assessment of the more than 270 sites now inscribed on the World Heritage List for their nature conservation values. First published in 2014, the World Heritage Outlook provides site managers, decision-makers and other stakeholders with a firm basis for targeted conservation action.

More than 650 experts from IUCN's rich and diverse network contributed to accurate and comprehensive site assessments for the latest edition. Detailed input was gathered from site managers and management authorities, IUCN regional and country offices, IUCN Members and the wider conservation and scientific communities, and experts from across the various IUCN Commissions, especially the World Commission on Protected Areas (WCPA) and the SSC.

Additionally, a new section was developed in collaboration with the International Indigenous Peoples' Forum on World Heritage to provide a space for Indigenous Peoples to share how they value a site. This is the beginning of a sustained effort towards the full and effective participation of Indigenous Peoples and local communities in the IUCN World Heritage Outlook.

IUCN World Heritage Outlook 4 shows that the proportion of assessed sites with a positive conservation outlook has fallen to 57% in 2025, down from 62% in 2020. Climate change is assessed as highly threatening in 43% of sites, up from 33% in 2020, and remains the most prevalent threat globally, followed by invasive alien species (IAS).

Effective management is essential to address threats to natural World Heritage sites. However, the report finds that only half of all assessed sites have effective protection and management. One in seven sites is also at high risk from a lack of sustainable financing.

As the official advisory body under the World Heritage Convention on nature, IUCN evaluates nominations of new sites, monitors the conservation status of existing sites, builds capacity, and provides technical and policy advice to States Parties, UNESCO and the World Heritage Committee.

IUCN also works to support World Heritage sites globally through its extensive network of programs and policies led through the central Secretariat team, expert Commissions and Member organisations.

Inclusion

IUCN recognises that effective conservation requires the participation and leadership of all stakeholders, working to ensure that diverse voices, knowledge systems and perspectives are integrated into its efforts to build a more just and sustainable world.

IUCN grant-making empowers local actors and Indigenous communities

Between 2021 and 2025, IUCN undertook a major effort to strengthen its internal systems, policies and capacities for grant making, laying the groundwork for a more coherent, transparent and impactful approach to supporting local conservation actors.

2025 saw significant advances in governance frameworks, environmental and social safeguards, digital systems, financial oversight and the professionalisation of the Secretariat's grant management function. Efforts focused on unifying grant-making systems, streamlining due diligence, strengthening adaptive management, establishing shared indicators and improving knowledge management. By reinforcing these foundations, IUCN positioned itself to deliver more strategic, equitable and accessible funding to the more than 500 grantees engaged across its over 50 grant facilities. IUCN's grant making plays a transformative role in empowering local organisations, Indigenous Peoples, community groups and emerging conservation leaders.

As well as providing critical funding, IUCN combines grants with capacity strengthening support through training, peer to peer exchanges, technical mentoring, field visits and communities of practice.

An example is the 'Advancing towards effective conservation and territorial management with a rights-based approach: strengthening regional Indigenous cooperation in Latin America' project. Funded by the Swedish International Development Cooperation Agency through the Voices Project grant facility and implemented by IUCN, the project has assisted grassroots organisations in Ecuador, Peru and Honduras in strengthening governance, community communication and advocacy, women's and youth leadership, and sustainable production initiatives. In 2024 and 2025, 11 projects led by Indigenous Peoples and allied organisations were implemented with the support of grants from the Regional Voices project. These projects directly benefitted more than 1,150 people, 98% of whom belong to Indigenous communities and 43% of whom are women.

© Pilar Guarnizo

Inclusion

© The Phoenix Conservancy

© Kartik Iyer

Another IUCN grant-making mechanism supporting conservation is the Integrated Tiger Habitat Conservation Programme (ITHCP). Funded by The German Cooperation via KfW Development Bank, the programme supports high-quality projects in key landscapes for tiger conservation in countries including Bangladesh, Bhutan, India, Indonesia, Nepal and Myanmar, and contributes to the Global Tiger Recovery Programme. Since its launch in 2014, ITHCP has invested approximately EUR 47.5 million across 36 projects, supporting habitat restoration and connectivity, strengthening ecological corridors and promoting coexistence between people and wildlife. These efforts have helped restore and reconnect more than 10,500 hectares of habitat, plant over 500,000 trees and support around 95,000 people through livelihood diversification, clean energy access and conflict-mitigation measures.

A cornerstone of IUCN's grant-making architecture is IUCN Save Our Species (SOS), which channels support from governments, foundations, multilateral donors and private partners to local organisations implementing species-focused action. Across their portfolios, SOS and ITHCP have supported nearly 400 conservation projects over the years, contributing to the protection of more than 500 threatened species while strengthening local institutions, governance systems and community stewardship. The SOS programme spans thematic and regional initiatives tailored to specific challenges. SOS Lemurs, for instance, supports conservation action in Madagascar, where 98% of lemur species are threatened. In 2025, SOS backed 11 new large-grant projects and opened an additional call for proposals expected to support roughly a dozen further civil-society-led initiatives starting in 2026.

Inclusion

Reimagining conservation with a focus on justice and rights

Conservation is inseparable from human dignity, justice and rights. Throughout 2025, the IUCN Commission on Environmental, Economic and Social Policy (CEESP) continued to champion rights-based approaches to put Indigenous Peoples and local communities at the centre of conservation action – not just as stakeholders, but as stewards, rights-holders and governance leaders.

As part of this journey, CEESP launched a new edition of its Policy Matters journal at the IUCN 2025 Congress, where it presented an analysis of the barriers to Indigenous and community leadership in conservation – including in national laws and policies, conservation system organisations, and historical legacies and systemic injustices – as well as recommendations for lowering them. Additionally, it supported the launch of a new Guidebook for Assessing and Improving Social Equity in Marine Conservation, which offers practical tools to help marine conservation initiatives to reflect on and improve their governance processes and social outcomes.

These core messages took physical form at the Reimagining Conservation Pavilion. This dynamic, co-created space moved beyond traditional dialogue, inviting participants to participate, imagine and co-design a more inclusive future.

© Unsplash, Sushanta Rokka

Innovation

IUCN pioneers the development of innovative tools and techniques that can advance conservation goals. At the same time, we remain vigilant for potential impacts that could damage ecosystems and the species they support.

Tech meets nature: innovations transforming conservation

IUCN is integrating cutting-edge technology into conservation efforts through the Tech4Nature initiative, exploring how artificial intelligence (AI), sensors and digital tools can help scale up conservation success.

The initiative, delivered in partnership with Huawei's TECH4ALL programme, has championed digital solutions for fair and effective protected areas in Kenya, Brazil, Mexico, Mauritius, Switzerland, Spain, Türkiye and China. In Spain, for example, cameras and Global Positioning System trackers are providing real-time data on threatened Bonelli's eagles nesting in Sant Llorenç del Munt i l'Obac Natural Park. There, camera traps and AI are also being used to assess the impact that recreational climbing has on rock-nesting birds, while light sensors and ultrasound recorders are tracking the impact of visitors on bat colonies in caves.

To the south, in the high-mountain wet pastures of Sierra Nevada National Park, camera traps and acoustic recorders paired with AI can distinguish between hikers and wildlife. The tools map the human footprint on these fragile ecosystems and help managers better balance tourism with ecosystem protection.

In Mexico, a Tech4Nature project in the Dzilam de Bravo State Reserve installed 60 audio devices and over 20 camera traps and used AI models to recognise the vocalisations and images of jaguars and other species. The project aims to establish biological corridors by mapping population distributions and providing data-driven insights for reserve management.

Other outstanding efforts beyond the Tech4Nature initiative earned global recognition at the inaugural Tech4Nature Awards Ceremony at the IUCN 2025 Congress. Winners were recognized for innovations in drone-based ecosystem restoration, mobile apps protecting endangered sea turtles and community-led rangeland management using digital tools.

Bonelli's eagle © iStock

© Sierra Nevada National Park

Sierra Nevada National Park © Unsplash, Miguel Alonso

Innovation

Paddletail Snapper © Unslpash, David Clode

Deploying new technologies for Red List assessments

IUCN is exploring how cutting-edge technologies can speed up biodiversity assessments, including work to strengthen and fill gaps in the IUCN Red List of Threatened Species™.

As part of a collaboration with the Minderoo Foundation, the Union hosted a workshop in 2025 attended by more than 80 experts, partners and staff to discuss how emerging technologies like AI and environmental DNA (eDNA) can deliver faster and more comprehensive datasets.

The Minderoo-IUCN collaboration is assessing more than 600 marine fish species across Australia and New Zealand using eDNA and other evidence. Insights from this work are expected to guide assessments of many other threatened species worldwide.

Effectiveness

IUCN is committed to ensuring its conservation efforts are as effective as possible, continuously evaluating its strategies, adapting its approaches based on evidence, and promoting best practices to achieve tangible and sustainable results for nature and people.

The Restoration Initiative named a World Restoration Flagship under the UN Decade on Ecosystem Restoration

The Restoration Initiative (TRI), an IUCN-led programme spanning nine countries across Africa and Asia, was selected as a World Restoration Flagship under the United Nations Decade on Ecosystem Restoration.

The title recognises the programme's achievement in bringing over 360,000 hectares under restoration and 717,000 under improved management practices. Funded by the Global Environment Facility, TRI has benefited over 420,000 people and mitigated vast carbon emissions.

The awards are part of the UN Decade on Ecosystem Restoration 2021–2030, led by the UN Environment Programme and the Food and Agriculture Organization of the United Nations. They celebrate outstanding large-scale efforts to halt and reverse degradation and safeguard healthy, resilient ecosystems for the good of people and nature.

IUCN also supports ecosystem restoration and the UN Decade through its role as the secretariat of the Bonn Challenge, as founder and coordinator of the Global Partnership on Forest and Landscape Restoration, as convener of the UN Decade Science Task Force, and through the IUCN Commission on Ecosystem Management (CEM). CEM experts are regular contributors to the UN Decade task forces for science and for best practices, having launched a beta version of a decision-support tool to guide practitioners in applying restoration standards during the UN Decade's 'Restoration Day', which took place during the Society on Ecological Restoration (SER) conference in Denver in 2025.

The IUCN WCPA Restoration Task Force has also actively engaged with the UN Decade through a series of scientific publications and a workshop at the same 2025 SER conference on integrating nature protection and restoration. It contributed to an online tutorial on restoration in protected areas and collaborated with the IUCN SSC Species Monitoring Specialist Group on activities around the monitoring of restoration outcomes.

© Blanca Eizaguirre/UNEP

Effectiveness

Signal crayfish © CC BY-SA 3.0 via Wikipedia

European Invasive Alien Species Rapid Response Fund

IUCN is countering the escalating threat from invasive alien species (IAS) with the launch of the European Invasive Alien Species Rapid Response Fund. Co-funded by the European Commission, the EUR 2.1 million initiative will provide grants to support on-the-ground action to prevent the establishment and spread of harmful IAS across Europe.

IAS – plants, animals or microorganisms introduced through human activities to areas outside their natural range – are among the leading drivers of biodiversity loss worldwide. In Europe alone, they are estimated to cause around USD 28 billion in damages annually by displacing native species, disrupting ecosystems and affecting human health and economies.

The fund is designed to deliver fast, flexible support to conservation actors responding to early detections of IAS, enabling eradication or containment actions to be swiftly implemented. The initiative is embedded within the IUCN SOS conservation mechanism. In addition to rapid-action funding, it will offer technical expertise, training and opportunities for sharing knowledge.

Complementing rapid-response efforts, in June 2025, IUCN launched the European Fund for Youth Action on Pollinators in partnership with the European Commission, expanding support for locally led biodiversity solutions across the region. The fund provides grants of up to EUR 15,000 for young individuals and EUR 70,000 for youth-led organisations, enabling the design and implementation of pollinator conservation initiatives aligned with the EU Pollinators Initiative.

Education and communications

Through its Secretariat and Commission-led education initiatives and its wide-ranging communications work, IUCN advances awareness and understanding of nature conservation while engaging people of all ages – including youth, women and Indigenous Peoples – in building momentum for transformative change.

BBC partnerships showcase IUCN's solutions for people and nature

A powerful new branded film series to re-examine humanity's relationship with nature was launched in 2025. Born out of a partnership between IUCN and BBC StoryWorks Commercial Productions, the Living Legacy series emphasises to a wide audience how we can work to sustain, protect and connect with the natural world.

Filmed across 15 countries, the series highlights human-led stories of conservation in action, including IUCN's Integrated Tiger Habitat Conservation Programme, Mission Inclusion, the IUCN-led ReSea project, the IUCN Red List, and the work of IUCN Member organisations Bat Conservation International and the Minderoo Foundation. At the heart of every story is a simple but powerful question: can human societies and nature grow together?

The series trailer is narrated by the late Dr Jane Goodall, DBE, renowned ethologist and founder of the Jane Goodall Institute.

IUCN also partnered with BBC Media Action as an official media partner for the 2025 IUCN Congress to amplify diverse voices and increase global public engagement on the natural world.

BBC Media Action hosted a Media Pavilion at the Congress, with contributions from the BBC Studios Natural History Unit. Screens and discussions at the Pavilion explored how storytelling can inspire and inform audiences about biodiversity loss and climate change. During the main Congress programme, BBC Media Action delivered a session on the sharing of accessible, timely weather and climate information, and a workshop on reaching young urban audiences through storytelling, influencers and digital campaigns.

Through the partnership, four journalists mentored by BBC Media Action – from Bangladesh, Kenya, Nepal and Solomon Islands – were assisted to attend the Congress and share their experience as communicators on the frontlines of biodiversity loss.

© BBC

Education and communications

Building a movement to bring nature into education

The IUCN Commission on Education and Communication (CEC) leads a growing movement of organisations and individuals championing nature-based education globally.

2025 marked the first full year of the CEC-led IUCN Task Force on Nature-based Education, which brings together over 175 experts and 50 organisational partners from over 40 countries to align global and local learning systems with environmental and conservation goals.

In September, a major gathering of leaders from the conservation, environment and education sectors in Salzburg, Austria, culminated in the launch of the Salzburg Statement on Nature-based Education. Developed by IUCN CEC, Salzburg Global, the TUI Care Foundation, the Canadian Wildlife Federation and other partners, the statement serves as a strategic roadmap and call to action for leaders to embed nature into education systems at scale.

The momentum of this movement is now reflected in the formal inclusion of nature-based education as a key output in IUCN's 2026–2029 Programme.

Alongside policy and advocacy work, the CEC has continued to expand its knowledge leadership through new publications, such as Ten Steps to Green School Grounds & Nature-based Education, which provides actionable guidance for education systems worldwide.

CEC organised the Nature-based Education Pavilion at the 2025 IUCN World Conservation Congress, assembling 30 organisational partners to host 75 events across five days that explored how educators approach nature and biodiversity learning across cultures and geographies. CEC is building on this momentum through a partnership with geospatial technology company Esri to support the development of a hub for nature-based education educator resources.

Nature-based experts from more than 20 countries convene at Schloss Leopoldskron in Salzburg
© Salzburg Global/Richard Schabetsberger

International policy and advocacy

During the oral proceedings in The Hague, IUCN was represented by Dr Grethel Aguilar Rojas, Director General; Prof. Christina Voigt, WCEL chair; and Prof. Francesco Sindico, Co-chair of the Commission's Climate Change Law Specialist Group © ICJ

IUCN plays a vital role in influencing international policy and advocating for conservation at all levels by providing the scientific, legal and technical basis for informed decision-making and sustainable practices.

Arguing the legal case for climate protection

IUCN and its World Commission on Environmental Law (WCEL) welcomed a landmark finding by the International Court of Justice (ICJ) that States have a legal obligation to limit global warming to 1.5°C. The court issued an Advisory Opinion on 23 July 2025, following deliberations that included submissions and statements from IUCN.

Union counsel, WCEL Chair Prof. Christina Voigt, drew on the collective legal and scientific expertise of more than 17,000 experts in 170 countries and, in particular, of the WCEL, adding authority and precision to the arguments before the Court.

The ICJ's opinion aligns closely with those issued recently by the Inter-American Court of Human Rights and the International Tribunal for the Law of the Sea after proceedings in which the IUCN participated, bolstering international efforts to safeguard nature and demonstrating the Union's leadership in international climate and environmental law.

Three senior members of the WCEL – Prof. Cymie Payne, Prof. Francesco Sindico and Prof. Claudia de Windt – received the 2025 IUCN WCEL Nicholas Robinson Award for Excellence in Environmental Law and Policy for their work on these cases.

International policy and advocacy

Accelerating action for oceans under the High Seas Biodiversity Agreement

IUCN is supporting countries with the ratification and ambitious implementation of the new High Seas Biodiversity Treaty (BBNJ Agreement), building global momentum for a major step forward in ocean protection.

IUCN hosts the secretariat of the BBNJ High Ambition Coalition, a platform for members to collaborate and seek support for measures to protect biodiversity on the high seas and the sea floor beyond national jurisdiction. Throughout 2025, it continued to galvanise political support to ensure not only the signing of the Treaty but also its translation into action in a fast, ambitious, fair and equitable manner after its entry into force in January 2026.

One of the coalition's key objectives is to promote the role of the BBNJ in meeting the Global Biodiversity Target of achieving 30% protection of land and sea by 2030, and Sustainable Development Goal 14, 'Life below water'.

IUCN and its expert Commissions have long been a go-to source of independent marine conservation expertise, advising negotiators on topics from protected areas to environmental impact assessments, thus helping define the legal framework for the Treaty.

The WCPA High Seas Specialist Group has positioned itself as an emerging leader in the science-policy interface of the BBNJ by providing key scientific and technical guidance needed to support the design of high seas marine protected area networks, particularly through the Ocean45 initiative, which aims to operationalise the BBNJ Agreement's indicative criteria and develop new science to inform ecological representativity and connectivity.

IUCN is also leading an initiative funded by the European Union to assist countries, including Small Island Developing States and Least Developed Countries, in fully engaging in and benefitting from processes related to high seas marine biodiversity.

The initiative, which launched in 2025, is part of the EU Global Ocean Programme. It includes a Technical Assistance Facility, under which IUCN experts have helped countries build the legal, institutional and scientific capacity to ratify and act on the Agreement.

IUCN also plays a convening role for experts developing Area-Based Management Tools in the high seas through a series of technical workshops funded by France.

BBNJ High Ambition Coalition high-level meeting in Abu Dhabi
© Bianca Otero

International policy and advocacy

Towards agreement on a Global Plastics Treaty

IUCN and its WCEL continue to mobilise the global community to accelerate progress toward a Global Plastics Treaty that addresses the full life cycle of plastics and the pollution they cause.

The Union has pressed for an agreement that properly reflects the interconnections between plastic pollution, biodiversity loss and human health, and that ensures coordination with existing treaties, relevant organisations and scientific institutions.

While negotiations in 2025 in Geneva, Switzerland, concluded without a final consensus, IUCN's ongoing initiatives show that a powerful coalition of nations and stakeholders remains committed to developing an ambitious accord that would end pollution from plastics.

With extensive policy, legal, technical and biodiversity knowledge as well as regional plastic pollution expertise, IUCN and IUCN WCEL will continue supporting governments and other stakeholders in securing and implementing an agreement on this global crisis.

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International policy and advocacy

Positions and participation in international policy processes

IUCN at UNFCCC COP30

The United Nations Framework Convention on Climate Change (UNFCCC) COP30 marked the 10th anniversary of the adoption of the historic Paris Agreement. Held in November 2025 in Belém, Brazil, where the Amazon forest meets the Atlantic, the conference saw record levels of participation from Indigenous Peoples and brought the deep interconnections between climate, nature and people to the forefront. Highlighting these links, IUCN and its Climate Action Commission (CAC) urged governments to deepen collaboration across the three Rio Conventions. The Union emphasised the critical need for synergistic action to harmonise national policies and align reporting processes between the conventions, directly addressing the interlinked crises of climate change, biodiversity loss and land degradation. Furthermore, IUCN called on governments to raise their ambition on climate mitigation, adaptation and finance. Other highlights include IUCN's active engagement in advancing the Global Climate Action Agenda, co-convened by the COP30 Presidency and the High-Level Climate Champions on forests, oceans and biodiversity. IUCN's COP30 side-events underlined the unmatched role of primary forests in addressing climate change and biodiversity conservation, and saw the launch of the ENACT Nature-based Solutions Accelerator Pathways report, which provides a strategic framework to help countries integrate Nature-based Solutions into their climate, biodiversity and development planning.

IUCN at CITES COP20

As a key technical advisor and observer organisation to the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), IUCN played a prominent role at the CITES COP20 in Samarkand, Uzbekistan in November and December 2025. Working in close cooperation with experts from its Species Survival Commission (SSC) and Member organisation TRAFFIC, IUCN provided science-based evaluations and technical input on species listings, sustainable use, wildlife trade policy and proposed amendments to the CITES Appendices. This included expert guidance on the application of IUCN's knowledge products, such as the Red List of Threatened SpeciesTM, and on advancing sustainable use and trade regulation in line with the IUCN programme and World Conservation Congress resolutions. Significant milestones at the conference included the launch of the SSC's West Africa Regional Pangolin Conservation Action Plan (2026–2056) – the first regional action plan created for any African pangolin species.

International policy and advocacy

IUCN at Ramsar COP15

The 15th meeting of the Conference of the Contracting Parties to the Ramsar Convention on Wetlands (COP15), held in Zimbabwe in July 2025, signalled a global resolve to protect and restore wetlands, with significant progress made on issues emphasised by IUCN, an International Organisation Partner to the Convention. Among the most notable outcomes was the adoption of a resolution on wetland restoration, through which Parties committed to developing or improving national legislation and policies for the restoration of degraded freshwater ecosystems. Parties were invited to consider the Freshwater Challenge – of which IUCN is a core partner – as a means to enhance national implementation of the Convention. A resolution on the application of specific criteria to guide the designation of Wetlands of International Importance was also adopted, drawing heavily on population estimates and ecological data provided by the IUCN Red List and IUCN's global network of Specialist Groups. Outside the plenary, IUCN made a series of announcements and hosted critical discussions on topics essential to wetland conservation and restoration over a total of 15 side-events.

CBD COP16.2 and subsidiary body meetings

IUCN continued to support the implementation of the Kunming-Montreal Global Biodiversity Framework (KMGBF) throughout the Convention on Biological Diversity's (CBD) process in 2025 including the second part of COP16 and the subsidiary body meetings. Key engagements included the resumed sessions of CBD COP16 in Rome in February 2025, where critical decisions on resource mobilisation and the KMGBF's monitoring framework were finalised. IUCN also provided recommendations to Parties during the CBD subsidiary body meetings in Panama City in October 2025, focusing on the timely submission of national reports, the integration of Indigenous Peoples and local communities' contributions, and the systematic uptake of IPBES assessment findings into national biodiversity plans.

Other engagements

Other strategic policy engagements in 2025 included the 3rd United Nations Ocean Conference (UNOC3) in Nice, France; the 80th Session of the UN General Assembly (UNGA80) in New York, USA; the 7th session of the United Nations Environment Assembly (UNEA-7) in Nairobi, Kenya; and the 47th World Heritage Committee meeting in Paris, France.

03 Resources for action

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Decision-support tools and platforms

IUCN hosts or supports a range of tools providing access to valuable global datasets

The IUCN Red List of Threatened Species™

The IUCN Red List is the world's most trusted information source on global species diversity and the gold standard for measuring species extinction risk. Produced with the active participation and support of the Red List Partnership, it includes 172,620 assessed species to date, including 48,646 listed as threatened. The Red List Index (RLI: a headline indicator of biodiversity trends, used to track progress towards the Sustainable Development Goals and Kunming-Montreal Global Biodiversity Framework) and the Species Threat Abatement and Restoration metric (STAR: a measure of potential contributions towards global biodiversity goals by specific actions in specific places) are both derived directly from the IUCN Red List.

The Red List Partnership comprises the IUCN Species Survival Commission (SSC), IUCN Secretariat, and several IUCN Members and partners: New Mexico BioPark Society, BirdLife International, Botanic Gardens Conservation International, Arizona State University Center for Biodiversity Outcomes, Conservation International, Re:wild, NatureServe, Missouri Botanical Gardens, Sapienza University of Rome, Senckenberg Society for Nature Research, Texas A&M University, the Zoological Society of London and Royal Botanic Gardens, Kew.

Red List of Ecosystems

The Red List of Ecosystems is a tool to assess the risk of ecosystem collapse. It builds on the IUCN Global Ecosystem Typology for classifying and mapping all Earth's ecosystems. To date, 5,056 ecosystems have been assessed across more than 200 territories, with 101 countries having assessed more than 20 ecosystems. The Red List of Ecosystems Partnership comprises the IUCN Commission on Ecosystem Management (CEM), IUCN Secretariat, University of New South Wales, Deakin University, Arizona State University, Provita, Wildlife Conservation Society, Cordio East Africa and Conservación Internacional Colombia, and is currently under renewal.

Red List of Ecosystems Thematic Group

Global Invasive Species Database

The Global Invasive Species Database is a searchable source of information about alien and invasive species that negatively impact biodiversity. It incorporates impact assessments conducted using the IUCN Environmental Impact Classification of Alien Taxa (EICAT), a global standard to classify the impact of alien species on the environment. To date, EICAT assessments have been completed for 213 of the 1,096 invasive species documented in the Global Invasive Species Database.

The Global Invasive Species Database is managed by the IUCN SSC Invasive Species Specialist Group, with support for its redesign from the Abu Dhabi Environment Agency, the Italian Ministry of Environment and ISPRA – Italian Institute for Environmental Protection and Research.

Invasive Species Specialist Group (ISSG)

Decision-support tools and platforms

Protected Planet and the Green List of Protected and Conserved Areas

The Protected Planet initiative provides key resources to help understand the current state of protected and conserved areas globally. It encompasses the World Database on Protected Areas and other associated databases and indicators. It documents 295,386 protected areas on land and inland waters, 16,649 marine protected areas, and 7,462 other effective area-based conservation measures.

Protected Planet is a joint project between the UN Environment Programme (UNEP) and IUCN. Compilation and management of the databases are carried out by the UN Environment Programme World Conservation Monitoring Centre (UNEP-WCMC) in collaboration with governments, non-governmental organisations, academia and industry.

Protected Planet intersects with several IUCN knowledge products and standards, notably the IUCN Green List of Protected and Conserved Areas, which provides governments and site managers with a framework for assessing and improving the conservation status of their protected areas and has been applied to 86 protected areas to date.

The Green List of Protected and Conserved Areas is owned by IUCN and developed according to ISEAL Credibility Principles. The IUCN World Commission on Protected Areas appoints the Green List Standards Committee, which oversees the review and maintenance of the IUCN Green List Standard.

World Database of Key Biodiversity Areas

IUCN maintains the global standard for identifying Key Biodiversity Areas (KBAs), sites contributing significantly to the global persistence of biodiversity. IUCN co-hosts the KBA Secretariat with BirdLife International and is one of 13 global conservation organisations in the KBA Partnership. To date, 16,513 KBAs have been identified around the world. Coverage of KBAs by protected areas is a headline indicator for tracking progress towards the Sustainable Development Goals and Kunming-Montreal Global Biodiversity Framework.

The KBA Partnership includes IUCN, BirdLife International, Conservation International, Wildlife Conservation Society, American Bird Conservancy, Amphibian Survival Alliance, Critical Ecosystem Partnership Fund, Global Environment Facility, NatureServe, Rainforest Trust, Re:wild, World Wildlife Fund and RSPB.

PANORAMA – Solutions for a Healthy Planet

PANORAMA is a global knowledge initiative that provides a comprehensive methodology for reflection, knowledge capture, sharing and dissemination to support the replication of 'what works'. The initiative provides an open, neutral platform for a diversity of knowledge holders, who contribute replicable solutions across a range of conservation and sustainable development topics. It supports knowledge management for achieving global biodiversity goals and targets, such as GBF Target 21. The PANORAMA web platform counts about 1,800 solutions to date.

PANORAMA is co-led by the IUCN Secretariat and GIZ, also involving UNDP, UNEP, GRID-Arendal, World Bank, ICCROM, IFOAM Organics International and ICOMOS.

Funding from Germany's BMUKN, Norway's Ministry of Climate and Environment and the Global Environment Facility has been supporting the PANORAMA initiative.

Decision-support tools and platforms

Integrated Biodiversity Assessment Tool

IUCN is part of the Integrated Biodiversity Assessment Tool (IBAT) Alliance, whose website offers a 'one-stop shop' data search service for those seeking authoritative global biodiversity information. Users can use its web-based mapping and reporting tool to access datasets, including the IUCN Red List of Threatened Species™, World Database on Protected Areas, World Database of Key Biodiversity Areas and Species Threat Abatement and Restoration (STAR) metric. With more than 170 corporate subscribers, IBAT has invested USD 7.3 million in maintaining the quality and currency of the underlying IUCN Standard Knowledge Products over the last 5 years. The IBAT service is an alliance of IUCN, BirdLife International, Conservation International and the UN Environment Programme World Conservation Monitoring Centre (UNEP-WCMC).

IBAT
Integrated Biodiversity Assessment Tool

Species Threat Abatement and Restoration metric

The Species Threat Abatement and Restoration (STAR) metric was developed by a partnership led by IUCN and the Global Biodiversity Framework Taskforce of its Species Survival Commission, hosted by Newcastle University. Based on the IUCN Red List of Threatened Species™, it quantifies the potential conservation gain from threat abatement and habitat restoration actions by measuring their contribution to the reduction of species extinction risk.

Through the IUCN Contributions for Nature Platform, STAR serves as a core metric of contributions from IUCN constituents towards global goals for extinction risk reduction, such as Goal A of the Kunming-Montreal Global Biodiversity Framework and Sustainable Development Goals 14 and 15. It is also provided under licence for commercial use through the Integrated Biodiversity Assessment Tool.

Specific guidance documentation is available to support the application of STAR by governments, civil society and the private sector.

STAR Powered by IUCN RED LIST

New tools and guidance

IUCN RHINO

IUCN RHINO (Rapid High-Integrity Nature-positive Outcomes) is a framework that guides companies and other organisations on what to do, where to act and how to measure progress to protect species and ecosystems at pace and scale.

Launched in 2025, IUCN RHINO responds to the need for measurable, high-integrity biodiversity contributions, particularly from the private sector, by providing science-based, actionable pathways to deliver Nature-Positive outcomes.

Built on the IUCN Red List of Threatened Species™ and Species Threat Abatement and Restoration (STAR) metric, the framework shows users precisely where and how to reduce extinction risk and restore ecosystems, and how to quantify the impact of those actions and deliver results aligned with global biodiversity goals.

IUCN RHINO builds upon recognised global standards, notably the LEAP (Locate, Evaluate, Assess and Prepare) assessment approach of the Taskforce on Nature-related Financial Disclosures and has been informed by pilots with major companies.

IUCN RHINO

Global Standard for Nature-based Solutions (New edition)

The IUCN Global Standard for Nature-based Solutions (NbS) provides the internationally recognised framework for defining, designing, implementing and verifying credible, high-integrity and scalable NbS. By establishing a shared foundation of principles, criteria and indicators, the Standard enables governments, financial institutions, businesses and communities to align action towards interventions that deliver measurable positive outcomes for climate stability, biodiversity conservation and human well-being.

Beyond guiding project design and implementation, the Global Standard plays a transformative role in shaping policy coherence, cross-sectoral coordination and evidence-based learning, thereby supporting systemic change. It is intentionally designed as a facilitative and voluntary global framework, accessible to all actors seeking to scale effective NbS while maintaining environmental and social integrity.

The Second Edition of the IUCN Global Standard for NbS, launched in October 2025, introduces significant advances in clarity, usability and systems-based thinking. It strengthens safeguards and reinforces requirements related to financial feasibility, long-term sustainability and enabling conditions, including governance, policy alignment, rights-based approaches, Indigenous Peoples' engagement and regulatory frameworks, thereby enhancing confidence among public and private investors to mobilise finance at scale.

This updated edition reflects a collective Union effort, developed through close collaboration between the IUCN Secretariat and the Commission on Ecosystem Management (CEM), informed by IUCN Members and the global NbS community through public consultation, and supported by the France-IUCN Partnership. Together, these contributions ensure that the Global Standard continues to serve as the authoritative global reference for delivering credible, investment-ready and transformational NbS worldwide.

IUCN Nature based Solutions
The nature of progress

IUCN CEM

New tools and guidance

IUCN Contributions for Nature Platform (New functionality)

Mandated by the IUCN Nature 2030 Programme, the Contributions for Nature Platform enables all IUCN constituents – Members, National, Regional and Interregional Committees, Commissions and the Secretariat – to document conservation and restoration actions carried out between 2021 and 2030. This area-based record of on the ground efforts supports the assessment of potential contributions to global biodiversity goals, including species extinction risk reduction and climate change mitigation. To date, 243 IUCN constituents have reported 10,409 contributions on the platform.

The platform has now been enhanced to allow users to measure the carbon storage potential of protection and restoration activities, providing a more comprehensive view of the Union's collective benefits for nature and society. This new functionality, developed using data from Conservation International and the International Center for Tropical Agriculture (CIAT), enables IUCN Members, Commission members, and global conservation programmesto quantify their individual and collective contributions to global biodiversity and climate targets.

This innovation builds on the platform's existing features, which already allow users to measure potential contributions to global biodiversity goals using the Species Threat Abatement and Restoration (STAR) metric, based on the IUCN Red List of Threatened SpeciesTM.

IUCN Contributions for Nature Platform

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IUCN publications

In 2025, the IUCN Library System

registered **5.5** million document downloads

published **19** new IUCN ISBN publications

15 of these 19 publications were developed with IUCN Members or Commissions

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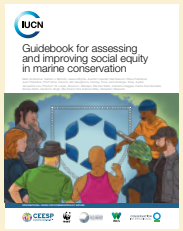
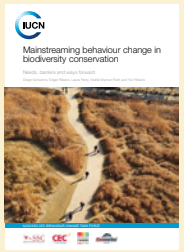
IUCN publications

Key publications from IUCN Commissions

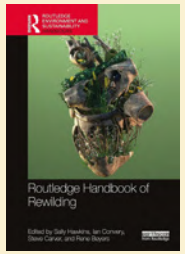
IUCN SSC Conservation Success Stories 2021-2025



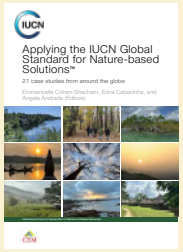
Guidebook for assessing and improving social equity in marine conservation



Mainstreaming behaviour change in biodiversity conservation

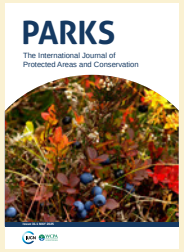


Routledge handbook of rewilding



Applying the IUCN Global Standard for Nature-based Solutions

IUCN Guidelines on harvesting threatened species

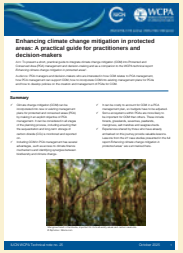


PARKS Journal:

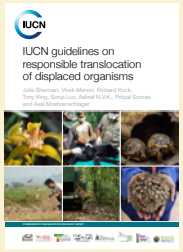
Issue 31.1

Issue 31.2

Ten steps to green school grounds & nature-based education



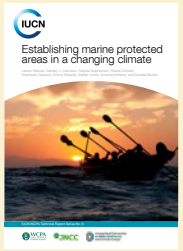
Enhancing climate change mitigation in protected areas



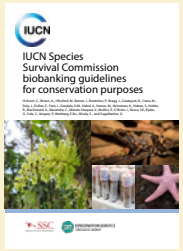
IUCN guidelines on responsible translocation of displaced organisms

Policy Matters

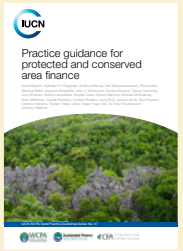
The Cambridge handbook on climate litigation



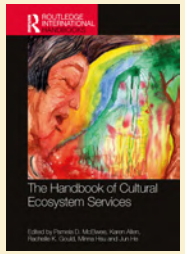
Establishing marine protected areas in a changing climate



IUCN Species Survival Commission biobanking guidelines for conservation purposes



Practice guidance for protected and conserved area finance



The Routledge handbook of cultural ecosystem services

04 Conservation works

39 Nature 2030 Programme
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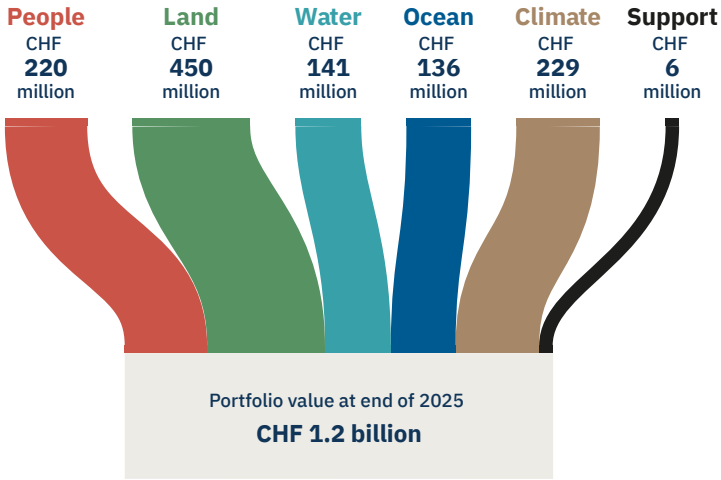
Anokao, Madagascar © Martina Lippuner

Nature 2030 Programme

The Nature 2030 Programme has guided IUCN's efforts since 2021 and is implemented through the quadrennial programmes of work. A new IUCN programme of work, building on Nature 2030, was approved at the 2025 IUCN World Conservation Congress (see page 7).

Five programme areas

The Nature 2030 Programme defines five broad areas where IUCN is working to deliver tangible benefits:



People
Biodiversity is nurtured in harmony with human well-being, based on the principles of equity, equality and justice.

Land
Intact landscapes are protected, while sustainable use balances the needs of people and nature on productive and urban land.

Water
Freshwater systems support and sustain biodiversity and human needs.

Ocean
Stronger legal frameworks and investment in biodiversity restoration ensure a healthy ocean supporting nature and people.

Climate
Global temperature rise is limited to 1.5°C through ambitious mitigation measures alongside effective adaptation.

The Nature 2030 Programme contributes to the 17 Sustainable Development Goals

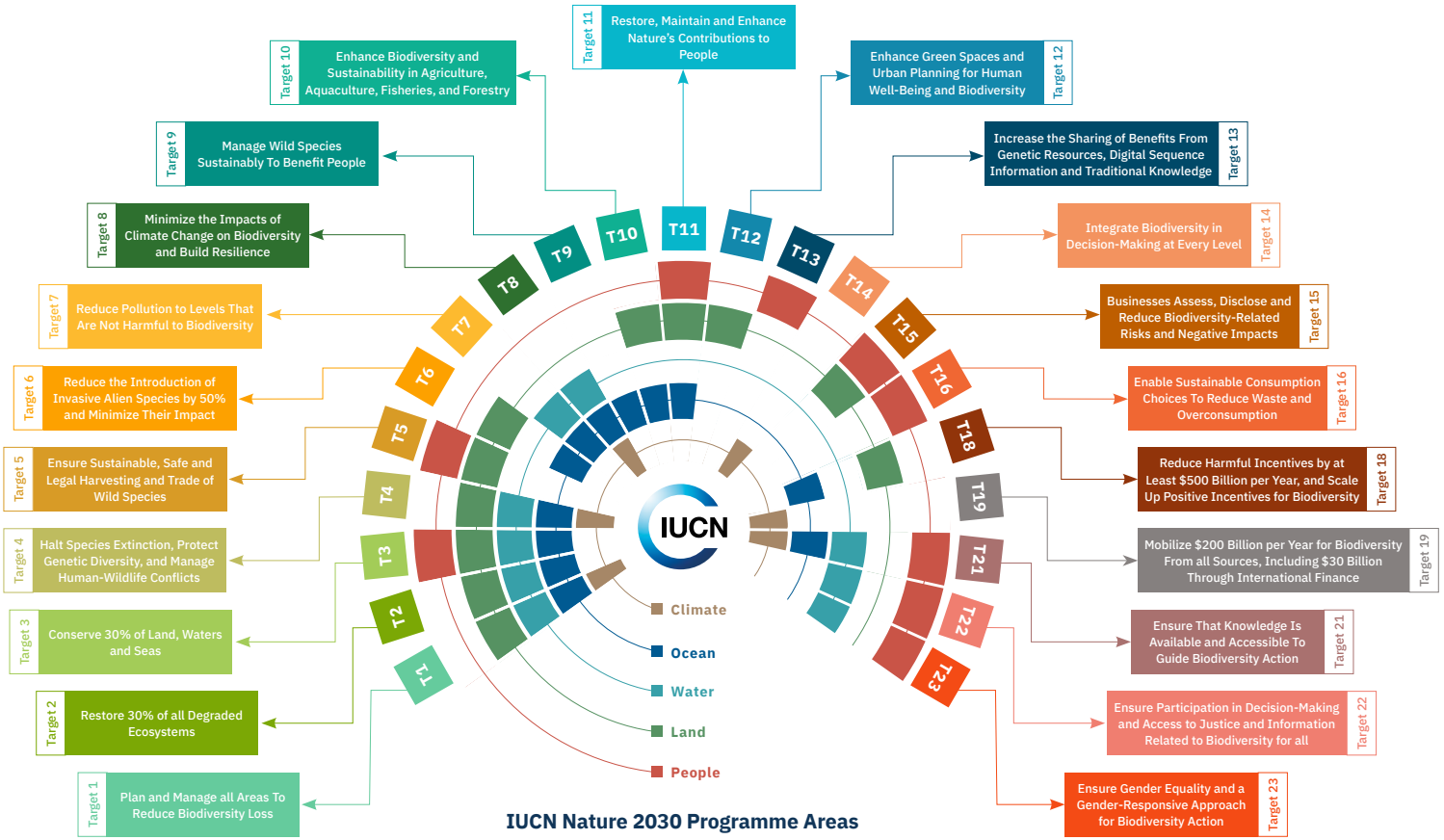
Nature 2030 Programme

Kunming–Montreal GLOBAL BIODIVERSITY FRAMEWORK

The five Programme Areas of the IUCN Nature 2030 Programme contribute to the 2030 targets of the Kunming-Montreal Global Biodiversity Framework.

2025 Programmatic highlights

The following section presents highlights of IUCN's programmatic work in the past year. While the selected examples represent only a fraction of the Union's programmes, partnerships and contributions in 2025, they illustrate the breadth of our collective efforts as well as our continued commitment to delivering positive impacts for people and nature.



IUCN Nature 2030 Programme Areas

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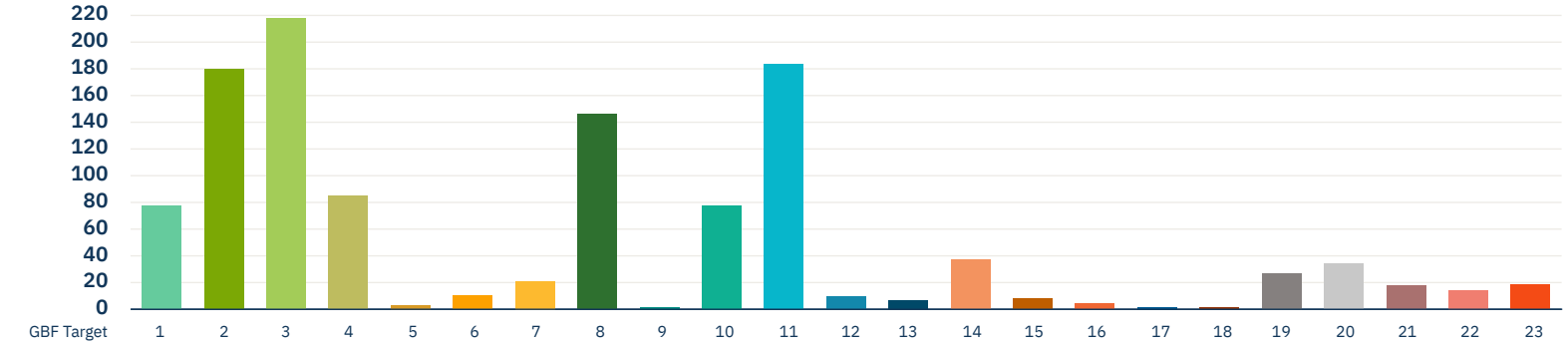
Portfolio contribution per GBF target (CHF Million)



For a full account of the reporting basis, quality assurance and limitations of data presented in this section, please refer to page 63.

Programme portfolio

Activities delivered through the portfolio are part of IUCN's mandate to influence, encourage and assist societies to conserve the integrity and diversity of nature and ensure that any use of natural resources is equitable and ecologically sustainable.

Key results since 2021

3,225 regulatory and operational frameworks created or improved

13,795 science and knowledge products delivered

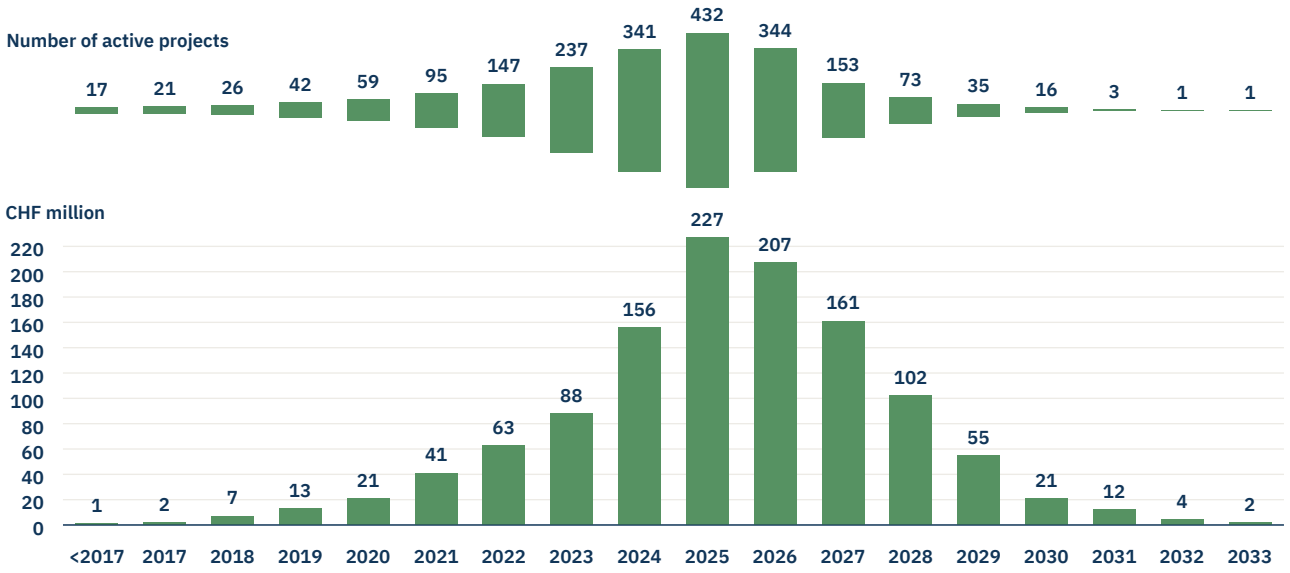
91.2 million hectares with improved protection, management and/or conservation practices

million 1.04 people trained

CHF million 315 mobilised or catalysed through IUCN projects

Programme portfolio

CHF billion 1.2 total portfolio value at end of 2025



Programme portfolio

Engagement since 2021

13 million people engaged

46,400+ organisations engaged

New projects

131 new projects secured in 2025

for a value of CHF 207 million

© Unsplash, Pratik Bachhav

Programme portfolio

IUCN's multilateral partners enable us to catalyse innovation and investment at scale, develop and enhance partnerships and leverage our Union, tools, knowledge and flagship initiatives.

Global Environment Facility (GEF)

As a Project Agency for the Global Environment Facility (GEF) since 2014, IUCN has been entrusted to mobilise significant funding and leverage its global network of Members and experts to deliver maximum impact from investment.

In 2025, IUCN received approval for 17 projects and concepts through the GEF-8 cycle, the Least Developed Countries Fund (LDCF) and the Global Biodiversity Framework Fund (GBFF), bringing an additional USD 89.6 million to its GEF portfolio. These newly approved projects and concepts will be implemented in more than 20 countries worldwide, including global initiatives and the expansion of its GEF portfolio to Seychelles. Here are some of the key initiatives for which IUCN will offer its support in the near future:

Global: Revolutionising indicators of (un)sustainable wildlife use and trade by harnessing social media big data

Asia: Enhancing transboundary fisheries management in the Lower Mekong Basin

Eastern and Southern Africa: Advancing Biodiversity Conservation in Terrestrial and Marine Areas through Strengthened Governance and Sustainable Financing in Seychelles

Mexico, Central America and the Caribbean: Towards resilient cities in Guatemala: addressing biodiversity loss and recovery through integrated urban planning and development

South America: Promoting Nature Positive, resilient and inclusive cities in Lima-Callao, Huancayo and Ica in Peru

West Asia: Promoting Sustainable Rangeland Management and Restoration Practices and Strategies to Achieve LDN in the Northern Badia of Jordan

West and Central Africa: Promoting Nature Positive Food Systems in Burkina Faso

43 active projects in 2025

CHF million 24 2025 value

CHF million 192 total portfolio value at end of 2025

Learn more about our work as a GEF Agency

Green Climate Fund (GCF)

IUCN has been an Accredited Entity of the Green Climate Fund since 2016. IUCN projects deliver Nature-based Solutions to address climate change, with a specific focus on Ecosystem-based Adaptation (EbA) and building resilient livelihoods, and mitigation through the management and restoration of terrestrial, forest and marine ecosystems. Projects are developed informed by science, with strong safeguards and the integration of a gender perspective informed by IUCN expertise.

6 active projects in 2025

CHF million 18 2025 value

CHF million 141 total portfolio value at end of 2025

GREEN CLIMATE FUND

Learn more about our work with the GCF

Programme portfolio

Total portfolio value at end of 2025

CHF billion **1.2** | **in 144 countries**

2025 annual portfolio value

CHF million **227** | **432 projects**

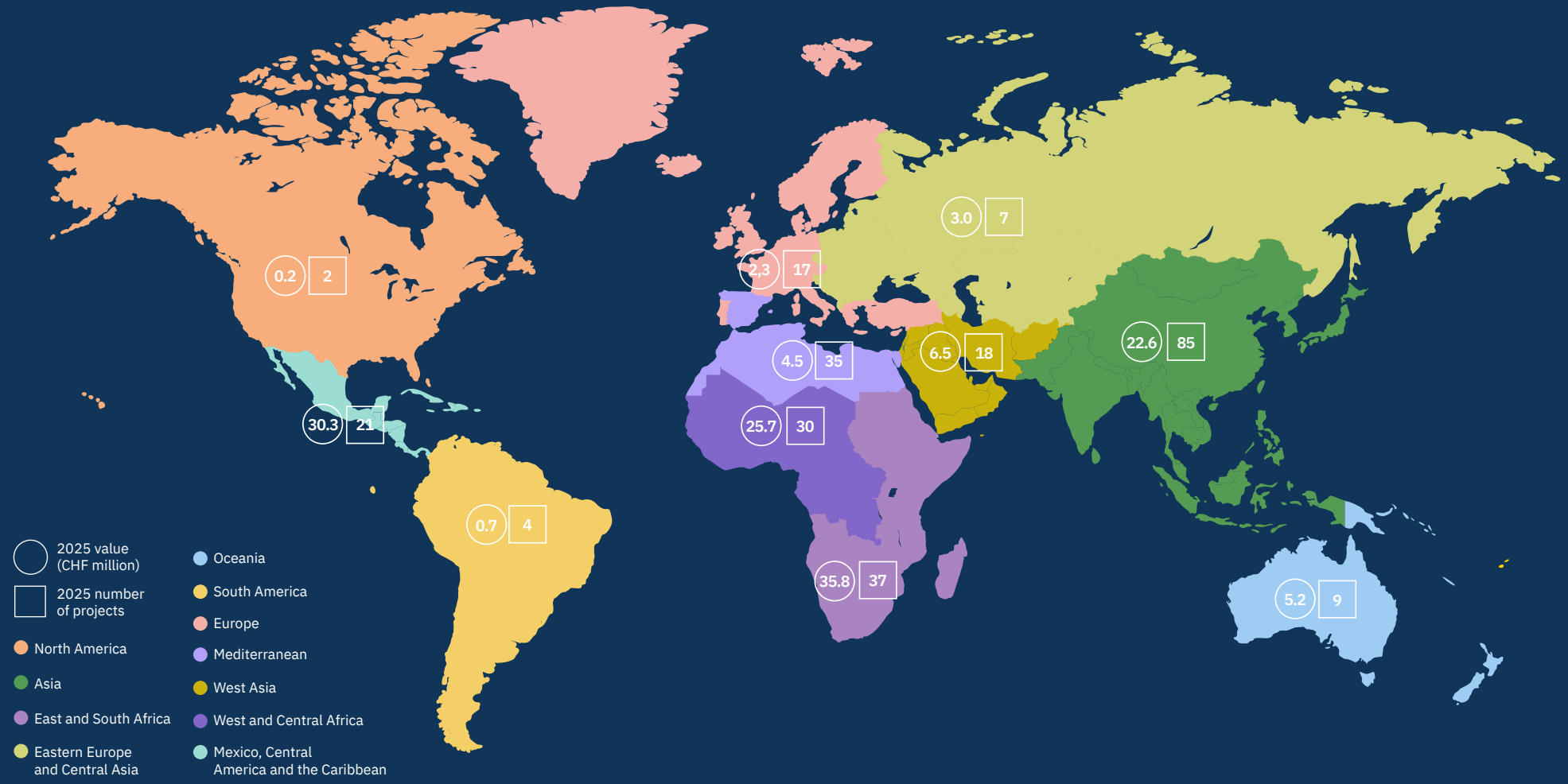
90.7 | 167 Global

15.1 | 60 **Centre for Science and Knowledge**

71.5 | 95 **Conservation Action Centre**

0.8 | 4 **Centre for Policy and Law**

3.3 | 8 **Others (NbS, Headquarters units)**



People

IUCN Nature 2030 Impact Targets

- Fully realised rights, roles, obligations and responsibilities for just and inclusive conservation and sustainable use of nature.
- Equitable and effective governance of natural resources at all levels to benefit people and nature.
- Enhanced realisation and enforcement of the environmental rule of law.

	2025	2021–2025
Regulatory and operational frameworks created or improved	150	875
Science and knowledge products delivered	115	890
People trained	22,095	138,500
Mobilised or catalysed through IUCN projects	CHF million 18.1	CHF million 39.9

Contributing to the SDGs and GBF targets

THE GLOBAL GOALS

Kunming–Montreal GLOBAL BIODIVERSITY FRAMEWORK

Target 3	Target 5	Target 11	Target 13	Target 15	Target 16	Target 21	Target 22	Target 23
Conserve 30% of Land, Waters and Seas	Ensure Sustainable, Safe and Legal Harvesting and Trade of Wild Species	Restore, Maintain and Enhance Nature's Contributions to People	Increase the Sharing of Benefits From Genetic Resources, Digital Sequence Information and Traditional Knowledge	Businesses Assess, Disclose and Reduce Biodiversity-Related Risks and Negative Impacts	Enable Sustainable Consumption Choices to Reduce Waste and Overconsumption	Ensuret that Knowledge is Available and Accessible to Guide Biodiversity Action	Ensure Participation in Decision-Making and Access to Justice and Information Related to Biodiversity for all	Ensure Gender Equality and a Gender-Responsive Approach for Biodiversity Action

People highlights

BIOPAMA's legacy: capable institutions, empowered communities and stronger protected areas

The Biodiversity and Protected Areas Management Programme (BIOPAMA) concluded 13 years of activities in 2025, cementing a legacy of strengthened institutions, empowered communities and more effective protected areas across several continents.

The programme has established regional data and information systems, and equipped governments and local actors with tools to ensure that biodiversity conservation also supports livelihoods and climate resilience. Through the establishment of five regional observatories in African, Caribbean and Pacific countries – three of which now serve as Technical and Scientific Cooperation Support Centres for the Convention on Biological Diversity – the programme has centralised critical biodiversity and conservation data, enabling stronger, evidence-based decision-making. More than 150 institutions across 89 countries now draw on this data to guide action.

On the ground, BIOPAMA has supported over 250 protected areas through more than 160 grants, as well as equipping managers and communities with tools to improve governance and effectiveness. More than 4,000 people have been trained to use these resources, ensuring that knowledge translates into long-term conservation outcomes.

In Papua New Guinea, for example, BIOPAMA has provided access to modern field equipment to over 50 communities in the remote East and West Sepik regions in support of their work to conserve Critically Endangered tenkile and weimang tree kangaroos. With a grant from the programme, the Tenkile Conservation Alliance (TCA) has purchased computers and field devices for more than 100 staff, including village rangers, for the mapping and monitoring of the Torricelli Mountain Range Conservation Area in Sandaun Province. TCA staff have received training on using a Global Positioning System to develop maps for land use planning.

BIOPAMA was implemented by IUCN and the Joint Research Centre of the European Commission with funding from the European Union and the Organisation of African, Caribbean and Pacific States.

© BIOPAMA Project

People highlights

Strengthening North African civil society in nature conservation and sustainable development

North Africa's unique biodiversity, rich cultural heritage and communities are on the frontlines of climate change and environmental degradation. Local civil society organisations (CSOs), often youth- and women-led, emerge directly from local communities to tackle urgent issues such as water scarcity, habitat loss and threatened livelihoods.

Mubadarat, IUCN's civil society platform in the Mediterranean, celebrated 10 years of work and passed significant milestones in its efforts to support CSOs in North Africa, building a network of capable and resourceful local organisations committed to advancing conservation and sustainable development.

Through its grant programmes, Mubadarat has funded 128 projects since 2014, with 110 CSOs receiving their first-ever grants. More than 16,000 people have been trained or sensitised on climate change mitigation and adaptation as well as nature conservation. The projects have also created over 100 income-generating activities in areas including ecotourism and local crafts while promoting traditional knowledge and maintaining cultural heritage.

New support secured in 2025 will allow this work to continue and expand in the coming years.

Examples of CSOs supported by Mubadarat include:

- ASKA Association for Women and Children – This women's organisation has helped farmers in Morocco's Central High Atlas adapt to harsher growing conditions through agroecology techniques, including the application of biochar to improve soils.
- Edama for Nature Conservation – Edama has mobilised residents to map and restore the Zuwara wetlands, a key stopover for migratory birds on Libya's Mediterranean coast, and advocated successfully for its formal protection.
- Les Amis de CAPTE – Through grafting trials, nurseries and farmer training, the group has revived cultivation of carob trees as part of agroforestry systems to increase climate resilience and economic opportunities in the Kef and Bizerte regions of Tunisia.

Members from the Les Amis de CAPTE association plant carob trees
© Mubadarat IUCN

Land

IUCN Nature 2030 Impact Targets

- Ecosystems are retained and restored, species are conserved and recovered, and KBAs are safeguarded.
- Thriving production landscapes are sustainable, and nature's value and benefits are safeguarded in the long term.
- Nature and people thrive in cities while delivering solutions for urban challenges and a sustainable ecological footprint.

	2025	2021–2025
Regulatory and operational frameworks created or improved	205	1,145
Science and knowledge products delivered	1,815	6,270
Hectares with improved protection, management and/or conservation practices	million 4.7	million 59.6
People trained	126,900	692,800
Mobilised or catalysed through IUCN projects	CHF million 26.4	CHF million 219.6

Contributing to the SDGs and GBF targets

THE GLOBAL GOALS

Kunming–Montreal GLOBAL BIODIVERSITY FRAMEWORK

Target 1	Target 2	Target 3	Target 4	Target 5	Target 6	Target 10	Target 11	Target 12	Target 15	Target 18
Plan and Manage all Areas To Reduce Biodiversity Loss	Restore 30% of all Degraded Ecosystems	Conserve 30% of Land, Waters and Seas	Halt Species Extinction, Protect Genetic Diversity, and Manage Human-Wildlife Conflicts	Ensure Sustainable, Safe and Legal Harvesting and Trade of Wild Species	Reduce the Introduction of Invasive Alien Species by 50% and Minimize Their Impact	Enhance Biodiversity and Sustainability in Agriculture, Aquaculture, Fisheries, and Forestry	Restore, Maintain and Enhance Nature's Contributions to People	Enhance Green Spaces and Urban Planning for Human Well-Being and Biodiversity	Businesses Assess, Disclose and Reduce Biodiversity-Related Risks and Negative Impacts	Reduce Harmful Incentives by at Least $500 Billion per Year, and Scale Up Positive Incentives for Biodiversity

Land highlights

© IUCN

Safeguarding Jordan's cultural and natural heritage

The IUCN project 'Enhancing Climate Resilience for Biodiversity Hotspots in Jordan' is combining forest landscape restoration, livelihood enhancement and protected area expansion to safeguard nature and culture at the UNESCO World Heritage Site at Petra.

In partnership with the Petra Development and Tourism Region Authority and Jordan's Ministry of Agriculture, IUCN has revitalised a forest nursery at Shoubak to produce native tree seedlings, supporting the restoration of juniper forests on ridges overlooking the ancient city. The nursery also has generated new employment opportunities, particularly for women.

Forest landscape restoration is essential to restoring ecosystem functionality and preserving vital ecosystem services in Shoubak and around Petra. Half-built and half-carved into the rock, the Petra site is one of the world's most famous archaeological sites. Returning forest cover to the slopes around the area helps stabilise the soil against erosion, thus protecting the site from environmental degradation and safeguarding the well-being of local communities. More than 850 people, including women and young people, have been engaged in the restoration work.

The project, funded by Global Affairs Canda, also identified opportunities to enhance nature protection in Jordan. Proposals include the designation of a natural protected area within the Petra Archaeological Park and an extension to the Shoubak Proposed Protected Area. Adding the two sites would enhance the representation of key ecosystems in Jordan's protected area network and safeguard critical sites for migratory birds on the Red Sea Flyway.

Land highlights

Common Ground Dialogues for shared solutions in agriculture and conservation

IUCN's Common Ground Dialogues bring together farmers, policy-makers, researchers and conservation actors to build shared visions and action pathways, helping to bridge longstanding divides between the agriculture and biodiversity sectors. The regional and national dialogues held in 2025 illustrate the multiple forms Common Ground Dialogues can take and the wide range of topics addressed.

Representatives from Central American states, the private sector, and civil society met in Costa Rica to share experiences, strengthen intersectoral coordination and advance a common vision for the development of sustainable agricultural systems.

In Spain, farmers, pastoralists, scientists and policy-makers explored how land can be both productive and nature-positive. They shared experiences from the field and developed proposals to strengthen the alliance between agricultural production and biodiversity.

Rwanda's 'Five Fruit Trees per Household' initiative was the focus of a national dialogue that reaffirmed the country's commitment to inclusive food and agricultural systems, better nutrition, and ecosystem restoration through the use of Nature-based Solutions (NbS).

In Viet Nam, the dialogue explored the potential for certain agricultural landscapes to be considered as Other Effective Area-Based Conservation Measures to help meet the country's 2030 biodiversity commitments.

A Common Ground Dialogue in New Delhi, India, explored the crucial role of community-led, ecosystem-based approaches in improving food security and livelihood resilience in biodiversity-rich areas.

IUCN organises Common Ground Dialogues with support from the IKEA Foundation and the Agence Française de Développement through the France–IUCN partnership.

Common Ground Dialogue in New Delhi, India © IUCN India

Land highlights

Strengthening cooperation for sustainable management and restoration in drylands around the world

Drylands cover more than 40% of the Earth's surface and sustain over 2 billion people. They are critical for global food production, biodiversity and cultural heritage, yet these landscapes are among the most vulnerable to climate change, land degradation, desertification and drought.

IUCN works closely with partners including the United Nations Convention to Combat Desertification (UNCCD) to promote sustainable land management and support countries in meeting their land degradation neutrality commitments under the Convention. In December 2025, IUCN and UNCCD signed a Memorandum of Understanding to further strengthen their cooperation. The MoU will guide joint action on technical cooperation, policy dialogues and knowledge exchange, while leveraging IUCN's scientific expertise and global membership alongside UNCCD's mandate as the sole legally binding international agreement on land.

IUCN also promotes action on sustainable land management in drylands and other ecosystems as coordinator of the ENACT Partnership, a global coalition of more than 25 governments, organisations and initiatives working to accelerate NbS for climate, biodiversity and land degradation. Mongolia, a country with extensive drylands, joined the partnership in 2025.

IUCN is supporting sustainable dryland management and drought resilience across more than 25 countries. Through the Global Drylands Initiative, IUCN has advanced sustainable land and water management in Africa, Asia and the Middle East. Together with the Food and Agriculture Organization of the United Nations, IUCN also leads the Global Environment Facility (GEF)-7 Dryland Sustainable Landscapes Impact Program, assisting 11 countries across Africa and Asia in building resilient production systems, promoting ecosystem restoration and rehabilitation, and improving livelihoods through integrated landscape approaches.

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Water

IUCN Nature 2030 Impact Targets

- The loss of freshwater species and decline of freshwater ecosystem health is halted, and restoration initiated.
- Equitable access to water resources and all associated ecosystem services are secured.
- Water governance, law and investment decisions address the multiple values of nature and incorporate biodiversity knowledge.

	2025	2021–2025
Regulatory and operational frameworks created or improved	50	245
Science and knowledge products delivered	430	4,765
Hectares with improved protection, management and/or conservation practices	31,800	million 1.4
People trained	2,375	41,700
Mobilised or catalysed through IUCN projects	CHF 2.1	CHF million 4.4

Contributing to the SDGs and GBF targets

THE GLOBAL GOALS

Kunming–Montreal GLOBAL BIODIVERSITY FRAMEWORK

Target 1	Target 2	Target 3	Target 4	Target 7	Target 8	Target 21	Target 22	Target 23
Plan and Manage all Areast to Reduce Biodiversity Loss	Restore 30% of all Degraded Ecosystems	Conserve 30% of Land, Waters and Seas	Halt Species Extinction, Protect Genetic Diversity, and Manage Human-Wildlife Conflicts	Reduce Pollution to Levels that are Not Harmful to Biodiversity	Minimize the Impacts of Climate Change on Biodiversity and Build Resilience	Ensure that Knowledge is Available and Accessible to Guide Biodiversity Action	Ensure Participation in Decision-Making and Access to Justice and Information Related to Biodiversity for All	Ensure Gender Equality and a Gender-Responsive Approach for Biodiversity Action

Water highlights

Youth driving river-basin cooperation in South Asia

For over 15 years, IUCN has led the Building River Dialogue and Governance (BRIDGE) Initiative, which focuses on strengthening water governance and fostering water diplomacy in Latin America, Africa and Asia to promote multi-stakeholder dialogue and protect freshwater ecosystems. The success of this initiative is rooted in the inclusion of key stakeholders, particularly women, youth, local communities and Indigenous Peoples, in decision-making processes.

A clear example of this approach is the work carried out in South Asia, where cooperation at the river basin level is often limited to water-sharing negotiations, constraining progress on integrated water resource management. Youth engagement offers a pathway to shift this discourse toward ecosystem-based approaches and international principles, particularly in the Barak–Meghna basin.

Through BRIDGE, IUCN launched the Youth for Meghna (Y4M) initiative, bringing together young professionals from Bangladesh and India in a cross-border platform for dialogue, research and collaboration. Y4M developed the Meghna Water Futures Programme, identifying international water law, research fellowships and the mainstreaming of NbS as entry points for advancing cooperative basin governance.

This approach is especially relevant in a basin with a large youth demographic – over 60% of people in India and Bangladesh are under 35 – that is both vulnerable to climate impacts and uniquely positioned to drive change.

Y4M members have empowered more than 50 local youth water stewards through capacity-building on water quality testing and data interpretation in the Rupabali Wetland, in Assam, India. They have also engaged with more than 200 youth and community members in Tanguar Haor, a Ramsar-listed site in Sunamganj, Bangladesh, documenting on-the-ground realities and identifying NbS options to safeguard livelihoods and the wetland from degradation.

Rupaibali Anua, Cachar District, Assam
© Anushri Tiwari & Brinda Kashyap

Water highlights

Supporting regional initiatives to conserve the world's wetlands

IUCN supports the implementation of the Ramsar Convention to conserve and promote the sustainable use of wetland ecosystems, including through its hosting of regional initiatives established under the Convention.

The Southern Africa Ramsar Regional Initiative (SARRI) was launched in July 2025 during the Ramsar Convention COP15 meeting in Victoria Falls, Zimbabwe, an event that highlighted the importance of wetlands for biodiversity conservation, climate resilience and sustainable livelihoods.

SARRI will be overseen by the Southern Africa Development Community (SADC) and have its Secretariat hosted by IUCN. The SADC Secretariat, IUCN and a programme funded by the French Biodiversity Agency and the French Ministry of Ecological Transition have supported the development of SARRI since it was adopted at Ramsar COP14 in 2022.

Worldwide, more than 20 Ramsar Regional Initiatives have been established to advance coordinated transboundary conservation strategies and mobilise resources for wetland restoration and management. The initiatives provide platforms for collaboration among governments, conservation organisations and development partners to ensure that effective policies and actions safeguard wetlands for future generations.

IUCN's Asia Regional Office hosts the Indo-Burma Ramsar Regional Initiative (IBRRI). Established in 2016, IBRRI covers five countries, has engaged 16 partner organisations and helps conserve 38 Ramsar sites covering more than 900,000 hectares.

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SARRI workshop
in Marrakech, Morocco
© SARRI

Ocean

IUCN Nature 2030 Impact Targets

- The loss of marine species and decline of marine ecosystem integrity is halted, and restoration initiated.
- Uses of marine natural resources generate overall positive biodiversity outcomes and sustain livelihood benefits for coastal communities.
- Ocean and coastal processes are maintained as a key foundation for planetary stability.

	2025	2021–2025
Regulatory and operational frameworks created or improved	80	630
Science and knowledge products delivered	125	1,560
Hectares with improved protection, management and/or conservation practices	4,785	million 30.1
People trained	10,900	45,600
Mobilised or catalysed through IUCN projects	CHF million 4.9	CHF million 31

Contributing to the SDGs and GBF targets

THE GLOBAL GOALS

Kunming–Montreal GLOBAL BIODIVERSITY FRAMEWORK

Target 1	Target 2	Target 3	Target 4	Target 6	Target 7	Target 8	Target 9	Target 10	Target 11	Target 18	Target 21
Plan and Manage all Areas to Reduce Biodiversity Loss	Restore 30% of all Degraded Ecosystems	Conserve 30% of Land, Waters and Seas	Halt Species Extinction, Protect Genetic Diversity, and Manage Human-Wildlife Conflicts	Reduce the Introduction of Invasive Alien Species by 50% and Minimize Their Impact	Reduce Pollution to Levels that are Not Harmful to Biodiversity	Minimize the Impacts of Climate Change on Biodiversity and Build Resilience	Manage Wild Species Sustainably To Benefit People	Enhance Biodiversity and Sustainability in Agriculture, Aquaculture, Fisheries, and Forestry	Restore, Maintain and Enhance Nature's Contributions to People	Reduce Harmful Incentives by at Least $500 Billion per Year, and Scale Up Positive Incentives for Biodiversity	Ensuret that Knowledge is Available and Accessible to Guide Biodiversity Action

Ocean highlights

Saving whales off French Polynesia with help from AI

IUCN coordinates the BESTLIFE2030 (Biodiversity and Ecosystem Services in Territories of European Overseas) Programme, a granting mechanism focused on preserving and restoring nature in the European Union's outermost regions and Overseas Countries and Territories. Many of these areas host exceptional biodiversity but are also highly vulnerable to climate change.

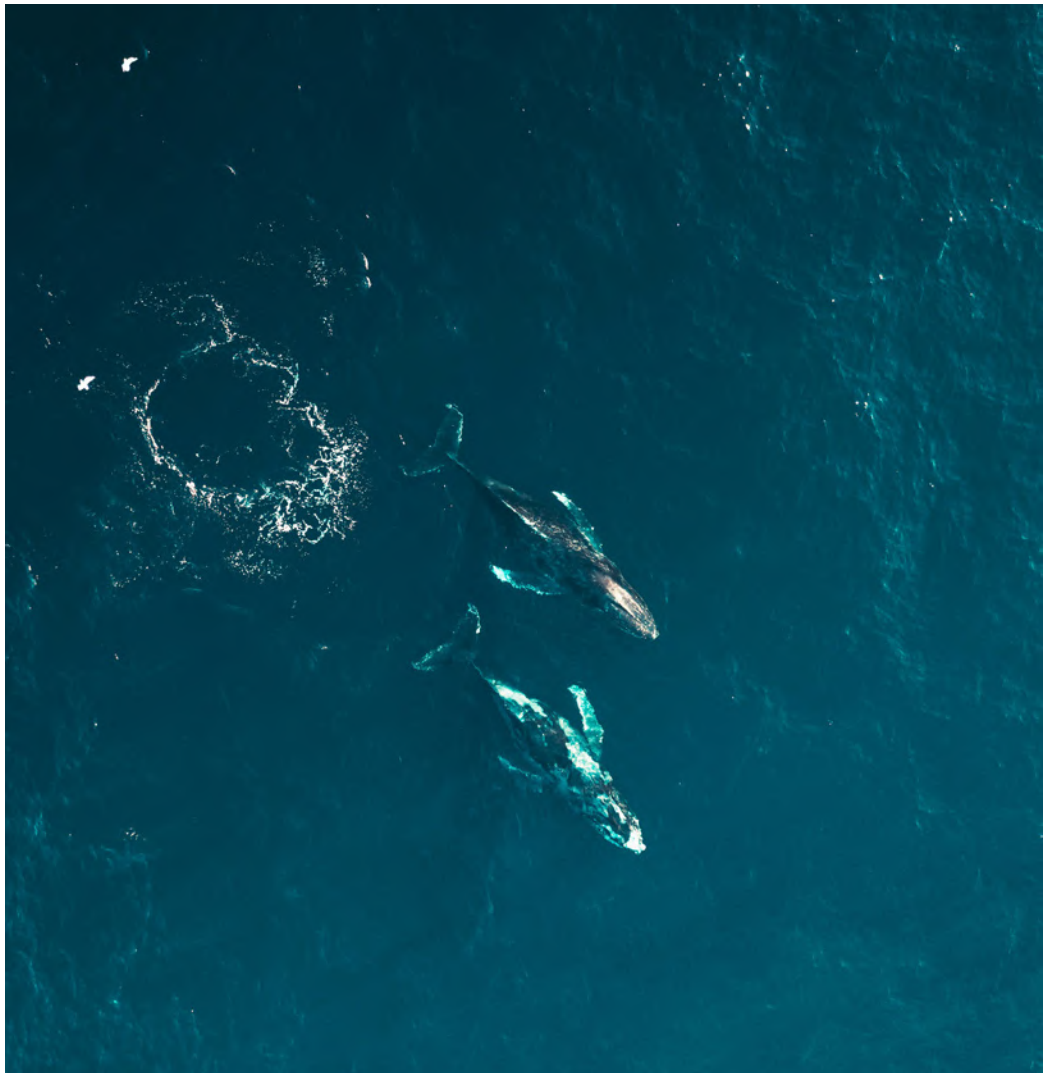
BESTLIFE2030 operates across six regions – Amazonia, the Caribbean, the Indian Ocean, Macaronesia, the Pacific and the North Atlantic. It brings together regional experts who work closely with local stakeholders to support the development and delivery of conservation projects. Specific goals include supporting biodiversity conservation, fostering sustainable ecosystem services and integrating conservation into local decision-making across various sectors.

Initiatives that have received support from the programme include OceanIA, an innovative project designed to reduce biodiversity loss caused by ship collisions with cetaceans, the leading non-natural threat to these animals.

Focused on the heavily trafficked maritime route between Tahiti and Moorea, the project has deployed marine mammal observers who have already triggered more than 180 avoidance manoeuvres. The project is also developing an AI-powered multimodal observation platform at two sites identified as presenting a high risk of collision.

Using real-time camera monitoring, the aim is to detect whales and vessels within a 2–3 km radius and immediately alert ship captains to prevent collisions. OceanIA is processing 3.6 million camera images captured in 2025 that it will use to train the AI model.

OceanIA also supports awareness campaigns promoting the WhaleAlert app, encouraging safer navigation practices to protect the endangered Oceania humpback whale population.



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Ocean highlights

California MPA network joins IUCN Green List, doubling global site total

The number of sites in the IUCN Green List of Protected Areas more than doubled in 2025 with the addition of the California Marine Protected Area (MPA) Network and 28 other protected areas in Africa, Asia, France, the Middle East and South America.

Spanning California's entire 1,770 km coastline and 16% of state waters, the California MPA Network comprises 124 sites governed under a single, science-based, stakeholder-driven system. It is the largest MPA network in North America and one of the most comprehensive in the world. It is also the first ecological network to join the IUCN Green List and the first such listing in the United States of America.

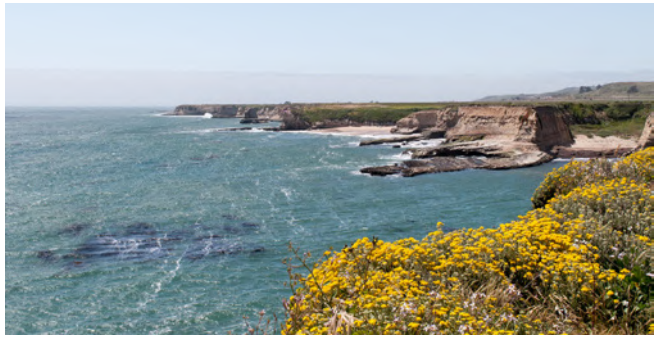
The IUCN Green List promotes and recognises sites that meet rigorous standards for effective management, equitable governance and conservation impact. IUCN aims to engage at least 1,000 sites by 2030 in support of the Kunming-Montreal Global Biodiversity Framework. At the end of 2025, the IUCN Green List already covered more than 240 sites (under 112 listings) in over 20 countries.

The California MPA Network reached IUCN Green List status after a six-year evaluation led by an expert assessment group with support from the California Department of Fish and Wildlife, and engagement of the Ocean Protection Council and the Tribal Marine Stewards Network. Their work with IUCN helped develop new procedures for evaluating network-scale governance, paving the way for future listings of more ecological systems.

Other globally significant sites added to the IUCN Green List in 2025 included Comoé National Park and Taï National Park, both in Côte d'Ivoire; Uruq Bani Ma'arid Protected Area, Saudi Arabia; and Pin Supu Forest Reserve, Malaysia.

© California Marine Protected Network

Taï National Park © OIPR, DZSO



© California Marine Protected Network

Ocean highlights

One of the workshop facilitators demonstrating how to identify climatic impacts on coral reefs
© ReSea Project

An IUCN seascape governance officer at a workshop in Pemba, Tanzania
© ReSea Project

Raising the Great Blue Wall across the Western Indian Ocean

The Great Blue Wall (GBW) is an Africa-led initiative to protect biodiversity-rich seascapes and establish a regenerative blue economy that benefits people and nature across the Western Indian Ocean. Born in the region and launched in 2021, the movement is building a network of regenerative seascapes where coastal and marine ecosystems are conserved, restored, sustainably managed and equitably governed, enabling people and nature to prosper together while supporting countries in meeting their climate, biodiversity and sustainable development commitments.

Through co-designed governance frameworks, GBW has empowered 79 Locally Managed Marine Areas (LMMAs) across five countries, covering over 56,000 km². GBW has also restored over 175,000 hectares of mangroves, seagrasses and coral reefs. By 2025, more than 112,000 coastal residents – including women, youth and vulnerable populations – had benefited from GBW's sustainable livelihood initiatives, capacity-building programmes and participatory management models, and over USD 80 million had been mobilised for the region in climate and sustainable finance.

One of the key contributions to the GBW is the Regenerative Seascapes Project for Planet, Nature and People (ReSea), which seeks to enhance the physical and socio-economic resilience of coastal communities in Kenya, the United Republic of Tanzania, Mozambique, Comoros and Madagascar. Under the project, which is supported by Global Affairs Canada, IUCN and partners provided training in 2025 on inclusive governance and NbS for leaders and community members on Tanzania's Pemba Island.

The rich coastal and marine ecosystems that sustain the livelihoods of thousands of people on and around the island suffer from overexploitation, habitat degradation, climate change and the limited participation in decision-making of marginalised groups, including women and youth. ReSea has responded by helping strengthen community-based governance structures, particularly beach management units and fisheries committees, making them more inclusive and integrating NbS into the management of marine ecosystems. The training mission resulted in the formation of the Pemba LMMA Network, with the active engagement of key stakeholders, including the Ministry of Blue Economy and Fisheries, laying a strong foundation for sustainable marine conservation and resilient coastal communities.

Climate

IUCN Nature 2030 Impact Targets

- Countries use Nature-based Solutions and innovations in financing to scale up effective adaptation to the impacts of climate change.
- Countries scale up Nature-based Solutions to reach climate mitigation targets.
- Responses to climate change and its impacts are informed by scientific assessment and knowledge to avoid adverse outcomes for nature and people.

	2025	2021–2025
Regulatory and operational frameworks created or improved	65	335
Science and knowledge products delivered	100	315
People trained	21,700	117,400
Mobilised or catalysed through IUCN projects	CHF million 15.6	CHF million 20.2

Contributing to the SDGs and GBF targets

THE GLOBAL GOALS

Kunming–Montreal GLOBAL BIODIVERSITY FRAMEWORK

Target 1	Target 4	Target 8	Target 14	Target 19	Target 21
Plan and Manage all Areast to Reduce Biodiversity Loss	Halt Species Extinction, Protect Genetic Diversity and Manage Human-Wildlife Conflicts	Minimise the Impacts of Climate Change on Biodiversity and Build Resilience	Integrate Biodiversity in Decision-Making at Every Level	Mobilize USD 200 Billion per Year for Biodiversity From all Sources, Including $30 Billion Through International Finance	Ensure that Knowledge is Available and Accessible to Guide Biodiversity Action

Climate highlights

Climate-smart agriculture helping farmers thrive in the Caribbean and Central America

Two standout initiatives in the Caribbean and Central America are demonstrating how climate-smart agriculture incorporating sustainable land management, traditional knowledge and good rural governance can help farming communities adapt and thrive in our changing climate.

In Saint Kitts and Nevis, the 'Improving Environmental Management through Sustainable Land Management' project is assisting farmers facing challenges including erratic rainfall and degraded lands. Funded by the Global Environment Facility, implemented by the United Nations Environment Programme and executed by IUCN, the project uses digital mapping and Geographic Information System tools to identify degraded areas and guide reforestation and sustainable farming efforts.

Through workshops and training, the project has provided more than 50 farmers with skills such as integrated pest management, contour ploughing and composting as well as inputs like irrigation systems. Farmers noted that water catchment and irrigation systems kept crops watered even during dry spells, while weed management strategies cut costs and boosted production. Coordination also improved, with government ministries providing equipment and advice. The initiative has also invested in young professionals and women through scholarships and leadership training.

Some 3,000 kilometres to the west, in Pixabaj, a village in the Sololá municipality of Guatemala, local non-governmental organisation Cooperación Indígena para el Desarrollo Integral (COINDI) has addressed climate-related challenges using Ecosystem-based Adaptation (EbA).

Through the climate action financing mechanism of the Resilient Highland project, promoted by IUCN and its partners in the western highlands of Guatemala, COINDI trained community members as agroforestry promoters through a diploma programme covering climate threats, meteorological instruments, and data interpretation. Communities installed rain gauges and thermo-hygrometers for local climate monitoring.

The project integrated the agricultural lunar calendar with technical information in an approach that reaffirmed the community's cultural identity while improving agricultural planning. Awareness campaigns emphasised women's participation. The trained promoters now lead adaptation actions and continue sharing knowledge in the local language, increasing the sustainability of the project's outcomes.

Funded by the Korea International Cooperation Agency and the Green Climate Fund, the project made a total of 53 small grants to 45 community-based organisations in the region who together implemented EbA measures on more than 3,000 hectares, benefiting over 30,000 people from Maya K'iche', Kaqchikel and Mam Indigenous ommunities.

© IUCN

Climate highlights

© Unsplash, Jan Kopřiva

Co-designing a renewable energy revolution that is green and fair

A green and just energy transition is not just a shift from fossil fuels to renewables but a commitment to ensuring that the move to a low-carbon future is equitable for people and positive for nature. IUCN works with governments, industry, and civil society to make this vision a reality, developing tools, partnerships and standards that enable renewable energy expansion while safeguarding ecosystems and advancing social justice.

IUCN advanced its approach to renewable energy and biodiversity in 2025 by strengthening its network of strategic partnerships and deepening its engagement in areas including the development of nature-positive renewable energy in coastal and marine areas.

At the 2025 IUCN Congress, IUCN signed a Memorandum of Understanding (MoU) with the International Renewable Energy Agency, an intergovernmental organisation that supports countries in their transition to a sustainable energy future. The agreement sets out a framework for joint work to accelerate a green and just transition, including the development of projects, assessment tools, analyses, guidelines and best practices.

IUCN has also signed an agreement with the Chinese Renewable Energy Engineering Institute (CREEI), gaining insights from China's rapid development of renewables and related environmental protections. The MoU with CREEI covers an array of potential areas for collaboration, including how to craft regulations that ensure that offshore renewable projects are environmentally sustainable and generate net positive impacts on marine ecosystems.

IUCN and CREEI jointly organised a session at the 2025 IUCN Congress on securing co-benefits from renewables, presenting examples from Europe and Asia showing how wind and solar energy can be developed in ways that benefit both nature and communities. IUCN, for instance, is leading biodiversity monitoring efforts at a wind farm operated by the Dutch company Ecowende in the North Sea that incorporates measures designed to protect and enhance marine ecosystems around the installation.

At the 2025 World Coastal Forum, IUCN presented insights and updates from the Renewables for Nature (REN) initiative, which brings together energy companies and IUCN member organisations to ensure the global shift to wind and solar power is nature positive. By promoting spatial planning, cumulative impact assessment and responsible sourcing of materials, the REN Coalition is equipping governments, companies and investors with concrete, evidence-based guidance to align renewable energy development with biodiversity conservation and climate goals.

Climate highlights

Strengthening ecosystems to climate-proof livelihoods in rural South America

From water management and landscape restoration to agroforestry and beekeeping, an IUCN-backed adaptation initiative has empowered rural communities to safeguard their lives and livelihoods in the face of climate change.

The 'Scaling-up Ecosystem-based Adaptation Measures in Rural Latin America' programme concluded in 2025 after five years of activities to boost the climate resilience of vulnerable communities and ecosystems in Ecuador, Guatemala and Costa Rica.

With funding from the German government (via GIZ), IUCN and the Tropical Agricultural Research and Higher Education Center (CATIE) implemented innovative and cost-effective EbA approaches at the landscape level to ensure ecosystems continue providing key services such as water supply, erosion protection and pollination.

In Ecuador, working in close coordination with the Ministry of Environment, EbA measures were deployed in seven municipalities of Manabí, a coastal province highly vulnerable to climate shocks such as intense droughts and floods, to advance sustainable agriculture and conservation. Around 7,500 people benefited as a result.

To secure water resources, management plans for two Water Protection Areas were developed through participatory processes in the municipalities of Junín and Chone. Reflecting the critical role of women in water management, over 45 volunteers were trained as 'Water Guardians' to support implementation of the management plans.

To boost adaptation in agriculture, the programme implemented agroforestry systems across 275 farms, incorporating crops like cocoa and coffee, and planting fruit trees and forestry species to diversify farm revenues. Silvopastoral systems for goats and cattle and agroecological management practices were also adopted.

To support these processes and expand them to other territories, the programme established 10 nurseries that are together producing 400,000 seedlings per year for climate-smart agriculture and restoration efforts. Communities have received support to establish more than 250 home gardens, growing vegetables and medicinal plants for their own use and for sale.

Other measures that have fostered climate resilience include training beekeepers to produce and sell honey and promoting bamboo both for reforestation efforts and as a sustainable material for construction and handicrafts.

© Wilmer Mendoza/IUCN

© Wilmer Mendoza/IUCN

Reporting basis, quality assurance and limitations

Reporting basis

The data and information presented in this report are derived primarily from project-level reporting, conducted in accordance with donor requirements and accountability standards. Information is provided by project managers across the portfolio and reflects the status of activities and results as of the end of the 2025 calendar year.

It should be noted that individual projects may contribute to multiple impact targets, and that individual beneficiaries may participate in more than one activity or training programme.

Results quality assurance methodology

The quality assurance process for reported annual results is based on a structured internal review approach, inspired by internationally recognised internal audit and management system review guidelines (e.g. International Organization for Standardization 19011).

The methodology applies a risk- and materiality-based sampling strategy to prioritise the review of projects and results with the highest potential impact on consolidated performance. Selection criteria are primarily driven by the relative contribution of projects to reported portfolio totals for each indicator.

During each reporting cycle, for each indicator, any reported result representing 3% or more of the portfolio total is verified through targeted follow-up with project teams by IUCN's Institutional Performance Management and Evaluation Unit. With regards to the 2025 annual results, this sampling methodology resulted in covering approximately 80% of consolidated portfolio results for each indicator.

This review focuses on clarification and validation of reported figures with the responsible teams. It does not include systematic verification of source documentation, cross-system reconciliation or independent validation of calculation methodologies. Project teams remain fully accountable for compliance with IUCN and donor reporting requirements.

This approach supports a high level of confidence in reported results while minimising the potential influence of isolated reporting anomalies. The process is designed to continuously strengthen data reliability and reporting practices and does not constitute a formal external audit or independent assurance engagement.

Limitations and disclaimers

While annual results are reviewed each year in accordance with IUCN's internal quality assurance process, data from previous years may be subject to retrospective updates. Such adjustments may result from donor requirements, validation processes or project-specific data collection cycles.

Consequently, although discrepancies are systematically tracked and justified, full reconciliation of aggregated results across reporting cycles and over the entire Programme duration cannot be performed at the portfolio level. Such analysis requires project-level examination.

Users of this report are therefore encouraged to interpret consolidated results in light of these methodological and operational constraints.

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05 Strategic partnerships

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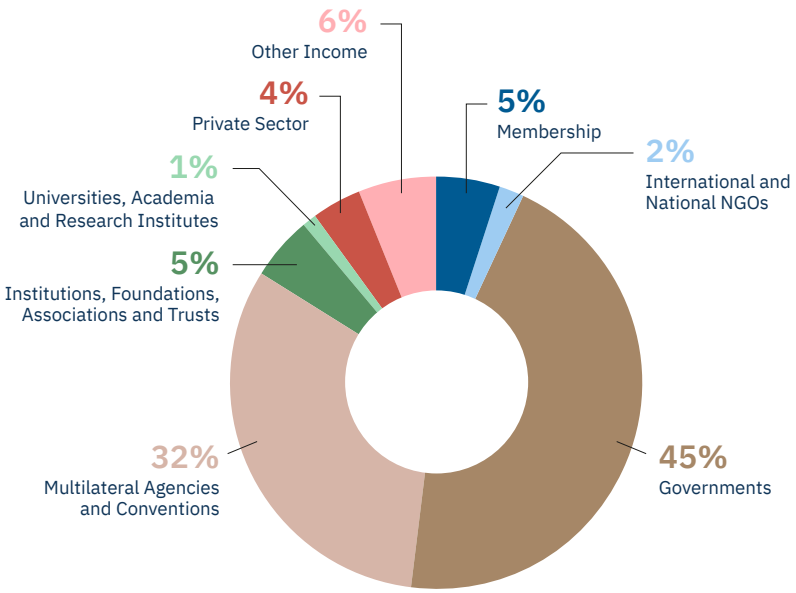
Funding sources

IUCN is grateful to its growing membership and partners, who are vital to the success of the Union's work.

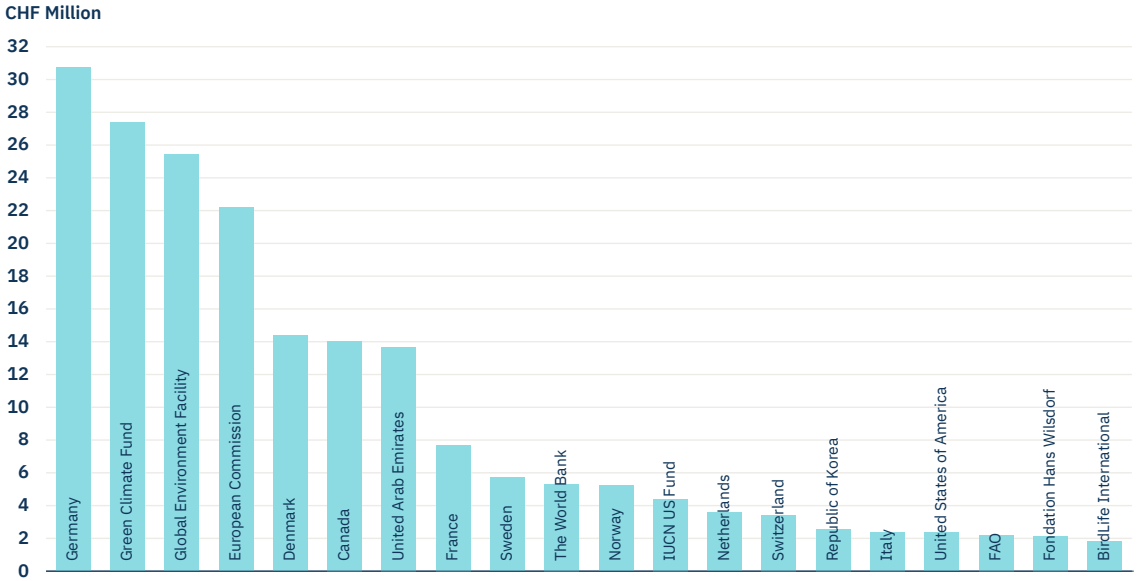
2025 Funding sources

IUCN receives support from a wide variety of partners, with a total income in 2025 of CHF 235 million. This includes project income, framework income, membership dues and philanthropy income.



2025 Top contributors

IUCN's growing global portfolio, executed in partnership with its Members and partners, puts IUCN's science-based knowledge into practice. Over the course of 2025, IUCN's portfolio grew to CHF 1.2 billion, with the top five donors being the Government of Germany, the Green Climate Fund, the Global Environment Facility, the European Commission and the Government of Denmark.



Framework partnerships

Sustaining strategic engagement

IUCN's Framework Partnerships provide the backbone of long-term, predictable collaboration with a group of committed government partners who share IUCN's mission and values. These multi-year agreements offer flexible support that enables the Union to maintain its global convening role, invest in institutional capacities and respond strategically to emerging conservation priorities. Beyond financial contributions, Framework Partners are deeply engaged in governance dialogue, strategic reflection and joint advocacy for nature at global, regional, and national levels.

In 2025, IUCN was pleased to celebrate the 20th anniversary of the France–IUCN Partnership, marking two decades of close collaboration. This milestone was commemorated with the signing of a new four-year partnership agreement, reaffirming France's long-standing commitment to multilateral environmental cooperation and to IUCN's role as a global conservation Union.

IUCN also welcomed the continued engagement of the Denmark Ministry of Foreign Affairs, which signed a new partnership agreement covering the period 2025–2029.

IUCN's work continued to be underpinned by the ongoing support of other Framework Partners Finland, the Republic of Korea, Luxembourg, Norway, Sweden and Switzerland , whose long-standing engagement contributes to IUCN's strategic continuity and effectiveness.

Framework Partners remained actively engaged throughout the year, including at the Annual Meeting of Framework Partners at IUCN Headquarters with IUCN senior leadership, which provided an opportunity for open dialogue on strategic priorities, the financial outlook and the implementation of IUCN's Programme and long-term Strategic Vision. Framework Partners also came together during the 2025 IUCN World Conservation Congress, reinforcing their shared commitment to multilateralism and collective action for nature at a time of increasing geopolitical and financial uncertainty.

IUCN's Framework Partners

Denmark
Ministry of Foreign Affairs

Finland
Ministry for Foreign Affairs

France
French Development Agency
Ministry for the Ecological and Inclusive Transition
Ministry for Europe and Foreign Affairs
Ministry for Overseas France
Ministry for Agriculture and Food

Republic of Korea
Ministry of Environment

Luxembourg
Ministry for the Environment, Climate Change and Sustainable Development

Norway
Norwegian Agency for Development Cooperation (Norad)

Sweden
Swedish International Development Cooperation Agency (Sida)

Switzerland
Swiss Agency for Development and Cooperation (SDC)

A meeting of Framework Partners at the 2025 IUCN Congress hosted by IUCN President Razan Al Mubarak and Director General Grethel Aguilar.

Speaking: Barbara Pompili, Ambassador for the Environment, France.

Highlighted partners

Strengthened engagement with Denmark on Nature-based Solutions and transboundary water management in Africa

Beyond its core Framework Partnership support, Denmark officially joined the ENACT Partnership, a global coalition launched by Germany and Egypt to accelerate collective action on climate change, land and ecosystem degradation, and biodiversity loss through enhanced Nature-based Solutions (NbS). As part of the ENACT Partnership, Denmark will support the integration of NbS into Nationally Determined Contributions (NDCs) and National Adaptation Plans (NAPs), with a priority focus on African partner countries.

With support from Denmark, IUCN, in partnership with UNEP and the UNEP-DHI Centre, and in collaboration with the governments of Kenya, Tanzania and Uganda, launched the Climate Resilient Eastern African Transboundary Water Management for Environmental Sustainability (CREATES) programme.

CREATES is a multi-year initiative designed to assist the three countries to improve their transboundary water management in support of water security, climate resilience, regional cooperation and sustainable development. The programme forms part of Denmark's contribution to the EU Team Europe Initiative on Transboundary Water Management (TEI-TWM) and complements wider regional and continental efforts to manage shared water resources in ways that support stability and long-term resilience.

Denmark's renewed commitment underscores its confidence in IUCN as a trusted partner for delivering impact at scale, particularly in support of NbS, climate resilience and biodiversity action in partner countries.

© Unsplash, Ed Wingate

Highlighted partners

Highlighting IUCN's largest bilateral partner: the Federal Republic of Germany

IUCN enjoys broad engagement across the German government and with a number of its ministries and agencies. Each of these partnerships is of a significant size and contributes to IUCN's core work as well as more innovative approaches to conservation.

In 2025, IUCN and KfW officially launched the Forest Action Facility (FAF), a platform to develop, finance and implement Forest Landscape Restoration (FLR) activities in Latin America, with initial seed funding provided by the German Federal Ministry for Economic Cooperation and Development (BMZ). A renewed cooperation agreement was also signed, building upon years of joint successes on major initiatives, including the Integrated Tiger Habitat Conservation Programme, the SADC Transfrontier Conservation Area Financing Facility, the Selva Maya project and the WALD Innovation Facility.

IUCN's long-standing engagement with the Federal Ministry for the Environment, Climate Action, Nature Conservation and Nuclear Safety (BMUKN) and the International Climate Initiative (IKI) was further strengthened through new commitments and engagements. This included additional support for the Global EbA Fund, a funding mechanism for the implementation of Ecosystem-based Adaptation (EbA) co-implemented by IUCN and UNEP. The year also saw the launch of a new NbS hub for the European region. Hosted by IUCN Europe, the NbS hub aims at scaling up NbS by facilitating knowledge generation and exchange, partnership building and resource mobilisation. The hub will closely cooperate and interact with other regional hubs and NbS centres of excellence in Europe.

The launch of the NbS Navigator, a platform that will enable governments and non-governmental stakeholders to plan, implement and monitor NbS efforts while aligning them with global frameworks, was also announced with German support.

Finally, the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), which works on international cooperation on behalf of the German government, signed a new MoU focusing on the development of new initiatives and the promotion of a wider application of IUCN's science-based knowledge products and standards, including those for the IUCN Green List of Protected and Conserved Areas and the Global Standard for Nature-based Solutions. Other projects include translating the new High Seas Biodiversity Treaty into reality in Brazil, Chile, Ecuador, Indonesia, Micronesia and Senegal, as well as PANORAMA, a global initiative to support replication of good conservation practices, with the methodology currently used to implemented National Biodiversity Strategy and Action Plans for 23 countries across 3 regions.

IUCN renewed its partnerships with KfW and GIZ at the 2025 IUCN Congress.

Patrons of nature

The Patrons of Nature continue to play a key role in supporting the Union, advising its leadership and championing initiatives, and were critical to the success of the Philanthropy Summit held at the 2025 IUCN Congress. During the summit, IUCN officially welcomed Mr Humphrey Kariuki as the newest Patron of Nature and the first African philanthropist to join the group. Mr Kariuki has supported IUCN Member Mount Keyna Wildlife Conservancy for over a decade, and has indicated a wish to "bring on board more African philanthropists to care for our natural heritage".

The 2025 IUCN Congress saw the launch of numerous initiatives backed by the Patrons, including the Ocean Stewardship Award to young ocean scientists supported by Patrons Jessica and Adam Sweidan, in honour of Dr Kristina Gjerde. Patron Dr Sylvia Earle was granted IUCN Honorary Membership for her lifelong commitment to ocean science and conservation and to IUCN.

Mr Humphrey Kariuki © IUCN

Remembering dame Jane Goodall, DBE

At the 2025 IUCN Congress, we also took time to honour and celebrate the extraordinary life of Patron of Nature Dr Jane Goodall.

2025 witnessed the loss of the world-renowned primatologist, who pioneered contemporary, local community-led conservation. Dr Goodall was an icon of hope whose life was a celebration of possibility that inspired generations of conservationists and shaped the global conservation movement. For decades, her influence within the IUCN was profound, where she served as a tireless advocate for the Species Survival Commission and a dedicated Patron of Nature. Her participation at IUCN Congresses stirred global media attention and provided a moral compass for the international community, bridging the gap between rigorous science and compassionate action.

Beyond her transformative research, JDr Goodall's most poignant legacy remains her unshakeable belief that every individual has the power to effect change. Through the Jane Goodall Institute, a member of IUCN, and her global Roots & Shoots programme, she turned this conviction into a movement that empowers millions across the globe.

She was honoured by the entire IUCN community at the 2025 IUCN Congress in Abu Dhabi that, until her passing, she had been expected to attend.

Jane Goodall © Vincent Calmel

Business engagement

In a year marked by growing recognition that economic systems must work within planetary boundaries, IUCN deepened its collaborations with business to embed biodiversity into corporate strategy, operations and investment. In 2025, new collaborations spanned forestry, chemicals, finance, water stewardship, advancing ecosystem science, piloting innovative nature-positive methodologies and supporting community-led conservation efforts aligned with national and global biodiversity goals.

APRIL

IUCN's collaboration with APRIL Group, a pulp and paper business and member of the RGE group of companies, will evaluate and provide strategic guidance on ways to enhance APRIL's biodiversity conservation and restoration programmes. The collaboration also aims to generate practical lessons for the wider forestry and land-use sector on how biodiversity outcomes can be measured, strengthened and transparently communicated.

Expanding the Red List of Ecosystems, the tool developed by IUCN to gauge the risks facing ecosystems around the world, is one focus area of the five-year strategic collaboration, which will aim to strengthen conservation science around global peatlands and apply evidence-based solutions for improving biodiversity.

Another focus is piloting the IUCN RHINO approach that helps companies contribute to national and global biodiversity goals. IUCN will test this new approach with APRIL across conservation areas managed by APRIL in the Kampar Peninsula in Sumatra. This science-based approach to assessing nature-positive outcomes offers major learning potential for other large-scale conservation and restoration sites worldwide.

Through the collaboration, IUCN is deepening its engagement and strengthening cooperation with strategic stakeholders in Indonesia, including scientific experts, non-governmental organisations and local communities to improve outcomes for people and nature.

Solvay

IUCN is working with chemical company Solvay to identify effective measures to meet the company's expanded biodiversity commitments, blazing a trail for the adoption of improved practices across an industrial sector with complex and significant impacts on nature.

Solvay has expanded its biodiversity commitments in alignment with the Kunming-Montreal Global Biodiversity Framework with a pledge to allocate 30% of permeable land located near biodiversity-sensitive areas to support nature conservation and restoration efforts by 2030.

The three-year partnership has already begun piloting the IUCN RHINO approach at Solvay's soda ash and sodium bicarbonate manufacturing site in Dombasle, France, the first application of the methodology at scale in the chemicals sector. IUCN's Species Threat Abatement and Restoration (STAR) metric will also be used to identify conservation and restoration opportunities there.

A case study will be developed to share lessons from the partnership, including its deployment of science-based methods to assess impacts, set targets and measure contributions to species survival and ecosystem health.

© Solvay

Partnering with business

Sampath Bank

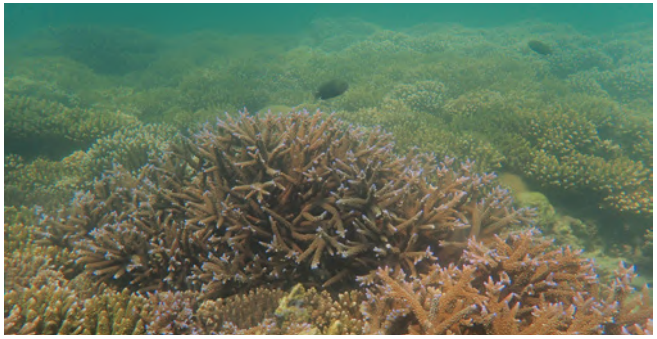
Sampath Bank is helping protect some of Sri Lanka's most biodiverse and resilient coral reefs through a partnership with IUCN that deploys corporate investment in the service of national and international biodiversity goals as well as community-based conservation.

Under a five-year agreement, Sampath Bank, a leading bank in Sri Lanka, will fund a project to protect the Erumaitivu–Kakkativu seascape. Located in Palk Bay, northern Sri Lanka, the area hosts some of the country's most remote and least explored coral reefs.

With a focus on collaborative management of the seascape to support livelihoods and sustain marine biodiversity, including by protecting and restoring key areas, IUCN has begun engaging with local communities and other stakeholders to conduct coral surveys and build trust in this remote region.

The project will build marine and coastal conservation capacity in Sri Lanka and is aligned with the national Sri Lanka Coral Reef Initiative. It also builds on Sampath Bank's existing partnerships with government and non-governmental organisations to conserve and restore Sri Lanka's coral reefs.

The partnership will also support other IUCN initiatives such as a global Red List of Ecosystems assessment of coral reefs and the Sri Lanka component of the second phase of the GEF-funded Bay of Bengal Large Marine Ecosystem (BOBLME-2) project.



Erumaithivu coral reef
© Naalin Perera/IUCN

Nestlé Waters & Premium Beverages

In 2025, IUCN's engagement with Nestlé Waters & Premium Beverages (NW&PB) focused on advancing ten of the company's 'Pledge projects' across Europe and Asia with science-based guidance, biodiversity integration and catchment-level approaches.

Under its global water regeneration commitment, NW&PB has committed to replenishing more water than it uses by, for instance, restoring wetlands and supporting reforestation. Throughout 2025, IUCN undertook site visits and studies, aligning regeneration projects with IUCN's Nature-based Solutions Standard, and identified potential sites to designate as Other Effective area-based Conservation Measures (OECMs).

Drawing on lessons from NW&PB's diverse sites, IUCN is evolving its corporate water stewardship strategy to help companies shift from a company-centric to stakeholder-centric water governance approach, with strong integration of biodiversity and climate co-benefits.

The engagement with NW&PB also aligns with IUCN's collaboration with the industry association Natural Mineral Waters Europe (NMWE). To drive sector-wide impact, IUCN and NMWE jointly issued new guidance in 2025, enabling mineral and spring water producers to advance biodiversity conservation around their water sources.

Domaine du Canavérier, France,
one of NW&PB's pledge project sites
©IUCN/Isabel Wallnoefer

The business case for nature

How IUCN worked with companies to advance biodiversity

IUCN published a collection of case studies in 2025 showcasing its vital and growing work with companies around the world, illustrating the significant potential of the private sector to advance global nature and biodiversity goals.

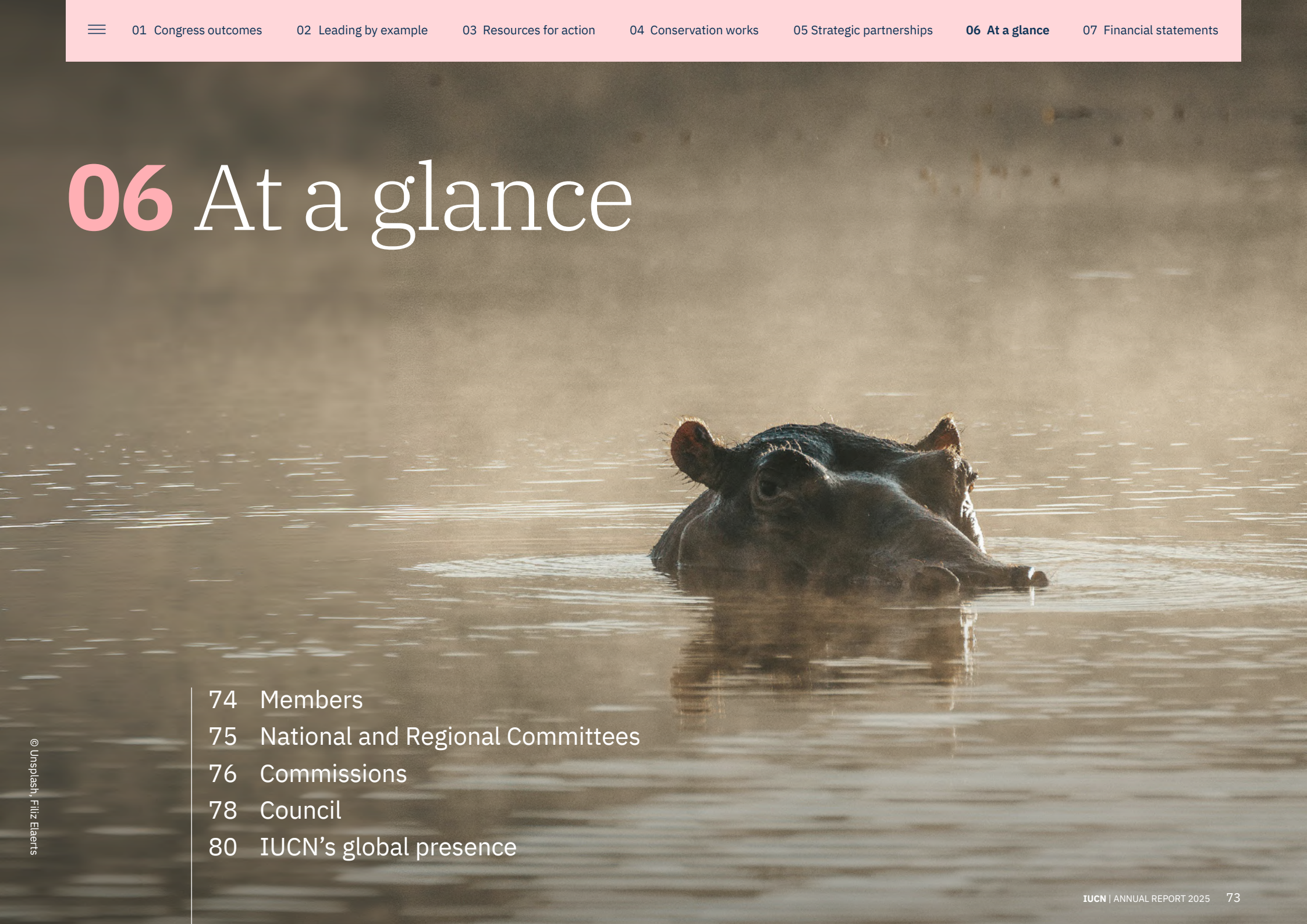
Designed to inspire and inform, The nature of success: Stories of impact from IUCN's collaboration with businesses provides real-world examples of how IUCN is enabling companies to deliver measurable benefits for nature and people, including through their commercial operations.

The publication describes how 15 companies and business groups in sectors including banking, cosmetics, tourism, consumer goods, agri-foods, forestry, infrastructure and automobiles are working with IUCN to integrate biodiversity science, standards and inclusive approaches into their operations and value chains, for instance by aligning them with global targets, applying Nature-based Solutions and harnessing innovative technology.

Corporate leaders quoted in the report provide insights on how cooperation with IUCN has helped them make decisions that increase the sustainability of their business models, the impact of their nature-focused investments and the resilience of the communities they serve, enabling them to make a positive contribution to nature, people and economies.

By linking business engagement directly to IUCN's mission, these stories underscore why collaborations with businesses will remain critical to IUCN's work in the years ahead.

06 At a glance



74 Members
75 National and Regional Committees
76 Commissions
78 Council
80 IUCN's global presence

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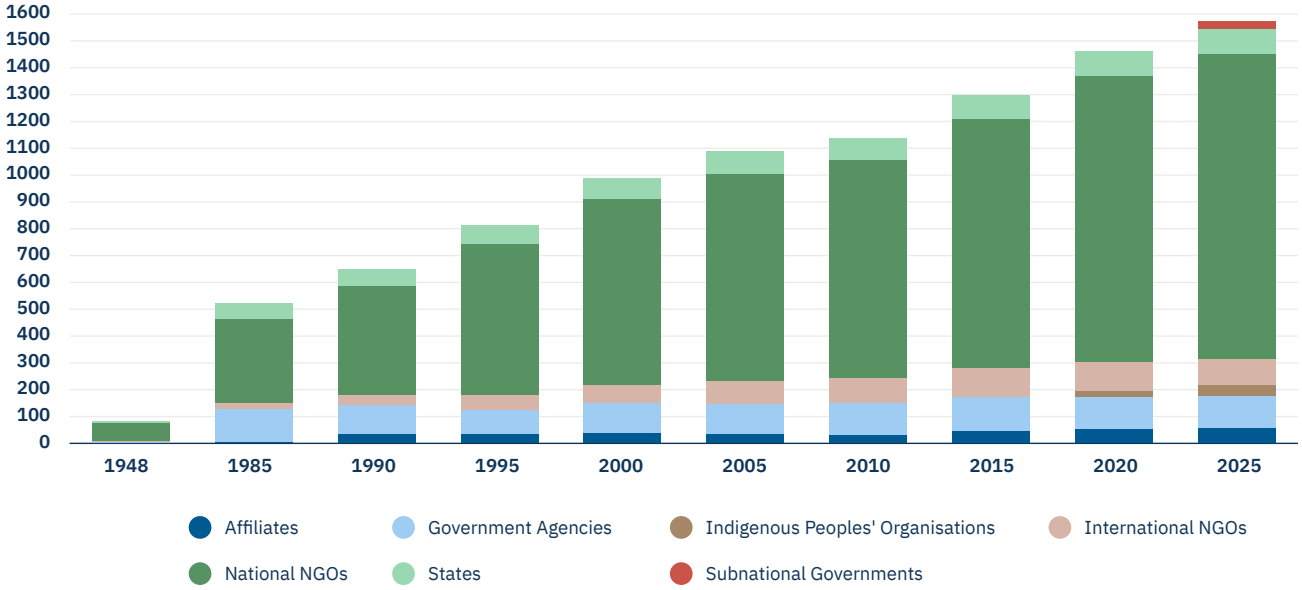
Members

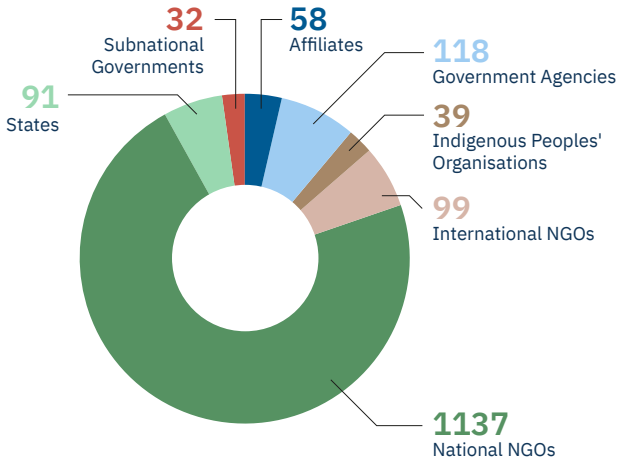
IUCN harnesses the knowledge, resources and reach of over 1,500 Members. These include States and government agencies at national and sub-national levels, large and small non-governmental organisations (NGOs), Indigenous Peoples' Organisations, and scientific and academic institutions.

Through their affiliation with IUCN, Members work with Commissions and the Secretariat to forge and implement solutions to the planet's greatest environmental challenges. IUCN Members also convene and influence diverse stakeholders, including at the highest levels, in support of nature conservation. As part of a democratic process, at the IUCN World Conservation Congress, Members vote on Resolutions that drive the global conservation agenda. IUCN's history is built on Members putting their knowledge and influence to work for a more sustainable future for nature and people.

Evolution of IUCN's membership by category



Distribution of IUCN Members by type



1,574 Member organisations

158 New Members joined in 2025
with 15 re-joining Members

167 Countries with IUCN Members

National and Regional Committees

IUCN Members within a country or region may choose to organise themselves into National and Regional Committees to facilitate cooperation among Members, and with other parts of the Union, and to support the participation of Members in the Programme and governance of IUCN. IUCN's National and Regional Committees can be very different in nature. Some of the Member Committees work to jointly implement projects, whereas others are predominantly vehicles for exchange and networking.

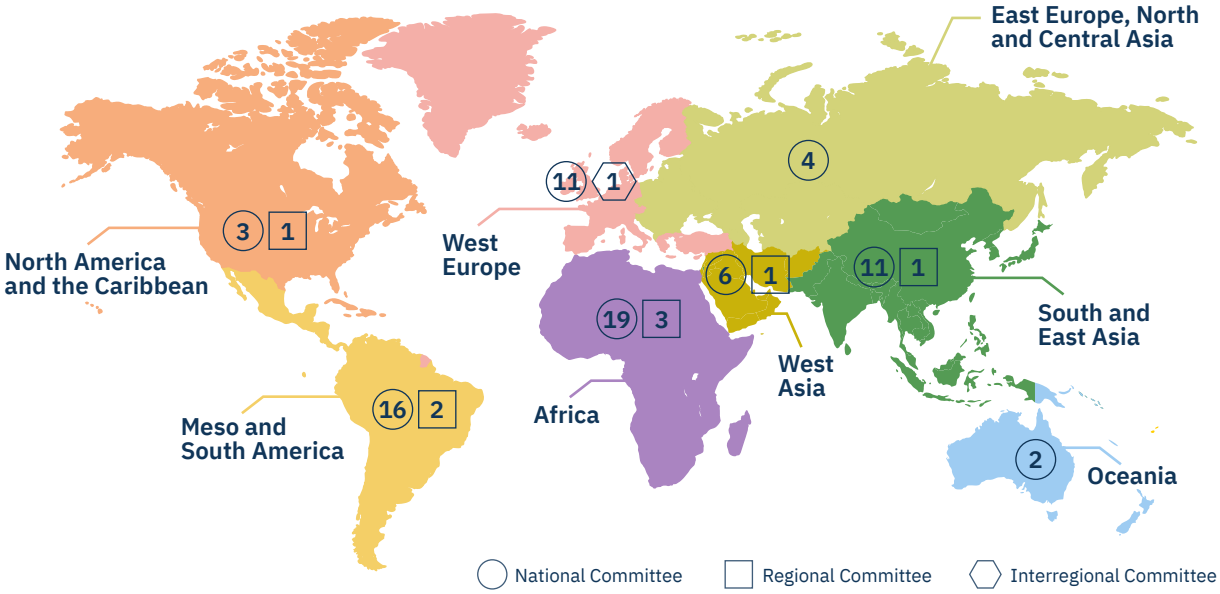
8 officially recognised Regional Committees of IUCN Members

- Eastern and Southern Africa Regional Committee
- North Africa Regional Committee
- West and Central Africa Regional Committee
- Meso America Regional Committee
- South America Regional Committee
- Caribbean Regional Committee
- South and East Asia Regional Committee
- West Asia Regional Committee

1 officially recognised Interregional Committee of IUCN Members

- Interregional Committee for Europe, North and Central Asia

Distribution of IUCN's committees of Members



72 officially recognised National Committees of IUCN Members

Albania
Argentina
Australia
Bangladesh
Belize
Benin
Bolivia (Plurinational State of)
Botswana
Brazil
Burkina Faso
Burundi
Cambodia
Cameroon
Canada
Chile
Colombia
Congo
Costa Rica
Denmark
Dominican Republic
Ecuador
Egypt
El Salvador
Finland
France
Guatemala
Guinea-Bissau
Honduras
Hungary
India
Israel
Italy
Japan
Jordan
Kenya
Kuwait
Lebanon
Libya (State of)
Madagascar
Malawi
Mali
Mexico
Morocco
Mozambique
Nepal
Netherlands
New Zealand
Nicaragua
Pakistan
Palestine
Panama
Paraguay
Peru
Philippines
Poland
Republic of Korea
Russian Federation
Senegal
South Africa
Spain
Sri Lanka
Sweden
Switzerland
Thailand
Tunisia
Türkiye
Uganda
United Arab Emirates
United Kingdom of Great Britain and Northern Ireland
United States of America
Viet Nam
Zimbabwe

Commissions

More than 19,000 scientists and experts from around the world and across a wide range of disciplines volunteer their expertise as members of an IUCN Commission. IUCN Commissions:

- Analyse issues and prepare assessments, reports, action plans, criteria and methodology;
- Undertake research and other scientific and technical work;
- Undertake tasks assigned to them within the integrated programme of IUCN;
- Provide advice on any matter within their fields of competence;
- Broaden knowledge and competence on matters relating to their mandates;
- Work with Members and the Secretariat to develop activities within the various Regions;
- Support Members and components of IUCN with necessary expertise; and
- Undertake such other responsibilities as may be assigned to them by the World Conservation Congress and the Council.

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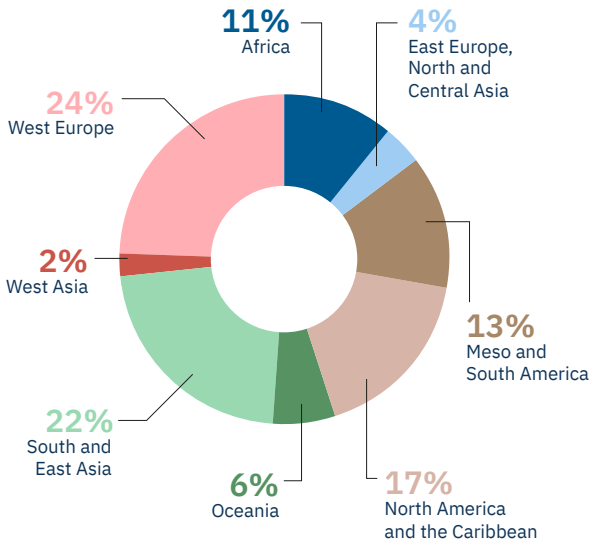
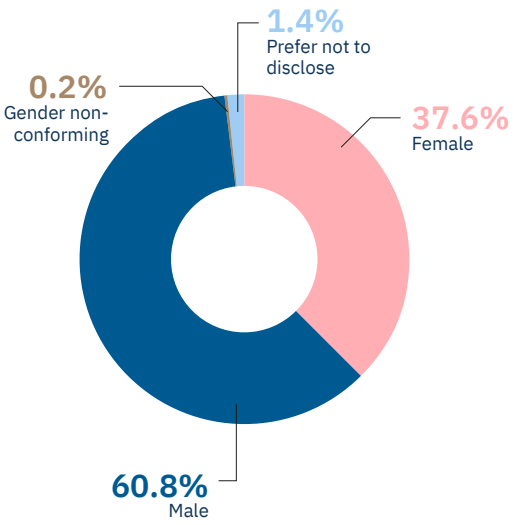
Commission regional spread



Commission gender split



Commissions

Climate Action Commission (CAC)

Promotes appropriate, effective, just and nature-positive solutions to the climate crisis that are based on the best available scientific evidence from all reputable international bodies and from Indigenous knowledge systems.

Commission on Ecosystem Management (CEM)

Develops and shares expert guidance on ecosystem-based approaches to management and use of natural and modified ecosystems to achieve biodiversity conservation, address climate change, contribute to human wellbeing and promote sustainable development.

Species Survival Commission (SSC)

Influences, encourages and assists societies in conserving biodiversity integrity and ensuring that the use of species is equitable and sustainable. This is done by building knowledge of species' status and trends; developing policies and guidelines; facilitating conservation planning; and catalysing action.

World Commission on Protected Areas (WCPA)

Develops and provides scientific and technical advice and policy that promote a representative, effectively managed and equitably governed global system of marine and terrestrial protected areas.

Commission on Education and Communication (CEC)

Strengthens 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 the planet.

Commission on Environmental, Economic and Social Policy (CEESP)

Generates and disseminates knowledge, mobilises influence and promotes actions to harmonise the conservation of nature with the critical social, cultural, environmental and economic justice concerns of human societies.

World Commission on Environmental Law (WCEL)

Assures, through the environmental rule of law, the proper valuation, conservation, restoration and sustainable use of nature through transformative change across legal, political, technological, social, financial and economic sectors.

Council

The IUCN Council is the Union's principal governing body between sessions of the World Conservation Congress, the General Assembly of the Union's Members.

Subject to the authority, direction and policy of the Congress, the role of the IUCN Council is to set strategic direction and policy guidance for the work of the Union; provide oversight and guidance on the performance of the components of the Union as a whole and of the Director General in particular; and to fulfil its fiduciary responsibilities to the Members and report back to them.

During 2025, the outgoing Council (2021–2025) focused on delivering the five key priorities it set at the beginning of its term:

1. Strengthening IUCN's governance and decision-making processes;
2. Advancing work towards a shared 20-year Strategic Vision for the Union;
3. Supporting the implementation of World Conservation Congress Resolutions;
4. Increasing Member engagement and satisfaction; and
5. Enhancing IUCN's influence on the global conservation agenda by mobilising its Members and Commissions around high-ambition outcomes.

By the end of its term, the outgoing Council had advanced or completed work across all five priorities it set in 2021. Together, these efforts provided a strong and stable foundation for the incoming Council to take forward the Union's work following the 2025 World Conservation Congress.

Outgoing IUCN Council meeting in Gland in May 2025
© Joseph McLeod

Council

Council elections

The year marked continuity in the Union's leadership, with Razan Al Mubarak re-elected for a second term as President, reflecting Members' confidence in the strategic direction and governance of the Union.

In its final year, the outgoing Council also focused on ensuring an effective transition following the World Conservation Congress. This included enabling continuity in leadership, supporting institutional handover arrangements, and positioning the incoming Council to build on progress made during the 2021–2025 term. The transition marked a key moment in the Union's governance cycle, reinforcing stability while preparing the ground for the next phase of strategic delivery.

Members of the Council
President
Treasurer
Chairs of the Commissions
28 Councillors elected from the Regions
Additional appointed Councillor (Indigenous representative)
Councillor from the State in which IUCN has its seat (Switzerland)

IUCN President, Razan Al Mubarak, at the first sitting of the IUCN Council at the 2025 IUCN Congress © Trevor Brown

First meeting of the incoming IUCN Council in Abu Dhabi in October 2025 © Joseph McLeod

IUCN's global presence

The IUCN Secretariat works to achieve the vision of the Union's constituencies. The Secretariat includes more than 1,100 staff working across more than 60 countries.

IUCN's headquarters are in Switzerland, and there are regional country and project offices worldwide. In addition to contributing knowledge and undertaking convening and capacity-building work, the Secretariat works hand in hand with Members and Commissions to implement IUCN's programmatic and policy work.

The Secretariat implements the IUCN Statutes, policies and IUCN programme, working with the Council, Members and Commissions to achieve conservation goals while maintaining high scientific standards.

Learn more about our Secretariat and Director General and leadership team.

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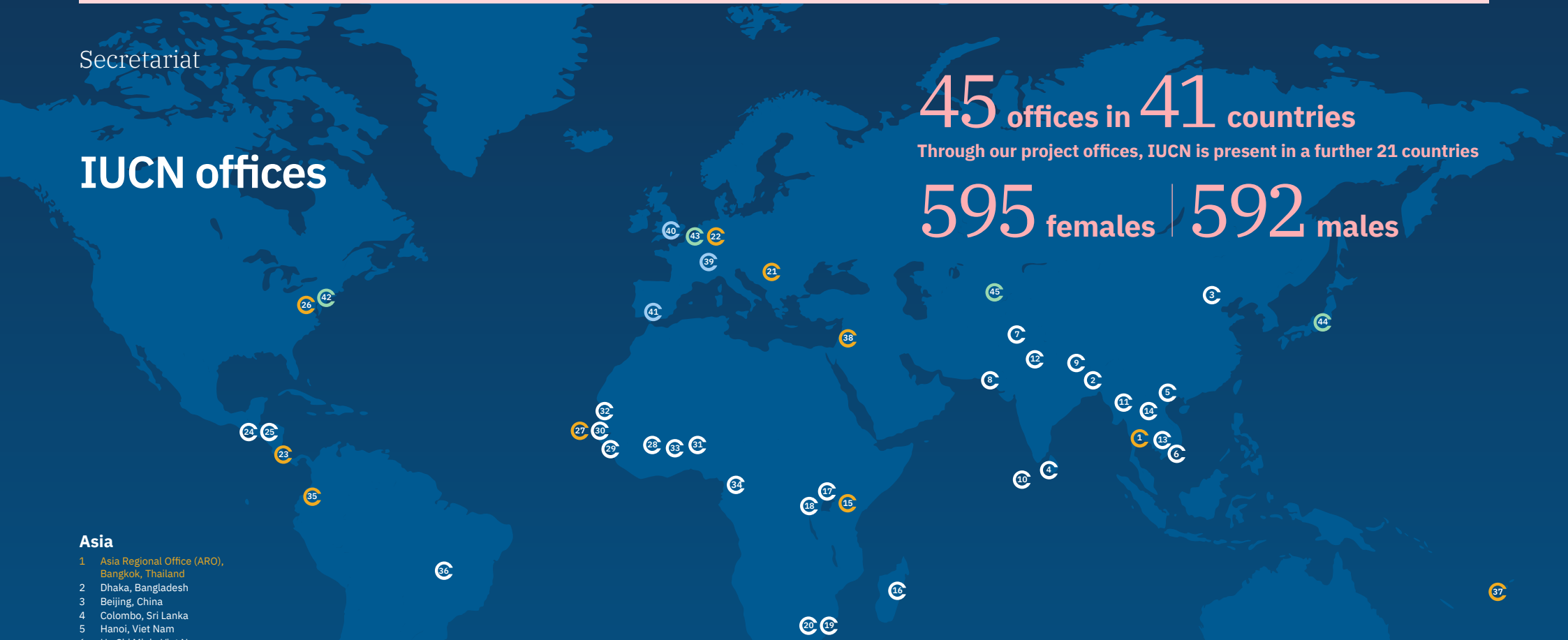
Secretariat

IUCN offices

45 offices in 41 countries

Through our project offices, IUCN is present in a further 21 countries

595 females | 592 males



Asia

1 Asia Regional Office (ARO), Bangkok, Thailand
2 Dhaka, Bangladesh
3 Beijing, China
4 Colombo, Sri Lanka
5 Hanoi, Viet Nam
6 Ho Chi Minh, Viet Nam
7 Islamabad, Pakistan
8 Karachi, Pakistan
9 Kathmandu, Nepal
10 Malé, Maldives
11 Nay Pyi Taw, Myanmar
12 New Delhi, India
13 Phnom Penh, Cambodia
14 Vientiane, Lao PDR

East and South Africa

15 Eastern and Southern Africa Regional Office (ESARO), Nairobi, Kenya
16 Antananarivo, Madagascar
17 Kampala, Uganda
18 Kigali, Rwanda
19 Maputo, Mozambique
20 Pretoria, South Africa

Eastern Europe and Central Asia

21 Regional Office for Eastern Europe and Central Asia (ECARO), Belgrade, Serbia

Europe

22 European Regional Office (EURO), Bonn, Germany

Mexico, Central America and the Caribbean

23 Regional Office for Mexico, Central America and the Caribbean (ORMACC), San Jose, Costa Rica
24 Guatemala City, Guatemala
25 Tegucigalpa, Honduras

North America

26 Regional Office for North America, Washington, D.C., USA

West and Central Africa

27 West and Central Africa Regional Office (PACO), Dakar, Senegal
28 Bamako, Mali
29 Bissau, Guinea Bissau
30 Dakar, Senegal
31 Niamey, Niger
32 Nouakchott, Mauritania
33 Ouagadougou, Burkina Faso
34 Yaoundé, Cameroon

South America

35 South America Regional Office (SUR), Quito, Ecuador
36 Brasilia, Brazil

Oceania

37 Oceania Regional Office (ORO), Suva, Fiji

West Asia

38 Regional Office for West Asia (ROWA), Amman, Jordan

Headquarters and outposted offices

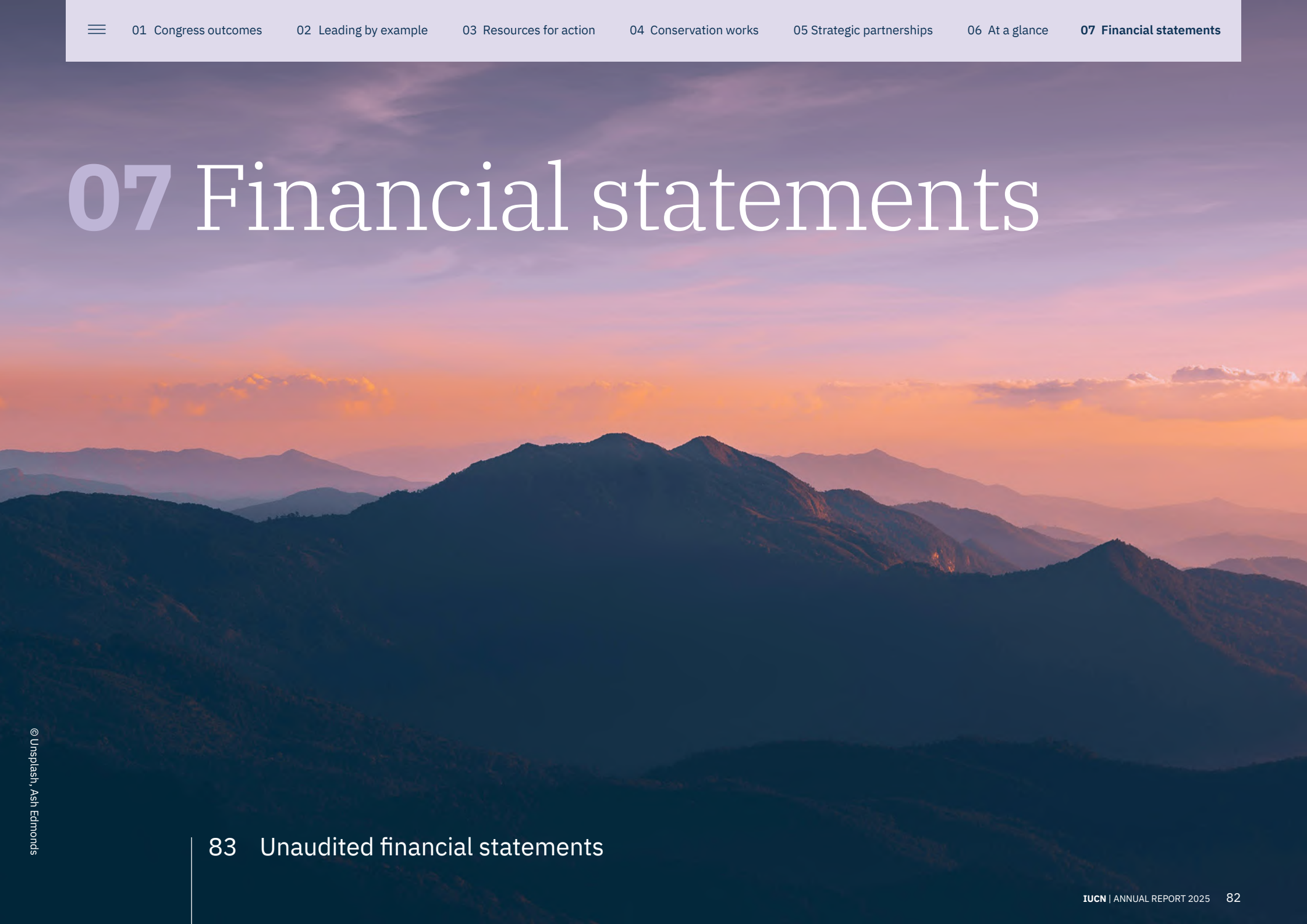
39 IUCN headquarters, Gland, Switzerland
40 Outposted, Cambridge, United Kingdom
41 Outposted, Centre for Mediterranean Cooperation (Med), Málaga, Spain

Representative offices

42 Permanent Observer to the United Nations, New York, N.Y., USA
43 EU Representative Office, Brussels, Belgium
44 Representative Office, Tokyo, Japan
45 Tashkent, Uzbekistan

IUCN Project Offices are not represented on the map

07 Financial statements



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83 Unaudited financial statements

Unaudited financial statements

	2025			2024		
	Secretariat Unrestricted	Project Agreements	Total	Secretariat Unrestricted	Project Agreements	Total
External operating income						
Membership dues	13,476	-	13,476	13,240	-	13,240
Retention of staff income tax	2,111		2,111	1,947	-	1,947
Agreements income	831	192.740	193,571	1,135	159,698	160,833
Framework income	12,303		12,303	12,712	1,832	14,544
Other operating income	6,241	7,424	13,665	5,236	1,073	6,309
Total external operating income	34,962	200,164	235,126	34,270	162,603	196,873
Internal allocations						
Unrestricted allocations to projects	(445)	445	-	(81)	81	-
Cross charges from projects	67,333	(67,333)	-	58,759	(58,759)	-
Other internal allocations	(1,070)	1,070	-	(86)	86	-
Total internal allocations	65,818	(65,818)	-	58,592	(58,592)	-
Operating expenditure						
Staff costs	77,266	2,718	79,984	71,645	2,150	73,792
Implementing partner staff costs	-	13,693	13,693	-	14,766	14,769
Consultants	2,195	27,353	29,548	1,892	25,282	27,174
Grants to partners	112	8,384	8,496	258	9,445	9,703
Travel	3,051	23,038	26,089	3,699	19,259	22,958
Workshops and conferences	870	11,869	12,739	573	5,239	5,812
Publications and printing costs	553	9,898	10,451	594	3,254	3,848
Office and general administrative costs	3,274	9,939	13,213	3,326	8,723	12,049
Vehicles & equipment – costs & maintenance	1,166	16,508	17,674	1,180	18,033	19,213
Professional fees or costs	643	2,808	3,451	648	1,667	2,315
Depreciation and amortisation	2,867	2	2,869	2,094	1	2,095
Total operating expenditure	91,997	126,210	218,207	85,909	107,819	193,728
Net operating surplus	8,783	8,136	16,919	6,953	(3,808)	3,145
Other income – expenditure						
Interest income	1,452	388	1,840	1,374	371	1,745
Financial charges	(499)	(300)	(799)	(484)	(235)	(719)
Gains on financial assets	882	-	882	736	-	736
Net gains (losses) on foreign exchange	(2,492)	(3,046)	(5,538)	5	700	705
Exchange differences on revaluation of project balances	-	(4,981)	(4,981)	-	2,668	2,668
Net movements in provision and write-offs	(3,368)	286	(3,082)	(2,271)	304	(1,967)
2025 Congress	483	(483)	-	-	-	-
Total other income – expenditure	(3,542)	(8,136)	(11,678)	(640)	3,808	3,168
Net surplus for the year	5.241	-	5,241	6,313	-	6,313
(Increase) in designated reserves	(2,935)	-	(2,935)	(1,496)	-	(1,496)
NET SURPLUS FOR THE YEAR after Designated Reserve Movement	2,306	-	2,306	4,817	-	4,817

All figures are in thousands of CHF

Disclaimer
The designation of geographical entities in this book, and the presentation of the material, do not imply the expression of any opinion whatsoever on the part of IUCN concerning the legal status of any country, territory, or area, or of its authorities, or concerning the delimitation of its frontiers or boundaries.

All figures are correct as of 31.12.2025 unless otherwise stated.

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117th Meeting of the IUCN Council (C117)

in person, in Gland (Switzerland) 21-23 April 2026

Item C117/3.4

Financial Statements 2025

ACTION REQUESTED FROM COUNCIL

Council is invited to take note of the information provided.

I. Background

1. In accordance with Article 46(g) of the Statutes, the Council is responsible for approving the annual audited Financial Statements of IUCN. Final approval of the audited accounts for all full financial years of the quadrennium rests with the World Conservation Congress in accordance with Article 20(d) of the Statutes.

2. The audit of the Financial Statements for the year ended 31 December 2025 is currently in progress and is being conducted by Deloitte, which was appointed as External Auditor at the last World Conservation Congress held in Abu Dhabi in 2025.

3. Given the timing of the audit, the audited Financial Statements are not yet available for consideration at the present meeting. It is therefore proposed that the Finance and Audit Committee (FAC) convene following the completion of the audit in May 2026, to review the audited Financial Statements and the External Auditor's report.

4. Subject to its review, the FAC will submit its recommendation directly to Council by electronic vote after C117.

Budget 2026

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1 2026 Budget

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1.1
Summary

The 2026 budget represents the first year of implementation of the 2026-2029 Financial Plan. It is a year where we are starting to act on the foundations for the financial strategy for the 20-year Strategic Vision approved at the 2025 IUCN World Conservation Congress.

The total income and expenditure budget for 2026 is CHF 206m. This includes the utilization of CHF 1.7m from Designated Reserves. The increase in 2025 budget when compared to 2024 is driven by the Congress which generated income and expenditure of CHF 27m. See Figure 1 below which shows the total income from 2022 to 2026.

A surplus of CHF 0.4m is budgeted for 2026 after transfers from Designated Reserves.

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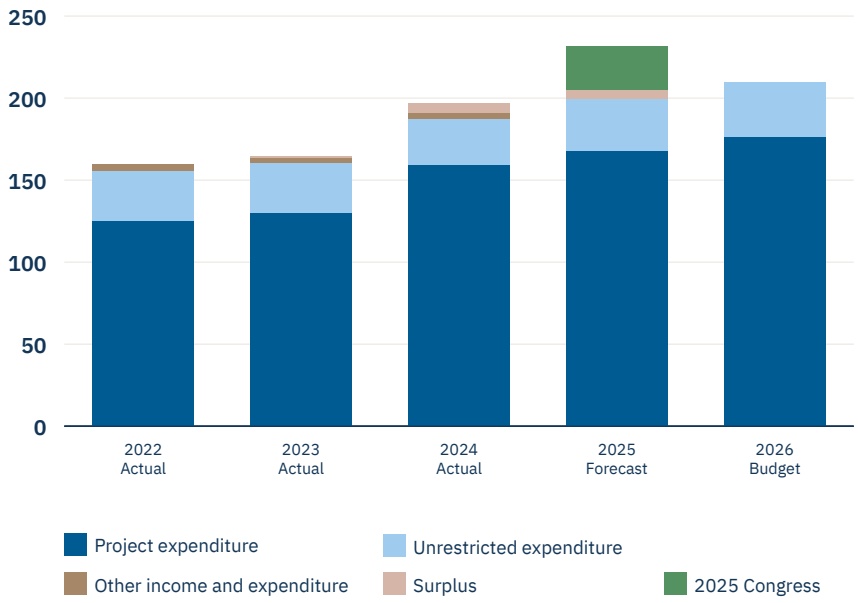
Figure 1. Total income budget



1.2
Overall financial situation

Our funding pipeline remains strong, driven by donor support for the IUCN Programme and a growing project portfolio. Of the project funding for the 2026, 91% budget is secured.

Membership dues are based on 2025 income.

Framework income is based on signed agreements and the most recent data provided by Framework Partners where agreements have not yet been signed at the time of budget preparation.

IUCN finances face challenges driven by the geopolitical situation. IUCN anticipated this and set aside funds in designated reserves during 2024 and 2025. The 2026 budget includes investments in new technology and resource mobilisation to drive efficiencies and raise unrestricted/flexible funding respectively in accordance with the 2026-2029 financial plan. 2026 represents the first year of implementation of the quadrennial plan.

Figure 2 shows income trends over the last three years together with the forecast for 2025 and the budget for 2026. For the Project income, if we take out the impact of the 2025 World Conservation Congress, the trend is a steady increase across all years. Project Income is recognised as expenditure is incurred.

In 2025, restricted income includes the 2025 Congress income of CHF 27m.

Figure 3 shows trends in unrestricted income. Framework Income is expected to decline significantly in 2026, and Membership dues are expected to stay steady. Other income declines in 2026 owing to a difference in classification between actuals and budget.

Figure 4 below shows the evolution of the value of the project portfolio total value. At the end of October 2025 projects under implementation had a total value of CHF 963m and those under development a total value of CHF 97m. The light blue bar shows projects under development. This has slipped back slightly given the high level of successful project bids.

Figure 2. Income trends

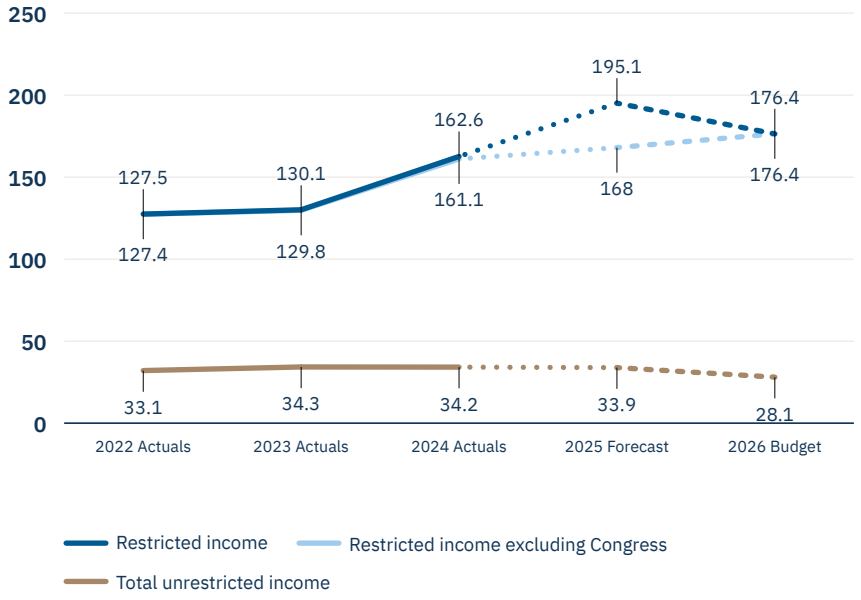


Figure 3. Unrestricted income trends
(in CHF millions)

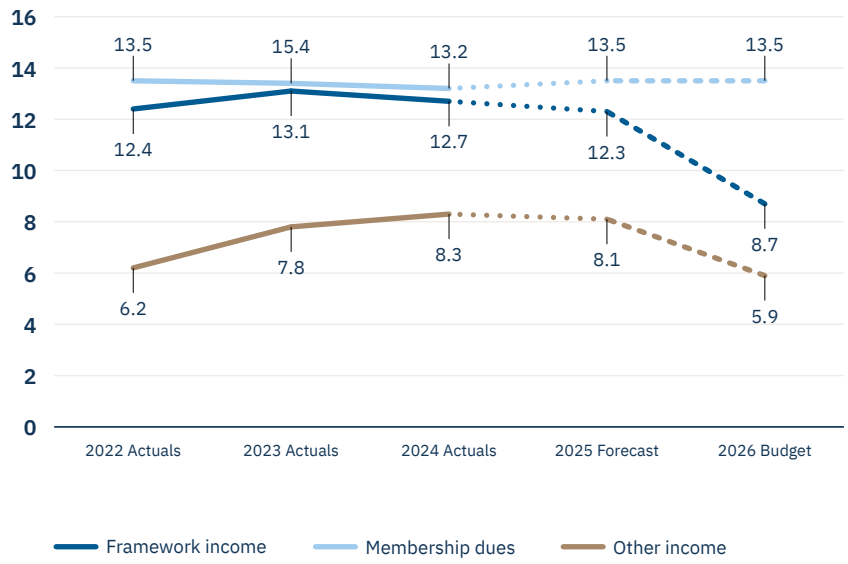
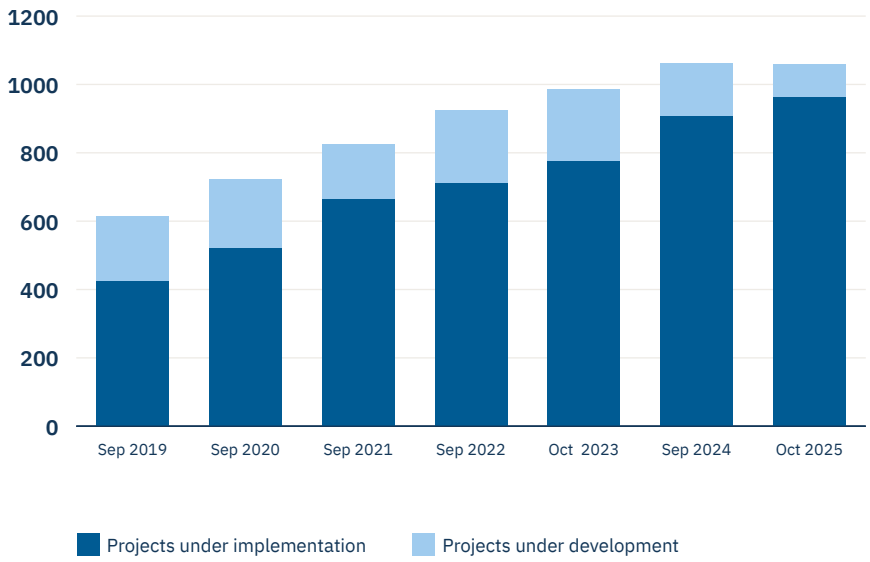


Figure 4. Portfolio evolution, showing execution, implementation and service level agreement total portfolio value



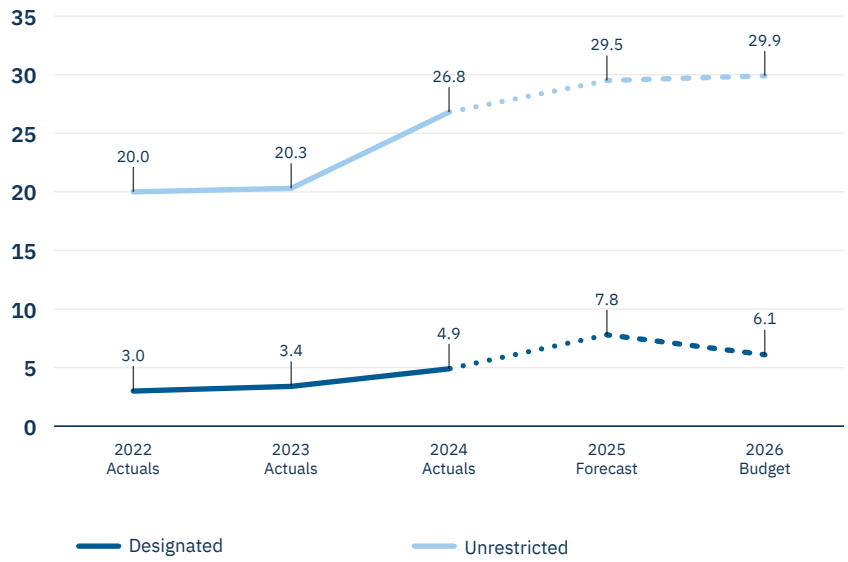
1.3 Reserves

IUCN reserves stood at CHF 31.7m at the end of 2024, comprising CHF 26.8m in unrestricted reserves and CHF 4.9m in designated reserves. Total reserves are expected to increase to CHF 37.3m at end 2025 and reduce to CHF 36m at end 2026. Figure 5 shows the expected progression of total unrestricted and designated reserves.

A growing portfolio and the expansion of grant-making programmes and projects implemented through partner organisations continue to increase the level of financial risk taken on by IUCN. It is therefore essential that IUCN builds its reserves to support higher levels of risk, while balancing this off against the investment needed to drive unrestricted income generation and infrastructure, for the future. This is a fine balancing act, that one we must get right – further explored in the Big 5 section below. The current unrestricted reserves target is CHF 36m compared with an anticipated level of CHF 29.9m at end 2026. The target will be recalibrated in 2026 to take account of portfolio growth and planned changes in its composition.

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

Figure 5. IUCN reserves (in CHF Millions)



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1.4
Budget summary

Table 1 shows the budget for 2026, analysed between unrestricted (Unrest.) and restricted (Rest.) funding streams. The budgeted result for 2026 is a deficit of CHF 1.3m before the transfer from designated reserves. The deficit is driven by investments totalling CHF 1.7m which are funded from designated reserves.

Total Income is budgeted at CHF 204.5m in 2026 (Forecast 2025: CHF 229m) and total expenditure at CHF 205.8m. Reserve movements of CHF 1.7m (described in section “Transfer from/(to) reserves” below) bring the budgeted result to CHF 0.4m.

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

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

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

These investments are discussed further below.

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Table 1. Budget summary

Budget summary	2024			2025			2026		
	Unrest.	Rest.	Total	Unrest.	Rest.	Total	Unrest.	Rest.	Total
CHF m	Actual	Actual	Actual	Forecast	Forecast	Forecast	Budget	Budget	Budget
Income									
Membership dues (gross)	13.2		13.2	13.5		13.5	13.5		13.5
Framework income	12.7	1.8	14.5	12.3		12.3	8.7	-	8.7
Project income	1.1	160.8	161.9	0.8	187.8	188.6		176.4	176.4
Other income	7.2		7.2	7.3	7.3	14.6	5.9		5.9
Total income	34.2	162.6	196.8	33.9	195.1	229.0	28.1	176.4	204.5
Cross charges and allocations									
Allocations to projects			-	(1.3)	1.3	-	(0.5)	0.5	-
Staff cost recovery	43.9	(43.9)	-	51.6	(51.6)	-	42.9	(42.9)	-
Indirect cost recovery	14.7	(14.7)	-	15.2	(15.2)	-	16.7	(16.7)	-
Total cross charges and allocations	58.6	(58.6)	-	65.5	(65.5)	-	59.1	(59.1)	-
Operating expenditure									
Staff costs	71.6		71.6	76.2		76.2	68.9		68.9
Other operating costs	14.3		14.3	14.7		14.7	14.3		14.3
Investments			-			-	1.7		1.7
IUCN activities		54.5	54.5		69.2	69.2		52.2	52.2
Implementing partner activities		53.3	53.3		57.1	57.1		65.1	65.1
Total operating expenditure	85.9	107.8	193.7	90.9	126.3	217.2	84.9	117.3	202.2
Net operating result	6.9	(3.8)	3.1	8.5	3.3	11.8	2.3	-	2.3
Other income and expenditure									
Interest income and financial charges	1.4	0.4	1.8	1.0	0.1	1.1			-
Investment gain / (losses)	0.7		0.7	0.9	-	0.9			-
Foreign exchange losses	(0.4)	3.1	2.7	(2.2)	(3.0)	(5.2)	(1.0)		(1.0)
Provisions and write offs	(2.3)	0.3	(2.0)	(3.4)	0.4	(3.0)	(2.6)		(2.6)
2025 Congress			-	0.8	(0.8)	(0.0)			-
Total other income and expenditure	(0.6)	3.8	3.2	(2.9)	(3.3)	(6.2)	(3.6)	-	(3.6)
Result for the year	6.3	-	6.3	5.6	-	5.6	(1.3)	-	(1.3)
Transfers from / (to) designated reserves	(1.5)		(1.5)	(2.9)		(2.9)	1.7		1.7
Result after reserve transfers	4.8	-	4.8	2.7	-	2.7	0.4	-	0.4

1.5
Income

Membership dues

Table 2 shows details of the budget for membership dues.

Table 2. Membership dues

Membership dues	2024	2025	2026
	Unrest.	Unrest.	Unrest.
CHF m	Actual	Forecast	Budget
Membership dues (gross)	13.2	13.5	13.5
Provision for non-payment	(0.8)	(0.1)	(0.8)
Net Membership dues	**12.4**	**13.4**	**12.7**

Membership dues are budgeted at CHF 13.5m, in line with the forecast for 2025. It does not include an estimate of dues from Members that may join in 2026, nor does it include an estimate of Members who may leave. After a Congress year we expect a decline in the number of Members. We have budgeted cautiously. A provision of CHF 0.8m has been budgeted to cover the risk of late payment or defaults.

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Framework income

See also paragraph "2.2 Framework partnership and new bilateral engagements" of the IUCN 2026 Workplan document for more information.

Table 3 shows details of framework income by partner.

Table 3. Framework income

Framework income	2024			2025	2026
	Unrest.	Rest.	Total	Unrest.	Unrest.
CHF m	Actual	Actual	Actual	Forecast	Budget
Denmark	1.3	1.3	2.6	2.5	2.5
Norway	2.0		2.0	1.6	1.7
Sweden	4.3		4.3	4.2	-
Switzerland	1.5	0.5	2.0	1.0	1.5
France	1.1		1.1	1.1	1.0
Finland	0.7		0.7	0.7	0.3
Republic of Korea	0.8		0.8	0.7	0.7
United States	0.5		0.5	-	-
Luxembourg	0.5		0.5	0.5	0.5
United Arab Emirates			-	-	0.5
Total Framework income	**12.7**	**1.8**	**14.5**	**12.3**	**8.7**
In-kind	**1.1**		**1.1**	**0.8**	**0.8**
Cash	**11.6**	**1.8**	**13.4**	**11.5**	**7.9**

Framework Income is budgeted at CHF 8.7m. The 2026 budgeted income projections for Framework Partners reflects a significantly altered funding context. At the outset of the year, Sweden, historically IUCN's longest-standing and largest core contributor, providing approximately 30% of unrestricted core funding, formally informed the Union that it would discontinue its unrestricted support. This decision, combined with the withdrawal of the United States from IUCN without transition arrangements, has had an immediate and material impact on projected core income. The budget therefore incorporates confirmed signed agreements and advanced negotiations with existing Framework Partners, while prudently factoring in the likelihood that some multiyear contributions may be reduced in line with shifting ODA priorities and fiscal constraints across several donor governments. At the same time, the projections assume the successful conclusion of one new Framework Partnership in 2026, reflecting ongoing efforts to diversify and stabilise the Union's core funding base in an increasingly volatile donor landscape. IUCN is thankful to United Arab Emirates for their support. There will be a formal signing ceremony in Abu Dhabi at the end of April 2026.

Framework contributions include CHF 0.8m of in-kind contributions. This represents the value of senior secondments provided by some partners. Some of these staff have technical programmatic roles, and others corporate roles.

Other unrestricted income

Table 4 shows details of other unrestricted income.

Table 4. Other unrestricted income

Other unrestricted income	2024	2025	2026
	Unrest.	Unrest.	Unrest.
CHF m	Actual	Forecast	Budget
Government tax exemptions	1.9	2.1	1.9
Rental income and services	1.0	1.0	1.3
Patrons of Nature	0.6	0.7	0.6
Deferred income	0.5	0.5	0.5
Consultancy income	0.3	0.3	0.1
Other income	2.9	2.7	1.5
Total other unrestricted income	**7.2**	**7.3**	**5.9**

Other unrestricted income is budgeted at CHF 5.9m. This includes income from Patrons of Nature (CHF 0.6m), rental and service fee income from third parties (CHF 1.3m), the in-kind value of tax exemptions (CHF 1.9m) and other income (CHF 1.5m).

Fundraising and project development

See also paragraph "2 Resource mobilisation and strategic partnerships" of the IUCN 2026 Workplan document for more information.

Fundraising investment in 2026 is catalytic. It will be directed towards areas of investment most likely to produce a rapid return and the highest chance of success. In 2026, we will prepare a forward-looking fundraising plan.

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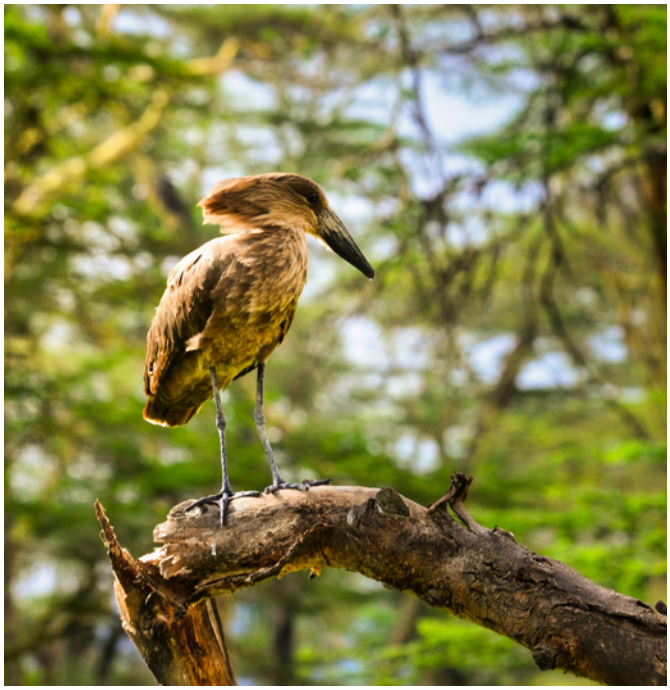
Operating expenditure

Table 5 shows details of operating expenditure.

Table 5. Operating expenditure

Operating expenditure	2024		2025		2026	
	Unrestricted		Unrestricted		Unrestricted	
CHF m	Actual	%	Forecast	%	Budget	%
Staff costs	**71.6**	**83%**	**76.2**	**84%**	**69.9**	**82%**
Operating expenditure						
Consultants	1.9	2%	2.1	3%	2.1	2%
Grants to partners	0.3	0%	0.1	1%	0.1	0%
Travel	3.7	4%	3.0	4%	2.7	3%
Workshops and conferences	0.6	1%	0.9	0%	0.9	1%
Publications and printing costs	0.6	1%	0.6	1%	0.7	1%
Office and general administrative costs	3.3	4%	3.3	4%	3.4	4%
Vehicles & equipment - costs & maintenance	1.2	1%	1.2	1%	1.3	2%
Professional fees and costs	0.7	1%	0.6	1%	0.6	1%
Depreciation and amortization	2.0	2%	2.9	3%	3.2	4%
Sub-total Other operating expenditure	**14.3**	**17%**	**14.7**	**16%**	**15.0**	**18%**
Total Operating expenditure	**85.9**	**100%**	**90.9**	**100%**	**84.9**	**100%**

Total operating expenditure includes investments in new technology implementation and resource mobilisation totalling CHF 1.7m. If we take this out, operating expenditure has been reduced by CHF 7.7m or 8%. The reduction is partly driven by the completion of temporary Congress staff contracts and cost reductions, which were initiated because of lower framework funding.



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Other income and expenditure

Table 6 shows details of other income and expenditure.

Table 6. Other income and expenditure

Other income and expenditure	2024			2025			2026		
	Unrest.	Rest.	Total	Unrest.	Rest.	Total	Unrest.	Rest.	Total
CHF m	Actual	Actual	Actual	Forecast	Forecast	Forecast	Budget	Budget	Budget
Interest income and financial charges	**1.4**	**0.4**	**1.8**	**1.0**	**0.1**	**1.1**	**-**		**-**
Investment gain / (losses)	0.7	-	0.7	0.9	-	0.9	-		-
Foreign exchange losses	(0.4)	3.1	2.7	(2.2)	(3.0)	(5.2)	(1.0)		(1.0)
Provisions and write offs	(2.3)	0.3	(2.0)	(3.4)	0.4	(3.0)	(2.6)		(2.6)
2025 Congress			-	0.8	(0.8)	-			-
Total Other Unrestricted income/ (expenditure)	**(0.6)**	**3.8**	**3.2**	**(2.9)**	**(3.3)**	**(6.2)**	**(3.6)**	**-**	**(3.6)**

In line with usual budgeting practice, interest income and financial charges are not included in the 2026 budget. The current trend is towards a reduction in interest rates and hence interest income. Many donors also require that any interest earned on their cash advances be credited to the project being funded.

Nothing has been budgeted for increases in the value of IUCN's investment portfolio through asset growth, nor has any provision been made for possible losses. The assumption is that the investment portfolio will retain its current value.

A provision of CHF 1.0m has been budgeted for foreign exchange losses. A hedging strategy is in place to minimise such losses; however, this cannot protect IUCN from losses that result from the translation of balance sheets maintained in non-CHF currencies.

Provisions and write-offs include a provision for projects in deficit of CHF 0.5m, a provision for non-payment of membership dues of CHF 0.8m and a provision for lower than anticipated framework contribution of CHF 1.3m.

Transfers from/(to) reserves

In 2026 CHF 1.7m will be released from designated reserves. This is money set aside for specific purposes:

- CHF 0.1m will be released from designated reserves to fund follow up on the 20-year strategy.
- CHF 1.6m will be released from designated reserves to fund Institutional Investments.

2 Portfolio Analysis

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Total project expenditure is budgeted at CHF 176m compared to a 2025 forecast of CHF 195m. The Congress was included as a project in 2025 (CHF 27m), so if we adjust for this, total project expenditure would be CHF 168m in 2025, compared with CHF 176m in 2026. Some projects ended and new projects commenced maintaining the balance of projects overall.

Table 7 shows the evolution of project expenditure over the period 2024 to 2026, analysed by the main expenditure categories.

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

Table 8 provides an analysis of project expenditure by project typology, described below as six different types.

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

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

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

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

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

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

Table 7. Project income and expenditure

Project income and expenditure	2024		2025		2026	
	Restricted		Restricted		Restricted	
CHF m	Actual	%	Forecast	%	Budget	%
Project income	**162.6**	**100%**	**195.1**	**99%**	**176.4**	**100%**
Allocations from unrestricted income	-	0%	1.3	1%	0.5	0%
Total income	**162.6**	**100%**	**196.4**	**100%**	**176.9**	**100%**
Project expenditure						
IUCN activities	50.7	31%	72.5	37%	52.2	30%
Implementing partner activities	53.3	33%	57.1	29%	65.1	37%
IUCN staff costs recovery	43.9	27%	51.6	26%	42.9	24%
Overheads cost recovery	14.7	9%	15.2	8%	16.7	9%
Total project expenditure	**162.6**	**100%**	**196.4**	**100%**	**176.9**	**100%**

Table 8. Project expenditure by project typology

Project expenditure by project typology	2026				
	Restricted				
	Budget				
CHF m	IUCN activities	Implementing partner activities	Overheads cost recovery	IUCN staff costs recovery	Total
Under implementation – C list	**46.0**	**62.7**	**14.9**	**37.6**	**161.2**
Executing Role	33.9	37.1	8.3	26.3	105.6
Implementing Role	6.4	20.8	4.6	2.7	34.5
Internal Investment	-	-	-	0.3	0.3
Loosely Earmark	0.3	-	-	0.3	0.6
Over The Counter	0.7	-	-	0.3	1.0
Service Level Agreement	4.7	4.8	2.0	7.7	19.2
Pipeline projects – B list	**6.2**	**2.4**	**1.8**	**5.3**	**15.7**
Executing Role	4.5	1.9	1.1	4.2	11.7
Implementing Role	-	0.4	0.4	-	0.8
Service Level Agreement	1.7	0.1	0.3	1.1	3.2
Total project expenditure	**52.2**	**65.1**	**16.7**	**42.9**	**176.9**

Expenditure under the Executing Role represents 66% of total project expenditure, Implementation 20%, Service Level Agreements 13% and Over the Counter 1%.

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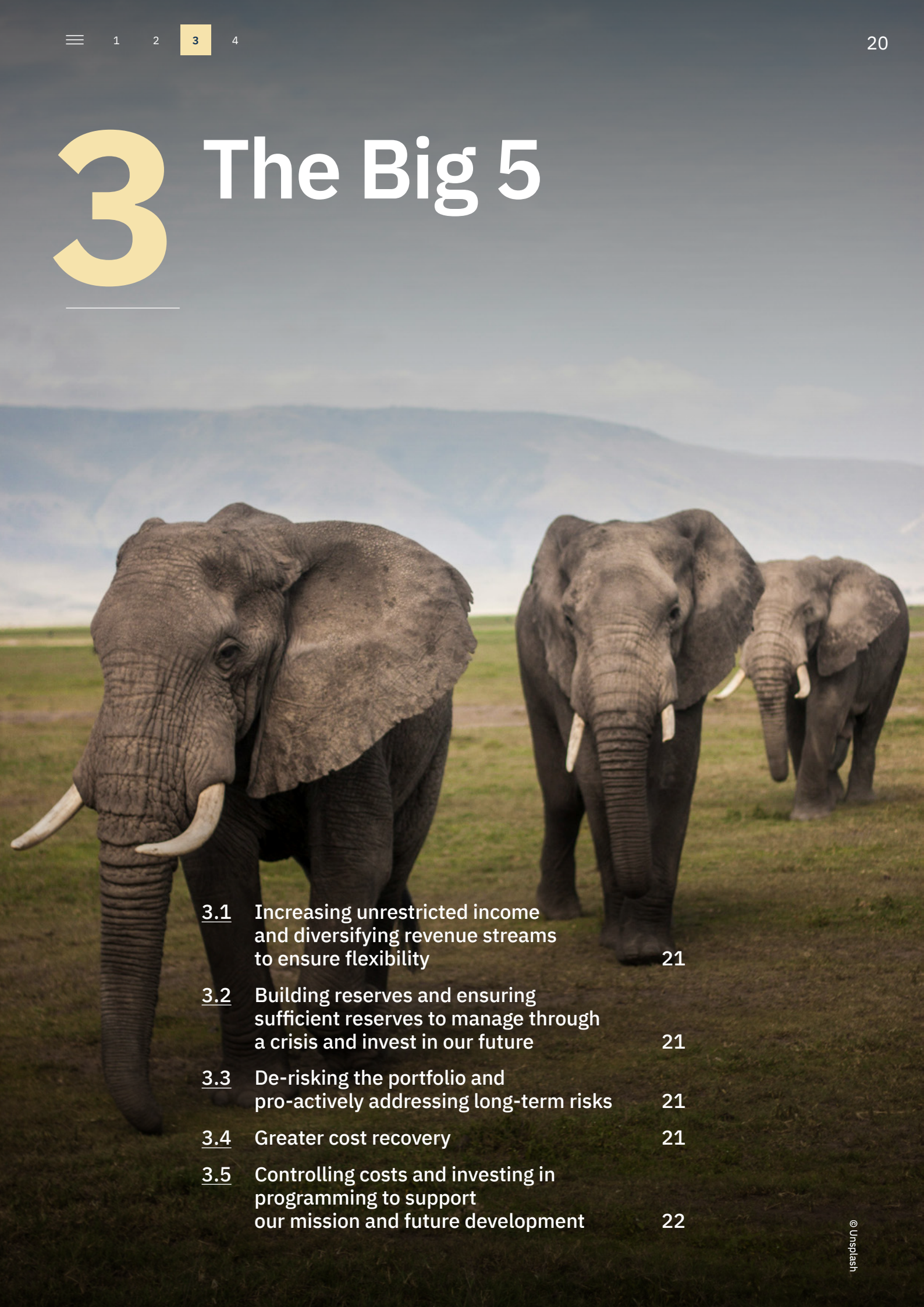
3 The Big 5



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3.2 Building reserves and ensuring sufficient reserves to manage through a crisis and invest in our future 21

3.3 De-risking the portfolio and pro-actively addressing long-term risks 21

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The Big 5 is woven into both the Workplan and Financial Plan, as follows:

3.1
Increasing unrestricted income and diversifying revenue streams to ensure flexibility

Discussions and engagements with new countries/donors to join as Framework Partners will continue throughout 2026, with the objective of advancing at least two opportunities to decision stage (noting that conversion to signed Framework Partnerships is subject to donors' political, legal and budget processes).

In addition to global engagements, IUCN will increasingly focus on regional and national partnership models, particularly in Europe, Asia, the Middle East, and selected emerging donor markets, where political and fiscal conditions may allow for new forms of cooperation even as traditional ODA contracts. These partnerships will be anchored in IUCN's comparative advantages as a scientific authority, trusted convenor mobilising its diverse membership, and skilled delivery partner with global reach and strong country presence.

Private sector engagement will also be an area of focus for 2026 to include sponsorship for events as well as more traditional partnership agreements.

3.2
Building reserves and ensuring sufficient reserves to manage through a crisis and invest in our future

IUCN made significant progress in building reserves in 2024 and 2025 to build financial sustainability. The level of operations is impressive and with this, the need for reserves becomes paramount. 2026 is the first year of a journey to diversify revenue streams and strengthen internal structures, through new technology, that will allow it to deliver on its 20-year strategic vision.

3.3
De-risking the portfolio and pro-actively addressing long-term risks

The GEF-GCF portfolio is growing rapidly. This funding carries a low overhead rate for project implementation. Regions pay close attention to the complementarity of multilateral and bilateral funding to ensure viability.

Technology implementation will also help derisk the portfolio, by allowing more efficient project management. The benefits will be gradual as new tools are rolled out.

3.4
Greater cost recovery

It is critical to achieve full cost recovery and ensure that donors and funders pay a fair proportion of infrastructure costs, and all necessary direct project costs to deliver for the Union. We have started on this journey. The Secretariat will be working on simple ways to increase this, including an updated cost-recovery policy based upon actual operating costs, pro-forma budget templates and training.

3.5
Controlling costs and investing in programming to support our mission and future development

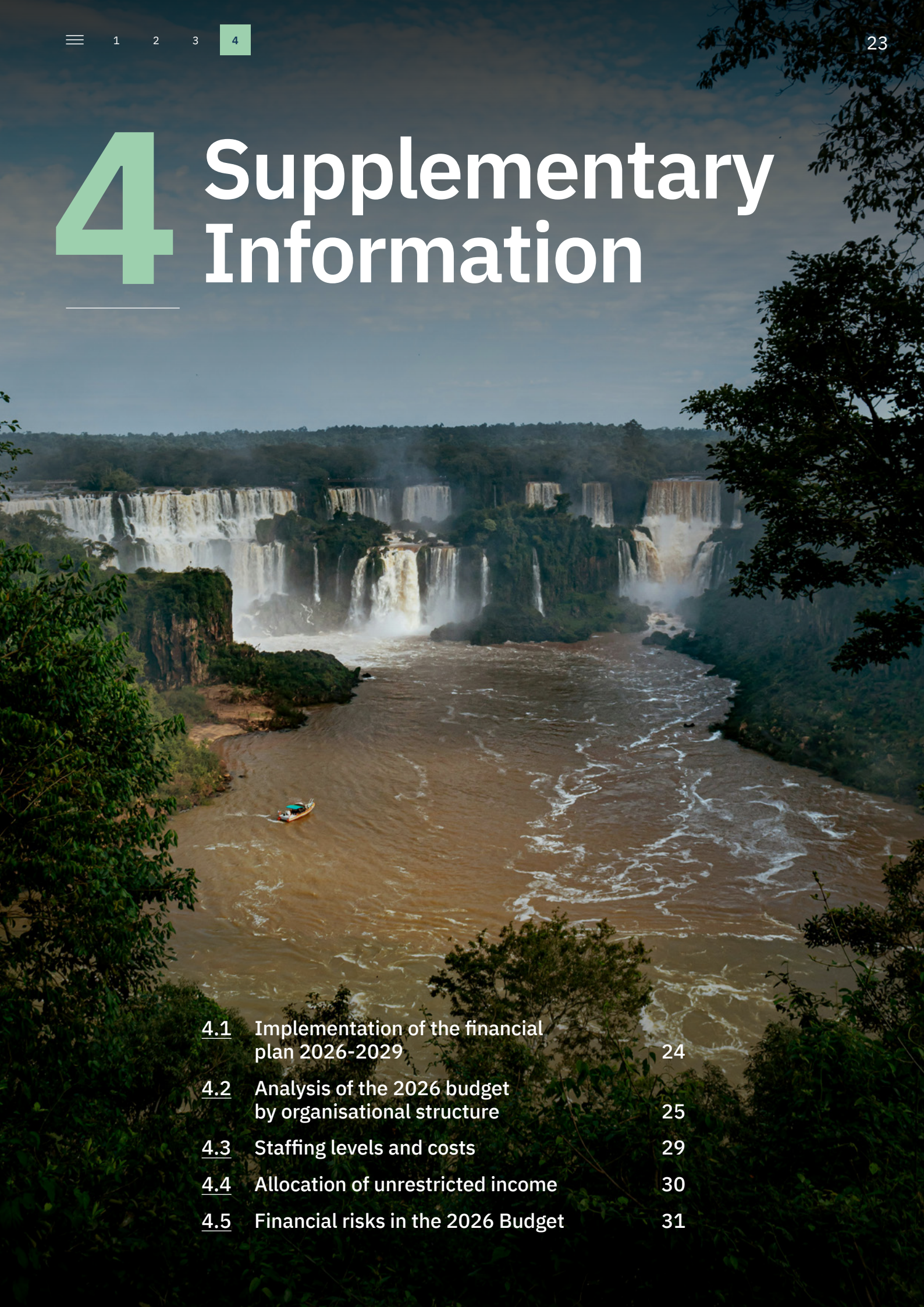
IUCN's reporting system allows for close cost control across the organisation, with automatic reports being distributed to all unit heads monthly. Consolidated monthly reports are also produced for management oversight complemented by a PowerBi Management dashboard. Costs are therefore tightly controlled at all levels and results are included as part of the management scorecards used in performance appraisals.

The Union is investing in integrated, powerful systems that enable IUCN to operate efficiently and take advantage of the digital dividend and new ways of working with the most recent technology.

- Harmony project: Following the IT assessment in early 2024 it was requested by Council to work towards updating the current ERP systems that effectively support all our portfolio and operational work. The Harmony project was launched late in 2025 and focuses on the finance system, electronic document management for Contracting and Procurement in 2026 plus the selection of a new HR system for roll-out in 2027. Other systems including CRM, and Time Recording are planned in phase 2 of implementation.

- In 2026, IUCN will start building and implementing its IUCN Grant Management Portal. This platform will connect IUCN and funders directly to local conservation actors (implementing partners and grantees). A set of technical assistance support services will also be provided through a dedicated funding stream for organisational effectiveness. The platform will be used also in the context of GEF and GCF projects.

4 Supplementary Information



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4.1
Implementation of the financial plan 2026-2029

The 2026 budget represents the first year of implementation of the Financial Plan 2026-2029. The Plan sets out a series of targets. Table 9, taken from the Financial Plan, shows the targets set and progress made after taking into consideration the 2026 budget.

Table 9. Progress against Financial Plan Targets

Measure	Link to "Big 5*"	Target	Period	Progress
% unrestricted operating income	1	Average of 16% per annum unrestricted/ loosely restricted funding	2026–2029	Achieved: Draft 2025 results show 17% unrestricted funding
Increase private sector engagement	1	15 new solid contracts over the period	2026–2029	In progress: Increased by 5 in 2025 (SLAs under execution)
Level of unrestricted reserves vs target reserves level (reviewed annually)	1	CHF 30m by end 2029 and 36m by end 2032	Year-on- year	Achieved: Expected to be approx. CHF 30m end 2025
Result for the year/period, after designated reserve transfers	2	Per quadrennial plan	Year-on- year	Achieved: 2025 target was 2.1m this will be exceeded
Project portfolio risk	3	Reduction of high-risk portfolio proportion from 45% to 40%	Year-on- year	Not yet achieved: Current level is 43%
Cost recovery	4	> 65% of operational costs	Annually	Achieved: Preliminary 2025 percentage is greater than 70%
Project portfolio implementation rate	5	80%	Annually	Achieved: based upon draft 2025 figures
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)	5	N/A	Annually	N/A as starts from 2026

* The short version of the Big 5: (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, and (5) controlling costs and investing in programming to achieve mission and future development. For a more detailed explanation, please see section "The Big 5 and risk".

4.2
Analysis of the 2026 budget by organisational structure

Table 10 presents the 2026 budget by organisational structure and function at a high level. The organisation is presented in three blocks: regions, centres and headquarters. Headquarters supports both regions and centres as many corporate functions are partially centralised, e.g. global leadership; oversight and legal; planning, monitoring and evaluation; global services such as finance, HR and IT. The term “Headquarters” denotes staff that have a headquarters role, including those based in Gland, Switzerland as well as staff based in other offices.

Taking the organisation as a whole, programme functions account for 76% of the budget, management and union functions 9% and corporate functions 15%. Corporate functions include service functions such as finance, administration, human resources and information systems, as well as legal, oversight, global communications and partnerships.

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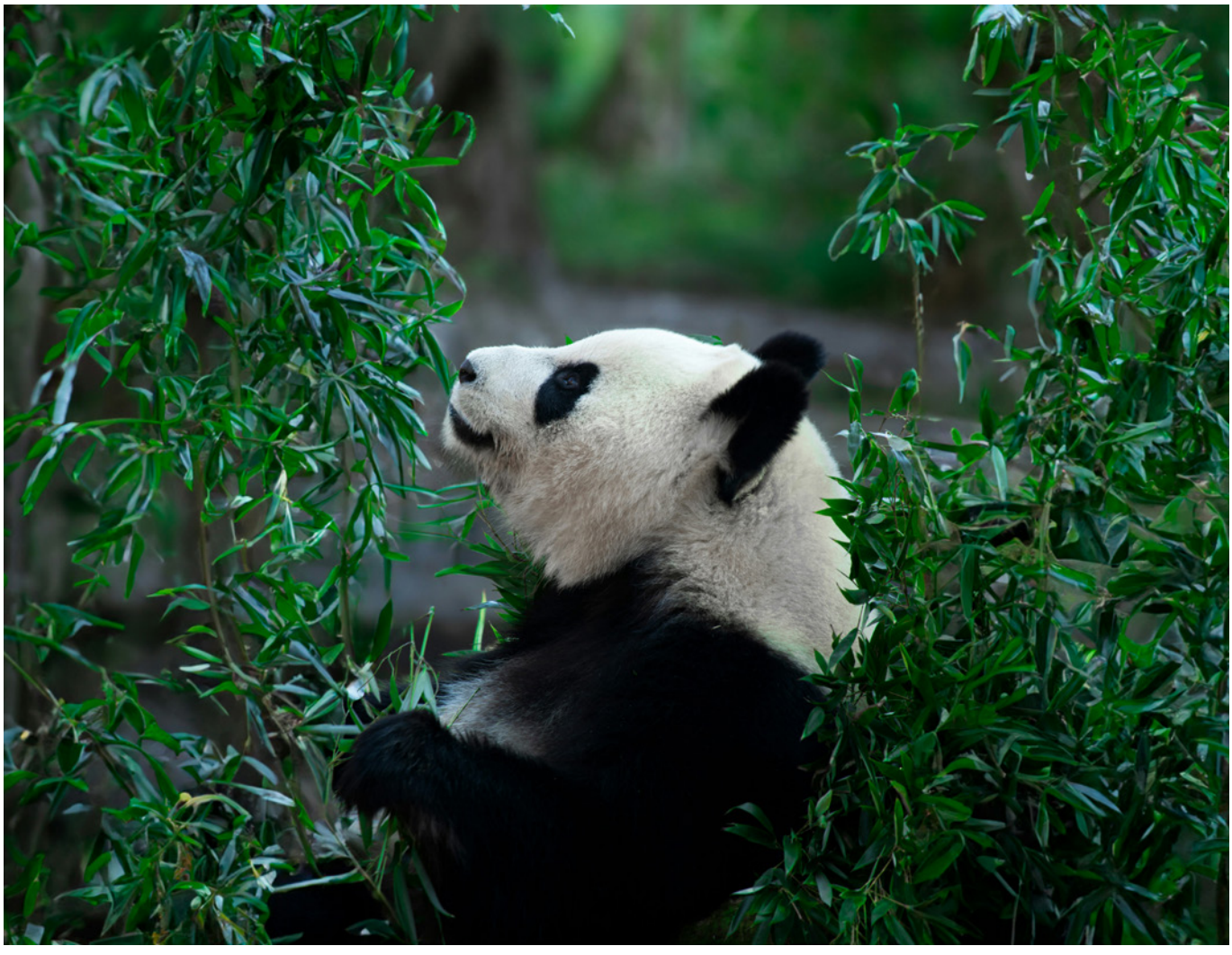


Table 10: Analysis of the 2026 budgeted expenditure by organisational structure (in CHF millions)

Consolidated Budget Analysis of the budgeted expenditure by organizational structure	Staff costs	Other costs	Total operating expenditure	IUCN project activity	Implementing partners project activities	Budget 2026 Total expenditure		Budget 2025 Total expenditure		Budget 2024 Total expenditure	
	CHFm	CHFm	CHFm	CHFm	CHFm	CHFm	%	CHFm	%	CHFm	%
REGIONAL OFFICES											
Corporates	7.6	2.8	10.4	-	-	10.4	8%	10,8	10%	11.5	11%
Management and Union	5.8	1.9	7.7	-	-	7.7	6%	7,7	7%	7.4	7%
Programme	17.8	1.8	19.6	40.4	45.0	105.0	85%	90,8	83%	83.6	82%
REGIONAL OFFICES – Sub-Total	**31.2**	**6.5**	**37.7**	**40.4**	**45.0**	**123.1**	**100%**	**109,3**	**100%**	**102.5**	**100%**
CENTRES											
Corporates	2.0	0.1	2.1	-	-	2.1	4%	2.1	4%	2.2	5%
Management and Union	1.0	0.1	1.1	-	-	1.1	2%	1.3	2%	1.0	2%
Programme	18.2	0.4	18.6	11.0	20.0	49.6	94%	49.7	94%	45.0	93%
CENTRES – Sub-Total	**21.2**	**0.6**	**21.8**	**11.0**	**20.0**	**52.8**	**100%**	**53.1**	**100%**	**48.2**	**100%**
HEADQUARTERS UNITS											
Corporates	11.6	5.6	17.2	0.1	-	17.3	66%	17.8	36%	17.2	51%
Management and Union	3.7	2.1	5.8	0.7	-	6.5	25%	30.7	61%	14.1	41%
Programme	2.3	0.1	2.4	0.0	-	2.4	9%	1.6	3%	2.7	8%
HEADQUARTERS UNITS – Sub-Total	**17.6**	**7.8**	**25.4**	**0.8**	**-**	**26.2**	**100%**	**50.1**	**100%**	**34.0**	**100%**
CENTRAL PROVISIONS											
Corporates	-	2.9	2.9	-	-	2.9	78%	1.3	68%	0.6	43%
Management and Union	-	0.8	0.8	-	-	0.8	22%	0.6	32%	0.8	57%
Programme	-	-	-	-	-	-	0%	-	0%	-	0%
CENTRAL PROVISIONS – Sub-Total	-	3.7	3.7	-	-	3.7	100%	1.9	100%	1.4	100%
Corporates	**21.2**	**11.4**	**32.6**	**0.1**	**-**	**32.7**	**15%**	**32.0**	**15%**	**31.5**	**17%**
Management and Union	**10.5**	**4.9**	**15.4**	**0.7**	**-**	**16.1**	**9%**	**40.3**	**19%**	**23.3**	**13%**
Programme	**38.3**	**2.3**	**40.6**	**51.4**	**65.0**	**157.0**	**76%**	**142.1**	**66%**	**131.3**	**71%**
TOTAL	**70.0**	**18.6**	**88.6**	**52.2**	**65.0**	**205.8**	**100%**	**214.4**	**100%**	**186.1**	**100%**

Figures 6 and 7 present the above information graphically.

Headquarters expenditure has significantly decreased mainly due to the completion of 2025 Congress related activities and partially to cost savings. This can be seen below via the decline in costs between 2025 and 2026 under Management and Union.

Management and Union costs will decrease significantly in 2026 due to completion of work related to the 2025 World Conservation Congress. The Corporates total of CHF 29m includes strategic investments of 1.7m.

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

Figure 6. Expenditure by organisational structure

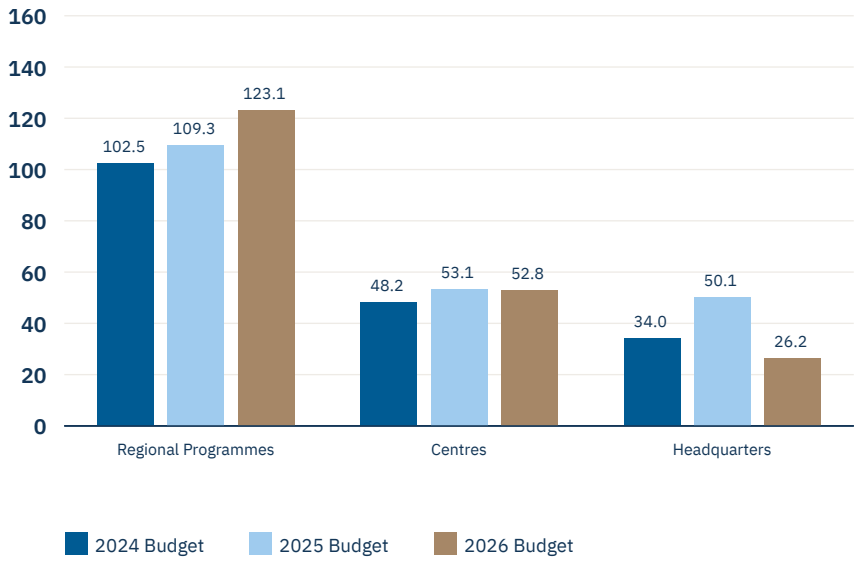
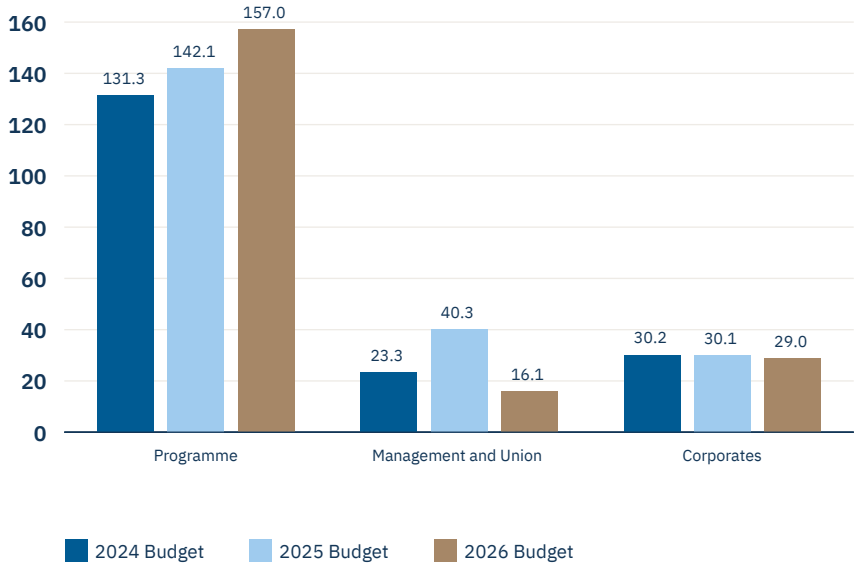


Figure 7. Expenditure by function



Total regional expenditure is budgeted at CHF 123.1m (2025: 109.3m; 2024: CHF 102.5m). Regions with the highest level of expenditure are Asia, Eastern and Southern Africa; West and Central Africa; and Meso America, Mexico and Caribbean, which together account for 79% of total regional expenditure. The budgeted increases in 2026 mainly relate to new large grant making projects managed by Eastern and Southern Africa as well as other high value projects funded by GEF – Global Environment Facility and GCF – Green Climate Fund managed by Meso America, Mexico and Caribbean and West and Central Africa.

The Economy and Finance Centre was restructured in May-June 2024 and Centre for Societal Transformation was closed at end of 2025. As a result, the teams were redistributed across the other centres according to best fit programmatically.

Total Centre expenditure is budgeted at CHF 52.8m (2025: 53,1m 2024: CHF 48.2m). These numbers are higher than the sum of the bars in Figure 9 as they include direct support to Centres. The Centre for Conservation and Action accounts for 65% of the total expenditure for Centres. This Centre manages large grant-making projects as well as other high value projects. Many of the Centre's projects include regional components. The value of these components are reflected in the regional budgets.

Figure 8. Expenditure by Region

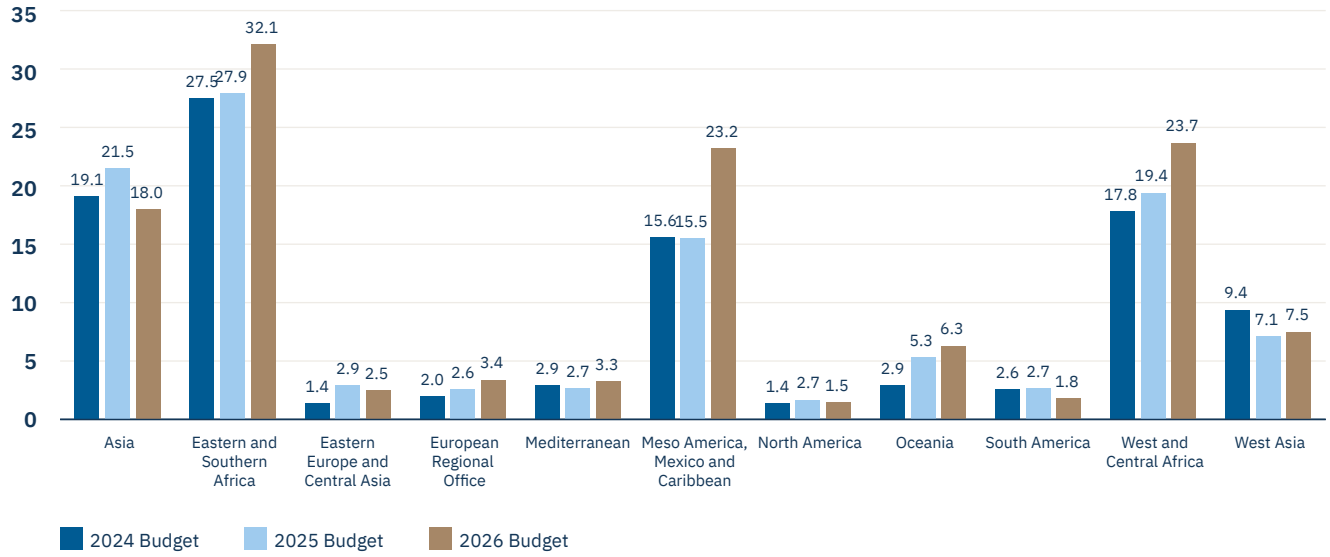
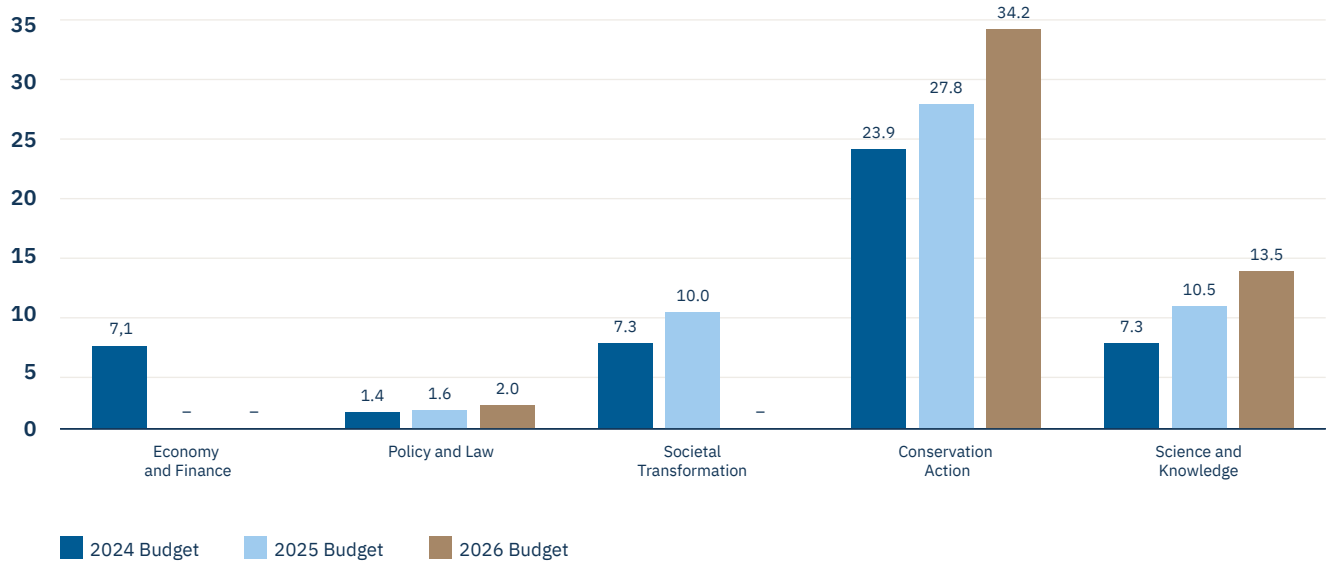


Figure 9. Expenditure by Centre



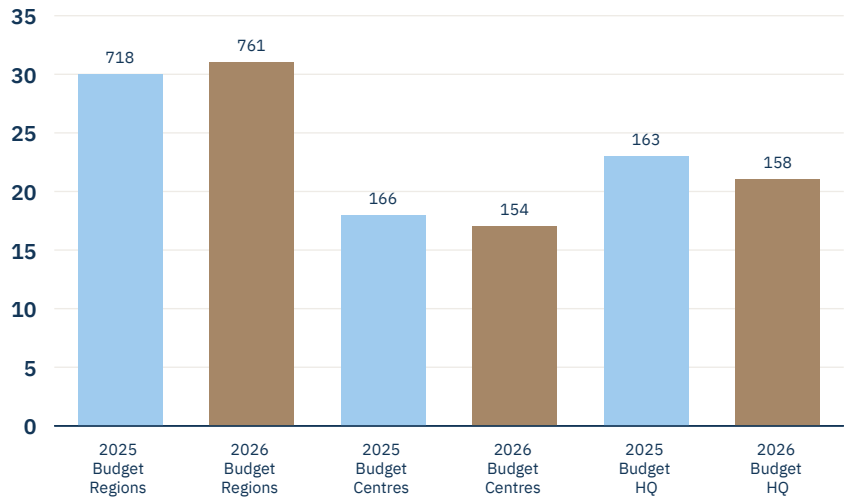
4.3
Staffing levels and costs

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

The total budgeted staff cost is CHF 69.9m, a CHF 0.7m (-1%) decrease compared to the 2025 budget.

The decline is attributable to a decrease in the number of budgeted positions in Centres and HQ units (17 positions or -11%) and an increase in the regions. The regions' increase is partly attributable to an increase in the number of budgeted positions (43 positions or 6%) and partly to inflation and market adjustments.

Figure 10. Staffing costs (in CHF millions) and number of staff, FTE



4.4 Allocation of unrestricted income

Table 11 shows the allocation of unrestricted income for the years 2024 to 2026. Unrestricted income comprises membership dues, framework and other unrestricted income such as income from rent and services and tax rebates (see Table 4: Other Unrestricted Income for details). The final column shows how membership dues are allocated in the budget; this is separate from income from unrestricted sources.

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

Table 11. Allocation of unrestricted income, in CHF millions

Allocations of unrestricted/flexible income	**2024-2026**			**2026**
	Budget			**Budget**
CHF m	**2024 Total**	**2025 Total**	**2026 Total**	**Membership**
Regions	4.9	4.5	3.9	1.5
Centres	3.8	3.3	2.0	-
Commissions	1.4	1.4	1.7	1.7
Directorate	2.4	2.2	1.8	0.7
Centre for Policy and Law	0.8	0.9	1.0	0.5
Governance	0.9	0.9	0.8	0.8
Membership and convenings	2.4	2.1	1.8	1.8
Corporate services group	6.6	7.5	6.3	3.0
Human resources management group	1.1	0.8	0.7	-
Global finance group	4.4	4.1	3.0	1.0
Investment in new technology*		0.4	-	-
Provisions	0.6	1.0	1.5	1.5
Total	**29.3**	**29.1**	**24.5**	**12.5**

* Funded by designated reserve in 2026

4.5 Financial risks in the 2026 Budget

The main risks for 2026 are discussed in the next section. The numbers given after each risk name reflect synergies with corresponding risks in the institutional risk register.

1. Delays in project implementation R3, R10 and R11

Risk description

Project expenditure is budgeted to be CHF 177m, a 5% increase on the 2025 forecast of CHF 169m (after adjusting for the impact of the Congress – CHF 27.2m in 2025).

Some 37% of project activities are budgeted to be executed by partners (2025 forecast: 29%). This carries a risk as IUCN does not have direct control over the rate of expenditure by partners and relies on the quality mechanisms the Union puts in place to manage this.

Risk impact

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

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

Risk mitigation

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

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

Risk Level: Medium

Risk Owner: Centre and Regional Directors

2. Projects in development not realised or delayed R3

Risk description

A total of CHF 16m of project expenditure is budgeted to come from contracts not signed as of 30 November 2025. This represents 9% of total budgeted project expenditure (2025 8%). There is a risk that project contracts are not signed or that signature is delayed.

Risk impact

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

Risk response

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

Risk Level: Low

Risk Owner: Centre and Regional Directors

3. Disallowed project expenditure R10 and R11

Risk description

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

Risk impact

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

Risk response

IUCN's internal control framework and associated policies and procedures are designed to minimise disallowed expenditure. In addition, project expenditure is monitored against budget by project managers and project finance staff. Due diligence is performed on implementing partners and donor contractual conditions are passed on to partners. In the event that losses occur, they are assumed by regions and centres. A general provision of CHF 0.5m (2025 forecast 0.5m) is included in the budget.

Risk Level: Medium

Risk Owner: Centre and Regional Directors

4. Non-payment of membership dues R18

Risk description

Members may decide to withdraw from IUCN or delay payment of membership dues. This could happen for a variety of reasons, particularly the year after a Congress.

Risk impact

Reduction in the level of membership dues income.

Risk response

A provision of CHF 0.8m has been included in the 2026 budget for non-payment of membership dues.

Risk Level: Low

Risk Owner: Director, Membership, Commissions, and Communication

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5. Exposure to foreign exchange fluctuations R16

Risk description

Several of IUCN's Framework contributions (Norway, Denmark, Finland, France) are received in currencies that are not closely aligned with the Swiss franc. Foreign exchange markets are currently volatile, driven by an uncertain global economic environment. It is possible that the actual Swiss franc value of contributions will be lower than projected in the 2026 budget. In addition, IUCN receives and spends funds in a variety of currencies for projects, which creates a foreign exchange risk. Country offices hold non-Swiss franc balances and these are currently translated to the country operating currency each month. This can result in an exchange loss that needs to be recorded in the income statement.

Risk impact

Reduction in the year-end result.

Risk response

Framework contracts will be assessed and hedged where this makes financial sense. In respect of the project budget, a natural hedging strategy is in place whereby project assets and liabilities are balanced to the extent possible. A general provision of CHF1m is also included in the budget for exchange gains and losses.

Risk Level: High

Risk Owner: Chief Finance Officer

6. Investment losses R7

Risk description

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

Risk impact

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

Risk response

The investment portfolio is conservative and actively managed. The overall risk level remains low. Despite the decline in interest rates during 2024 and 2025, IUCN achieved positive returns, supported by favourable performance across several asset classes. Lower interest rates will generally provide supportive conditions for overall positive portfolio valuations in 2026; however, performance will also depend on global economic and market conditions. IUCN is also reviewing its investment strategy.

Risk Level: Low

Risk Owner: Chief Finance Officer

7. Framework agreements are not signed R8

Risk description

At the time of preparation of the 2026 budget, some agreements with framework partners were not yet signed. Although, indications from framework partners are positive, there is a small risk that the level of framework income budgeted may not be achieved.

Risk impact

Reduction in the level of Framework income.

Risk response

The budget reflects any known reductions in framework income as at the date of preparation. We have received verbal confirmation from most partners.

Risk Level: Low

Risk Owner: Director of Strategic Partnerships

8. ODA Contraction Risk R8

Risk description

Geopolitical tensions and rising defence spending have led to sustained reductions in Official Development Assistance (ODA) by major donor governments, creating a structural funding risk for organisations, such as IUCN, that rely on government and multilateral financing.

Risk impact

This is already having an impact on our unrestricted framework funding and could also impact project funding if contracts are cancelled early.

Risk response

IUCN has been setting aside funds to Designated Reserves partly to diversify revenue streams since 2024. The response is to concentrate on exemplary project performance, rapid turnaround on new proposal development, as well as diversification of revenue streams via a new Strategic Partnerships Strategy currently in development.

Risk Level: Medium

Risk Owner: Executive Board

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Work Plan 2026

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Introduction

The year 2026 is a critical year for the conservation movement, in particular for IUCN and its Members. As IUCN initiates a new quadrennium with a newly adopted Programme and ambitious 20-year Strategic Vision, there is greater uncertainty as to the future direction of the global sustainability agenda. The question is no longer whether environmentally impactful 'business-as-usual' remains locked into its current unsustainable trajectory, but whether we are witnessing a regression of the hard-earned – yet still insufficient – gains achieved over recent decades. Multilateral trust and understanding seems further out of reach, national policy and funding priorities are being significantly re-purposed, and it is unclear whether enough private sector actors will voluntarily begin to disclose, report, and take action on their own impacts on climate and biodiversity.

And yet, amid these doubts and concerns, 2026 also holds out hope that positive, enduring change is still within reach. More jurisdictions, especially at local government level, are placing nature at the heart of their planning frameworks, environmental risks are being recognised as security and financial risks, momentum towards 30x30 is being sustained, including, for the first time ever, in the high seas, and fossil fuel power generation has already peaked in at least half of the world's economies, which have shown a 20% decline in power sector emissions over the past decade, despite growing energy demand.

It is against this backdrop that IUCN begins the implementation of its 2026–2029 Programme of work for *Nature 2030* which was unanimously approved and adopted by its membership at the World Conservation Congress in October 2025, together with 148 new Resolutions. The Programme represents a fundamental step change for the Union: **first**, it is an unambiguous operational document with clear deliverables and a robust accountability framework that sits within the context of the IUCN 20-year Vision; **second**, it is mission-driven, with a clear Theory of Change that defines how IUCN's core catalytic roles can most effectively drive the next generation of conservation action through bold partnerships and pathways, to help amplify both our message and impact; and **third**, while re-committing the Union to the task of scaling-up successful conservation, it also charts a roadmap for transforming eight sectors that both impact upon, and depend on, nature.

The IUCN 2026 Work Plan and Budget here presented act as an overview of the Secretariat's planned contributions (in both programmatic and operational or corporate terms) to mandates provided by Members and Council, most notably the IUCN Programme 2026-2029 and IUCN Resolutions. The Work Plan and Budget, while presented separately, are strongly aligned, developed in compliance with IUCN Statute 46(e), and serve as a key accountability mechanism from the Secretariat to the IUCN Council and the wider Union. This accountability function is further strengthened by structuring the Work Plan in line with the six core areas established in the IUCN Council Handbook for the performance objectives of the Director General (DG).

The 2026 Work Plan and Budget are not just about the work of the Secretariat – the deliverables and action within each section are framed from a Union perspective and establish the basis by which the Secretariat will engage with rest of the Union's constituent parts under a One Programme Approach. In this respect, the Work Plan describes the 2026 priorities for:

i. delivering IUCN's conservation mission according to the IUCN Programme 2026-2029 and IUCN Resolutions;

ii. mobilising and effectively managing the Union's financial resources;

iii. improving and strengthening Secretariat operations and managing institutional risks;

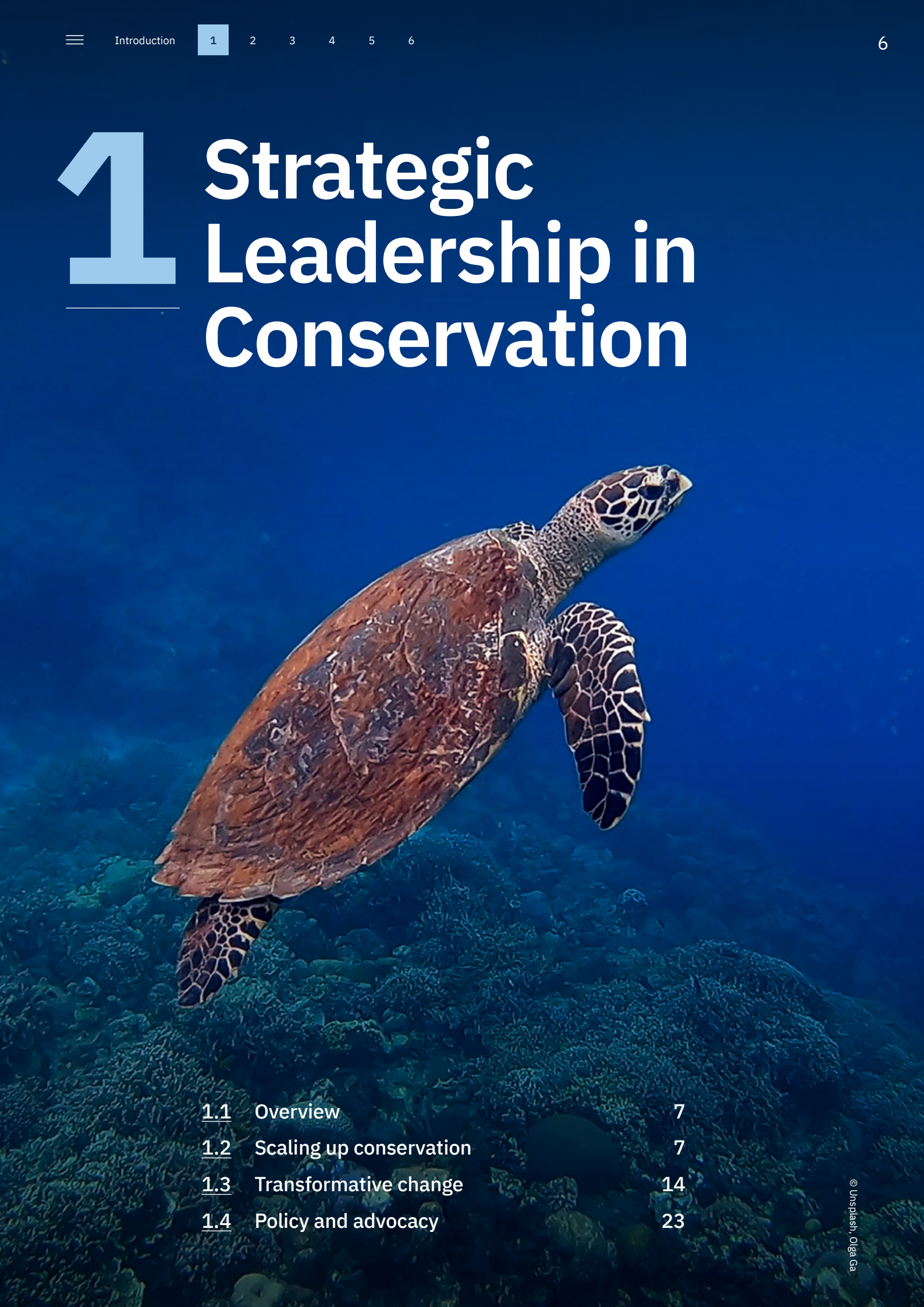
iv. providing support to the components of the Union, its Members, Commissions, and National and Regional Committees, for the delivery of the IUCN Programme 2026-2029 and for progressing toward the 20-year Strategic Vision;

v. strengthening and better profiling IUCN's external image in its role as the 'voice for nature'; and

vi. ensuring that the IUCN Secretariat recruits, retains and invests in the necessary skills and leadership required to support the Union.

The Budget document provides the associated annual budget and budgetary allocations of the Secretariat and the Commission Operating Funds for the implementation of the 2026 Work Plan, aligned with the 2026–2029 Financial Plan.

1 Strategic Leadership in Conservation



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1.1 Overview

The 20-year Strategic Vision and the IUCN Programme 2026-2029 are built around two central pillars: to reinforce and scale-up equitable and just conservation across all terrestrial, freshwater and marine ecosystems, and to mainstream nature conservation by leveraging the Union's core capabilities across eight transformational areas in response to the major drivers of biodiversity loss. This section describes the major contributions that IUCN intends to deliver in 2026, focusing on the four 'scaling-up' and eight 'transformational' **Outcomes** described in section 4.2 of the IUCN Programme 2026–2029. The design of the Programme's accountability framework (see Annex) allows progress to be captured at an appropriate level of granularity, which will then be synthesised, each year, in terms of delivery against the Programme's 12 Outcomes.

From access to funding mechanisms, such as the Global Environment Facility (GEF), and the roll-out of large regranting schemes that benefit IUCN Members, to advising governments through the establishment of CBD Technical and Scientific Cooperation (TSC) Support Centres in several sub-regions and optimising the use of the IUCN Academy to systematically build capacity, IUCN will support Members to effectively utilise the IUCN Programme 2026-2029 in pursuit of national and international commitments on biodiversity and the environment.

IUCN will fulfil its role as the 'voice of nature' at the four major Conferences of the Parties (COPs) that are scheduled this year: the COP-15 of the Convention on the Conservation of Migratory Species (CMS) in Mato Grosso do Sul, Brazil (23–29 March); COP-17 of the United Nations Convention to Combat Desertification (UNCCD) in Ulaanbaatar, Mongolia (17–28 August); COP-17 of the Convention on Biological Diversity (CBD) in Yerevan, Armenia (19–30 October), and; COP-31 of the United Nations Framework Convention on Climate Change (UNFCCC) in Antalya, Türkiye (9–20 November). We will prioritise messages in support for greater international cooperation, more urgent practical action to safeguard, and resource the conservation of, biodiversity and seek to mobilise all constituent parts of the Union to amplify these messages.

1.2 Scaling up conservation

People

Programme Outcome Statement

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

The People Outcome for 2026–2029 represents both a continuity and an expanded remit from the previous programme period. It also requires renewed attention to rebuild some areas of capacity that have been severely impacted by the sudden change in resource prioritisation, notably IUCN's work on gender equity and the protection of girls and women against environmentally related, gender-based violence. Despite the setbacks of 2025, IUCN will prioritise key deliverables under this Outcome to firmly reinforce and clearly demonstrate the Union's commitment to people-centred approaches to biodiversity conservation and equitable human well-being.

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We will continue to advocate for, and put in place, mechanisms that allow greater direct access to conservation resources for Indigenous Peoples Organisations (IPOs), prioritise and deliver civil society capacity building, equip the next generation with greater conservation awareness and commitment through Nature-based Education, and begin to scale-up work to better protect and empower environmental defenders by building alliances and facilitating action to be taken on crimes that affect the environment.

We will continue to strengthen youth engagement and youth-led culture through the IUCN Youth Advisory Committee, and scale innovative pathways, such as Sports for Nature, to connect with diverse and hard-to-reach audiences, expanding the social base of nature conservation beyond traditional environmental constituencies.

Main deliverables for the People Outcome in 2026 will include:

- The publication and promotion of the guidance on procedures for inclusiveness and safeguarding, including: i) application of Free Prior and Informed Consent; ii) cultural safeguarding in nature conservation projects in Latin America; and iii) integration of traditional knowledge into IUCN tools and standards, beginning with the STAR metric in Meso-America and Eastern and Southern Africa.

- Application and mainstreaming rights-based approaches across IUCN's regional and thematic portfolio and IUCN's policy advocacy, drawing on best practice learnings from the Inclusive Conservation Initiative and the Podong Indigenous Peoples Initiative.

- A process initiated to explore historical and present dynamics that impact the territories and livelihoods of Indigenous Peoples and local communities, consistent with the framing of Resolution 8.136.

- Co-design and co-development of the Podong Indigenous Peoples Financial Mechanism, together with Indigenous leaders, Indigenous Peoples Member organisations, and other strategic partners (Resolution 8.135)

- Capacity-building programmes set up for rights-based approaches by and for Indigenous Peoples and local communities, in cooperation with the IUCN Academy, sub-regional TSC Support Centres, and other partners (for example the Pan-African Alliance for Indigenous Peoples and Local Communities for Conservation in Africa).

- IUCN's capacity in gender equity rebuilt, including the publication of guidance on addressing and preventing gender-based violence in conservation and natural resource management, and promotion of gender-responsive tools and approaches in policies and through the sub-regional TSC Support Centres (Resolution 8.051).

- Establishment of a task force, in collaboration with WCEL, CEESP, and CEC, to develop a policy and action plan on environmental human and peoples' rights defenders and whistleblowers, including the safeguard of civic spaces (Resolution 8.049 and 7.115)

- In collaboration with CEC and the IUCN Task Force on Nature-based Education, development of an IUCN strategy on Nature-based Education and the initiation of the design of pilot activities.

- Development of a Sports for Nature Self-Assessment Tool and platform to guide all Sports for Nature Framework Signatories in their nature-related commitments and activities.

- Development and promotion of an Asian Youth & Protected Areas strategy, in collaboration with IUCN government agency Member, the Korea National Parks Service, and the Asian Youth Network of Protected Areas.

- Establishment, together with the IUCN Council and Commissions, in particular WCEL, of an IUCN Task Force on Crimes that Affect the Environment, with a view to begin the development of an IUCN Strategy on Crimes that Affect the Environment, as per Resolution 8.048.

- Establishment of a coherent four-year operational framework on Crimes that Affect the Environment, aligning with implementation of Resolution 8.048, in close collaboration with key IUCN Members and TRAFFIC, with an emphasis on: i) in-country assessments and legal analyses on unsustainable, illegal, unregulated and unsafe use of wild species (e.g. an assessment of illegal trade in tigers in Asia); ii) establishment of new partnerships with law enforcement agencies (e.g. through UNODC); and iii) support and added value to existing global and regional initiatives on crimes that affect the environment (e.g. United for Wildlife and the Nature Crime Alliance).

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Land

Programme Outcome Statement

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 Land Outcome for 2026–2029 continues to represent the largest concentration of programmatic activities, in terms of volume of planned work and allocated resources. It is through this Outcome that a significant element of our heartland work, such as Protected and Conserved Areas, World Heritage, Ecosystem/Landscape Restoration, and Species Conservation, is delivered, while recognising that all these issues also relate to the freshwater and ocean domains. The concentration of conservation activities and resources, coupled with the fact that, operationally, many of these work areas are considered institutionally 'mature' mean that there is an expectation that this Outcome is the one through which IUCN demonstrates true global and local leadership.

In 2026, we will ensure that IUCN's reach and influence is commensurate with the available resourcing. In close collaboration with WCPA, we will prioritise the effective targeting of Protected and Conserved Areas, including through the identification of Key Biodiversity Areas (KBAs) and their management through the application of the IUCN Green List Standard, ensuring that the brand value of the IUCN Green List Standard is such that certification is an attractive and beneficial proposition for protected area managers and communities. Working with strategic partners and experts, including the SSC, we will continue to support the implementation of community-based species conservation action, providing financial resources and tailored capacity development opportunities for local and national CSOs, and government institutions.

At the ecosystem level, we will continue to exercise leadership in forest conservation with an emphasis on primary forests, generally, and in the Selva Maya and Indo-Malayan forest ecosystems, specifically. We will also continue to position IUCN as a leading authority on the management and ecological restoration of savannah, arid, and hyper-arid ecosystems, building on strong relationships established within West Asia, Central Asia and East Asia and through the recently signed Memorandum of Understanding with the UNCCD Secretariat.

Main deliverables for the Land Outcome in 2026 will include:

- Development of national roadmaps for an integrated approach to achieving Target 3 of the Kunming-Montreal Global Biodiversity Framework (KMGBF), based on KBAs, the IUCN Green List Standard, and other IUCN standards and tools, for their incorporation into national biodiversity strategy action plans.
- Identification and application of innovative mechanisms that optimise the brand value of the IUCN Green List Standard, in terms of achieving a sustainable flow of value-added benefits for park authorities and local communities, including an evaluation of the impact of Green List certifications to date (Resolution 8.012).
- Provision of support to Protected Area authorities, park managers, and sub-national authorities in the use of the IUCN Green List Standard, as well as relevant other effective area-based conservation measures (OECMs), where appropriate, as a global benchmark and continuous improvement tool to close gaps in effectiveness and equity, while facilitating eligible sites to pursue Green Listing as a formal recognition and independently verified assurance of performance (Resolution 8.006).
- Establishment of operational guidance, tools, and capacity strengthening for State and non-State actors to identify, report, and strengthen OECMs.
- Initiation, in collaboration with WCPA, IUCN Members, and the International Ranger Federation, of a process to establish a global collaborative initiative to raise the profile of, and support the vital work of, park rangers (Resolution 8.101).
- Provision of capacity-building means to countries on the implementation of the World Heritage Convention, including the provision of support for strengthening candidate and listed World Heritage sites, building upon IUCN's role as an Advisory Body to the World Heritage Committee.
- Preparation of a report, in close collaboration with IUCN Commissions, documenting IUCN's current activities related to primary forests, including forest crime (Resolution 8.015).
- Provision of technical and financial support – as well as associated capacity-building – to local and national organisations and government agencies to scale up community-centred species recovery interventions, including, as required, the development of national and regional species action plans.
- Tools and technical support are available and inter-regional exchange is fostered for countries and sub-national jurisdictions undertaking at-scale ecosystem restoration, with an emphasis on grassland, rangelands, arid, and hyper-arid ecosystems, within the context of the International Year of Rangelands and Pastoralists (Resolution 8.008).

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Water

Programme Outcome Statement

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

IUCN's work on freshwater during 2026–2029 is addressed through two distinct Outcomes: i) the fundamental utilitarian value of water for lives and livelihoods is addressed through the Water Stewardship and Security Outcome, as one of the eight priority Global Transformation; ii) the importance of the value of freshwater systems in terms of the protection and restoration of biodiversity conservation is considered under this Outcome – Water. Naturally, the two Outcomes are linked and mutually reinforcing; however, as the importance of freshwater species and ecosystems have tended to be overshadowed by both terrestrial conservation concerns and the utilitarian values of water, a distinct focus on freshwater biodiversity is deemed to be justified.

In 2026, IUCN will scale-up and increase the profile it gives to freshwater conservation, optimising the use of new conservation datasets such as the 2025 first Global Freshwater Fauna Assessment. IUCN will prioritise support for decision-makers on freshwater biodiversity conservation, enhancing and making available its scientific knowledge base on the conservation status of freshwater species and ecosystems and support for improved protection and management of critical wetland sites.

Main deliverables for the Water Outcome in 2026 will include:

- Release, promotion and implementation of an IUCN Freshwater Biodiversity Strategy aimed at halting the main drivers of freshwater biodiversity loss, with an initial focus on guiding resource mobilisation for action on the ground with IUCN Members.
- Establishment of feasibility plans, in close collaboration with the Commission on Ecosystem Management (CEM), for comprehensive Red List of Ecosystems (RLE) global assessments for the 17 natural freshwater Ecosystem Functional Groups, putting in place the necessary partnerships and resources for early action on agreed priorities.
- Completion of the first global freshwater mollusc assessment for the IUCN Red List of Threatened Species.

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- Enhancement of the KBA assessment process, notably for wetland ecosystems, by establishing, validating, and incorporating freshwater species as assessment of 'trigger' species.
- Launch of a freshwater STAR metric framework, making it available to decision-makers, including, as necessary, building capacity, for mitigating impactful actions and setting freshwater conservation targets, including via the Integrated Biodiversity Assessment Tool (IBAT).
- Improvement of the status and/or management effectiveness of Ramsar Sites and other priority freshwater Protected Areas through IUCN coordination of and support for Ramsar Regional Initiatives and/ or Green Listing, including in West Asia, Southern Africa, Central Asia, South-East Asia, and Central America.
- Promotion and support of actions to accelerate the active restoration of key freshwater ecosystems, using IUCN tools, to proactively document net biodiversity gains and building on the Freshwater Challenge and IUCN's technical leadership role within it.

Ocean

Programme Outcome Statement

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

In a similar vein to that described in the preceding section, IUCN's work on marine and coastal conservation is addressed through two distinct Outcomes: i) the interface with coastal communities and economies is addressed through the Regenerative Blue Economy Outcome (section 1.3), while ii) the need for effective and equitable governance and action to protect ocean biodiversity and safeguard its global regulatory functions is considered under this Outcome – Ocean. It builds on the knowledge and awareness-raising that IUCN has been undertaking for over two decades and which is now garnering the required global attention, including through the recent entry into force of the 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, or commonly known as the High Seas Treaty) and ongoing negotiations on plastic pollution.

In 2026 IUCN's work on Ocean conservation will focus on effectively capitalising on the significant resources secured in 2025 to support countries in their early implementation of the BBNJ Agreement. We will also continue to profile, and support the Union's capacity to act on, the conservation of the Antarctic and Southern Oceans. There are also areas that require the rebuilding of our programmatic efforts, particularly those targeted at supporting island states and coastal communities and mitigating the impacts of plastic pollution. The latter – an area in which IUCN has historically played a major leadership role, was significantly affected in 2025 due to the sudden change in resource prioritisation by some donors.

Main deliverables for the Ocean Outcome in 2026 will include:

- The identification of marine KBAs, generation and dissemination (including associated capacity-building) of new analytical knowledge products, and guidance to support the effective implementation of the BBNJ Agreement, with a particular emphasis on area-based management tools, such as High Seas Marine Protected Areas, in promotion of Resolutions 8.032, 8.128, and 8.133.
- Provisional support to the six African countries that have not yet ratified the BBNJ Agreement, along with broader engagement with the Africa Group in support of a common position on BBNJ implementation.
- Effective and inclusive management of marine protected areas (MPAs) within national jurisdiction in the Western Indian Ocean, West Africa, insular and peninsular South-East Asia, and the Mediterranean Basin, supported by IUCN tools, standards, and guidelines and verified through the IUCN Green List Standard.
- Provision of IUCN expertise, technical guidance, and capacity-building to support national MPA authorities in planning for and establishing representative and connected networks within their national jurisdiction.
- Development of the knowledge-base and local capacity required to mitigate plastic pollution as a key ocean stressor in Small Island Developing States, with particular focus on the Pacific region, contributing to the implementation of Resolution 8.058.
- In close collaboration with WCPA and the IUCN Task Force on Antarctica and the Southern Ocean, development and promotion of the guidance on MPAs and climate change within the Antarctic and Southern Oceans and the effective use of fees for the effective protection of pristine wilderness.
- Contribution to the comprehensive assessment of marine fish species, including Antarctic fish, advancement of the reassessment of several other key marine taxonomic groups, including sharks and rays, and new assessment of commercially important marine invertebrates.
- Support of the the ongoing work of the IUCN Task Force on Reducing the Impact of Fisheries on Marine Biodiversity to develop a situational analysis (Resolution 7.107) and, concurrently, advocacy with relevant international bodies in favour of coordinated policy reforms that remove subsidies contributing to illegal, unregulated, and unauthorised fishing (Resolution 8.033).

Cross-cutting conservation science

The following section, while not, in and of itself, a discrete Outcome, describes a set of additional activities that fundamentally underpin and support the delivery of scaled-up conservation action for the People, Land, Water, and Ocean Outcomes. These activities are largely grounded on the generation and application of conservation science and knowledge, to the highest standards, that are derived from IUCN's seven independent expert Commissions, frequently in collaboration with IUCN Members.

In 2026 we will focus on strengthening the Union's capacity to more effectively generate and curate this knowledge for both species and ecosystems, explore and test the application of new technological developments to conservation and conservation science, and establish a strategic framework for scaling up action on invasive alien species as one of the five dominant drivers of anthropomorphically induced decline in biodiversity. We will also continue to generate and disseminate critical new analyses relating to the conservation status of both species and ecosystems.

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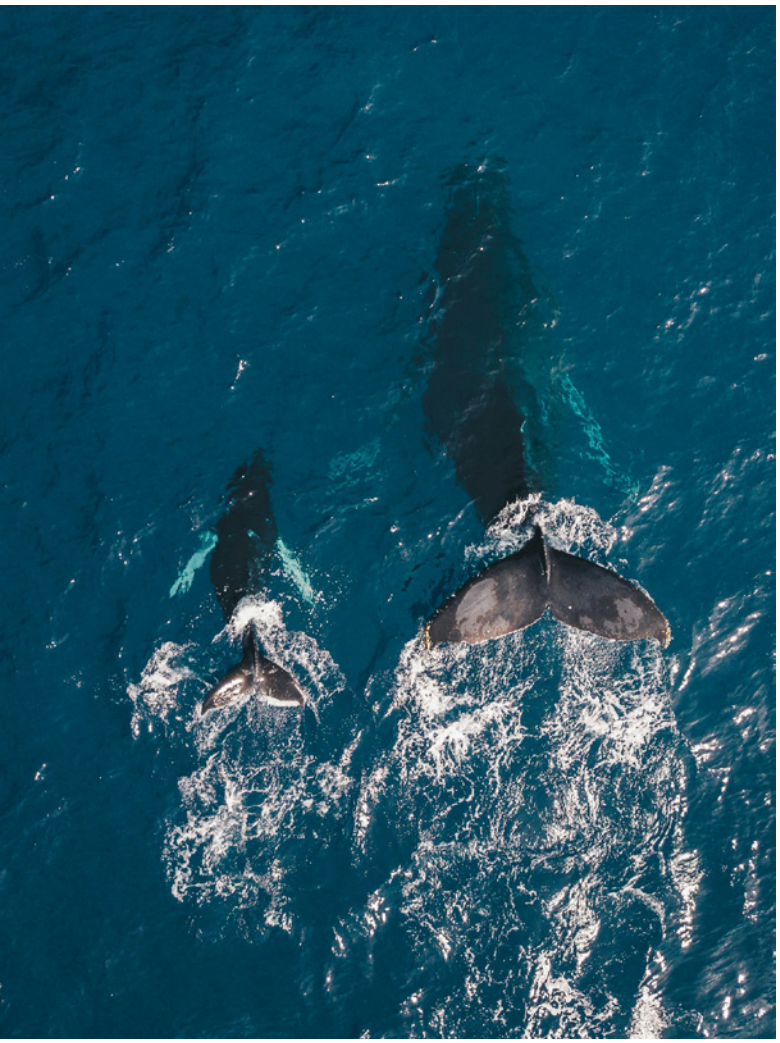

Main deliverables for Cross-cutting conservation science in 2026 will include:

- Release of a new Species Information Service to support SSC members and other partners, effectively and efficiently contributing to The IUCN Red List of Threatened Species™ assessment process, with a significant improvement in the user interface experience, and progressing towards automated generation and dissemination of the Red List Index, Area of Habitat maps, and the Species Threat Abatement & Restoration metric
- Development of a Red List of Ecosystems (RLE) database to curate and make publicly available RLE assessments that have been undertaken, as well as those that will be delivered in the future.
- Scoping our and piloting applications of emerging technologies, to support conservation decision-making (drawing on IUCN curated datasets) and concurrently, initiating Union-wide consultations and engagement on Resolution 8.140 to develop policy and guidance on artificial intelligence (AI) in conservation.
- Launch and promotion of new conservation analytical insights, including two updates to The IUCN Red List of Threatened Species™ and the first ever systematic global RLE assessment of the conservation status of Coral Ecosystems.
- Promotion of the understanding and capacity building on the application of IUCN's policy on synthetic biology in relation to nature conservation, and as necessary, begin the development of a guidance on taking additional safeguards measures (Resolution 8.086).
- In close collaboration with the IUCN Council and in consultation with the IUCN membership, development of an IUCN Strategy on Invasive Alien Species, initiate start-up implementation activities supporting governments and civil society in taking action towards Target 6 of the KMGBF.

1.3 Transformative change

Climate mitigation and adaptation

Programme Outcome Statement

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 Climate Mitigation and Adaptation Outcome will not only continue but also deepen the Union's work from the last intersessional period. This recent confirmation of the status of the IUCN Climate Action Commission (Resolution 8.120) will significantly advance the implementation of this Outcome. To be effective over the next four-year period, IUCN must build upon and expand Nature-based Solutions (NbS) for equitable and inclusive climate adaptation, while addressing policy and knowledge gaps to strengthen effective mitigation.

Furthermore, like many other organisations, IUCN will have to face the challenge of equipping itself to address the climate crisis with purpose and urgency. At the same time, climate scepticism and the politicisation of the issue are on the rise, with potential implications for policy shifts and resource mobilisation.

In 2026 IUCN will continue its programme of work to support on-the-ground climate adaptation activities of its Members and partners through established innovative and catalytic regranting mechanisms. It will work directly with IUCN State and non-state Members globally and specifically in East Africa, to help reinforce and sustain political momentum through ENACT (Enhancing Nature-based Solutions for an Accelerated Climate Transformation) – the Track 2 initiative that the Egyptian COP-27 Presidency, Germany, and IUCN launched in 2022. We will use existing platforms to invest in institutional strengthening and people-centred knowledge generation.

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Main deliverables for the Climate mitigation and adaptation Outcome in 2026 will include:

- Resources and accompanying technical support (notably on the appropriate application of IUCN tools and knowledge products) are made available to IUCN Members and partner organisations through a range of targeted re-granting mechanisms that support the establishment and scaling-up of innovative and catalytic climate adaptation and mitigation actions.
- Drawing from the best practices of the private sector in locally-led ecosystem-based adaptation, identification of effective pathways to systematically incorporate their role in climate adaptation (Resolution 8.131).
- Recruitment of new government members to the ENACT partnership, and the provision of accompanying guidance and institutional strengthening that supports incorporation of NbS into Nationally Determined Contributions (NDCs), National Adaptation Plans (NAPs), climate investment policies and strategies, and other relevant sector policies.
- Production and dissemination of technical briefs, and guidance on the application of gender-responsive, human-rights-based NbS for climate adaptation.
- Development of a framework for an integrated early-warning system for climate adaptation for small-scale farming systems and associated agricultural value chains.
- Development and roll-out of NbS for climate adaptation training curricula and an institutionally consistent, Self-Assessment Tool (SAT) on NbS for adaptation.

Alignment of financial and economic systems with nature

Programme Outcome Statement

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 programme Outcome for the Alignment of financial and economic systems with nature is one of the most ambitious of the IUCN eight global transformations – and one of the most critical. How global and national financial and economic systems consider nature will significantly influence the scale and speed by which IUCN's other transformative priorities can be achieved. Currently 'nature' is competing for sufficient legislative, regulatory, and market attention against issues such as trade and national security. However, even small gains within the finance and economic systems can yield significant returns in terms of biodiversity conservation and protection of the environment. IUCN already holds a range of tools and frameworks to provide the knowledge and insights required by the finance and economic sectors and is a proactive member of several collaborative networks (such as the Nature Positive Alliance) who are developing the metrics, data, and standards that economic and financial decision-makers will need.

In 2026 IUCN will work with both OECD and economically developing countries to develop and apply natural capital accounting frameworks into national and sectoral planning frameworks consistent with Resolution 8.080.

Main deliverables for the Alignment of financial and economic systems with nature Outcome in 2026 will include:

- Undertaking of economy-wide approaches to assess, document, and profile policies and institutions negatively impacting biodiversity.
- Completion of national biodiversity finance plans in at least four OECD countries, working closely with the government and other stakeholders in each country, to identify additional financial needs and potential new financial instruments for the achievement of goals and targets set in their National Biodiversity Strategies and Action Plans.
- Support to at least eight developing countries to mainstream biodiversity into key economic sectors through sector-specific commitments, sectoral public policy instruments and territorial projects.
- Development, application, and test of a best practice framework to integrate biodiversity foot printing into natural capital accounting with non-State actors to support disclosure and reporting requirements.
- Contribution of technical expertise to the implementation of the Cali Fund, established to facilitate effective, inclusive, equitable, and transparent benefit sharing of digital sequencing information (DSI) on genetic resources.

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Food systems and sustainable agriculture

Programme Outcome Statement

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

Over the previous intersessional period IUCN established itself as an engaged player in both national and international activities on the Food systems and sustainable agriculture Outcome. This has laid the foundation for effective implementation of Resolution 8.002, expanding our membership and technical partnerships, mobilising resources, and enhancing a relevant Union-wide knowledge base. This Outcome area can be controversial, notably with respect to the need to repurpose existing harmful subsidies, and yet remains a critical priority for many governments. Its implementation will require close internal coordination with activities being delivered in support of the Outcome on Alignment of financial and economic systems with nature.

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In 2026 IUCN will generate new knowledge products, or applications of existing products, to facilitate the uptake of nature positive and sustainable agriculture and food systems, convene agri-food systems and conservation practitioners to build consensus around and support for, locally appropriate sustainable agriculture and food systems strategies and, building from this consensus, facilitate dialogue and capacity building among different stakeholders for supportive policy and investments.

Main deliverables for the Food systems and sustainable agriculture Outcome in 2026 will include:

- Finalisation, dissemination, support of the uptake and application of: i) an IUCN Land Health Monitoring Framework and Platform; and ii) an agricultural sector interpretation of the IUCN Global Standard for Nature-based Solutions.

- Convene or otherwise support: i) consensus-building multi-stakeholder national dialogues on transitioning towards sustainable food and agricultural systems in Benin, Ethiopia, Fiji, Guinea, Kenya, Mozambique, Senegal, Uganda, and Uzbekistan; ii) regional dialogues in Europe and Africa; and iii) international policy dialogues in conjunction with the UNCCD COP-17 and UNCBD COP-17.

- Development and promotion of tailored agricultural policy briefs on optimising the alignment of agricultural policy instruments with national biodiversity conservation targets for Benin, Ethiopia, Fiji, Guinea, Kenya, Mozambique, Senegal, and Uganda, with a view to promoting a circular and sustainable bioeconomy for food and agriculture (Resolution 8.083).

- In collaboration with IUCN Members, co-development of a Regenerative Agriculture narrative and outcomes-based framework that integrates Indigenous knowledge and support the active participation of IPOs, farmer organisations, and other civil society organisations (CSOs) at one of the 2026 Rio Conventions Conference of the Parties, to advocate for sustainable food systems and agriculture (in support of Resolution 8.002 and 8.080).

- In collaboration with the IUCN Academy, organisation of introductory courses on the application of flagship IUCN tools, metrics, and frameworks relevant to sustainable agriculture and food systems, as well as other nationally targeted capacity building trainings.

- In close collaboration with SSC and other Commissions, support to the establishment of a Commission Expert Group through which IUCN can take a leadership role on soil biodiversity and its relationship to soil properties, soil function, and ecosystem services (in support of Resolution 8.002).

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One Health

Programme Outcome Statement

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 One Health Outcome represents a completely new programmatic priority for the Union. While Decision 7.150 provided a high-level strategic guidance on how to interpret the IUCN Programme 2021-2025 in the context of the COVID-19 pandemic, it did not establish a new area of work *per se*. The inclusion of One Health in the IUCN Programme 2026-2029 now means that IUCN will need to install its own capacity, within both Commissions and the Secretariat, establish its own niche and value proposition with external partners, and build a dedicated project portfolio. In this respect, 2026 will be focused on laying the necessary programmatic foundations to position IUCN over the next four-years as a credible player.

In 2026, IUCN will seek to establish itself with supportive governments and international processes as an informed contributor, beginning with enabling and supporting the inclusion of One Health considerations into conservation planning and implementation, including through development of guidance and support for introductory capacity building.

Main deliverables for the One Health Outcome in 2026 will include:

- Development, testing, and dissemination of guidance on policy and operational roadmaps for the incorporation of One Health considerations into national and/or sub-national conservation policies and activities, with an initial focus on Central Asia and South-East Asia.
- Support to the establishment and operationalisation of collaborative arrangements between conservation, public health, and veterinary service in South-East and Central Asia through the establishment of regional One Health networking platforms, in support of IUCN-coordinated CDB TSC Support Centres.
- Profile of IUCN as a One Health actor raised at appropriate international and regional events, including but not limited to the One Health Summit (7 April 2026 in Lyon, France), with a view to establishing new collaborative arrangements and identifying opportunities for resource mobilisation.
- In at least five countries in Asia, provision of support to conservation and health practitioners and policy makers at global, regional and national policy and technical events.
- Support to the IUCN Council in the development of a One Health strategy, guided by Resolution 8.097 and incorporation of its guidance into future operational plans.

Green, just energy transition

Programme Outcome Statement

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

Towards the latter part of the 2020–2025 intersessional period, IUCN began to systematically engage in the energy transition. Over a short period of time, we have been relatively successful in establishing new partnerships within the energy sector, generating and disseminating relevant technical guidance on offshore wind and solar, and promoting IUCN's niche as an authority on the Nature-Positive energy transition. This positioning is further reinforced by the recent confirmation of the status of Climate Action Commission (Resolution 8.120). With dedicated institutional capacity, a viable portfolio, and a partnership framework – GINGR (Global Initiative on Nature, Grids and Renewables) – that IUCN co-leads, we are now positioned to begin the scale-up of this area of work.

In 2026 IUCN will continue to work with key players in the energy transition sector to co-develop new knowledge products and technical guidance for the installation and management of specific renewable technologies, explore and build support for mechanisms to garner global momentum for a nature-positive energy transition, and move from the development of technical guidance for individual renewable technologies (wind, solar, etc.) to a more intentional nature-positive framing for future renewable energy systems.

Main deliverables for the Green, just energy transition Outcome in 2026 will include:

- Development, piloting, and promotion of quantitative nature-positive approaches, including a metrics framework, for the offshore wind sector.
- Development and promotion of guidance to support effective and inclusive local community consultation on renewable energy development, with a focus on optimising social benefits and delivering nature-positive outcomes, as a direct contribution to Resolution 8.038 (2c).
- Support and delivery of regional capacity building activities in Africa, Asia, Europe, and Latin America on nature-positive renewables for energy and environmental regulators, industry actors, practitioners, and civil society.
- In close cooperation with at least one regional development bank, development and pilot testing of criteria for nature-positive planning and evaluation of the installation of electrical infrastructure (Resolution 8.047).
- In consultation with partners from the energy sector, development and promotion of guidance on the application of cumulative impact assessments for effective spatial planning for renewables installations and grids (Resolution 8.047 (2a)).
- Building on the GINGR platform, explore options to, and test the feasibility of, an IUCN-led mechanism to garner support from countries, companies, and investors to commit to a nature-positive energy transition.

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Sustainable cities

Programme Outcome Statement

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 Sustainable cities Outcome is the second new programmatic priority for the Union. Resolution 6.029 established the incorporation of 'urban dimensions of conservation' into the work of IUCN, which led to the establishment of the IUCN Urban Alliance as a whole-of-Union network. Building upon this, the new programme of work is gaining traction within the Union: Nature-based Solutions and the Urban Nature Indexes (UNI) have helped IUCN establish a clear niche within the broader 'sustainable cities' community, and both the Secretariat and Commissions (especially CEM and the World Commission on Protected Areas (WCPA)) have core capacity to take this work forward. This is further supported by Resolution 8.121 which, although addressing a wide range of sub-national jurisdictions, provides an institutional framework to channel support to, and collectively mobilise, IUCN Members that are cities and municipalities, as well as Resolution 8.102, which calls for the reinforcement and development of urban and peri-urban forests.

In 2026 IUCN will work with relevant sub-national jurisdiction Members and CEM to strengthen and further develop its programmatic foundations by building capacity at municipal level to successfully use and apply IUCN knowledge products, build capacity, and raise IUCN's profile among other cities (with a view to expanding the IUCN membership base).

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Main deliverables for the Sustainable cities Outcome in 2026 will include:

- Facilitation of national policy dialogues that contribute to the establishment of urban ecological frameworks in at least three different countries.
- Support to municipal councils for the assessment and enhancement of their biodiversity conservation measures, through the application of IUCN knowledge products and tools to benchmark their performance at a global level.
- In collaboration with the Peoples Republic of China and Hong Kong City Government, host and organise a senior-level capacity building summer school on the application of the IUCN Global Standard for Nature-based Solutions in urban ecosystems.
- Support to IUCN Members on how to document and share case studies on the application of biodiversity conservation within the urban setting, including through the use of built environment to support the preservation and recovery of wildlife and plant species (Resolution 8.099).

Regenerative blue economy

Programme Outcome Statement

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 regenerative blue economy (RBE), although a commonly used term, remains both conceptually and operationally ill-defined for many governments and private sector organisations. IUCN, in its landmark publication *Towards a regenerative Blue Economy* (2024), clearly stated that it is an economic model covering ocean, marine, and coastal ecosystems. Resolution 8.030 explicitly mandates IUCN to actively promote this understanding of the RBE and encourage State Members and agencies to develop the necessary roadmap for its implementation. IUCN has already put several of the key pieces in place, including the government-mandated Great Blue Wall Initiative for the Western Indian Ocean, the establishment of Locally Managed Marine Areas (LMMAs) – supported by marine spatial planning – in Oceania, and a close collaborative arrangement with the World Coastal Forum as mandated by Resolution 8.036.

In 2026 IUCN will develop its programme of work to support the on-the-ground establishment of RBE activities, underpinned by local, regional, and international policy advocacy in support of the uptake of RBE as a credible economic model. IUCN will also invest in the generation of relevant case studies and analytical publications that both raise the profile of, and provide guidance, on coastal ecosystem conservation in general and specifically on RBE. We will seek to optimise global attention on these issues with the release of IUCN's systematic global RLE assessment of the conservation status of Coral Ecosystems, as described in section 1.2.5.

Main deliverables for the Regenerative blue economy Outcome in 2026 will include:

- Development and promotion of a framework for sustainable management of fisheries, improved livelihoods and enhanced resilience of communities in the Bay of Bengal Large Marine Ecosystem, offering lessons learned for global application.
- Launch of a global network/platform for Regenerative Seascapes, to accelerate implementation of seascape-level interventions and facilitate the provision of technical support and dissemination of best practices to local, national, and regional stakeholders.
- Provision of support and advice to national institutional frameworks and governance mechanisms, to identify pathways that facilitate the reduction of plastic pollution in the context of RBE.
- Collation and dissemination of case studies, lessons learned, and best practices for local (including Indigenous Peoples and local communities) sector-specific mechanisms towards a regenerative blue economy.
- In collaboration with the World Coastal Forum, the National Marine Data and Information Service (People's Republic of China) and CEM, publication and launch of an overview of the State of the World's Coastal Ecosystems (Resolution 8.036).
- Support to capacity-building (with a focus on gender and youth) of nationally driven regenerative businesses plan development, particularly with respect to optimising the economic benefits of MPA networks and plastic waste management.
- Acceleration of the implementation of the Great Blue Wall of the Western Indian Ocean, with a priority to unlock inclusive innovation and finance that supports early-stage regenerative blue economy ventures.

Water security and stewardship

Programme Outcome Statement

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

As previously mentioned in section 1.2.3, IUCN's work on freshwater during 2026–2029 is delivered through two distinct Outcomes. The second Outcome on Water security and stewardship addresses the value of water resources to humanity, as well as how they are accessed and governed. It builds on over 20 years of experience during which IUCN has developed and applied a range of tools and guidance to support inclusive negotiations (including transboundary hydro-diplomacy) and equitable management arrangements to strengthen water stewardship and increase water security.

In 2026 IUCN will scale-up and increase the profile it gives to water security and stewardship, guided by, inter alia, Resolution 8.023 and Resolution 8.018, optimising the Union's recognised leadership role in the Freshwater Challenge coalition, with the aim to restore 300,000 kilometres of degraded rivers and 350 million hectares of wetlands by 2030. We will strengthen our engagement with the protection and conservation of glacier and post-glacier ecosystems and, in close collaboration with IUCN State and government agency Members, mobilise resources to support the implementation of on-the-ground, at-scale, watershed, and basin management arrangements.

Main deliverables for the Water security and stewardship Outcome in 2026 will include:

- In close collaboration with CEM, establishment of an IUCN Glacier Action Network (GAN) to help operationalise Member-driven initiatives that contribute to knowledge and policy development in support of the implementation of Resolution 8.017.
- Support of the growth and implementation of the Freshwater Challenge, with a focus on mobilising business engagement.
- In collaboration with IUCN State and government agency Members, mobilisation of resources and support for the implementation of water resource management arrangements, at the watershed, basin and/or transboundary level, notably through the GEF-9 International Waters portfolio.
- Facilitation of regional learning and exchange mechanisms in West Africa and Central America to support Contracting Parties to the Ramsar Convention.
- In close collaboration with CEM, WCPA, and the Species Survival Commission (SSC), establishment of a framework to support the systematic integration of freshwater springs into related IUCN activities (Resolution 8.016).

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Cross-cutting tools and approaches for a whole-of-society approach

The success of the transformational Outcomes outlined above requires all actors to play their part. Achieving these Outcomes will be underpinned by cross-cutting approaches that integrate and facilitate whole-of-society solutions and engage the private sector. As such, in 2026, IUCN will focus on strengthening the Union's capacity to leverage the breadth of tools and frameworks needed to engage the private sector effectively. These tools, standards, and approaches will: i) enhance coherence and credibility in delivering conservation and development outcomes; ii) support the private sector in delivering rapid, significant, measurable, and verifiable contributions to the KMGBF and the Nature Positive Global Goal; and iii) ensure high-integrity Nature-based Solutions with measurable contributions to climate, biodiversity, and human well-being, while supporting scalable, finance-ready, and socially equitable interventions across regions and sectors.

Main deliverables for Cross-cutting tools and approaches for a whole-of-society approach in 2026 will include:

- Scaling-up of the recognition and adoption of the IUCN RHINO (Rapid High-Integrity Nature-positive Outcomes) approach, launched at Congress (in support of Resolutions 8.072 and 8.079), through engagements in key fora, such as the Global Nature Positive Summit (Kumamoto, Japan) and other regional events. Continuation of the strengthening of our work on the universal State of Nature Metrics and proposition of a formulation of a Nature Measurement Protocol, as well as ongoing investment in guidance materials, including the launch of a professional certificate through the IUCN Academy.

- Delivery of a further six IUCN RHINO pilots with the private sector, bringing new insights to bolster the methodology, expanding the body of evidence supporting its application with new sectors and showcasing the effectiveness of the approach and its relevance to key frameworks such as the Taskforce on Nature-related Financial Disclosures and other reporting and disclosure frameworks.

- Further development of the Integrated Biodiversity Assessment Tool (IBAT), strengthening its recognition as the platform through which to access the most authoritative biodiversity data. Additionally, through IBAT we will continue to provide IUCN standard knowledge products under licence for private sector use, with more than 250 corporate subscribers to date (Resolution 8.132).

- Establishment of an NbS digital platform (iNbS), to ensure broad accessibility and active use of the updated Global Standard for Nature-based Solutions by both the constituent parts of the Union as well as external partners. Development and adoption of a recognition scheme for the application of the IUCN Global Standard for Nature-based Solutions.

- Development and deployment of operational NbS tools and guidance, including the digitisation of at least two sector-specific interpretations of the Global Standard for Nature-based Solutions and the expansion of NbS project assessments through the Self-Assessment Tool (SAT), strengthening data quality, transparency, evidence generation, and links to Union knowledge products and investment-readiness pipelines.

- Provision of targeted NbS capacity building and policy mainstreaming across governance levels, delivering training programmes for public and private sector professionals, strengthening regional and national NbS knowledge hubs, and embedding NbS within national, regional, and global development planning, climate strategies, biodiversity frameworks, and sectoral policies.

1.4
Policy and advocacy

Policy influencing lies at the heart of the Union's work, being a key enabler for the delivery of the IUCN Programme 2026-2029 and 20-year Strategic Vision.

In 2026, and guided by the new set of Resolutions adopted in Abu Dhabi, IUCN will focus its policy influencing efforts on delivering a clear and demonstrable contribution to the implementation of international agreements. Furthermore, we will set in motion a process for developing, consulting, and socialising a strategy to influence the development and revision of the post-2030 Agenda for Sustainable Development, and in particular, its nature goals and targets. By strategically engaging in UN processes, including the High-Level Political Forum, the UN General Assembly, and the UN Water Conference, IUCN will provide directed inputs to the new set of goals and targets.

Four Conferences of the Parties (COPs)

The three Rio Conventions – the CBD, the UNFCCC, and the UNCCD – will each hold a Conference of the Parties, as will the CMS, this year.

By engaging in the subsidiary bodies to the CBD as well as COP-17 in 2026, IUCN will continue to advocate for bold commitments and actions for biodiversity, scientifically sound and coherent decisions, and enhanced and fair conservation practices. Following conversations with the Ministry of Environment of the CBD COP-17 host country, Armenia, IUCN will support the Armenian COP Presidency. Modalities of this collaboration are being discussed, and support from IUCN could range from the development of technical and policy briefs or discussion papers on selected items in the COP agenda, including for the High-Level Segment, to the organisation of thematic forums and joint events during the COP, both at the Blue and Green Zones, among others.

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In addition, IUCN will remain committed and put forward its conservation tools, knowledge products, and best practices for advancing the work of the CBD and achieving the Outcomes and Outputs of the IUCN Programme 2026-2029. IUCN will enhance efforts towards the rapid operationalisation of IUCN-hosted TSC Support Centres in Western and Eastern Europe/Central Asia, West Asia, and Asia, as these will be essential mechanisms to support CBD Parties and IUCN Members in expediting the implementation of the KMGBF, now barely four years before the 2030 deadline.

Guided by the Memorandum of Understanding signed by IUCN and the Government of Mongolia during the World Conservation Congress in Abu Dhabi, IUCN will support the Mongolian Presidency of UNCCD COP-17 in various ways. These include technical backstopping on rangeland restoration and sustainable land management and support for the Presidency's Rangeland Flagship, as well as NbS, including through stakeholder consultations, South-South knowledge exchange, and fostering policy coherence through alignment with COP decisions and strategic communications before, during, and after the COP.

Furthermore, in line with Resolution 8.008, and observing that 2026 is the International Year of Rangelands and Pastoralists (IYRP), IUCN will continue to advocate for respect and protection of pastoralists' rights, including customary rights, over pastoral lands and natural resources, and raise awareness about the importance of rangelands and pastoralism for achieving sustainable development.

On climate, IUCN will continue to actively engage in all relevant UNFCCC processes, work programmes, and bodies in 2026 – including at the subsidiary bodies' meetings (SB64) and at COP-31 in Türkiye – to strengthen integrated and inclusive approaches for addressing the interlinked climate and biodiversity crises. It will particularly contribute to key processes that were set up at COP-30 to build greater ambition and action on climate mitigation and adaptation, and on enhancing synergies across the Rio Conventions. It will also continue to engage on the development and operationalisation of Plans to Accelerate Solutions (PAS) established under Axis 2 of the Global Climate Action Agenda, co-convened by the Climate Champions. IUCN will also advocate for greater financing of high-integrity NbS, with an emphasis on increasing flows to Indigenous Peoples and local communities, and for adaptation.

We will also aim to concretely take forward key climate-related Resolutions adopted at the Abu Dhabi Congress, including on novel areas such as the development of an IUCN policy on geoengineering. In addition, new analytical work will also be initiated to assess the policy consequences of climate impacts on other areas relevant to IUCN's work (e.g. World Heritage) and the identification of suitable response options to them.

In line with several Abu Dhabi Resolutions (e.g. 8.028, 8.032, 8.039, 8.113, and 8.142) and working closely with Commissions, SSC and WCPA in particular, IUCN will engage in the CMS COP-15 that will take place in Brazil, providing technical and scientific guidance on selected issues in the COP agenda and showcasing IUCN's work. In addition, IUCN will call for more effective implementation of CMS' Samarkand Strategic Plan for Migratory Species 2024–2032 and highlight the contributions of CMS to the implementation of the KMGBF.

Another year for Oceans

On 17 January 2026, the BBNJ Agreement entered into force, marking a crucial moment for global ocean protection and multilateral environmental governance. While following-up on relevant Resolutions, including Resolution 8.128, IUCN will continue its two-decade engagement in the BBNJ Agreement's negotiation process and turn its efforts to advocate for its robust implementation and prepare the bases for its first COP. The Union is well equipped to do this. Through the activation of the BBNJ High Ambition Coalition, the deployment of the EU Global Ocean Programme's Technical Assistance Facility, the publication and widespread uptake of the IUCN Explanatory Guide to the BBNJ Agreement, IUCN will position itself at the forefront of turning the Agreement's promise into action. Together, these efforts aim to transform global commitments into lasting protection for marine biodiversity, strengthen the resilience of ocean ecosystems, and secure a healthier planet for generations now and to come.

By actively shaping discussions at targeted convenings across global, regional, and national arenas throughout the year, including the third meeting of the Preparatory Commission for the entry into force of the BBNJ Agreement (PrepCom III), the 31st Session of the International Seabed Authority Assembly and Council, the 48th Antarctic Treaty Consultative Meeting (ATCM), and the Annual Meeting of the Commission for the Conservation of Antarctica Living Marine Resources (CCAMLR), among others, IUCN will advance its ocean conservation objectives, including ensuring the effective conservation of all areas of importance for marine biodiversity, through effective systems of protected and conserved areas within and beyond national jurisdictions.

Other policy influencing areas

The year 2026 will also be a year of policy engagement in various non-traditional areas of IUCN policy influencing work and of expansion into new frontier topics. IUCN will continue to actively, and strategically, engage in the pollution, plastics, and waste policy agenda, highlighting the importance of the inclusion of biodiversity and nature considerations in related policy processes, including but not limited to the process of negotiation towards the adoption of a plastic pollution treaty which will resume in 2026. This is an area of growing importance among IUCN membership as evidenced by the Abu Dhabi Resolution 8.058.

In addition, capitalising on a very dynamic 2026 international agenda that includes the 15th UN Crime Congress with *"Accelerating crime prevention, criminal justice and the rule of law: protecting people and planet and achieving the 2030 Agenda for Sustainable Development in the digital age"* as this year's theme, as well as on Output 13 of the IUCN Programme 2026-2029 and Resolution 8.048 on Crimes that Affect the Environment, IUCN will work on better defining and understanding the legal aspects around the subject, while advocating for increased political will and effective action on crimes that affect the environment.

Finally, IUCN will continue its active engagement on policy development and implementation in new emerging areas. Technologies continue to advance, impacting nature and livelihoods directly or indirectly – for example synthetic biology applications and geoengineering. In following the mandates of Resolution 8.086 through which IUCN Members adopted the first ever policy on synthetic biology in relation to nature conservation, Resolution 8.041 and 8.140 which ask IUCN to develop policies on geoengineering and AI, IUCN confirms the importance of embedding nature into these sectors as essential for long-term sustainability, equity, and resilience.

2 Resource Mobilisation and Strategic Partnerships

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2.1
Shifting funding landscape and implications for IUCN in 2026

The global funding environment for international organisations has become more volatile. Many OECD donors are reducing Official Development Assistance (ODA) envelopes and re-prioritising public sector spending towards immediate national interests in response to both external and domestic political pressure. As a result, donor governments are increasing scrutiny with respect to value-for-money, fiduciary assurance, and demonstrable results, as well as shortening their decision-making horizons and tightening restrictions on how funds are used.

For IUCN, the picture is a mixed one. While uncertainty persists over unrestricted (framework) funding, the combined bilateral and multilateral ODA-linked income constitutes close to 80% of IUCN's budget. The 2026–2029 Financial Plan made provisions for an expected decline in framework funding over the next four years, but this is now occurring at a faster rate than anticipated due to the geopolitical situation. In contrast, the IUCN portfolio remains strong at CHF 1.1 billion and is continually improving its direct and indirect cost recovery.

Resource mobilisation in 2026 will focus on step 1 of the Financial Strategy Annex to the 20-year Strategic Vision:

- IUCN will focus on finalising contracts, covering the current quadrennial, with existing framework donors to provide a secure base of flexible funds.
- At the same time, IUCN will continue to invest in bilateral relationship-building beyond the conventional OECD donor space, with a view to attract new Framework Partners. In doing so, IUCN will introduce more flexibility into existing unrestricted funding modalities to optimise the recruitment and retention of Framework Partners.

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- IUCN will continue to strengthen monitoring and accountability across its project portfolio under the IUCN Programme 2026-2029, enhancing evidence, attribution, and demonstration of value-added. This will reinforce IUCN's credibility with strategic partners and donors, support resource mobilization efforts, and enable progressive move toward full cost recovery.
- IUCN will put in place measures to increase income from other mission-driven activities beyond the implementation of conventional projects, including private sector engagement, philanthropy, and engagement with the Patrons of Nature, subscription-based IUCN capacity building, and event-focused sponsorship.

Each of these elements is discussed in more detail below.

2.2
Framework partnerships and new bilateral engagements

Framework funding enables IUCN to deliver its core mission through predictable, flexible resources that underpin institutional capacity, support planning and delivery sequencing, and allow the organisation to respond to emerging priorities while sustaining long-term results at scale.

To optimise the flow of unrestricted bilateral resources, IUCN will:

- protect and deliver on existing Framework Partnerships (including renewals/annual contribution decisions and partnership 'value' demonstration);
- deepen engagement with a small number of high-potential non-Framework bilateral donors with a view to securing greater programmatic/thematic flexibility; and
- selectively pursue new Framework Partnerships, where political and fiscal conditions indicate credible medium-term potential.

The Secretariat will actively manage relationships across the current Framework Partner base (Denmark, Finland, France, Korea, Luxembourg, Norway, and Switzerland), with an emphasis on securing timely renewal/annual contribution decisions, sustaining predictable flexible funding, and demonstrating decision-relevant results enabled by flexibility. In parallel, IUCN will maintain a targeted outreach set of four to six prospective bilateral donors for structured relationship-building and exploration of feasible modalities (including thematic/programmatic tailoring where fully unrestricted funding is not realistic). This will require a more differentiated approach to bilateral partnerships, recognising that fully unrestricted funding is increasingly rare and that pragmatic forms of flexibility, such as thematic or programmatic funding aligned with shared priorities, will be critical to sustaining institutional capacity and programme delivery.

Discussions and engagements with new countries/donors to join as Framework Partners will continue throughout 2026, with the objective of advancing at least two opportunities to decision stage (noting that conversion to signed Framework Partnerships is subject to donors' political, legal, and budget processes).

In addition to global engagements, IUCN will increasingly focus on regional and national partnership models, particularly in Europe, Asia, the Middle East, and selected emerging donor markets, where political and fiscal conditions may allow for new forms of cooperation even as traditional ODA contracts. These partnerships will be anchored in IUCN's comparative advantages as a scientific authority, trusted convenor mobilising its diverse membership, and skilled delivery partner with global reach and strong country presence.

Together, these shifts and actions aim to stabilise and diversify IUCN's framework funding base, reduce dependence on a narrow set of donors, and ensure the organisation remains resilient and fit for purpose in an increasingly complex and competitive global funding landscape.

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2.3
Patrons of Nature and philanthropy

Given the current context, increasing engagement and funding from philanthropic sources is critical. To this end, in 2026, IUCN will build on the momentum created by the Philanthropy Summit, held during the IUCN World Conservation Congress in October 2025, through initiatives that can attract philanthropic support. The Patrons of Nature will continue to play a key role in advising leadership, promoting IUCN, and supporting such initiatives.

To maximise philanthropic income and boost Patrons' recruitment, IUCN will seek proactive engagement with specific networks of Ultra-High and High Net Worth Individuals (HNWI) (i.e. family offices, wealth managers, etc.) and curated events addressing a philanthropic audience – including leveraging established events, such as:

- Monaco Blue Initiative (27–29 May)
- New York Climate Week (20–27 September)
- Annual meeting of Patrons of Nature (11-14 September, tentatively)
- World Economic Forum (18-22 January 2027)

IUCN will take the opportunity to engage US-based Patrons of Nature in particular, in support of fundraising events and activities in major cities to increase support for IUCN in the United States. This will ideally bring more HNWIs from the United States and give the Patrons an opportunity to deepen their involvement with IUCN.

2.4
Scaling conservation impact with the private sector

In 2026, IUCN will strengthen the quality, scale, and strategic focus of its private sector engagements, aligned with Programme priorities, as a core mechanism for scaling conservation impact and mobilising diversified resources. This implies the key priorities for 2026 include:

- An updated Private Sector Engagement Strategy that clarifies priority engagement pathways, safeguards institutional integrity, and aligns business partnerships with the implementation of IUCN Programme 2026-2029 and other institutional objectives.
- An improved IUCN business engagement offer, strengthening the translation of institutional tools, standards, and knowledge into coherent, demand-responsive entry points for companies.
- Leading strategic growth of private sector partnerships by advancing at least five high-probability opportunities to secure new multi-year partnerships, retaining and further expanding those already in place.
- Implementing regionally-driven, programmatically aligned, private sector engagement actions including the delivery of regional engagement plans (Asia), targeted events (including the Global Nature Positive Summit in Kumamoto, Japan, in close collaboration with the IUCN Japan National Committee), and the advancement of new private sector partnerships across regions, including West, East, and Central Asia.
- Supporting a shift toward more strategic, long-term and, where appropriate, multi-year collaborations, including in South America and the Mediterranean.
- Facilitating targeted private sector engagement at international events, such as the CBD COP-17 in Armenia, including business-focused dialogues.
- Leveraging IUCN tools and knowledge products (e.g. Nature-based Solutions, RHINO Impact Pathways, IBAT, Invasive Alien Species Strategy, Energy Transition technical guidance) and strategic partnerships to position the Union as a trusted convenor, a credible Nature Positive partner for the corporate sector, and influential technical advisor with the ability to translate scientific and policy leadership into practical action by business and finance actors.

2.5
Multilateral funds

IUCN is accredited to the Green Climate Fund (GCF), the Global Environment Facility (GEF), the Global Biodiversity Framework Fund (GBFF), and since late 2025, to the newly created Fund for Responding to Loss and Damage (FRLD). In 2026, IUCN will continue to grow its multilateral portfolio, making a concerted effort to establish IUCN as an implementing agency in new geographies, including in West Asia, Eastern Europe and Central Asia, the Mediterranean, and South America.

Key priorities for 2026 are:

- As the GEF will begin its 9th replenishment cycle (GEF-9) in July 2026, Regional Offices are already aligning their pipelines with GEF-9 priorities. IUCN will continue to engage in GEF-9 replenishment meetings and GEF Extended Constituency Meetings and will participate in the 8th GEF Assembly, which will bring together diverse stakeholders from the GEF's 186 member countries to chart an accelerated path toward global environmental goals.
- Around five projects will be submitted to the GEF Secretariat at the June and December Council meetings, where IUCN be present.
- To ensure strong positioning at GEF-9, IUCN will engage with country focal points, the GEF Secretariat, and partners on GEF-9 programming and pipeline development, especially for:
  - the Least Developed Countries Fund/Special Climate Change Fund on climate change adaptation;
  - the GEF-9 Integrated Programs, including Drylands and Drought Management, Wildlife Conservation for Development, and Critical Forest Biomes for Mesoamerica and Asia and the Pacific.
- IUCN will continue to support its Members through several major GEF-funded re-granting schemes (see section 4.3).
- IUCN will maintain its participation at GCF Board meetings and GCF Regional Dialogues and co-develop proposals that align national and regional priorities with the GCF Strategic Plan 2024–2027.
- The approval of two GCF funding proposals is expected in 2026: Cameroun at the July Board meeting, and Uganda at the October Board meeting.
- This year, IUCN will aim to participate in one board meeting of the FRLD and is exploring a first submission to FRLD. IUCN will consider responding to country requests for support as part of the Santiago Network (IUCN joined as member in early 2026).
- IUCN will keep track of performance indicators (e.g. timely startup and first disbursements, timely financial closing, etc.) and seek to achieve continuous improvements to enhance its GEF and GCF portfolio management. This will include updating and finalising the manual, standards and guidance notes of IUCN's Environmental and Social Management System.
- To improve communications and knowledge exchange, IUCN will revamp its GEF and GCF webpages and improve social media communication based on knowledge and data analytics.

Engagement with Multilateral Development Banks and International Financial Institutions (IFIs) is also intensifying. Regions and thematic teams are working closely together to develop strategic collaborative frameworks with the Asian Development Bank (ADB) and the Asian Infrastructure Investment Bank, help shape the policy and investment guidance of the European Bank for Reconstruction and Development, and broaden collaboration with the European Commission and Team Europe.

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2.6
International and regional partnerships

From the point of view of regional integration and policy influence, IUCN – via the Secretariat's Regional Offices – is partnering and supporting key regional governance structures. Across Africa, the Caribbean, and Europe, IUCN is formalising cooperation with intergovernmental bodies, such as The Southern African Development Community (SADC), East-African Community (EAC), Intergovernmental Authority on Development (IGAD) in Eastern Africa, and the Organisation of Eastern Caribbean States (OECS). This involves not only high-level dialogues and advisory, but also active collaboration and participation in regional summits and the co-organisation of events at global fora like the UNCCD and CBD COPs. These partnerships are designed to position IUCN as a technical advisor on the Blue Economy, biodiversity, and transboundary water governance. In Asia, ongoing engagement with ADB is driving efforts to develop two knowledge papers on "Urban-Periurban Water Security" in selected countries in South and South-East Asia, and on "Building Climate-Resilient and Inclusive Water Resource Management Systems" in Bhutan.

2.7
Staff secondments by IUCN State Members

Staff secondments to the IUCN Secretariat have proven highly effective in building and renewing strong cooperative relationships with IUCN State Members and their government agencies. It enables State Members to directly tap into the Union's knowledge, tools, standards, and expertise, contribute directly to the implementation of the IUCN Programme 2026-2029, and offer their staff international exposure and experience. Equally, it brings in additional insights, expertise, and support to the Secretariat for programme implementation that it would otherwise not have accessed. Above all, it reinforces the bonds between State Members and IUCN. Therefore, in 2026, IUCN will strengthen and expand its engagement with several State Members (including China, Japan, Korea, France, Oman, Uzbekistan, etc.) through securing and retaining effective secondments and other shorter-term exchanges at both HQ and in the regions.

3 Operational and Change Management

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3.2 Systems and operational efficiency 35

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This section outlines the organisation's priorities for strengthening its operational systems, oversight, and institutional resilience to support the running of the organisation for effective Programme implementation in 2026–2029. It sits as a complement to section 2 of this work plan, as the operational efficiencies that will result from these actions will generate, among other benefits, institution-wide cost savings.

In 2026, IUCN will focus on the modernisation of core business processes and control frameworks through the staged replacement of its Enterprise Resource Planning (ERP) systems, the rollout of an Electronic Document Management (EDM) platform, and the introduction of a new grant management system. The efficiency and operational gains from these initiatives will be further reinforced through enhanced risk management, risk-based audit approaches, and strengthened investigative services. Together, they aim to improve efficiency, transparency, accountability, and compliance, while supporting a culture of continuous improvement and responsible stewardship of resources.

3.1 Oversight and accountability

IUCN will continue to invest in the provision of independent and objective audit, assurance, and ethics services, to strengthen oversight and accountability across the Secretariat. The aim is to provide senior management and Council with clear, actionable insight into the effectiveness of the Secretariat's supervision, risk management, internal controls, and compliance activities across key areas/risks. In 2026, the internal audit process will focus on major partnerships, funding portfolios, Host Country Agreements and talent acquisition. Through its investigative function, the Secretariat will also continue to support a culture of integrity while ensuring that emerging risks are identified and addressed in a timely manner.

Internal audit, assurance, and ethics

Focusing on areas of strategic importance and material risk, IUCN will strengthen institutional resilience, credibility, and delivery capacity in 2026 through targeted, risk-based audit, and investigative services, aimed at five prioritised activities:

Strengthening employee workforce governance through an organisation-wide audit of talent acquisition and onboarding. This audit is intended to enhance the Secretariat's capacity to build future leadership, retain staff, and maintain employee satisfaction, and provide assurance on the effectiveness, efficiency, and compliance of workforce planning and recruitment processes.

Strengthening IUCN Programme delivery through a global audit of Implementing Partner and grantee management arrangements. This audit will assess the adequacy and effectiveness of IUCN's supervision, risk management, and controls embedded in partnership and project/programme design and delivery.

Reinforcing trust in, and the resilience of, IUCN's GEF, and GCF portfolio through targeted assurance over risk management frameworks and controls, strengthening engagement with strategic partners, and enhancing fundraising capacity. This work (which, subject to capacity, may begin in 2026 and finalise in 2027) will support sustained accreditation confidence and enhance IUCN's ability to mobilise and manage complex, high-value funding in support of its strategic priorities.

Strengthening IUCN's legal, financial, and operational positioning through enhanced oversight of existing Host Country Agreements. This advisory assessment should support stronger and strategic engagement with partners, improve operational capacity and risk management, and enable more effective use of Host Country Agreements, to enhance institutional stability and effective resource mobilisation.

Reinforcing a strong culture of integrity and accountability through timely and rigorous investigative and ethics-related activities, to proactively identify and address integrity risks and respond effectively to reported concerns. This activity protects IUCN's reputation, sustains stakeholder confidence, and demonstrates IUCN's commitment to ethical conduct and responsible management.

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Strengthening IUCN's Policy Management Framework

In 2026, priority will be given to revising the Policy Management Framework to ensure it remains coherent, current, and fit for purpose. This will include a structured, organisation-wide approach to the management of Secretariat policies, procedures, and guidelines. It will ensure the systematic review and updating of existing instruments, the orderly retirement of those no longer required, and the development of new policies where justified. Collectively, these stepwise actions, which will spread into 2027, will reinforce clarity, consistency, and effective governance, accountability, and support sound decision-making across the organisation.

Strengthening risk management

In 2026, IUCN will further strengthen its institutional resilience through enhanced risk management processes, practices, and tools. The Risk Committee will revise its Terms of Reference to ensure continued relevance, effectiveness, and adaptability throughout the year. Targeted capacity-building initiatives will reinforce risk management competencies across the Secretariat, with particular emphasis on project and programme management.

An institutional risk dashboard, developed and piloted in 2025, will be formally rolled out to support systematic monitoring of institutional risk trends (for operational, financial and reputational risks), as identified through IUCN's annual planning, monitoring, and reporting cycle. This tool will present associated mitigation measures and track their implementation and effectiveness over time and inform senior management and Council in setting and reviewing organisational risk tolerance levels, strengthening oversight, and ensuring that risks are proactively managed in support of IUCN's strategic objectives.

3.2 Systems and operational efficiency

IUCN Grant Management Portal

As a convenor, grant-maker, and membership organisation, IUCN has a duty to strengthen the resilience of the organisations it works with and help them manage reporting and compliance demands. By unifying its co-implementation and grant-making standards, digital systems, technical support, and organisational development services, IUCN aims to provide donors and conservation organisations with a trusted platform that can help to close the gap from investment to impact.

In 2026, IUCN will start building and implementing its IUCN Grant Management Portal. This platform will connect IUCN and funders directly to local conservation actors (implementing partners and grantees). A set of technical assistance support services will also be provided through a dedicated funding stream for organisational effectiveness. The platform will also be used in the context of GEF and GCF projects.

Harmony

In 2026, the organisation will start the staged implementation of a modern Enterprise Resource Planning (ERP) system to strengthen operational efficiency, financial management, and organisational accountability. The new ERP will harmonise core business processes across finance, human resources, procurement, and programme management, providing a single, reliable source of operational data. This transformation will enhance decision-making, improve compliance with donor and regulatory requirements, and reduce administrative burden, while building long-term institutional capacity and resilience.

Throughout 2026, efforts will specifically focus on ensuring business continuity and organisational readiness during the implementation of the new ERP system, with particular emphasis on the Finance module. This will include maintaining stable financial operations alongside system configuration and testing, supporting data migration and validation, and aligning procedures and internal controls with the new system. Targeted training, user support, and change management measures will be implemented to build staff capacity and minimise disruption to programme delivery and donor reporting. These actions will ensure that day-to-day operations remain effective and compliant while the organisation transitions to the new ERP environment.

Electronic Document Management

In addition, the organisation will complete the first steps (legal and procurement) of a corporate Electronic Document Management (EDM) system to strengthen information governance, institutional memory, and operational effectiveness. The EDM will provide a structured, secure, and searchable repository for corporate and project documentation, enabling consistent record-keeping, improved collaboration, and enhanced audit readiness. This initiative will support compliance with data protection and retention policies, reduce operational risks, and promote a culture of knowledge sharing and accountability.

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4 Supporting the Union for Programme Impact

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4.1 Servicing the Union

Strengthening the individual parts of the Union – Commissions, Members, National and Regional Committees, and Secretariat – as well as enhancing the collaboration across these constituents is fundamental to supporting the Union to achieve its mission. In 2026, the Secretariat will focus on:

Increased Member Engagement

Recent membership research from 2024 and 2025 indicates that Members prioritise areas that provide concrete and tangible benefits to engage with, in the following areas: Access to (i) IUCN knowledge products and (ii) conservation networks (in-person preferably); and to get involved in (iii) capacity building activities and (iv) conservation projects. Therefore, with a view to provide **IUCN's 1,570 Members** with a robust offer that motivates engagement and favours Member retention, the Secretariat in 2026 plans to:

- Produce a member benefit toolkit to help Members better access tangible IUCN benefits;
- Publish an additional issue of the IUCN Member magazine per year (one printed and two digital issues) to increase the flow of conservation knowledge to Members;
- Host, together with Members and Commissions, up to three Home of the Union' IUCN pavilions at the three Rio Convention COPs to provide all IUCN constituents with a platform to hold events at these major multinational environmental conferences and to engage with IUCN as the world's largest environmental network;
- Increase the usage of the digital home of the Union, IUCN Engage, to 15,000 constituent users and 6,000 contributors, as well as host over 120 webinars;
- Via the IUCN Academy, provide access to learning resources, including free and paid courses to which IUCN Member discounts apply;
- Strengthen the policy work of Members through supporting their activities to implement IUCN resolutions, using Member input to shape IUCN positions towards multilateral environmental negotiations and advocating for these positions;
- Grow the involvement of Members in IUCN conservation projects;
- Engage with subnational government Members of IUCN to increase the participation of subnational governments in the Union (Resolution 8.121);
- Work with Council to implement the Dues Waiver proposal approved by Members during the IUCN World Conservation Congress 2025, to contribute to the retention of Members facing significant financial hardship due to force majeure; and
- Service in a high-quality manner all Member queries—some 600 per month.

Facilitating the work of IUCN National and Regional Committees

In 2026, the valuable work of the IUCN National and Regional Committees will be strengthened through the collaboration of the Council, the Global Group for National and Regional Committee Development, and the Secretariat to implement the Council's Action Plan for Member Committees.

Supporting the Commissions

Over the last quadrennium, the IUCN Commissions have been growing consistently (around 9% per year since 2022), surpassing the milestone of 19,000 experts in 2025. The Secretariat will continue to help the Commission flourish through the provision of support services on administrative, financial, membership, and communication matters to the seven Commissions in 2026. This year it will also include a particular focus on:

- Working with Chairs to set up the Commissions for operation in the new quadrennium;
- Supporting the leadership transitions in the Commissions;
- Developing and delivering onboarding materials, training webinars, and orientation sessions for Commission Officials, Group Leaders & Commission members;
- Rolling out the Commissions grievance mechanism and support the inter-Commission ethics committee;
- Support Commissions Steering Committee meetings and any other major events/meetings.

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4.2
Growing the Union

Following record membership growth in 2025 reaching 1,570 members, including 158 new Members, 2026 will focus on sustaining the momentum, reversing historical post-Congress decline and strengthening retention. Our target for 2026 is to continue to grow IUCN membership by attracting at least 70 new Members and strengthening the retention of IUCN's existing membership base through enhanced engagement (see section 4.1). A larger Union strengthens the legitimacy of IUCN to represent and speak for nature conservation.

In 2026, IUCN will develop a recruitment plan for new Members, in collaboration with Council's Governance and Constituency Committee (GCC) and including:

- Priority recruitment for the membership categories: States, subnational governments and Indigenous Peoples Organisations;
- Targets globally and by region;
- Tailored packages of benefits for potential Members by region and category;
- Roles and expectations for the Secretariat, Council, and National and Regional Committees.

Building on significant growth in expert volunteer engagement through the IUCN Commissions following Congress, in 2026 the Commissions and the Secretariat will prioritise strategic recruitment aligned with Commission mandates for 2025–2029. The Congress decision to eliminate the Commission renewal process means that IUCN can continue to grow its volunteer expertise in 2026 through the seven IUCN Commissions, of which four will be under a new leadership.

4.3
Supporting the Union to deliver the new IUCN Programme and Strategic Vision

The high ambition of IUCN's 20-Year Strategic Vision and IUCN Programme 2026-2029 make cooperation and the integration of the skills and know-how distributed across the Union, a key requirement for effective delivery, in line with the key principles of the One Programme Charter.

Union mobilisation will be key in 2026, with the Secretariat looking to operationalise the One Programme approach through strong, targeted, and strategic engagement with National and Regional Committees, Member groups, Commissions, and Council, and the planning of joint activities and initiatives at multiple levels – from local and national to regional and global. To implement the IUCN Programme 2026-2029 and IUCN Resolutions, Commissions will be mobilised to contribute knowledge and expertise based on the work of their members and expert groups, the Council will steer many of the mandates stemming from the IUCN Resolutions adopted in Abu Dhabi, and the Secretariat will coordinate and manage a portfolio of complementary work, involving both Members and Commissions.

Portfolio Implementation through Members

A clear priority for 2026 is the increased involvement of Members in the IUCN project portfolio, especially with respect to on-the-ground operations, according to Member capabilities and expanding beyond the circa 50% of projects in the IUCN portfolio that currently involve execution with IUCN Members. Two key mechanisms for this are the growth of IUCN's re-granting capacity, and IUCN's role as an implementing agency for GEF and accredited entity for GCF.

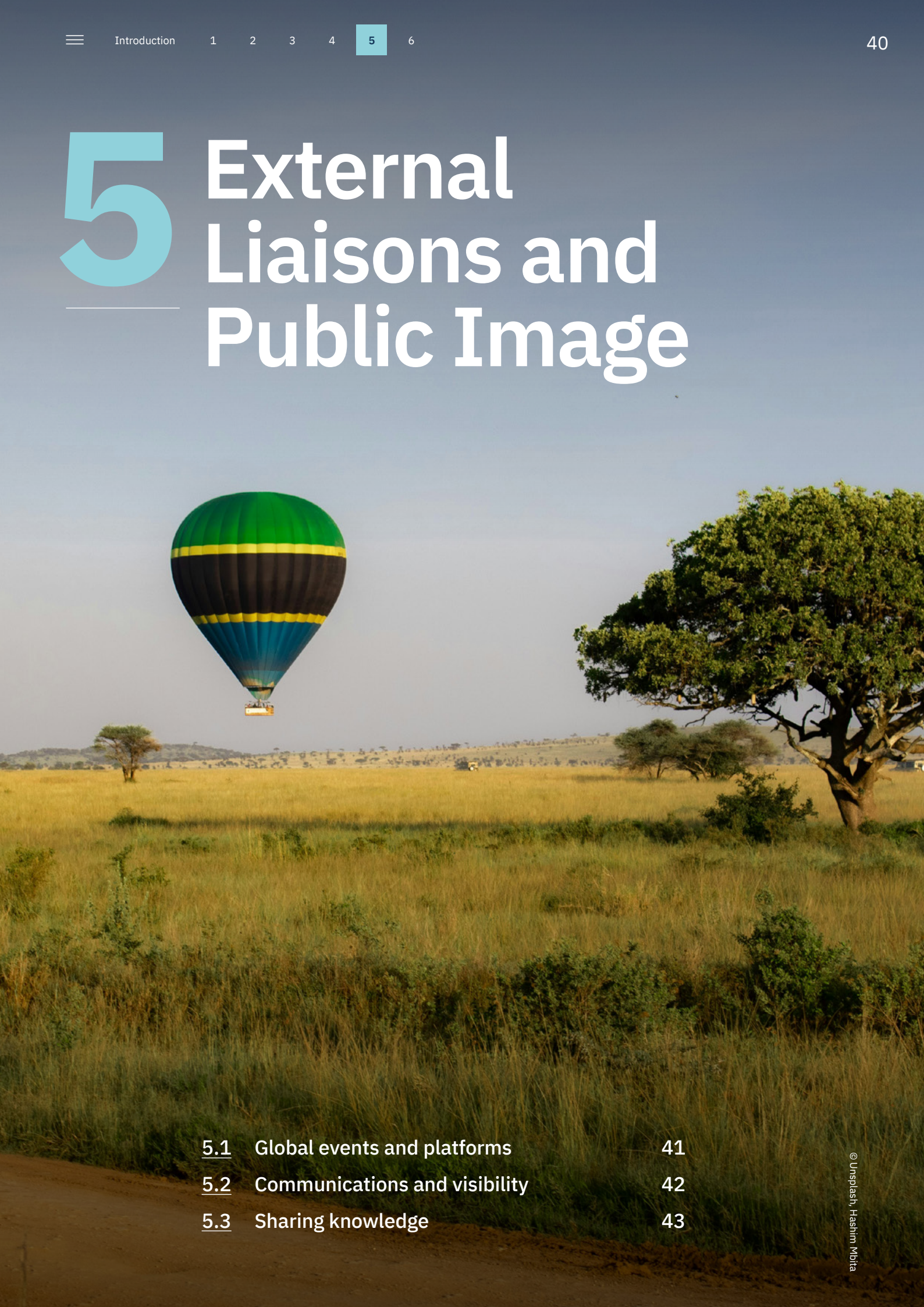
Currently, 60% of IUCN's projects are being delivered through co-implementation or re-granting schemes, to a large degree via the IUCN membership. This trend is showing an upward trajectory, and in 2026, IUCN's project portfolio will continue to show a decisive, strategic turn towards working directly with, and re-directing funding towards, actors on the ground. In July 2025, the Secretariat had calculated 48 projects under implementation that included a re-granting component, amounting to a total budget of around CHF 366 million, with close to CHF 167 million (46%) budgeted directly for sub-grants. In 2026, the Secretariat aims to maintain or increase this percentage so that 46% or more of the budget of its re-granting portfolio are directed to sub-grants for actions on the ground. The roll-out of the IUCN Grant Management Portal will not only strengthen the operational aspects of IUCN's re-granting activities but will also raise the transparency and visibility of these operations, including the degree to which Members participate in IUCN's re-granting schemes.

Through its GEF and GCF portfolio, and the exploration of a growing GBFF and FRLD portfolio, IUCN will continue to support the conservation ambition of its Members, especially State Members and government agencies, and increasingly its civil society and Indigenous Member organisations, too. In 2026, IUCN is planning the consolidation and development of major re-granting schemes, including large GEF programmes such as the GEF-7 Inclusive Conservation Initiative (ICI) and GEF-8 Civil Society Organisations (CSOs) Challenge. Moreover, there is opportunity to expand this at GEF-9, considering the scale-up of the ICI envelop to US$ 100 million and the 20% target for Indigenous Peoples and local communities (which is 25% in the GBFF). The Secretariat sees IUCN's role as a GEF agency and GCF accredited entity as a mechanism that benefits Members, and in 2026 will seek to communicate and showcase this much more proactively.

Contributions for Nature Platform

The Contributions for Nature Platform, mandated in IUCN's Nature 2030 Programme in 2021, has been used to demonstrate Members' and other Constituents' contributions to conservation and restoration actions on the ground. As of end of 2025, the platform includes over 10,000 entries of conservation projects from more than 240 IUCN Members. The IUCN Programme 2026–2029 identified the platform as the key accountability tool to demonstrate how IUCN constituents contribute to the Programme. So, in 2026, the Secretariat will lead on further developing the platform, subject to available budget, and in response to Member and Commission member feedback on how to further enhance the platform. In addition, in 2026, the Secretariat will continue to increase usage by Members, Commissions, and Secretariat of the platform through training, targeted outreach, and integrations.

5 External Liaisons and Public Image



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5.1
Global events and platforms

Convening and networking is one of the six key 'catalytic' roles that the 20-year Strategic Vision identified for IUCN. In 2026, through a number of key events, IUCN will bring together a wide range of actors for dialogue, discussion, and debate to address long-term transformational changes for nature. The following events in 2026 will be key to heightening both IUCN's public image and messaging of nature's role in tackling global challenges:

- IUCN's policy messages at the Rio Convention COPs will be amplified and multiplied by means of Home of the Union pavilions that promote Union-wide support for the achievement of global targets, and through related communications campaigns highlighting the Union's engagement in these events and reinforcing its positioning.
- IUCN will actively participate in, raise the visibility of, and deliver communications around, additional key events, including: IPBES 12 Plenary; CMS COP-15; the UN Water Conference; the 8th GEF Assembly; the Global Nature-Positive Summit; UNESCO World Heritage Committee; CITES committee meetings; and other relevant global events where IUCN can target a wider audience (e.g. WEF, New York Climate Week).
- IUCN will finalise and set in motion an MOU with the Government of Senegal to closely collaborate and act as a key supporting partner for the successful delivery in March 2027 of the 6th edition of the International Marine and Protected Areas Congress (IMPAC-6) in Senegal. This Congress is a unique convening of governments, scientists, coastal communities, and blue economy stakeholders that seek to mobilise the marine conservation community to accelerate ocean protection toward 2030 targets. As it takes place six months ahead of IUCN's own World Protected and Conserved Areas Congress, it will serve as a stepping stone and primer for the commitments and advances expected from the latter.
- During 2026, IUCN will initiate preparations and communications for the 2027 World Protected and Conserved Areas Congress (WPC 2027), which will be held in Panama in September 2027. This will entail convening the Congress's governance bodies, mobilising partners, defining the themes and work streams of the Congress, defining a visual identity, setting up the Congress' website, and launching a call for content, among other tasks, for which the IUCN Secretariat will work closely with the WCPA and the Government of Panama.

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5.2
Communications and visibility

Awareness building through improved communication is a key part of another catalytic role for IUCN as recognised by the 20-year Strategic Vision. In 2026, IUCN will work tirelessly to be a reliable source of information to help scale up sustainable conservation action and drive transformational change in eight areas for nature. Within this overarching goal, in 2026, IUCN will increase its media and digital visibility and outreach through the following actions:

Highlighting key issues: IUCN will increase the Union's visibility and strengthen our role as the 'voice for nature' through outreach across media and digital channels, including communications campaigns related to an IUCN Resolution, and to a transformational area, with campaign objectives aligned with the IUCN 20 Year Strategic Vision and Programme.

Strengthening our channels: IUCN will revamp the IUCN website to reflect the new Vision and Programme and improve user experience and continue to build and refine our social media channels, to strengthen IUCN's image and broaden reach with audiences beyond the conservation sphere, including via Sports for Nature.

Building communications partnerships: Following successful Congress collaborations with major media outlets, IUCN will partner with influencers, Members, and Commissions to take the Union's message to new audiences and explore partnerships with media.

Communication with business: In 2026, IUCN will enhance the visibility and accessibility of its work with business, ensuring that private sector engagement is communicated clearly, credibly, and consistently across channels. Key deliverables will include:

- Strengthened digital visibility of business engagement, including refreshed web content that guides companies toward appropriate engagement pathways;
- Systematic use of business engagement success stories to communicate impact, lessons learned, and the value of partnerships for conservation outcomes.

Strategic communications: We will deliver powerful, consistent storytelling around our projects by co-designing communications strategies, including with our donors and partners, that help reach conservation objectives, including in the IUCN Annual Report.

Donor communications: IUCN will strengthen its strategic communication with donors in 2026 to reflect the evolving political and financial landscape and to clearly articulate the value of sustained investment in the Union:

- IUCN will also place greater emphasis on recognising and acknowledging donor support, providing partners with high-level platforms for visibility and engagement through IUCN-led events, and ensuring reciprocal opportunities for IUCN leadership and experts to contribute to donor organised fora.
- We will continue and strengthen joint communication efforts with selected strategic partners/donors, to better align messages and, where relevant, coordinate communication objectives.

Communication with philanthropy: In 2026, IUCN will enhance the visibility of its work with foundations, philanthropy, and patrons of nature, by consistently sharing success stories of impact achieved through partnerships

Aligning communications for the Union: IUCN will strengthen communications capacity and coherence by providing training and tools, including a new digital asset (photo and video) management system, a social media scheduler, and policies and guidelines on branding and other areas of communications.

5.3
Sharing knowledge

In close collaboration with IUCN thematic teams, Regions and Commissions, six new introductory courses on IUCN knowledge products and domains of work will be released in 2026 on the IUCN Academy platform, as well as six specialised courses, covering topics, such as Conflict Sensitivity in Conservation, the Green List Standard, the Green List Assessment Process, Financing Climate and Nature-aligned subnational entities, Designing Agribusiness for Sustainable Investment, and Sustainable Agriculture.

IUCN will run six editions of Professional Certificates on the following topics: IUCN Global Standard for Nature-based Solutions; Finance for Nature; and Nature for Cities. In addition, IUCN will launch the first edition of a new Professional Certificate on Nature Positive and IUCN RHINO Approach. Finally, a new set of competency-based courses will also be offered at a competitive cost in response to Members' expressed needs.

Scientific reports and major publications. Publications are a key driver of IUCN's visibility and scientific credibility. IUCN will release and promote the following publications, in collaboration with IUCN Commissions:

- RLE Coral Reef Assessment;
- Red List Updates;
- European Red List;
- Along with other key publications that materialise during 2026.

Review of the publications system. In line with Council Decision C113/21, the existing IUCN Publications process and policies will be reviewed by a joint Commission-Secretariat working group, to facilitate quality assurance while maintaining agility, and opportunities to increase resource flow to the publications process will be explored.

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6 Human Resources Management

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Human resources strategy 2026–2029

The 2026–2029 HR Strategy aligns with IUCN's quadrennial programme and the 20-year Strategic Vision by strengthening the internal capabilities (leadership, HR processes, workforce skills, and performance) that underpin programme delivery, coherence, and effectiveness. It defines a four-year roadmap to strengthen management and leadership capability, modernise HR technology, and improve sourcing and internal mobility. The 2026 priorities deliver foundational blocks in leadership, engagement, talent acquisition, and performance management.

Leadership coaching programme

The Leadership Coaching Programme supports newly appointed and existing Management-graded staff in strengthening leadership competencies, building a shared leadership culture at IUCN, and ensuring readiness to lead teams in a dynamic and evolving environment. In 2026, IUCN aims to successfully close the third cohort of the programme and launch the fourth cohort, incorporating improvements based on participant feedback.

Employee engagement survey

The employee engagement survey, and its follow-up action planning by individual Secretariat units, aim to strengthen staff morale, foster a culture of collective accountability for the workplace environment, and transform feedback into concrete organisational improvements. For 2026, an organisation-wide **pulse survey** will be implemented and closure will be given to the unit-level three-year action planning cycle. There is also a need to identify a survey service provider for the next three-year cycle.

Talent acquisition policy and processes

A new Talent Acquisition Policy will be launched to streamline and clarify the recruitment and transfer processes. This includes enhanced hiring practices, a training programme for hiring managers, and full automation of recruitment workflows within the HR Management System. In addition to the new Policy, the priorities for 2026 include the launch of recruiting skills training for all hiring managers and attaining full automation of recruitment workflows in the HR management system.

Performance development programme

After three years of implementation, the IUCN performance development programme (PDP) has been reviewed, to ensure it continues to support and align with organisational priorities. A new PDP cycle and revised process will be rolled-out in 2026 that includes updating the PDP e-course and ensuring all staff are enrolled, as well as reviewing and improving process automation.

Annex

How Programme accountability framework will capture progress on the annual workplan

Overview of the accountability framework

To track implementation of our conservation work over the next 4 years IUCN has established an accountability framework, which is described in section 6 of the 2026-2029 Programme document. It works by breaking the programme content into a series of appropriate, measurable results. This means that delivery can be tracked at both the more strategic Outcome level (i.e. the overall change we want to see happen) as well as at the more operational Output level (i.e. the things we said we were going to do) while reporting on volume of delivery (e.g. number of knowledge products produced, people trained etc) can be synthesised according to each of the IUCN's six Catalytic roles.

The framework aligns to global agendas and has been benchmarked against framework partners' and other international organisations accountability frameworks. Its advantage is that it gives us several tools to tell the rich story of IUCN's conservation work across different dimensions of our interventions, from local action to national initiatives to international policy. Every year IUCN will bring these different strands together in a single Annual Report that tells the story of our progress.

Secretariat workplan in context

The establishment of these planning and reporting tools and processes is a journey that IUCN has started, and will continue to refine, especially in the first year of the Programme. As such, we are start with a simple set of indicators that are in our sphere of control to collect and collate and for which we are confident we can generate high-quality data from existing sources. This step-by-step approach to improving our accountability was a key recommendation of the previous External Review.

While the main deliverables described in the 2026 annual work plan are arranged according to the 12 major outcomes that IUCN will pursue, they specifically build on details of the 24 Outputs of the Programme. This means that implementation of each annual deliverables are de facto contributions towards the one of the twenty operational outputs and can be tracked accordingly through a structured "implementation marker" process.

We will also be able to identify and extract highlights that can be featured in the Annual Report. As per usual practice, these highlights provide a close-up view of exemplary cases of achievement.

A note about the other components of the accountability framework

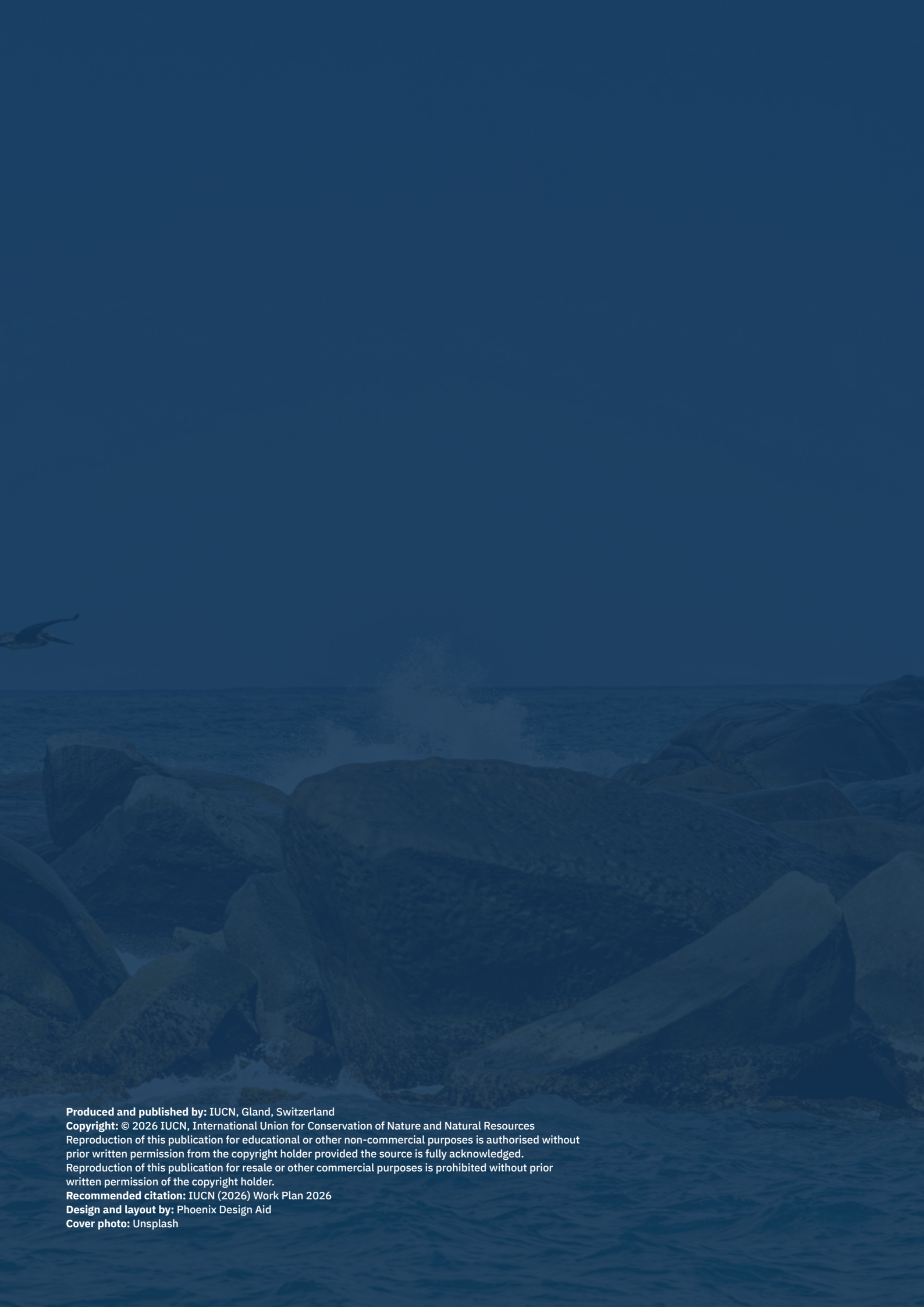
The 12 outcomes are tracked and reported independently of the output tracking. Progress on these outcomes is reported through 22 core indicators that were pre-approved and adopted by Members.

Simple indicators for the catalytic roles are also defined in the Programme as a means of capturing the volume of work.

The core and catalytic role indicators relevant to projects are already incorporated in the Project Portal for use by projects. Where appropriate, their use is mandatory. These indicators are also being built into existing reporting mechanisms for Members, Commissions, and Committees.

Each indicator for both outcomes and catalytic roles is described on a fact-sheet that provides a full definition and guidance for all constituents.

Taken together, this approach allows the Union to demonstrate progress from high-level outcomes down to specific deliverables without creating additional reporting burdens



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PPC review and IUCN Member's review of draft 2026 Work Plan (C117)

N°	Source	Comments from PPC/ IUCN member	Outcome/ Work Plan section	Response: Consideration of the comment	Response: Changes that will be made in response to the comment.	Additional information
1	PPC	Tropical peatlands in this (South and East) Asia store carbon at a density far exceeding that of tropical rainforests. Their degradation has profound implications for both the Land Outcome and the Climate Mitigation and Adaptation Outcome. Yet the Work Plan contains no explicit reference to peatlands. Given that their conservation represents one of the clearest opportunities to achieve simultaneous gains for climate and biodiversity, I urge that this ecosystem be explicitly recognised as a strategic regional priority.	Land (p.9)	The Work Plan will be amended in response to the comment.	Amend first sentence of the last paragraph to: "***IUCN's work on restoration will be applied in all ecosystems. This includes new work on peatland restoration, and continuation*** of leadership in forest conservation with an emphasis on primary forests, generally, and in the Selva Maya and Indo-Malayan forest ecosystems, specifically."	
2	PPC	The Work Plan rightly emphasises the potential of OECMs. In South and East Asia, this potential is extraordinary. Across the region, indigenous and local communities have safeguarded biodiversity across generations through culturally grounded land stewardship practices — many of which align closely with OECM criteria yet remain unrecognised in formal conservation frameworks. Formalising these practices as OECMs is not merely a technical exercise. It is an opportunity to elevate community-based conservation — a distinctly Asian tradition — to the status of global best practice. IUCN should take a far more proactive leadership role in advancing this agenda.	Land (p.10)	The Work Plan will be amended in response to the comment.	Amend 4th bullet point to: "...non-state actors, ***including private actors, Indigenous Peoples and local communities*** , to identify, ***recognise*** , report and strengthen OECMs ***as part of national systems, and through regional scientific and technical capacity building.*** "	IUCN is conducting a project with Keidanren Nature Conservation Fund on OECMs recognition in Asia.
3	PPC	The Work Plan's emphasis on the BBNJ Agreement is strongly supported. However, the richest concentration of marine biodiversity on the planet — located within Asia — receives no explicit recognition as a priority for MPA implementation alongside other regions already named in the Work Plan. This is difficult to justify on either scientific or strategic grounds, and I urge its explicit inclusion.	Ocean (p.12)	The Work Plan will be amended in response to the comment.	Remove mention of regions in deliverable 3 which refers to effective and inclusive management of MPAs as IUCN will include all regions for MPA identification. The text will then be: "Effective and inclusive management of MPAs within national jurisdictions, supported by IUCN tools, standards, and guidelines and verified through the IUCN Green List Standard."	IUCN has a major project on this in South-East Asia in the coral triangle.
4	PPC	Marine governance in South and East Asia is inseparable from complex geopolitical dynamics. In this context, IUCN's standing as a politically neutral scientific authority constitutes a unique and irreplaceable asset. Without taking political positions, IUCN can provide credible ecosystem assessments and support MPA design in ways that offer a shared scientific foundation to states that may otherwise find cooperation difficult. I urge the Work Plan to more explicitly articulate this strategic role under the Ocean Outcome.	Ocean (p.12)	The Work Plan will be amended in response to the comment.	Add new paragraph at the end: "IUCN will continue to work with national governments and other stakeholders to establish Marine Protected Areas (MPAs) within national jurisdiction, strengthening technical support through the regional scientific and technical support centres, and by applying IUCN's standards and tools for the identification, recognition and strengthening of MPAs and OECMs in national waters. In areas of dispute between nations, IUCN will use its neutral convening role to seek the resolution of conflicts including through the establishment of transboundary conservation areas".	
5	PPC	The quality of the energy transition — whether it proves to be a positive or negative force for nature — will be decided largely in Asia. The scale of renewable energy infrastructure to be built across this region over the coming decades dwarfs that of any other part of the world. Large-scale deployment of solar and wind infrastructure, and the expansion of electricity grids, are already creating significant pressures on biodiversity. This is where the Nature-Positive or Nature-Negative fork in the road lies.	Green, just energy transition (p.18)	The Work Plan will be amended in response to the comment.	Add new deliverable: "In cooperation with Asian Development Banks and regional renewable energy institutes, support the production of guidance materials and capacity building efforts for State Members in the region on sustainable renewable energy systems, as well as the development of metrics and tools to evaluate the contribution of renewable energy towards global conservation goals."	
6	PPC	The Work Plan positions GINGR as a key platform for advancing a nature-positive energy transition. However, its centre of gravity remains predominantly outside Asia. At the very moment when regulators, development banks, and energy companies across this region urgently need credible Nature-Positive standards and guidance, this limited presence risks a critical missed opportunity. The time to act is now.	Green, just energy transition (p.18)	The Work Plan will be amended in response to the comment.	Address through inclusion of new deliverable detailed in row 5: "In cooperation with the Asian Development Banks and regional renewable energy institutes, support the production of guidance materials and capacity building efforts for State Members in the region on sustainable renewable energy systems, as well as the development of metrics and tools to evaluate the contribution of renewable energy towards global conservation goals."	

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7	PPC	It would be helpful to clarify how the 2026 work plan builds on and scales ongoing initiatives from the previous Programme cycle. Could the document briefly indicate **which major ongoing initiatives or programme areas are being continued or scaled, and what is genuinely new or innovative in the 2026 portfolio**? This would help us better assess continuity, learning, and added value between programme cycles.	Introduction (p.4-5)	The Work Plan will be amended in response to the comment.	On page 4 (Introduction) amend the last paragraph to : "***While the IUCN Programme 2026–2029 builds on and advances the trajectory set by Nature 2030, adopted in 2021 and initiated under the 2021-2024 Programme, it also*** represents a fundamental step change for the Union: first, it is an unambiguous operational document with clear deliverables and a robust accountability framework that sits within the context of the IUCN 20-year Vision; second, it is mission-driven, with a clear Theory of Change that defines how IUCN's core catalytic roles can most effectively drive the next generation of conservation action through bold partnerships and pathways, to help amplify both our message and impact; and third, while re-committing the Union to the task of scaling-up successful conservation, it also charts a roadmap for transforming eight sectors that both impact upon, and depend on, nature." Add new bullet point on page 5 "(ii) giving effect to IUCN's 20-year Strategic Vision which identifies eight new and innovative areas for transformational change." On Page 14, under the main heading Transformative Change add new paragraph: "Giving effect to IUCN's 20-year Strategic Vision, eight transformative Outcomes emphasise new and innovative approaches to engaging with issues that drive biodiversity loss. Deliverables for 2026 under each of these transformative Outcomes identify initial steps towards further developing these Outcomes where possible in 2026. Succesive annual Work Plans will further develop these new areas of the IUCN Programme 2026-2029."	In the process of adopting the 20-year Strategic Vision and the IUCN Programme 2026-2029, IUCN embraced eight new and innovative transformational Outcomes. This is the first Work Plan that will begin to address these through new deliverables, and so all of them are innovative.
8	PPC	The work plan presents global priorities very clearly. It may be useful to add a **short explanation of how these priorities will be operationalised at the regional level**. In particular, it would be beneficial to understand whether regional portfolios or regional flagship initiatives will be developed to translate global priorities into context-specific delivery.	Overview (p.7)	The Work Plan will be amended in response to the comment.	On page 7 after "……of the IUCN Programme 2026-2029." add two new sentences: "Deliverables under each Outcome were collated across regions and among global programmes to reflect both regional and global planned contributions and to facilitate a coordinated approach across the whole of the Secretariat and to reflect subsidiarity to the lowest level practicable. 2026 being the first year for which this process has been conducted, lessons-learned will be applied in the preparation of the Work Plan 2027."	
9	PPC	Given the Programme's emphasis on scaling impact and transformative change, more **explicit reference to territorial and landscape/seascape approaches** as delivery frameworks would be welcome. Highlighting such approaches more explicitly could help illustrate how global ambitions translate into tangible conservation outcomes on the ground	Cross-cutting tools and approaches for a whole-of-society approach (p.22)	The Work Plan already covers this point. IUCN works with many landscape and seascape approaches, which are reflected in the Scaling-up Outcomes and in some of the Transformative Outcomes. Examples are work in the Coral Triangle for ocean conservation, CREATES which is a landscape scale for water governance, the International Model Forest Network for primary forest conservation, REGEN10 for regenerative agriculture at landscape scale. These approaches are indicated where relevant in the Work Plan.	No amendments suggested	These approaches are reflected in the scaling-up Outcomes and in some of the transformative areas Outcomes. Indeed, IUCN works with many landscape and seascape approaches, e.g. coral triangle ocean, CREATES which is a landscape scale for water governance, model forest network for primary forest conservation, REGEN10 for regenerative agriculture.
10	PPC	The work plan highlights strengthening and growing the Union. It may be useful to more explicitly articulate **how Members will be engaged as partners in programme delivery**. Could the work plan clarify mechanisms through which Members will contribute to priority setting, co-design of initiatives, and implementation of programme activities?	Servicing the Union (p.37)	The Work Plan will be amended in response to the comment.	Add new paragraph under headline "Increased Member Engagement": "Member involvement in projects has been growing, with over 50% of projects currently involving at least one IUCN Member. This is now systematically tracked through the project portal. Working with Members and regional NGOs is also a principal delivery modality for GCF and GEF projects. Through the GEF SGP CSO Challenge program - a new GEF-8 program to recognise and support innovative environmental solutions from civil society organisations (CSO) and actors, including from youth, women and indigenous peoples - IUCN is supporting a number of IUCN CSO members in their preparation and submission of applications for program support. The Secretariat also brings relevant regranting opportunities to the attention of Members."	
11	PPC	Could further clarification be provided on how the **subsidiarity principle** will be applied in implementation? To what extent will regional and country offices be empowered to identify and develop initiatives aligned with the Programme? How are regional teams involved in shaping global initiatives that include regional components? Greater visibility on this would help understand how delivery will be tailored to regional contexts.	Supporting the Union to deliver the new IUCN programme and strategic vision (p.39)	The Work Plan will be amended in response to the comment. This comment is also partially adressed by the response to comment #7.	Add new paragraph: "Deliverables under each Outcome were collated across regions and among global programmes to reflect both regional and global planned contributions, facilitate a coordinated approach across the Secretariat and ensure subsidiarity to the lowest level practicable. 2026 being the first year this process has been conducted, lessons-learned will be applied in the preparation of the Work Plan 2027"	The compilation of the Work Plan was bottom-up, and all regions were tasked with identifying the important deliverables for their regions. This was built into the design of the 2026 Work Plan. This is the first iteration of this process which is expected to improve as the preparation of the new Work Plan for 2027 will coincide with the preparation of the 2027 budget.

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12	PPC	IUCN's role should be more explicit in: The nature–peace–security nexus, including conservation in fragile and conflict-affected contexts and the role of natural resource governance in resilience and stability		The Work Plan 2026 is framed by the IUCN 20 year Strategic Vision and the IUCN Programme 2026-2029, which do not currently contemplate specific Outcomes related to peace and security. Without a clear mandate in this field, the possibility of achieving deliverables in a one year Work Plan is low. Priorities on this topic could be introduced in the preparation of the next IUCN programme.	No amendments suggested, but a focus on interpreting and implementing the relevant resolutions adopted in 2025 will be formative and will influence future work plans.	It is important to note that several Resolutions were adopted in 2025 on this thematic, namely: Res. 8.056 on Ensuring conflict-sensitive conservation and protection of the environment in fragile and conflict situations; 8.059 on Nature conservation diplomacy: integrating conservation, peace and security through international cooperation; Res. 8.060 on Recognising the crime of ecocide to protect nature; and Res. 8.076 on Maintaining official development assistance for biodiversity preservation channelled through civil society in the event of a geopolitical crisis.
13	PPC	IUCN's role should be more explicit in: The growing importance of urbanisation and nature-positive cities as a major driver and opportunity for conservation outcomes;	Sustainable cities (p.19)	The Work Plan will be amended in response to the comment.	Amend first paragraph: "The Sustainable cities Outcome is the second **new transformative programme priority** for the Union. ***Recognising that the majority of the world's population lives in urban areas, and that they can be engines of innovation, driving transformative approaches,*** Resolution 6.029 incorporated-'urban dimensions of conservation' into the work of IUCN, which led to the establishment of the IUCN Urban Alliance as a whole-of-Union network."	
14	PPC	IUCN's role should be more explicit in: The broader economic and financial transformation agenda, including policy and systemic drivers such as harmful subsidies, finance reform,		IUCN's work on subsidies is mentioned in p.12 (Ocean) and p.16 (Food systems and sustainable agriculture). There is also a Transformational Outcome on "Alignment of financial and economic systems with nature" on p.15 dedicated to economic and financial systems transformation. The Work Plan highlights what can be advanced under these themes during 2026.	No amendments suggested	
15	PPC	Youth and intergenerational leadership needs stronger visibility.	People (p.7-9)	The Work Plan will be amended in response to the comment.	Modify last paragraph on p.8 to include youth leadership: "We will continue to strengthen youth engagement ***and leadership*** , as well as youth-led culture through the IUCN Youth Advisory Committee,... "	
16	PPC	Digital transformation and new technologies for conservation needs stronger visibility	Cross-cutting conservation science (p.13)	New technologies are mentioned in the Work Plan, to the extent that is possible to advance in these fields in one year. The work specified includes: P.13 "In 2026 we will focus on strengthening the Union's capacity to more effectively generate and curate this knowledge for both species and ecosystems, explore and test the application of **new technological developments** to conservation and conservation science, ..." P. 13 3rd deliverable: "Scoping out and piloting applications of **emerging technologies**, to support conservation decision-making (drawing on IUCN curated datasets) and concurrently, initiating Union-wide consultations and engagement on Resolution 8.140 to develop policy and guidance on artificial intelligence (AI) in conservation" P. 25: "IUCN will continue its active engagement on policy development and implementation in new **emerging areas. Technologies continue to advance, impacting nature and livelihoods directly or indirectly** – for example synthetic biology applications and geoengineering. In following the mandates of Resolution 8.086 through which IUCN Members adopted the first ever policy on synthetic biology in relation to nature conservation, Resolution 8.041 and 8.140 which ask IUCN to develop policies on geoengineering and AI, IUCN confirms the importance of embedding nature into these sectors as essential for long-term sustainability, equity, and resilience."	No amendments suggested	
17	PPC	Food systems transformation needs stronger visibility	Food systems and sustainable agriculture (p.16)	The "Food Systems and Sustainable Agriculture" Transformational Outcome is dedicated to this thematic. The 2026 Work Plan therefore contemplates making progress with 6 deliverables under this theme.	No amendments suggested	
18	PPC	Change "In collaboration with the Peoples Republic of China and Hong Kong City Government" to "In collaboration with the Ministry of Natural Resources and Hong Kong SAR Government of the Peoples Republic of China"	Sustainable cities (p.19)	The Work Plan will be amended in response to the comment.	Change as requested	

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19	PPC	Add new deliverable: Design and launch a recognition and/or award scheme for sector-specific regenerative blue economy initiatives under the collaborative arrangement with the World Coastal Forum.	Regenerative Blue Economy (p.20)	The Work Plan will be amended in response to the comment, with some rewording, as it will not be possible to achieve a fully designed and operational recognition and award system in 2026.	Add the following deliverable: "Scope the potential for the identification and recognition of sector-specific regenerative blue economy initiatives, under the collaborative arrangement with the World Coastal Forum."	
20	IUCN Member: ASOC	Clarity on the reference to fees in 6th deliverable "In close collaboration with WCPA and the IUCN Task Force on Antarctica and the Southern Ocean, development and promotion of the guidance on MPAs and climate change within the Antarctic and Southern Oceans and the effective use of fees for the effective protection of pristine wilderness."	Ocean (p.12), 6th deliverable	The Work Plan will be amended in response to the comment, specifying that the fees that are being referred to are "tourism fees".	Add "tourism" before the word fee" in the deliverable.	
21	IUCN Member: ASOC	Highlight krill under CCAMLR in the last paragraph	Policy - "Another year for Oceans" (p.25)	This important issue will be duly taken into consideration by delegations engaging with IUCN. The 2026 Work Plan, however, is intended to focus on high-level deliverables and therefore does not elaborate at this level of detail.	No amendments suggested	
22	IUCN Member: ASOC	Mention "Our Ocean Conference" in Mombasa, Kenya in June 2026	"another year for Oceans" p.25	The Work Plan will be amended in response to comment, adding the Conference to the list of targeted convenings	Add "the 11th Our Ocean Conference" after "the 31st Session of the International Seabed Authority Assembly and Council"	
23	IUCN Members: NWC/ SPECIES/ Earth League Intl	Under the last People deliverable, we assume in addition to illegal wildlife trade, illegal fishing and illegal timber trade/illegal logging and illegal mining are all included. Marine wildlife crime and World Heritage and CAE merit attention. We are glad to see IUCN developing collaboration with UNODC and understand that there is an MOU. It would be helpful to have some information on the IUCN/UNODC MOU. Possible collaboration with INTERPOL would be good to consider.	People (p.7-9)	Secretariat welcomes the suggestion and will respond to feedback by email - offering further clarification.	No amendments suggested	
24	IUCN Members: NWC/ SPECIES/ Earth League Intl	Corruption and illicit financial flows have deleterious impacts on the environment and are covered in the IUCN Program. One place this could be flagged in the draft workplan is in Alignment of financial and economic systems with nature. Note the next IACC (International Anti-Corruption Conference) is December 1-4 this year in Punta Cana, Dominican Republic.	Alignment of financial and economic systems with nature (p.15)	The Work Plan for 2026 focuses on deliverables that can be realistically advanced within the year, in line with the existing project pipeline and available capacities. Addressing corruption and illicit financial flows is recognised as an important area; however, it requires further scoping and resourcing before it can be translated into concrete deliverables. As such, it is not included in the 2026 Work Plan but IUCN's engagement on this topic will be explored over the course of the quadrennium under this emerging transformative area of work.	No amendments suggested	
25	IUCN Members: NWC/ SPECIES/ Earth League Intl	UNTOC (UN Convention against Transnational Organized Crime) COP 13 October 19-23 in Vienna should be mentioned	"Other policy influences" (p.25)	The Work Plan will be amended in response to the comment.	Add "the UN Convention against Transnational Organized Crime COP 13" after "In addition, capitalising on a very dynamic 2026 international agenda that includes" and before "the 15th UN Crime Congress".	
26	IUCN Member: La Liga de defensa de medio ambiente	Translation: Regarding Climate Change and Nature-based Solutions (NbS), an important line of action will be the promotion of adaptation and mitigation measures based on nature, strengthening their integration into national and international policies. This will be crucial to support countries in incorporating NbS into their NDCs and adaptation plans, as well as in developing early warning systems. We suggest that this topic be expanded to include Loss and Damage agreements, which would also enable access to financial resources based on the agreements of COP30, held in Belém do Pará, Brazil.	Cross-cutting tools and approaches for a whole-of-society approach (p.22)	The Work Plan will be amended in response to the comment.	Amend the last deliverable to include loss and damage agreements: Provision of targeted NbS capacity building and policy mainstreaming across governance levels, delivering training programmes for public and private sector professionals, strengthening regional and national NbS knowledge hubs, and embedding NbS within national, regional, and global development planning, climate strategies, biodiversity frameworks, ***loss and damage agreements,*** and sectoral policies.	There is also reference to the Fund for responding to Loss and Damage (and the Santiago Network) on page 30 in the activities related to multilateral funds and funding mechanims.
27	IUCN Member: Wildlife Justice Commission	In line with Resolution 8.048, we would suggest including reference to additional key policy fora of relevance to IUCN's work in this area over the coming year. In particular, the United Nations Commission on Crime Prevention and Criminal Justice (CCPCJ), taking place in June, and the Conference of the Parties to the United Nations Convention against Transnational Organized Crime (UNTOC), scheduled for October, represent important opportunities to advance global action. With regard to UNTOC, while recent expert discussions referenced in Resolution 8.048 did not reach consensus, momentum is clearly building. The upcoming Conference of the Parties presents a significant opportunity for States to move the issue of CAE forward, including to reach an agreement on a mandate to begin negotiations on a new protocol. Given the organised and transnational nature of many CAE, securing such a mandate would constitute an	"Other policy influences" (p.25)	The Work Plan does not list all fora that IUCN will be engaged in. These are however listed in the IUCN policy calendar accessible to all members. UNTOC will however be added to the list in the Work Plan, but we would advise against more granularity in this section.	Add "the UN Convention against Transnational Organized Crime COP 13" (as per row 27). At the end of that paragraph include "including, exploring options for a CAE protocol under UNTOC."	

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28	IUCN Member: NWC/ SPECIES/ Earth League Intl	Corruption and illicit financial flows continue to have significant and harmful impacts on the environment – as recognised in the IUCN Programme and Resolution 8.048. These interlinkages could be further reflected in the draft workplan, including through engagement with relevant global processes such as the International Anti-Corruption Conference in December and processes related to the United Nations Convention against Corruption (UNCAC - also mentioned in Resolution 8.048)	Alignment of financial and economic systems with nature (p.15)	See explanation Row 26: The Work Plan for 2026 focuses on deliverables that can be realistically advanced within the year, in line with the existing project pipeline and available capacities. Addressing corruption and illicit financial flows is recognised as an important area; however, it requires further scoping and resourcing before it can be translated into concrete deliverables. As such, it is not included in the 2026 Work Plan but IUCN's engagement on this topic will be explored over the course of the quadrennium under this emerging transformative area of work.	No amendments suggested	
29	IUCN Member: CXL	The IUCN needs to develop an organization-wide innovation and technology strategy. CXL would be happy to help lead this.	Cross-cutting conservation science (p.13)	This is noted, as a first step IUCN is accelerating the implementation of Resolution 140 on AI, and would welcome CXL's engagement in this process.	No amendments suggested	
30	IUCN Member: CXL	Specific to the Species Survival Commission and the IUCN Red Lists, we should create a working group for the use of technology. At the DG's request, we previously suggested a Red List AI Prize to allow for new ways of accelerating the Red List.	Cross-cutting conservation science (p.13)	This comment is passed on to CEM and SSC for consideration in their Work Plans.	No amendments suggested	
31	IUCN Member: CXL	Regarding AI – there will be a working group coming out of a resolution at the Congress. We should make sure it reflects both the positive and challenging aspects of AI, not just one side.	Cross-cutting conservation science (p.13)	This is noted, as a first step IUCN is accelerating the implementation of Resolution 140 on AI, and would welcome CXL's engagement in this process.	No amendments suggested	
32	IUCN Member: CXL	IUCN should help consider how training for technology and innovation could be integrated into education programs in high biodiversity programs.	Cross-cutting conservation science (p.13)	The Work Plan will be amended in response to the comment.	Add to the sentence part in italics and bold "In 2026 we will focus on strengthening the Union's capacity to more effectively generate and curate this knowledge for both species and ecosystems, explore and test the application of new technological developments to conservation and conservation science ***and its extension to Nature-based Education and One Health***, and establish a strategic framework..."	
33	IUCN Member: CXL	Consider how new technologies allows IUCN to push forward the field of One Health/Planetary Health/Conservation Medicine.	Cross-cutting conservation science (p.13)	The Work Plan will be amended in response to the comment.	Amend the sentence to include part in bold "In 2026 we will focus on strengthening the Union's capacity to more effectively generate and curate this knowledge for both species and ecosystems, explore and test the application of new technological developments to conservation and conservation science ***and its extension to Nature-based Education and One Health***, and establish a strategic framework..."	
34	IUCN Member: CXL	Consider how new innovations can unlock new financial flows that allows the Union and its members achieve their conservation goals.	Alignment of financial and economic systems with nature (p.15)	The Work Plan will be amended in response to the comment.	Amend sentence to include section in bold and italics: How global and national financial and economic systems consider nature will significantly influence the scale and speed by which IUCN's other transformative priorities can be achieved, ***and whether new technological innovations can unlock finanical flows.*** "	
35	IUCN Member: Germany	Remove "as necessary" and "Promotion of the understanding and capacity building on the application of" to replace with "***Contribution of knowledge-sharing around*** *IUCN's policy on synthetic biology in relation to nature conservation, and* ~~*as necessary*~~ *begin the development of a guidance on taking additional safeguards measures* **".**	Cross-cutting conservation science (p.13)	The Work Plan will be amended in response to the comment, taking elements of the proponent's suggestion, following Resolutions language, and removing "as necessary".	New text will read: "***Promotion of the understanding, knowledge-sharing, and capacity-building*** around IUCN's policy on synthetic biology in relation to nature conservation, and begin the development of a guidance on taking additional safeguards measures."	
36	IUCN Member: Germany	While geoengineering is climate-related, we consider it crucial that IUCN approaches it from its mandate as a nature conservation organization. Nature conservation considerations must be at the core of the development of IUCN's policies. We reaffirm the importance of taking the direct or indirect impacts on nature and livelihoods into account, as spelled out in the Workplan (p. 25, see above) and the resolution. The biodiversity-related, ethical, social and environmental risks and impacts as well as the precautionary approach mentioned in the preambular paragraphs of the resolution should therefore be clearly and transparently addressed in any background material and the draft policy.	Geoengineering - Policy: p.24 and 25	The following existing paragraph already highlights the importance of embedding nature, safeguarding livelihoohds, sustainability, as well as equity. "Technologies continue to advance, impacting nature and livelihoods directly or indirectly – for example synthetic biology applications and geoengineering. In following the mandates of Resolution 8.086 through which IUCN Members adopted the first ever policy on synthetic biology in relation to nature conservation, Resolution 8.041 and 8.140 which ask IUCN to develop policies on geoengineering and AI, **IUCN confirms the importance of embedding nature into these sectors as essential for long-term sustainability, equity, and resilience**." The biodiversity-related, ethical, social and environmental risks and impacts as well as the precautionary approach are crucial to the development of this policy and will be clearly and transparently addressed in background materials and the draft policy.	No amendments suggested	
37	IUCN Member: NHE	Enhanced integration of mountain ecosystem perspectives, particularly for fragile and data-deficient regions like Himalaya.	Water security & Stewardship (p.21)	The Work Plan will be amended in response to the comment.	Amend first bullet of deliverables (with **bold** text insertion) on p21:- In close collaboration with CEM, establishment of an IUCN Glacier Action Network (GAN) to help operationalise Member-driven initiatives that contribute to knowledge and policy development in support of the implementation of Resolution 8.017 and **enhances the integration of a mountain ecosystems perspective into IUCN's programme of work**.	

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38	IUCN Member: Germany	Strengthening long-term ecological monitoring and observations, and data-sharing mechanisms for informed decision-making.	Cross-cutting conservation science (p.13)	The Work Plan will be amended in response to the comment.	Amend third bullet of deliverables (with **bold** text insertion) on p13:- Scoping out and piloting applications of emerging technologies, to support conservation decision-making (drawing on IUCN curated datasets), **long-term ecological monitoring and observations, data-sharing** and concurrently, initiating Union-wide consultations and engagement on Resolution 8.140 to develop policy and guidance on artificial intelligence (AI) in conservation.	
39	IUCN Member	Transboundary conservation approaches across shared ecological landscapes in high biodiversity regions/landscapes.	Land (p.9)	The Work Plan will be amended in response to the comment to reflect that transboundary dimensions may be involved.	Amend first principal paragraph of the LAND section (with bold text insertion) on p9:- The Land Outcome for 2026–2029 continues to represent the largest concentration of programmatic activities, in terms of volume of planned work and allocated resources. It is through this Outcome that a significant element of our heartland work, such as Protected and Conserved Areas, World Heritage, Ecosystem/Landscape Restoration, and Species Conservation, is delivered, while recognising that all these issues also relate to the freshwater and ocean domains **and regularly involve a transboundary dimension**. The concentration of conservation activities and resources, coupled with the fact that, operationally, many of these work areas are considered institutionally 'mature' mean that there is an expectation that this Outcome is the one through which IUCN demonstrates true global and local leadership.	
40	IUCN Member: NHE	Ecosystem based solutions (Ebs) for ecosystem/landscape restoration and livelihood improvement.	Land p. 10, cross-cutting toolsand approaches for a whole of-society approach (p.22)	IUCN now uses the terminology Nature-based Solutions (of which Ecosystem based solutions could be considered a synonym). Deliverables listed on page 10 already make explicit reference to ecosystem restoration and throughout the document there are multiple references to the application of Nature-based Solutions.	Not possible to incorporate the suggested amendment	
41	IUCN Member: NHE	Region-specific management strategies for Invasive Alien Species (IAS)	Cross-cutting conservation science (p.13)	The Work Plan will be amended in response to the comment, ensuring that implementation is framed within a regional context. Note for 2026 it may not be possible to commit to generating specific regional stratagies, per se, as resources have not yet been mobilised for such an activitiy.	Amend final bullet of deliverables (with bold text insertion) on p13:- In close collaboration with the IUCN Council and in consultation with the IUCN membership, development of an IUCN Strategy on Invasive Alien Species, initiate start-up implementation activities supporting governments and civil society~~ in~~ **to** tak~~ing~~ action towards Target 6 of the KMGBF **within their own regional context, as appropriate**.	
42	IUCN Member: NHE	Improved linkage between biodiversity conservation and sustainable livelihood frameworks.	People (p.7-9)	Section 1.2 PEOPLE is already exclusively focused on the biodiversity, rights and livelihoods linkage. There are also multiple references throught the other 11 Outcome areas that address this nexus.	Not possible to incorporate the suggested amendment	
43	IUCN Member: NHE	Incorporation of region-specific climate resilience strategies, especially for vulnerable ecosystems.	Climate mitigation and adaptation (p.14)	The Work Plan will be amended in response to the comment.	Amend final bullet point of deliverables (with **bold** text insertion) on p14: Development and roll-out of **region-specific** NbS for climate adaptation training curricula and an institutionally consistent, Self-Assessment Tool (SAT) on NbS for adaptation.	
44	IUCN Members: Dallas Safari Club and Conservation Force	Suggest the following language be included in the Introduction. "Sustainable use, including regulated hunting, fishing, and wildlife based economies, remains a cornerstone of effective conservation and community aligned biodiversity conservation."	Introduction (p.4-5)	The Introduction is intended as a scene-setter and contains no reference to other conservation pathways, either generally or specifically. To incorporate such specific language - with precise examples - as has been suggested would, then require the inclusion of similar language covering approaches to protection and restoration of nature, for the sake of balance. However in order to address concerns that omission implies relegation or marginalisation - a clear reference will be made to the three major conservation pathways of protection, restoration and sustainable use. Furthermore it should be noted that Resolution 8.065 Updating the IUCN Policy on Sustainable Use of Wild Living Resources will be initiated in 2026. A specific reference to this will be included to this on page 25 under " Other policy influencing areas"	i) Amend the final clause in the final sentence of p4 (Introduction) to read : *And third[bold text], while recommitting the Union to the task of scaling up successful ~~conservation~~* ***protection, restoration and sustainable use of nature*** *it also charts a roadmap for transforming eight sectors that both impact upon, and depend on, nature* **.** ii) Insert as a new second paragraph on p.25 . *It has been over 25 years since IUCN issued a policy statement on the sustainable use of wild living resources. During that time a wealth of new knowledge and practice-based evidence has been generated. Equally issues that were not anticipated in 2000, such as risk of pathogen spillover from particular wildlife use practices have since become issues of major societal concern. Following the mandate in Resolution 8.065, updating the IUCN Policy on the Sustainable Use of Wild Living Resources, with the support of the Secretariat, the Council will oversee a participatory process to assess whether the existing policy remains fit for purpose.*	

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45	IUCN Members: Dallas Safari Club and Conservation Force	The program is built around: “equitable and just conservation” and “mainstreaming nature across sectors.” This is appropriate and laudable, but raises a critical issue in that these pillars are presented without integrating sustainable use as a co-equal framework. This raises the risk of implicitly framing conservation as: Governance + equity + transformation rather than incentives + sustainable use + equitable governance. We ask that this section be revised to explicitly integrate: - Sustainable use, including regulated hunting, as a delivery mechanism and not a peripheral concept - Wildlife economies as tools for achieving nature positive conservation outcomes	Overview (p.7)	Please see response to the same issue under the introduction. The Overview sub-section sets the scene for Section 1 - it does not reference either general or specific conservation pathways. Inclusion of specific language would require further additions to give balance. We anticipate that the clear concluding statement in the introduction should make it clear that sustainable use as a mainstream conservation strategy has been sidelined by omission.	Not possible to incorporate the suggested amendment	
46	IUCN Members: Dallas Safari Club and Conservation Force	This section places heavy emphasis on: Rights based approaches, FPIC, gender equity, and environmental defenders. As such it contains a critical imbalance by promoting rights without incentives. Missing is any mention of Community-Based Natural Resource Management (CBNRM), hunting supported livelihoods, and revenue sharing conservation systems—systems that have greatly contributed to Indigenous peoples and local communities. This creates a strategic risk for IUCN because rights based frameworks, when unbalanced, are routinely used to oppose the sustainable use of biodiversity, undermine wildlife based economies, and reframe conservation as preservation often conflicting with desires of IPs & LCs. We ask that this section add explicit recognition of community led sustainable use conservation systems, including those that employ regulated hunting, as key mechanisms for delivering equitable conservation outcomes.	People (p.7-9)	This comment is noted and not contested. However there is no explict reference to other manifestations of community or indigenous led conservation action, either in terms of protection or restoration. To make explicit reference to one conservation pathway would also require inclusion of references to indigenous protection and community led restoration. The emphasis on this area of work is about recognition, respect and support for indigenous and community-led agency with respect to conservation and natural resource management. This clearly extends to sustainable use should Indigneous Peoples and local communities desire to incorporate that in their own, self-determined approach to conservation.	Not possible to incorporate the suggested amendment	
47	IUCN Members: Dallas Safari Club and Conservation Force	This section calls for expansion of enforcement mechanisms, partnerships with UNODC, and focuses on illegal use. The workplan contains a critical error however by providing no clear distinction between illegal exploitation and legal, regulated sustainable use. This creates the risk of fostering a policy environment where regulated hunting can be rhetorically conflated with wildlife crime and enforcement narratives are weaponized against legal, sustainable use. We ask that the workplan be revised so as to insert categorical clarity by including language along the lines of “illegal, unregulated, and unsustainable use must be clearly distinguished from legal, evidence based sustainable use.” This addition may be best included at the end of the first paragraph on page 8.	Crimes against the environment (p.8)	The focus of this deliverable is very much on Crimes and Illegal Use. There is no language in the description of this deliverable that would suggest IUCN will conflate illegal with legal activities. To include such a disclaimer on this deliverable would then require similar disclaimers on others - eg Private Sector engagement etc.	Not possible to incorporate the suggested amendment	
48	IUCN Members: Dallas Safari Club and Conservation Force	Critically, the section omits any mention of hunting as a habitat conservation tool. It ignores empirically validated conservation models as are found across Southern Africa, the United States, and elsewhere (e.g., Lindsey et al., 2007). In doing so the section implicitly imposes a protectionist conservation model detached from the realities of conservation practice and economic reality. To alleviate this problem we ask that language along the following lines be added: “Throughout we recognize that sustainable use, including regulated hunting, is a proven tool for species recovery and habitat conservation in multiple contexts across the globe.” This addition may be best inserted at the end of the second paragraph on Page 9.	Land (p.9)	The Work Plan is intended as a clear artciulation of what will be delivered in 2026, aligned with the programme and resourced through the portfolio. The requested inclusion is more of a policy statement than a deliverable in an operational plan. This should be addressed through the implementation of Resolution 8.065 (updating the IUCN Sustainable Use Policy).	Not possible to incorporate the suggested amendment	
49	IUCN Members: Dallas Safari Club and Conservation Force	This produces a critical gap with no inclusion of hunting concessions (e.g., safari areas, game management units), working landscapes, and multi-use conservation systems. The reality is many high performing conservation areas globally are managed as hunting blocks, community conservancies and mixed-use landscapes. Propose to change to:“....This includes sustainably managed hunting areas and community wildlife conservancies as eligible OECMs where they deliver measurable conservation outcomes.” This addition may be best inserted following the 3rd sentence in the second paragraph on Page 9.	Land (p.9)	Same rationale as outlined above in cell above.	Not possible to incorporate the suggested amendment	
50	IUCN Members: Dallas Safari Club and Conservation Force	Across Sections 1.1–1.4 the dominant language includes “equity”, “justice” and “transformative change.” This presents a critical issue in that these words and phrases are normative, politically loaded and operationally vague. What is missing is any discussion of incentives, revenue generation, markets, and sustainable use. The result is that the document reads as advocacy driven rather than outcome driven. To alleviate this challenge, we ask that the document be revised with the terminology rebalanced towards: - Incentive based conservation - Economic sustainability - Measurable conservation outcomes	Sections 1.1–1.4	The Work Plan responds to the 2026-2029 Programme and the 20 year Strategic Vision that IUCN members overwhelming approved at the World Conservation Congress. Terms such as "Transformative change" "equity" "justice are prominent in the 20 year vision and the 2026-2029 Programme on the basis of many requests from the IUCN membership (over 800 comments and 9 Regional Conservation Fora). The Work Plan reflects this. To undertake a revision of current Work Plan terminology would not only constitute a major editorial effort, more fundamentally it would risk diverging from the tone and tenor of the two member-approved guiding documents. That said there is a whole Outcome area on incentives and economics and outcome measurement features strongly under cross-cutting tools and approaches for a whole-of-society approach (p22).	Not possible to incorporate the suggested amendment	

N°	Source	Comments from PPC/ IUCN member	Outcome/ Work Plan section	Response: Consideration of the comment	Response: Changes that will be made in response to the comment.	Additional information
	IUCN Members: Dallas Safari Club and Conservation Force	Based on how this section is framed we see a risk of increased reliance on philanthropy and private sector engagement. This creates a critical concern that unless sustainable use is explicitly mentioned funding flows will skew to experimental and unproven conservation models and that hunting based conservation will be excluded from financing pipelines. To alleviate this risk we ask that the document be revised to include language along the following lines in Sub-Section 2.9 on Page 29: "Encouraging wildlife based economies, including regulated hunting, as one example of investable and scalable conservation financing mechanisms."	Resource mobilisation p.29	The Work Plan will be amended to make clear that resources will be mobilised for all three recognised conservation pathways of protection, restoration and sustainable use. However, we respectfully decline the suggested wording as it is very specific and would require that, in the interest of balance similar language is introduced for different approaches to protection and restoration.	Amend the first opening sentence of section 2.4 (p29) to read : *In 2026, IUCN will strengthen the quality, scale and strategic focus of its private sector engagements, aligned with Programme priorities as a core mechanism for scaling* ~~*conservation impact*~~ ***the impactful protection, restoration and sustainable use of nature*** *and mobilising diversified resources* ***.***	
51	IUCN Members: Dallas Safari Club and Conservation Force	IUCN positions itself as the "voice for nature" in global forums. This creates the risk that if sustainable use is not explicitly included, IUCN messaging will be interpreted as anti-use by omission and proponents of experimental and unproven conservation approaches will fill the narrative vacuum. To alleviate this we ask that this section include language along the following lines across the entire section. "This includes promotion of evidence-based sustainable use as a core component of global conservation messaging."	external liaisons p41	The Workplan will be amended by emphasising that IUCN's external messaging will be balanced across the three recognised conservation pathways of protection, restoration and sustainable use	Amend the third opening sentence section 5.1 (p41) to read :- *The following events in 2026 will be key to heightening both IUCN's public image and messaging of* ***the protection, restoration and sustainable use of nature*** ~~***'s role***~~ ***in tackling global challenges.***	

117th Meeting of the IUCN Council (C117)

in person, in Gland (Switzerland) 21-23 April 2026

Item C117/4.1

Letters received from IUCN Members in response to the invitation to comment on the draft Work plan and Budget 2026

Council's Transparency Policy requires that the draft Work plan and Budget be made available to IUCN Members before the Council meeting.

The draft Work plan and Budget were shared with IUCN Members on 9 April 2026, for comments by 15 April 2026. All comments received from IUCN Members are presented in chronological order as annexes to the present document.

Comentarios plan de Trabajo y Presupuesto 2026

magdalena medrano <magdalena.medrano5@gmail.com>

Sat 11/04/2026 07:51

To:President - IUCN <president@iucn.org>;

Sra Presidente:

De mi mayor consideración, la presente es para expresar mis comentarios al documento de referencia.

El documento presenta el plan de trabajo y presupuesto de la Unión Internacional para la Conservación de la Naturaleza (UICN) para 2026, enfocándose en la conservación, alianzas estratégicas, gestión operativa y la promoción de la agenda ambiental global. para la Liga de Defensa del Medio Ambiente-LIDEMA es muy importante conocer los alcances del plan, del cual debo de resaltar:

Sobre la estrategia y planificación global para 2026, la agenda de conservación en 2026 enfrenta incertidumbres globales, con avances en áreas como 30x30, principalmente en los países del sur global, como es el caso de Sur America y Bolivia, que en las gestiones pasadas a partir del 2019 al 2025 por incendios devastadores fruto del modelo de desarrollo agro extractivista, si bien Bolivia ha llegado a contar con áreas protegidas y ecosistemas estratégicos protegidos, superando la meta establecida de 30 x 30, en la actualidad estas áreas corren el riesgo de regresiones en logros previos, LIDEMA junto a otras Instituciones con el apoyo de la WWF, está trabajando en hacer incidencia y que las áreas protegidas sean de interés de toda la sociedad civil para protegerla, comprenderá que es importante que desde la UICN se pueda hacer alianzas entre los miembros para fortalecer la UICN en la Protección y Restauración de Ecosistemas Terrestres.

El plan refleja para la gestión 2026 lo propuesto y aprobado en el Programa 2026-2029, aprobado en 2025, que establece metas claras, responsabilidades y un marco de rendición de cuentas para impulsar acciones transformadoras en ocho sectores y fortalecer alianzas.

También debo de resaltar sobre la "**Conservación de Personas y Derechos Indígenas"**, facilitar el mecanismos para acceso directo a recursos para Pueblos Indígenas, la protección de defensores ambientales y promoción de enfoques basados en derechos y conocimientos tradicionales. Asimismo serán de mucha utilidad las guías y programas para igualdad de género, protección contra violencia de género, y fortalecimiento de juventudes y deportes en conservación que podrán lograrse en esta gestión. También como LIDEMA vemos que este plan es más inclusivo e integrador con un enfoque de género y generacional.

Sobre **Cambio Climático y Soluciones Basadas en la Naturaleza,** una línea de acción muy importante el promoverán acciones de adaptación y mitigación con soluciones basadas en la naturaleza, fortaleciendo la integración en políticas nacionales e internacionales. Será muy importante esta línea para apoyar a los países en la incorporación de NbS en NDCs y planes de adaptación, y en la creación de sistemas de alerta temprana. **Sugerimos que este tema se amplíe a los acuerdos de sobre Pérdidas y Daños, que a su vez permita también acceder a recursos financieros en base a los acuerdos de la COP 30, desarrollado en Belém do Pará- Brasil.**

Y por último elogiamos la incursión y promoción de la presencia de IUCN como actor en la agenda internacional de salud y biodiversidad, la pandemia del COVID 19 nos a dejado muchas lecciones aprendidas, donde la riqueza de la biodiversidad y los conocimientos ancestrales han jugado un papel importante para superar la pandemia en regiones y poblaciones poco accesibles, pero también debemos considerar el riesgo si no se actúa oportunamente para proteger y conservar la biodiversidad.

Ya estamos a 4 meses de la gestión 2026, y auguramos todos los éxitos para el logro y cumplimiento de los propósitos planteados en el plan de trabajo y presupuesto de la Unión Internacional para la Conservación de la Naturaleza (UICN) gestión 2026.

Atte:

Ing. Magdalena Medrano Velasco

Presidente Directorio LIDEMA

NWC/SPECIES/Earth League International comments on the daft IUCN 2026 workplan

Scott Hajost <sh@whistleblowers.org>

Sun 12/04/2026 23:52

To:President - IUCN <president@iucn.org>;

Cc:ZEICHNER Anna <anna.zeichner@iucn.org>; GWIAZDON Kathryn <kathryn.gwiazdon@iucn.org>; GARN BLOM Ann-Katrine (zoo) <akg@zoo.dk>; GOOD Deborah <Deborah.GOOD@iucn.org>; OVER Sarah <Sarah.Over@iucn.org>;

Dear Razan. I am pleased to provide comments on behalf of the National Whistleblower Center (NWC), SPECIES and Earth League International on the draft 2026 IUCN workplan.

We are very happy to see CAE and whistleblowers addressed in the workplan drawing from the outputs of the Abu Dhabi WCC and before.

We are pleased under Main Deliverables for People on page 8, to see establishment of the task force on defenders and whistleblowers and trust that IUCN members will also be engaged. Note resolution 8.125 on citizen science also has relevance including the all of IUCN task force requested by that resolution.

Under People deliverable 11, we look forward to seeing the IUCN CAE task force up and running soon and development of the IUCN CAE strategy.

Under the last People deliverable, we assume in addition to illegal wildlife trade, illegal fishing and illegal timber trade/illegal logging and illegal mining are all included. Marine wildlife crime and World Heritage and CAE merit attention. We are glad to see IUCN developing collaboration with UNODC and understand that there is an MOU. It would be helpful to have some information on the IUCN/UNODC MOU. Possible collaboration with INTERPOL would be good to consider. The Nature Crime Alliance and United for Wildlife are indeed useful initiatives. We also note the value of the AZA Wildlife Trafficking Alliance.

Corruption and illicit financial flows have deleterious impacts on the environment and are covered in the IUCN Program. One place this could be flagged in the draft workplan is in Alignment of financial and economic systems with nature. Note the next IACC (International Anti-Corruption Conference) is December 1-4 this year in Punta Cana, Dominican Republic.

Under Other policy influences areas on page 25, UNTOC (UN Convention against Transnational Organize Crime) COP 13 October 19-23 in Vienna should be mentioned. The COP is on the IUCN international policy calendar.

We strongly endorse Increased Member Engagement in section 4.1. Implementation of Abu Dhabi resolution 123 members are the heart of the Union is an important part of that process. We also note the critical role that IUCN MFPs play in supporting and growing the IUCN membership and in supporting National and Regional Committees.

Thank you again for the opportunity to comment. All the best for a tremendous Council meeting.

Scott Hajsot
Senior Environmental Policy Adviser
National Whistleblower Center

ASOC comments on the 2026 IUCN work plan.

scotthajost@yahoo.com

Sun 12/04/2026 16:41

To:President - IUCN <president@iucn.org>;

Cc:ZEICHNER Anna <anna.zeichner@iucn.org>; Kathryn Gwiazdon <kathryngwiazdon@environmentalethicsandlaw.org>; GARN BLOM Ann-Katrine (zoo) <akg@zoo.dk>; MAGINNIS Stewart <stewart.maginnis@iucn.org>; GOOD Deborah <Deborah.GOOD@iucn.org>;

Dear Razan. ASOC (Antarctic and Southern Ocean Coalition) welcomes the opportunity to comment on the 2026 IUCN workplan in follow-up to our comments on the draft Council agenda.

We are pleased to see Antarctica and the Southern anchored in the workplan drawing from the outputs of the Abu Dhabi WCC.
IUCN's active engagement in the Japan ATCM and in CCAMMLR is very welcome and we are glad that IUCN has an excellent staff person working on them.

It was also good to see the IUCN/SSC Red List action on three Antarctic species including iconic Emperor penguins and ASOC posted on that.

As a member of the IUCN Antarctic and Southern Ocean Task Force, we are glad to see mention of it and trust that it will get up and running very soon. I was not clear on the reference to fees in the 6th main deliverable on page 12 mentioning the Task Force and it would be helpful to clarify.

It is good to see a reference to Antarctic fish in main deliverable 7 on the comprehensive assessment of marine fisheries.

Also, as a member of the Marseille resolution 107 fisheries and marine biodiversity task force we welcome seeing in the 8th main deliverable on page 12 and trust that the task force can be reconstituted and up and running again soon. It needs to finish its work requested in resolution 107 including proposing policy to IUCN. It should be a resource as IUCN considers and develops its work on fisheries including illegal fisheries and marine CAE.

Under Another Year for Oceans on page 25 in the final paraph it would useful to highlight krill under CCAMLR.

The Our Ocean Conference Kenya in Mombasa in June would be good to mention in the work plan e.g., page 12 on Ocean Program Outcome Statement or page 25 on Another Year for Oceans. IUCN ESARO RD Luther Anuker was in Washington, DC last week and had an excellent hybrid meeting with US members and staff and Our Ocean Kenya was a topic of discussion.

Thank you again for the opportunity to comment. All the best for a tremendous Council meeting.

Scott Hajsot
ASOC Board Vice-Chair

Wildlife Justice Commission comments - draft 2026 workplan

WJC External Relations <external.relations@wildlifejustice.org>

Wed 15/04/2026 18:33

To:President - IUCN <president@iucn.org>;

Cc:Lisa Hartevelt <l.hartevelt@wildlifejustice.org>; Joanna Choblet <j.choblet@wildlifejustice.org>;

Dear President Al Mubarak,

I am pleased to share comments on behalf of the Wildlife Justice Commission regarding the draft 2026 IUCN workplan.

We very much welcome the strong attention given to crimes that affect the environment (CAE) and the follow-up to Resolution 8.048, which we consider both timely and important.

In line with Resolution 8.048, we would suggest including reference to additional key policy fora of relevance to IUCN's work in this area over the coming year. In particular, **the United Nations Commission on Crime Prevention and Criminal Justice (CCPCJ), taking place in June, and the Conference of the Parties to the United Nations Convention against Transnational Organized Crime (UNTOC),** scheduled for October, represent important opportunities to advance global action. With regard to UNTOC, while recent expert discussions referenced in Resolution 8.048 did not reach consensus, momentum is clearly building. The upcoming Conference of the Parties presents a significant opportunity for States to move the issue of CAE forward, including to reach an agreement on a mandate to begin negotiations on a new protocol. Given the organised and transnational nature of many CAE, securing such a mandate would constitute an important step toward addressing a critical gap in the international legal framework. In this context, we would also suggest that the organised crime dimension of CAE and the relevance of UNTOC to address this issue be more explicitly reflected throughout the draft workplan.

We also note that **corruption and illicit financial flows** continue to have significant and harmful impacts on the environment – as recognised in the IUCN Programme and Resolution 8.048. These interlinkages could be further reflected in the draft workplan, including through engagement with relevant global processes such as the **International Anti-Corruption Conference** in December and processes related to the **United Nations Convention against Corruption** (UNCAC - also mentioned in Resolution 8.048).

Thank you once again for the opportunity to provide input. We wish you a productive and successful Council meeting.

Kind regards,

Joanna Choblet
Policy Officer
j.choblet@wildlifejustice.org
www.wildlifejustice.org

Wildlife Justice Commission

German comments: IUCN Workplan and Budget for 2026

Annex 5

Singer, Louisa-Madeline <Louisa.Singer@bmukn.bund.de>

Wed 15/04/2026 22:30

To:President - IUCN <president@iucn.org>;

Cc:Klinger-Dering, Verena <Verena.Klinger-Dering@bmukn.bund.de>;

Dear Sir/Madam,

with reference to the email sent by the Membership and Commission Support Unit to IUCN members concerning the 2026 Budget and Workplan, we would like to thank you for the opportunity to review the documents.

Please find Germany's comments below.

Page 13:
"~~**Promotion of the understanding and capacity building on the application of**~~ **Contribution to knowledge-sharing around** IUCN's policy on synthetic biology in relation to nature conservation, and ~~**as necessary,**~~ begin the development of a guidance on taking additional safeguards measures (Resolution 8.086).

- Why is the development of a guidance considered "as necessary"? In our view, it is highly necessary and should be prioritized by IUCN, in light of the resolution text (operative para 6) and given the highly polarized discussions and tight votes during and prior to Congress.
- We suggest to alter the wording around the "promotion of an understanding and capacity-building on the application" to the "knowledge-sharing around IUCN's policy", asking to use language that better reflects the resolution text (operative para 3).

Page 24-25:
"*We will also aim to concretely take forward key climate-related Resolutions adopted at the Abu Dhabi Congress, including on novel areas such as the development of an IUCN policy on geoengineering.*"
"Finally, IUCN will continue its active engagement on policy development and implementation in new emerging areas. Technologies continue to advance, impacting nature and livelihoods directly or indirectly – for example synthetic biology applications and geoengineering. In following the mandates of Resolution 8.086 through which IUCN Members adopted the first ever policy on synthetic biology in relation to nature conservation, Resolution 8.041 and 8.140 which ask IUCN to develop policies on geoengineering and AI, IUCN confirms the importance of embedding nature into these sectors as essential for long-term sustainability, equity, and resilience."

- While geoengineering is climate-related, we consider it crucial that IUCN approaches it from its mandate as a nature conservation organization. Nature conservation considerations must be at the core of the development of IUCN's policies. We reaffirm the importance of taking the direct or indirect impacts on nature and livelihoods into account, as spelled out in the Workplan (p. 25, see above) and the resolution. The biodiversity-related, ethical, social and environmental risks and impacts as well as the precautionary approach mentioned in the preambular paragraphs of the resolution should therefore be clearly and transparently addressed in any background material and the draft policy.

In addition, we would like to thank IUCN for the concise overview regarding which resolutions will be taken forward in 2026, how this will be done and what are the expected outcomes.

Lastly, we unfortunately did not recieve the table with the PCC's comments and Secretariat's responses mentioned in the email and were not in a position to review them.

Kind regards,
Louisa

Louisa Singer

Policy Officer for International Cooperation on Biodiversity

Federal Ministry for the Environment, Climate Action, Nature Conservation, and Nuclear Safety

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CONSERVATION X LABS

Dr. Alex Dehgan
CEO, Conservation X Labs
1066 31st Street NW
Washington, DC 20007

April 15, 2026

Hon. Razan Al Mubarak
President,
International Union for
Conservation of Nature

Your Excellency,

It is with great enthusiasm that I reviewed IUCN's 2026 Workplan. We've reviewed the workplace and have some suggestions, specifically around tech & innovation, and how to use these to improve the core IUCN programs.

I am the CEO of Conservation X Labs – an NGO that serves to democratize innovation and frontier technology to prevent the Sixth Mass Extinction. I previously served as Chief Scientist of the US Agency for International Development and a US Diplomat, where I used technology and innovation to transform the global development agenda. Conservation X Labs has been a proud member of the IUCN for the last 5 years, and have been highly active in multiple events, including the Congresses in Marseille and Abu Dhabi, as well as the Leadership meetings, and in regional meetings, and multiple IUCN workshops, where we have organized sessions on innovation and technology. We were also one of a few US organizations that signed the letter to US Secretary of State Rubio urging the US to stay engaged in the IUCN. In particular, our focus has been how to modernize the IUCN, and seize emerging technology as a way to allow us to meet the speed and scale of the extinction and climate crises.

We recognize that our approach to preventing extinction isn't working. We are on the brink of a period of extraordinary change on the planet: a sixth mass extinction. Our current rates of species loss are 1,000 times that of background extinction rates and may be off by an order of magnitude. Today, one in every four mammals and one in every eight birds faces a high risk of extinction. Since the industrial revolution, human activity has transformed the planet: we have extracted, mined, chopped down, shot, trapped, scooped up, and consumed trillions of tons of natural resources and wildlife. We have burned, plowed, drained, contaminated, sterilized, and paved vital ecosystems like rainforests and wetlands. Our actions have not only accelerated the rate of biodiversity loss, but we have also inadvertently increased vectors for pests and pathogens, while poisoning our oceans, water, and atmosphere, with devastating effects on our own health and even survival as a species. Human activities have led to the defaunation of our planet—a slow, spinning whirlpool of extinction—as we have seen an average 68% decrease in population sizes of mammals, birds, amphibians, reptiles, and fish between 1970-2016. If human society continues on this trajectory, we face a future where 30 to 50 percent of all species may be lost by the middle of the 21st century. We already know that more than 47,000 species are threatened with extinction.

CONSERVATION X LABS

What has become clear to us is that the international conservation community, including the IUCN, will not be able to achieve its goals by doing the same thing and expecting a different result.

Example: The Red List

This is especially true of work that is core to the IUCN, such as the Red List. For six decades, the International Union for the Conservation of Nature Red List of Threatened Species has been the most critical and comprehensive indicator of the health of the world's biodiversity. To date, more than 169,400 species have been assessed for the Red List, an incredible achievement. The Red List has become one of the most powerful tools globally to inform and catalyze action for biodiversity conservation and policy change, and it is critical to protecting the natural resources we need to survive. IUCN's goals are to increase this number by 2030 by over 60% (269,000), and reassess another 142,000 previously-assessed species with up-to-date knowledge.

Such assessments currently take considerable amounts of time. As the drivers of extinction are inexorably scaling with the billions of people who are moving into the middle class and demanding greater resources and energy, species will be moving closer to extinction, and the speed of such assessments may not be able to keep up.

Even with a doubling in the number of assessments completed (assuming that the IUCN has the capacity to achieve this), the IUCN's Red List efforts will fail to keep up with: (a) the discovery of new species, estimated at 18,000 a year; (b) coverage of many species which been overlooked or understudied by conservation (more than 70-93% of vascular plants have not been assessed, and while less than 10% of marine species are known to science, only ~7% of those have been assessed); or (c) the need for reassessments as species, communities, habitats, invasive species (including novel pathogens), and the physical environment evolves due to global climate change and escalating human pressures such as land-use change, pollution, overexploitation, and infrastructure development. Gathering species data from scientific and gray literature and data sets is also highly time-consuming work.

While the Red List platform helps access structured data from sources, it struggles with unstructured online information. As a result, we are losing species before we can assess them, and without a substantial gain in efficiency, efficacy, and speed, the IUCN Red List could become obsolete. Moreover, nearly 14% of all assessed species (about 20,469 species) are classified as data deficient, meaning that the assessors were unable to evaluate their extinction risk. These data deficient species potentially include endangered taxa, which due to their failure to be listed, do not benefit from legal protection or conservation action by governments.

Artificial intelligence, including Large Language Models and tools that accelerate and automate the monitoring of species (e.g., Wild Me, Wildlife Insights, Sentinel, eBird, iNaturalist), coupled with increasing global data derived from satellites, drones, sensors, and new tools that accelerate the collection, analysis, and transmission of data, may allow us to accelerate the assessment process for species extinction and provide greater support for Red List teams.

The Red List is one example, but this challenge is true of everything that is in 2026 workplan. It fails to consider how technology and innovation can allow us to meet the speed and the scale of the problems we have.

CONSERVATION X LABS

Our input into this workplan is for the IUCN to consider the following:

- The IUCN needs to develop an organization-wide innovation and technology strategy. CXL would be happy to help lead this. We can suggest others within and out of the IUCN that should be involved. We have been helping the IUCN on innovation and technology for five years.

- Specific to the Species Survival Commission and the IUCN Red Lists, we should create a working group for the use of technology. At the DG's request, we previously suggested a Red List AI Prize to allow for new ways of accelerating the Red List that was well reviewed by Jon-Paul Rodriguez, and Tom Brooks. We would be happy to jointly fundraise for this.

- Regarding AI – there will be a working group coming out of a resolution at the Congress. We should make sure it reflects both the positive and challenging aspects of AI, not just one side.

- IUCN should help consider how training for technology and innovation could be integrated into education programs in high biodiversity programs.

- Consider how new technologies allows IUCN to push forward the field of One Health/Planetary Health/Conservation Medicine.

- Consider how new innovations can unlock new financial flows that allows the Union and its members achieve their conservation goals.

Thank you for considering these recommendations for the 2026 Workplan. We believe it is critical to modernize the Union to meet the challenges that face us.

Respectfully,

Dr. Alex Dehgan
CEO, Conservation X Labs
IUCN Member

Messr. Razan Khalifa Al Mubarak
President, International Union for Conservation of Nature
Rue Mauverney 28
1196 Gland, Switzerland

Dear Messr. Al Mubarak:

We are submitting the following comments on the Draft IUCN 2026 Workplan on behalf of Dallas Safari Club and Conservation Force, two non-governmental members of the IUCN grounded in the proven principle of sustainable use. As you will see, we are concerned with substantive omissions in the workplan's framing and language that risk undermining tested and proven conservation models. We are confident this can be corrected with some minor changes to the workplan and look forward to working with IUCN to achieve this balance.

Thank you for the opportunity to comment on this important document.

Introduction

This workplan is structurally competent but strategically imbalanced. It over-indexes on rights based, process heavy, and reputationally fashionable frameworks while systemically under leveraging one of the most empirically validated conservation tools available: Sustainable use, including regulated hunting recreation and tourism.

The result is not neutrality but strategic omission that creates:

- Policy vulnerability to those seeking to advance novel, experimental or unproven conservation approaches
- Funding vulnerability by narrowing the conservation financing narrative
- Scientific vulnerability that ignores decades of peer reviewed evidence on wildlife management
- Political vulnerability in range states that depend on sustainable use to deliver nature positive conservation and development outcomes

If implemented as written this workplan risks ceding IUCN's strategic direction to coalitions that reject science and evidence, particularly in multilateral forums.

Strategic Framing

The critical issue here is the absence of sustainable use as a core pillar. The document emphasizes:

- "Transformative change"
- "Equity and justice"
- "Mainstreaming nature"

However, the workplan fails to explicitly recognize sustainable use as a foundational conservation strategy despite it being the basis of the Convention on Biological Diversity, the Convention on International Trade in Endangered Species, as well as the wildlife management programs of most nations.

This matters because IUCN's own historical authority rests on sustainable use doctrine. The draft workplan's omission of sustainable use signals an ideological drift and invites reinterpretation by actors who favor unproven and experimental conservation approaches.

To correct this omission we ask that the following language be included in the Introduction.

"Sustainable use, including regulated hunting, fishing, and wildlife based economies, remains a cornerstone of effective conservation and community aligned biodiversity conservation."

Without such a statement the work plan is strategically incomplete.

1. Strategic Leadership In Conservation

1.1 Overview

The program is built around: "equitable and just conservation" and "mainstreaming nature across sectors." This is appropriate and laudable, but raises a critical issue in that these pillars are presented without integrating sustainable use as a co-equal framework. This raises the risk of implicitly framing conservation as: Governance + equity + transformation *rather than* incentives + sustainable use + equitable governance.

We ask that this section be revised to explicitly integrate:

- Sustainable use, including regulated hunting, as a delivery mechanism and not a peripheral concept
- Wildlife economies as tools for achieving nature positive conservation outcomes

1.2 Scaling up Conservation - People

This section places heavy emphasis on: Rights based approaches, FPIC, gender equity, and environmental defenders. As such it contains a critical imbalance by promoting rights without incentives. Missing is any mention of Community-Based Natural Resource Management (CBNRM), hunting supported livelihoods, and revenue sharing conservation systems—systems that have greatly contributed to Indigenous peoples and local communities.

This creates a strategic risk for IUCN because rights based frameworks, when unbalanced, are routinely used to oppose the sustainable use of biodiversity, undermine wildlife based economies, and reframe conservation as preservation often conflicting with desires of IPs & LCs.

We ask that this section add explicit recognition of community led sustainable use conservation systems, including those that employ regulated hunting, as key mechanisms for delivering equitable conservation outcomes.

With Regard to Crimes That Affect the Environment

This section calls for expansion of enforcement mechanisms, partnerships with UNODC, and focuses on illegal use. The workplan contains a critical error however by providing no clear distinction between illegal exploitation and legal, regulated sustainable use. This creates the risk of fostering a policy environment where regulated hunting can be rhetorically conflated with wildlife crime and enforcement narratives are weaponized against legal, sustainable use.

We ask that the workplan be revised so as to insert categorical clarity by including language along the lines of "illegal, unregulated, and unsustainable use must be clearly distinguished from legal, evidence based sustainable use." This addition may be best included at the end of the first paragraph on page 8.

1.2 Scaling Up Conservation - Land

This section focuses on:

- Protected Areas
- Key Biodiversity Areas
- Green List
- Species Recovery

Critically, the section omits any mention of hunting as a habitat conservation tool. It ignores empirically validated conservation models as are found across Southern Africa, the United States, and elsewhere (e.g., Lindsey et al., 2007). In doing so the section implicitly imposes a protectionist conservation model detached from the realities of conservation practice and economic reality.

To alleviate this problem we ask that language along the following lines be added:

"Throughout we recognize that sustainable use, including regulated hunting, is a proven tool for species recovery and habitat conservation in multiple contexts across the globe." This addition may be best inserted at the end of the second paragraph on Page 9.

With Regard to Protected Areas, Green List, and OECMs

The section places strong emphasis on Green List certification and OECMs. This produces a critical gap with no inclusion of hunting concessions (e.g., safari areas, game management units), working landscapes, and multi-use conservation systems. The reality is many high performing conservation areas globally are managed as hunting blocks, community conservancies and mixed-use landscapes.

To alleviate this challenge we ask that language along the following lines be included:

"....This includes sustainably managed hunting areas and community wildlife conservancies as eligible OECMs where they deliver measurable conservation outcomes." This addition may be best inserted following the 3rd sentence in the second paragraph on Page 9.

Cross Cutting Issue: Language and Narrative

Across Sections 1.1–1.4 the dominant language includes "equity", "justice" and "transformative change." This presents a critical issue in that these words and phrases are normative, politically

loaded and operationally vague. What is missing is any discussion of incentives, revenue generation, markets, and sustainable use. The result is that the document reads as advocacy driven rather than outcome driven.

To alleviate this challenge, we ask that the document be revised with the terminology rebalanced towards:

- Incentive based conservation
- Economic sustainability
- Measurable conservation outcomes

2. Resource Mobilisation and Strategic Partnerships

Based on how this section is framed we see a risk of increased reliance on philanthropy and private sector engagement. This creates a critical concern that unless sustainable use is explicitly mentioned funding flows will skew to experimental and unproven conservation models and that hunting based conservation will be excluded from financing pipelines.

To alleviate this risk we ask that the document be revised to include language along the following lines in Sub-Section 2.9 on Page 29:

"Encouraging wildlife based economies, including regulated hunting, as one example of investable and scalable conservation financing mechanisms."

3. External Liaisons and Public Image

The IUCN positions itself as the "voice for nature" in global forums. This creates the risk that if sustainable use is not explicitly included, IUCN messaging will be interpreted as anti-use by omission and proponents of experimental and unproven conservation approaches will fill the narrative vacuum.

To alleviate this we ask that this section include language along the following lines across the entire section.

"This includes promotion of evidence-based sustainable use as a core component of global conservation messaging."

4. Overall Strategic Risks Presented by the Draft Work Plan

A. Marginalization of sustainable use through omission.

B. Policy capture by proponents of unproven and experimental conservation approaches in forums including the Convention on Biological Diversity, multilateral funding bodies and national and supranational policy processes.
C. Misalignment with range state realities by failing to reflect on local conservation incentives and economic dependence on healthy wildlife populations.
D. A distortion of conservation finance away from incentive driven systems and towards novel and unproven approaches.

Conclusion

The draft work plan is not overly anti-use or anti-hunting. But it is structurally aligned with frameworks that will be used to discourage sustainable use and conservation models reliant on regulated hunting. To avoid this the IUCN must explicitly anchor the work plan around:

1. Sustainable use conservation
2. Clear distinctions between legal use and illegal exploitation
3. Outcomes driven by incentives for local populations

Without doing this via the revisions we have asked for, the IUCN risks becoming rhetorically compelling but operationally disconnected from the realities of conservation practice.

Respectfully Submitted,

Catherine Semcer
Conservation Ambassador
Dallas Safari Club

Joeseph Goergen
Director of Conservation Strategies
Conservation Force

Annex 8

Re: IUCN Members: 2026 Budget and Workplan

PSDIR <psdir@gbpihed.nic.in>

Thu 16/04/2026 06:29

To:IUCN Members <membership@iucn-crm.org>;

Cc:President - IUCN <president@iucn.org>; idbhatt.gbpihed <idbhatt@gbpihed.nic.in>;

1 attachments (15 KB)

Comments on Draft 2026 Work Plan and Budget of IUCN_NIHE.docx;

Sir/Madam,

Please find attached herewith the comments on draft 2026 Work Plan and Budget of IUCN.

With regards,

Steno to Director

डॉ. आई.डी. भट्ट/Dr. I.D. Bhatt
निदेशक प्रभारी/Director Incharge
गोविन्द बल्लभ पंत राष्ट्रीय हिमालयी पर्यावरण संस्थान
G.B. Pant National Institute of Himalayan Environment (NIHE)
(पर्यावरण, वन एवं जलवायु परिवर्तन मंत्रालय, भारत सरकार का एक स्वायत्त संस्थान)
(An Autonomous Institute of Ministry of Environment, Forest and Climate Change, Government of India)
कोसी - कटारमल, अल्मोड़ा - 263 643, उत्तराखंड, भारत
Kosi-Katarmal, Almora – 263 643, Uttarakhand, India
वेबसाइट I Website: http://gbpihed.gov.in

From: IUCN Members <membership@iucn-crm.org>
To: "Prof Sunil Nautiyal"<psdir@gbpihed.nic.in>
Date: Thu, 09 Apr 2026 17:47:05 +0530
Subject: IUCN Members: 2026 Budget and Workplan

Unsubscribe View in your browser

To: IUCN Members: Primary and Additional Primary contacts,

CC: National and Regional Committees, IUCN Councillors, Director General's Office, Regional Directors, Membership Focal Points, Membership Unit

IUCN Workplan and Budget for 2026

Dear IUCN Members,

The draft 2026 Work Plan and Budget have been put before the IUCN Council, and are here being shared for the consideration of IUCN Members and National and Regional Committees.

Any comments should be sent to the IUCN President via president@iucn.org by 15 April 2026.

Please note that, for the 2026 Workplan, the version circulated here is the version currently before Council, together with a table reflecting comments received from the Council's Programme and Policy Committee and the Secretariat's responses to those comments.

You can access all the documents on the Union Portal using your IUCN login details.

Kind regards,

Membership and Commission Support Unit

You are receiving this message because, according to our database, you are the IUCN focal point for your organization (Primary contact, Additional Primary contact and/or Head of Organization). Please let us know if this is incorrect and we will update our records accordingly.

Comments on Draft 2026 Work Plan and Budget

The Draft 2026 Work Plan and Budget is comprehensive, forward-looking, and strongly aligned with global priorities on biodiversity conservation and sustainable development. While appreciating the continuity and strategic direction of the draft 2026 Work Plan/Budget for implementation, a few suggestions/comments for further strengthening of the document are as follows:

1. Enhanced integration of mountain ecosystem perspectives, particularly for fragile and data-deficient regions like Himalaya.
2. Strengthening long-term ecological monitoring and observations, and data-sharing mechanisms for informed decision-making.
3. Transboundary conservation approaches across shared ecological landscapes in high biodiversity regions/landscapes.
4. Ecosystem based solutions (Ebs) for ecosystem/landscape restoration and livelihood improvement.
5. Region-specific management strategies for Invasive Alien Species (IAS)
6. Improved linkage between biodiversity conservation and sustainable livelihood frameworks.
7. Incorporation of region-specific climate resilience strategies, especially for vulnerable ecosystems.

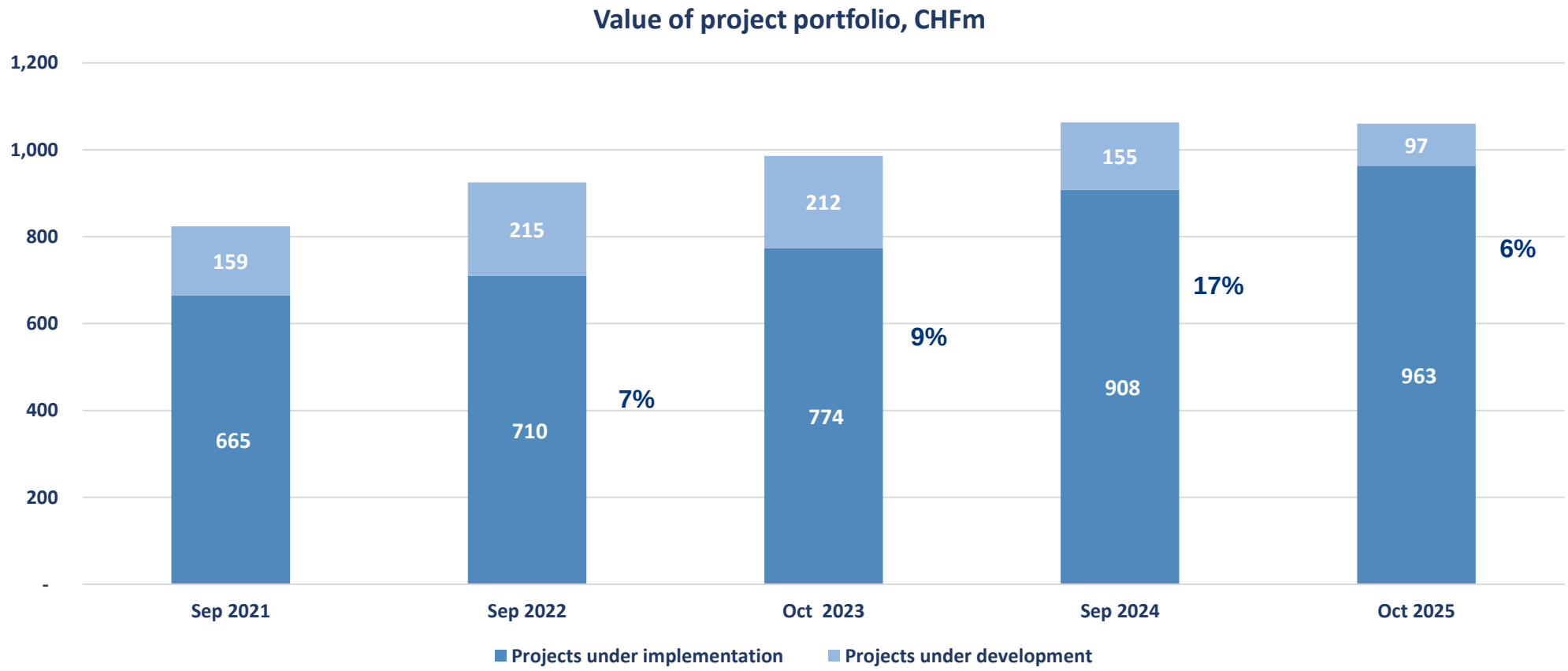
The work plan is strategically strong at global scale, but can be significantly enhanced by incorporating mountain-specific, transboundary conservation approaches, community-centric, and long-term ecological approaches, particularly at microlevel considering the location specific needs of the mountain region.

2026 Budget

Council C117, 23 April 2026

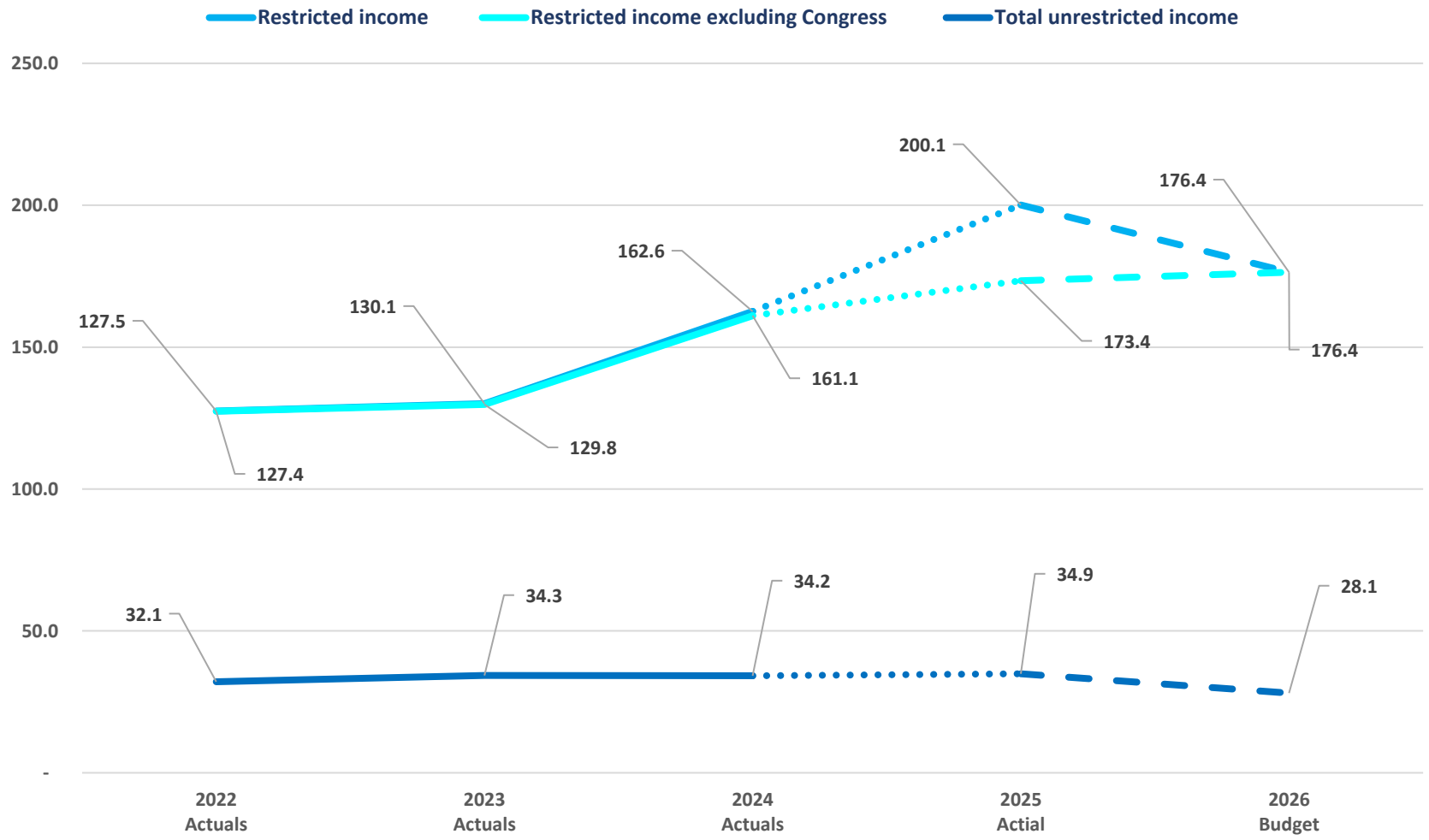
INTERNATIONAL UNION FOR CONSERVATION OF NATURE

Portfolio value; 6% increase in *signed contracts* since last year



The light blue bar shows projects under development. This has slipped back slightly given the high level of successful project bids.

Income trends
in millions Swiss Francs (CHF)

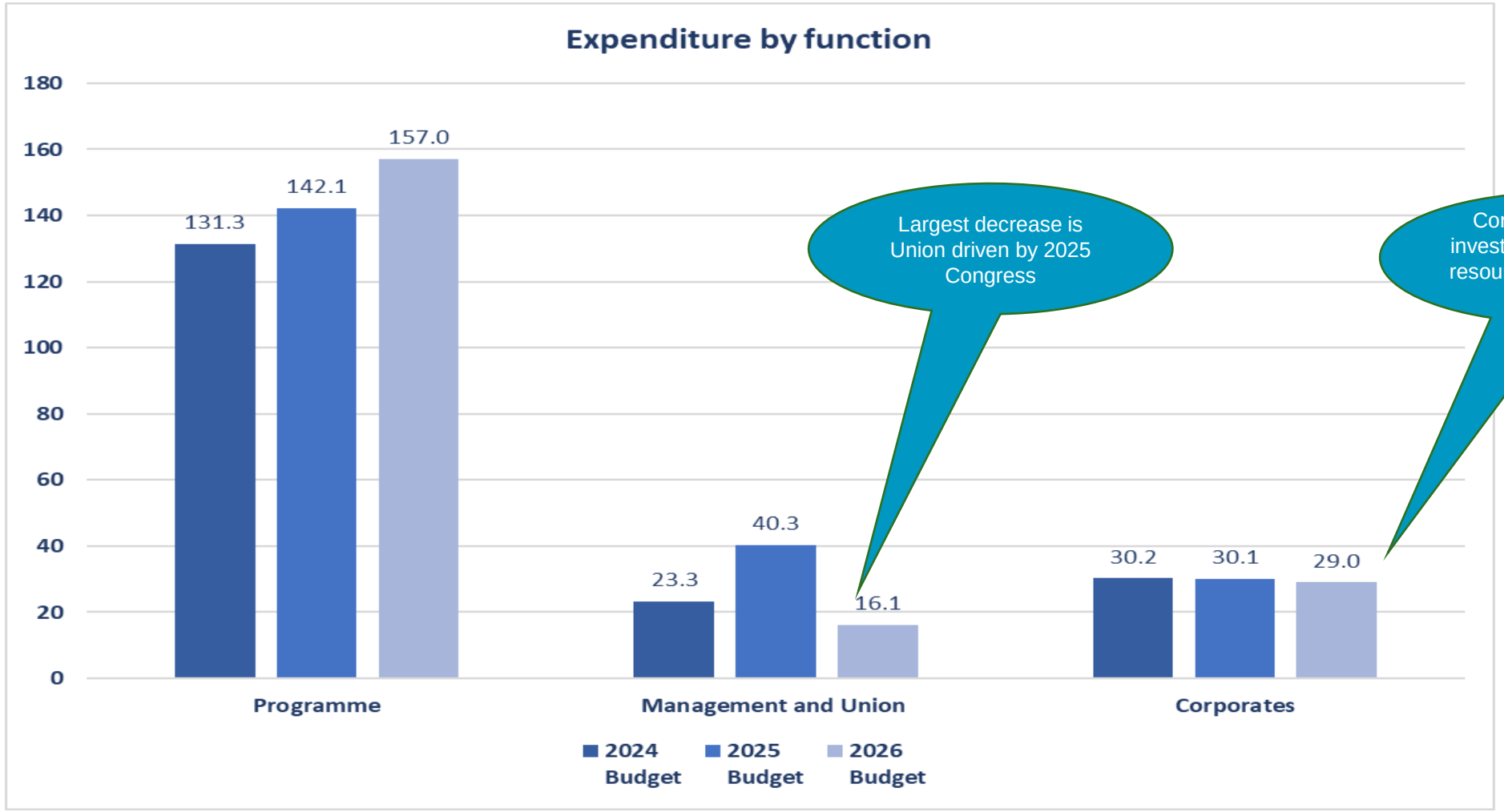


2026 Budget summary

BUDGET SUMMARY	2025			2026		
	Unrest.	Rest.	Total	Unrest.	Rest.	Total
CHF millions	Actual	Actual	Actual	Budget	Budget	Budget
Total external operating income	34.9	200.2	235.1	28.1	176.4	204.5
Total internal allocations	65.8	(65.8)	-	59.1	(59.1)	-
Total operating expenditure	(92.0)	(126.2)	(218.2)	(84.9)	(117.3)	(202.2)
Net operating result	**8.7**	**8.1**	**16.9**	**2.3**	**-**	**2.3**
Total other income and expenditure	(3.5)	(8.1)	(11.7)	(3.6)	-	(3.6)
Transfer from/(to) designated reserves (this is to cover real expenditure)	(2.9)	-	(2.9)	1.7	-	1.7
Increase in unrestricted reserves	**2.3**	**-**	**2.3**	**0.4**	**-**	**0.4**

2026 budget includes investment in technology and fundraising totalling 1.6m. This is funded from designated reserves set aside in 2024. The other 0.1m is for follow up on the Strategic Vision.

Expenditure by function
in millions Swiss Francs (CHF)

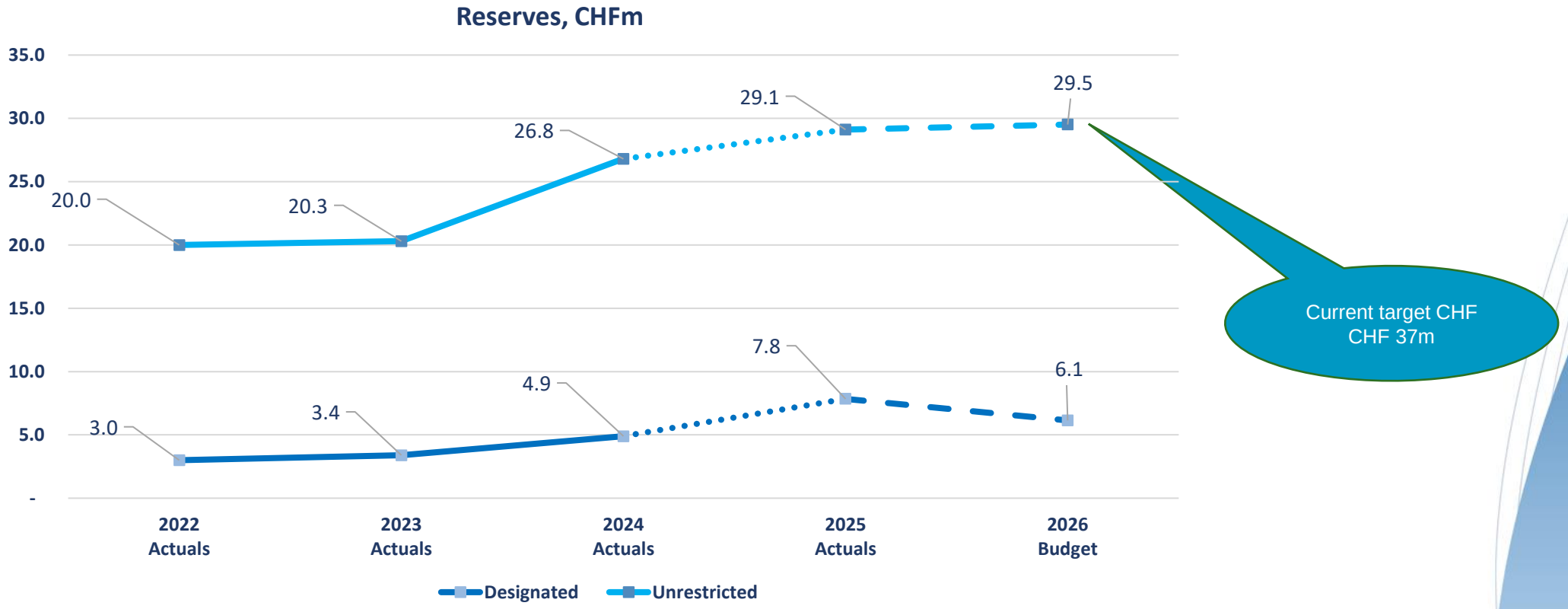


INTERNATIONAL UNION FOR CONSERVATION OF NATURE

Taking the organisation as a whole, programme functions account for 78% of the budget, management and union functions 8% and corporate functions 14%.

Unrestricted reserves – progress anticipated

IUCN total reserves stood at CHF 31.7m at the end of 2024, comprising CHF 26.8m in unrestricted reserves* and CHF 4.9m in designated reserves. At end 2026 we anticipate total reserves to reach CHF 35.6m (29.5m + 6.1m).



INTERNATIONAL UNION FOR CONSERVATION OF NATURE

*Unrestricted reserves line includes three sections; Foreign Currency Translation Account, IUCN Fund and Retained Surpluses

2026 Main budget risks – likelihood/impact

- **Geopolitical situation leads to some risks**
  - Ability to deliver/delays in project implementation - reduced cost recovery **High likelihood / medium impact**
  - Nature conservation no longer a priority for donors **Medium likelihood / medium impact**
- **Currency volatility, High likelihood / high impact**
- **Disallowed expenditure**, **Medium likelihood / medium impact**

The big 5 – activities included in 2026 budget

Increasing unrestricted income and diversifying our revenue streams to ensure flexibility

- Fundraising plan being developed by SPU.
- Mission driven sponsorship opportunities being explored for COPs
- Finalization of the renewal of Framework Partnerships with Finland, *France*, Luxemburg, *Norway*

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

- No significant increase in unrestricted reserves planned for 2026
- It was predicted; balancing act of building reserves vs necessary investments in future.

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

- Main risk relates to acting as implementing partner for GEF/GCF, this is a focus for Oversight Unit in 2026.
- Increasing programme activities require managing delivery e.g. No Cost Extensions.

Greater cost recovery

- Re-assess and issue new guidance on cost recovery
- Training and development of cost recovery models eg private sector.

The big 5 – activities included in 2026 budget

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

- Greater use of ERP systems will drive efficiency. Harmony project phased approach, ready for 1st tender and implementation in 2026 starting with EDM for legal and procurement, go live in 2027. (investment 1.2m)
- Programmatic investments in the budget include technology development of the grant's portal. (CHF >0.4m).

Thank you

Merci

Gracias

ITEM 4: WORK PLAN 2026

C117 item 4: Work Plan 2026

A major step-change

- An upgrade to the **annual work-planning process** to strengthen its operational utility and coherence, and facilitate Council's oversight role (6 months in the making!)
- Responds directly to the 2026-2029 Programme (and by extension) the 20-year Strategic Vision
  - Systematically builds on the mandated 2026-2029 Programme architecture (Outcomes and Outputs)
- **Responds to the External Review calling for greater operational coherence** – in terms of Programme development and **operationalisation**
- Will enable a more structured approach to accountability and institutional reporting
- **One single Work Plan**
  - Reduces fragmentation that arose from duplicative work-planning processes;
  - Underpins the DG's strategic objectives;
  - Serves as basis for individual work planning across Secretariat

C117 item 4: Work Plan 2026

Key developments in the planning process

- **Budget**: The Work Plan draws on what can be delivered in 2026 according from the budget and project portoflio pipeline

- **Policy and Resolutions**:
  - Alignment between **Portfolio** delivery and **Resolutions** implementation
  - Incorporates **international policy priorities** – contextual link between Outcomes and policy events

- **A Secretariat-wide inclusive approach**
  - Incorporated contributions from all Units (Regions, Centres, Corporates)
  - Begins with the Regions and Thematic Centres – maps their 2026 portfolio deliverables to the new Programme
  - Brings those individual inputs into a collated set of key deliverables

- **Supports a One-Programme approach**
  - In addition to framing how Secretariat will engage with Commissions and Members it offers
    - A basis for a single template for Commission annual work plan development
    - Key éléments that are reflected in the national and regional committee reporting framework

C117 item 4: Work Plan 2026

Structure

1. **Strategic Leadership in Conservation**
   - Deliverables framed at Programme Outcome level
     - 4 «Scaling Up» Outcomes – Scaling up IUCN's conversation work across Land, Water, Ocean, and People – representing the bulk of the programme delivery
     - 8 «Transformational areas» Outcomes – including new areas of work
   - Policy and advocacy

What we aim to deliver in 2026 - together with Commissions and Members

2. **Resource Mobilisation and Strategic Partnerships**
   - Includes shifting funding landscape and implications for IUCN, engagement with the Private Sector, philanthropy…
3. **Operational and Change Management**
   - Oversight and accountability and systems and operational efficiency
4. **Supporting the Union for Programme Impact**
5. **External Liaisons and public Image**
   - Includes global events and platforms, communications, and knowledge-sharing
6. **Human Resources Management**

How we will deliver it - Corporate functions are cross-referenced to the delivery of the Programme

C117 item 4: Work Plan 2026

A thorough and transparent process led by PPC

1. *March 25*: Distribution of draft Work Plan 2026 to Councillors for review by 5th April. All comments to be sent to PPC Chair for consideration.

2. *March 27 PPC1 Meeting Part 1*: Presentation and brief overview of Draft Work Plan to PPC.

3. *March 25-7th April*: All inputs received are carefully considered by the Chair of PPC, with the support of the Secretariat. Responses to all feedback are reported on a tracking table which details how the comment was addressed and incorporated as a text amendment in the final draft (where relevant). Where suggestions could not be onboarded, a rationale is clearly explained.

4. *April 8th*: IUCN membership receives Work Plan and tracking table for their review and feedback until the 15th April.

5. April 8th – 16th April: All new inputs received are carefully considered by the Chair of the PPC, with the support of the Secretariat. Responses to all comments are added to the existing tracking table.

6. 16th April: Council and PPC receive latest draft Work Plan integrating amendments where adequate. Tracking table with feedback from Council and Members accompanies is also shared.

7. 22nd April: PPC reviews draft 2026 Work Plan and makes recommendation to Council on approval of the document

C117 item 4: Work Plan 2026

- PPC ***welcomed the 2026 work planning process*** noting that it was inclusive of all parts of the Secretariat, better linked to the portfolio budget, integrates, where possible, with Resolutions and that it is coherent and integrated.
- PPC reflected on the opportunity to extend this ***integration with other component parts of the Union***, noting that Commissions have agreed to develop a common template for their work plans based on this model and that elements of it have already been reflected in the reporting template for National and Regional Committees.
- PPC emphasised the importance of maintaining focus on ***implementation of the work plans*** of the Secretariat and Commissions and optimising synergies with Members, particularly at regional level.
- Accountability will be important with respect to delivery. PPC notes that the Programme now contains an ***accountability framework*** and will work with the Secretariat to understand how this will be applied in practice.
- PPC requested that the approved version of the Workplan reflects the ***correct title*** of the "*Global Standard for effective and equitable Protected and Conserved Areas*"
- PPC recognised the ***"learning by doing" approach*** for more robust and integrated work planning and notes the opportunity to work with the Secretariat to further strengthen this for 2027.

C117 item 4: Work Plan 2026

PPC recommendation to Council (*for decision*):

The IUCN Council,

On the recommendation of the Programme and Policy Committee;

Approves the draft Work Plan 2026, requesting that the change of nomenclature of the «IUCN Green List Standard» to the «IUCN Global Standard for Effective and Equitable Protected and Conserved Areas» be reflected in the final document.

IUCN World Conservation Congress

Abu Dhabi 2025

Summary of results and recommendations to the IUCN Council

(C117 – 21 to 23 April 2026)

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1. Scope

This document summarises key highlights, outcomes, lessons learned and recommendations from the IUCN Congress 2025 for the IUCN Council. It draws on inputs from multiple teams involved in Congress preparation and delivery. The recommendations comprise both lessons on what can be improved and lessons on what worked well and should be maintained.

The document focuses on areas relevant to Council, particularly governance, resourcing, communications, and the overall Congress model. Detailed operational lessons are intentionally excluded, as they are addressed within teams responsible for future implementation.

Unlike most international convenings of similar scale, the IUCN Congress is governed by statutory requirements that combine a global Forum and a Members' Assembly within a single event. This dual structure constitutes a primary driver of complexity, requiring parallel governance processes, extensive procedural safeguards, and sustained human and financial investment. This structural reality underpins many of the recommendations presented in this report.

2. Highlights

2.1. A record-breaking Congress

- **10,320 registered** participants from **189 countries** – the largest documented Congress in IUCN history (see annex 1 for comparison with recent editions)
- **1,363 events** held over 5 days (300+ Forum sessions; 1000+ Exhibition events)
- **140 exhibitors** – including **42 pavilions** (highest participation at an IUCN Congress to date) & **9 sponsors**
- **1040 accredited Members** in the Assembly (highest number in IUCN history)
- **144 Resolutions** adopted
- **4 Summits** convened:

✓ Youth Summit (240+ youth from over 90 countries represented)

✓ Business Summit (400+ onsite participants, including 100+ executives representing an estimated 70 companies)

✓ Philanthropy Summit (115 participants from 29 countries covering 6 continents)

✓ World Summit of Indigenous Peoples & Nature (132 IP representatives; 52.3% indigenous women, 4.5% indigenous youth).

- First **fully hybrid** Congress (participation and voting)

✓ 88% of surveyed onsite participants strongly agreed or agreed that the Congress was a worthwhile investment of their time.

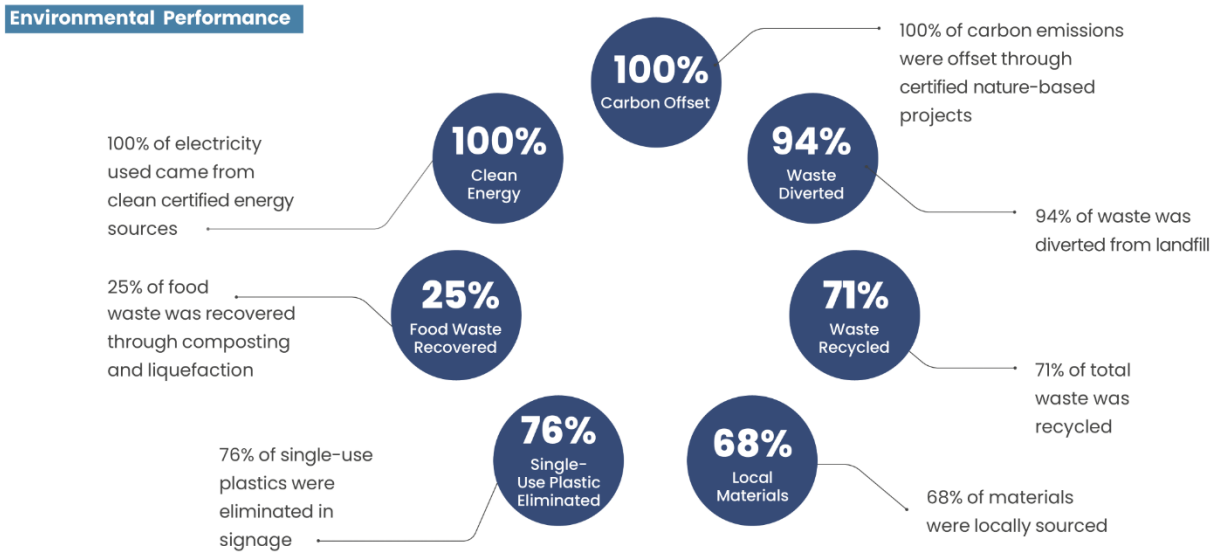
2.2. IUCN in the global spotlight

- **278.6M potential reach** via #IUCNcongress
- **116.5M total reach** for paid social media campaign
- **3.6M page views** across IUCN Congress websites
- **261,900 newsletter opens**
- **On CNN: 193 airings** of Congress content & **1.7M impressions** of digital ads
- **220,550 press mentions** – 430 media representatives on site

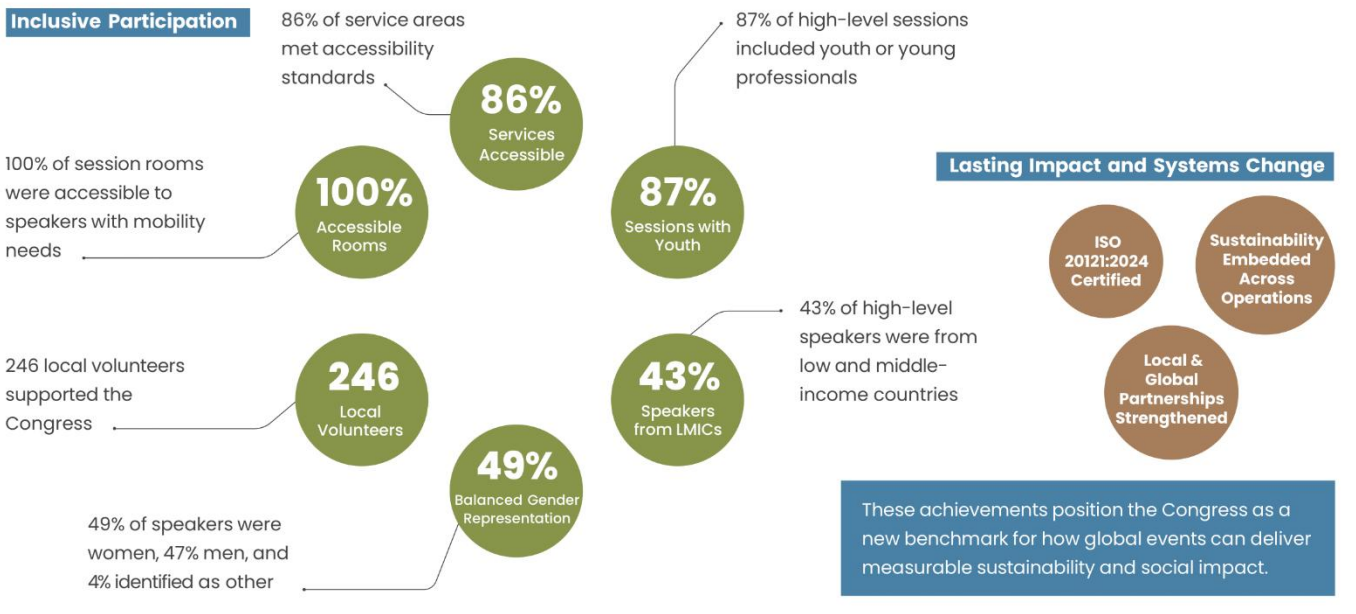
2.3. Leadership in Sustainability

The IUCN Congress 2025 was officially certified to the leading global event sustainability standard: ISO 20121:2024. The following extracts from the Sustainability report illustrate the performance achieved.

Summary of the environmental performance with key indicators:



IUCN World Conservation Congress 2025 Sustainability Report

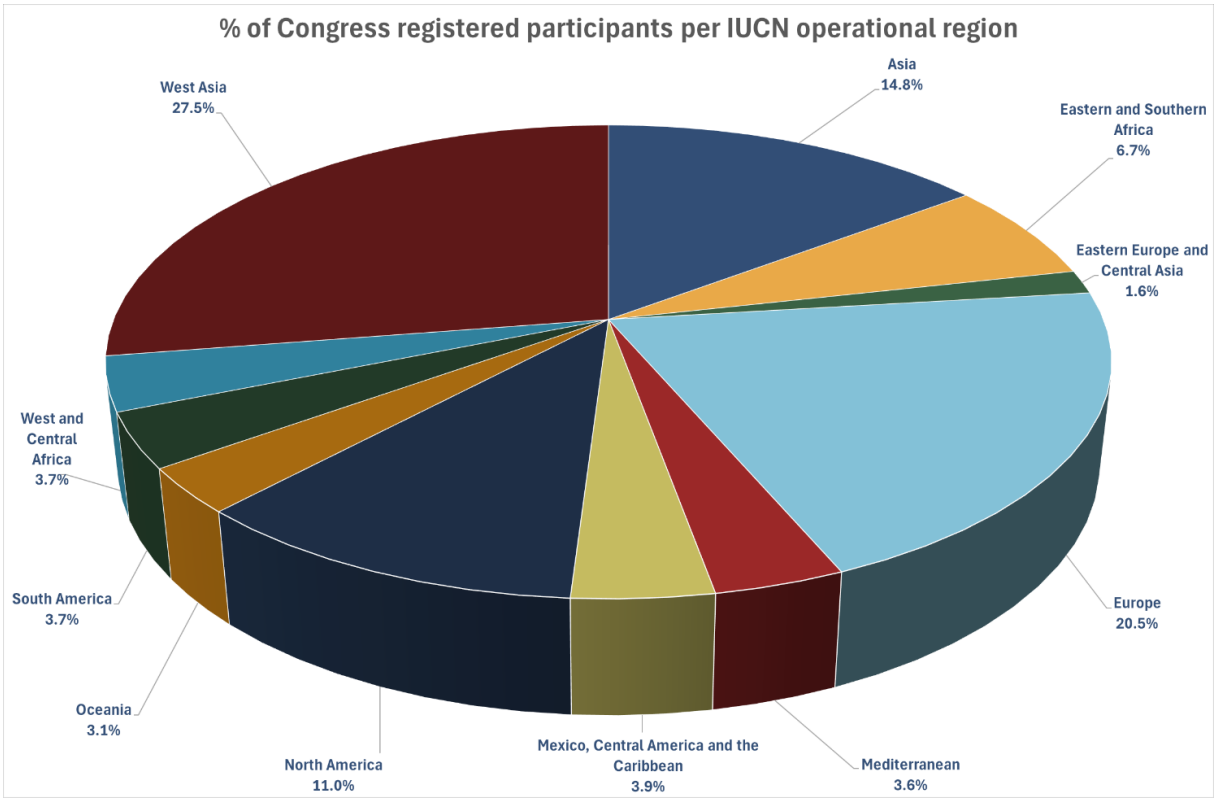


IUCN World Conservation Congress 2025 Sustainability Report

3. Congress results and impact

3.1. Participant demographics

The Congress in Abu Dhabi brought together the largest ever number of participants on site, as well as a large cohort of online attendees. The total number of attendees exceeds 10,000. The analysis of registered participants in IUCN's CRM shows a good regional balance, as indicated in the graph[1] below:



3.2. Participant satisfaction

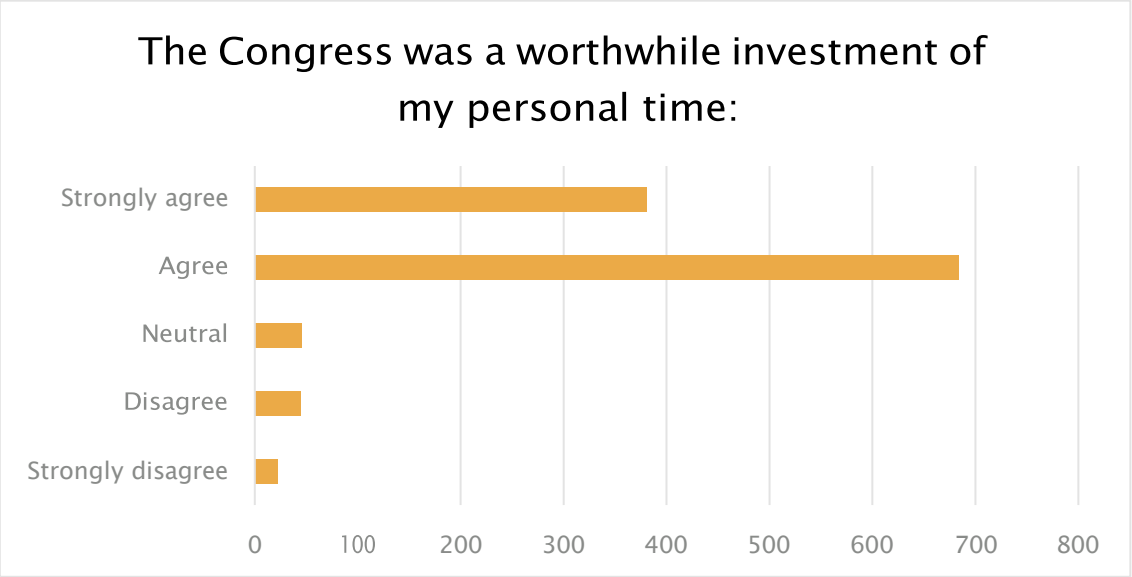
A participant survey was conducted yielding 730 responses from onsite attendees, making it statistically significant[2]. The below graphs show the satisfaction levels of these participants. Onsite participants overwhelmingly consider that the Congress had value for them personally and for their organisation, as shown in the following two questions.

[1] Registration occurs in line with IUCN's operational regions, rather than statutory regions, among other reasons because of the sponsored delegates programme).

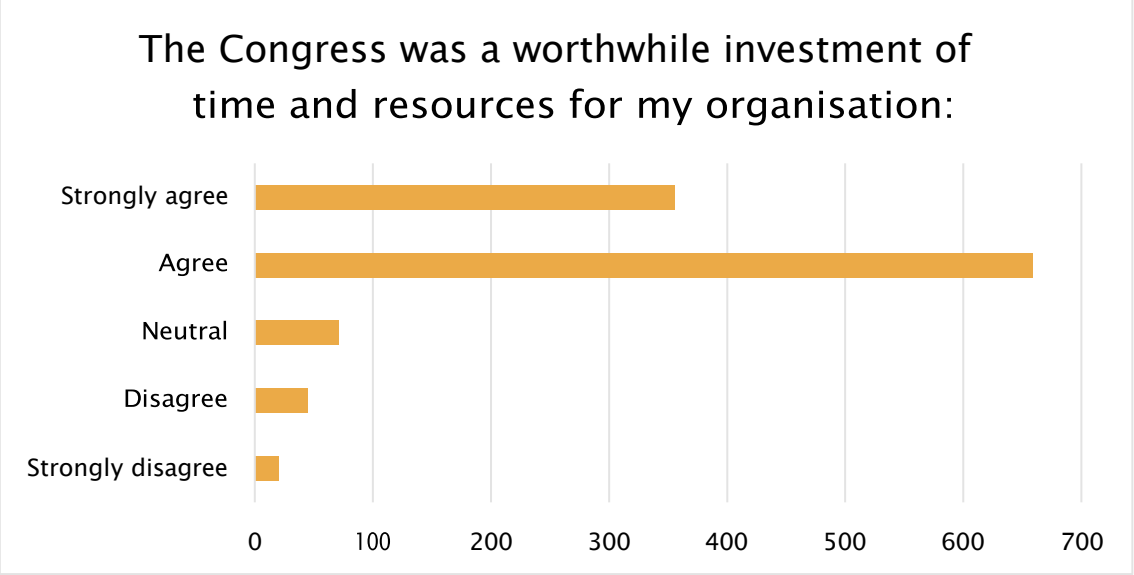
[2] with ±5% margin of error at 95% confidence, assuming a representative sample of participants.

Of surveyed onsite participants:

- **88 % strongly agreed or agreed that the Congress was a worthwhile investment of their own time.**

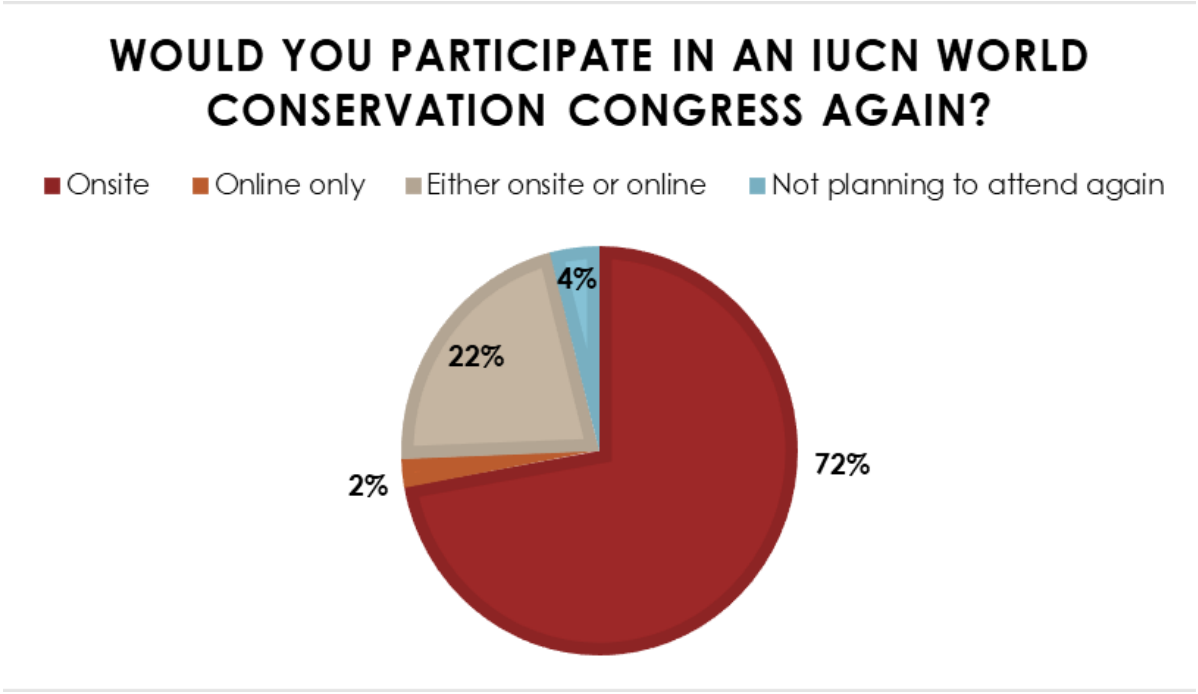


- **88% strongly agreed or agreed that the Congress was a worthwhile investment of the time and resources of their organisation.**



3.3. Onsite vs. Online participation preferences

The Abu Dhabi Congress was the first to be fully designed as hybrid, both for the Forum and for the Members' Assembly. The majority of participants chose to attend in person, yet there was a significant contingent online: 918 virtual participants. When surveyed, while the majority of participants (72%) expressed a preference for onsite participation, a significant number (22%) would consider participating either onsite or online. As a hypothesis, these results seem to suggest that there are many participants who prefer to engage in-person yet could switch to the online option if there are significant geopolitical, financial, sanitary or carbon-related motivations to do so.



The full set of results from the ***Congress Participant Survey*** can be found on the Union Portal (click here).

3.4. Qualitative assessment through in-depth interviews

IUCN commissioned Altai Consulting to provide an analysis of Congress' value added for participants. The report is based on qualitative analysis of 97 participant interviews. It documents participants' perspectives on the added value of the Congress and identifies key outcomes and pathways for change associated with the event. Overall, the Congress is described by participants as contributing to **stakeholder engagement**, **knowledge exchange** and **collaboration**, while supporting **alignment** of efforts and **follow-up actions** across the conservation community.

More specifically, how interviewees viewed and valued the Congress experience can be summarised as follows:

Uniting people, powering conservation:

- A unique convening power
- Fostering inclusive and equitable dialogue
- A global environmental parliament in action

A hub of ideas and shared knowledge:

- Diverse expertise for collective solutions
- Disseminating new tools and approaches
- Authentic dialogue at the centre

A human-centred platform that inspires, energises and connects:

- Breaking silos and forging relationships
- Thinking outside the box
- Reigniting motivation

A renewed impetus for collaborative action:

- Paving the way for future action
- Building shared goals
- Catalysing new initiatives

The final report of this qualitative assessment is available on the Union Portal (click here). It demonstrates the unique value proposition of IUCN as a convener and the attachment to the event for key players across various constituencies.

3.5. Communications

Amidst a full news cycle, communications for the IUCN World Conservation Congress 2025 cut through. The communications campaign had **four main communications objectives:** (i) drive registrations; (ii) demonstrate the power of the Union; (iii) inspire conservation action; and (iv) engage broader audiences.

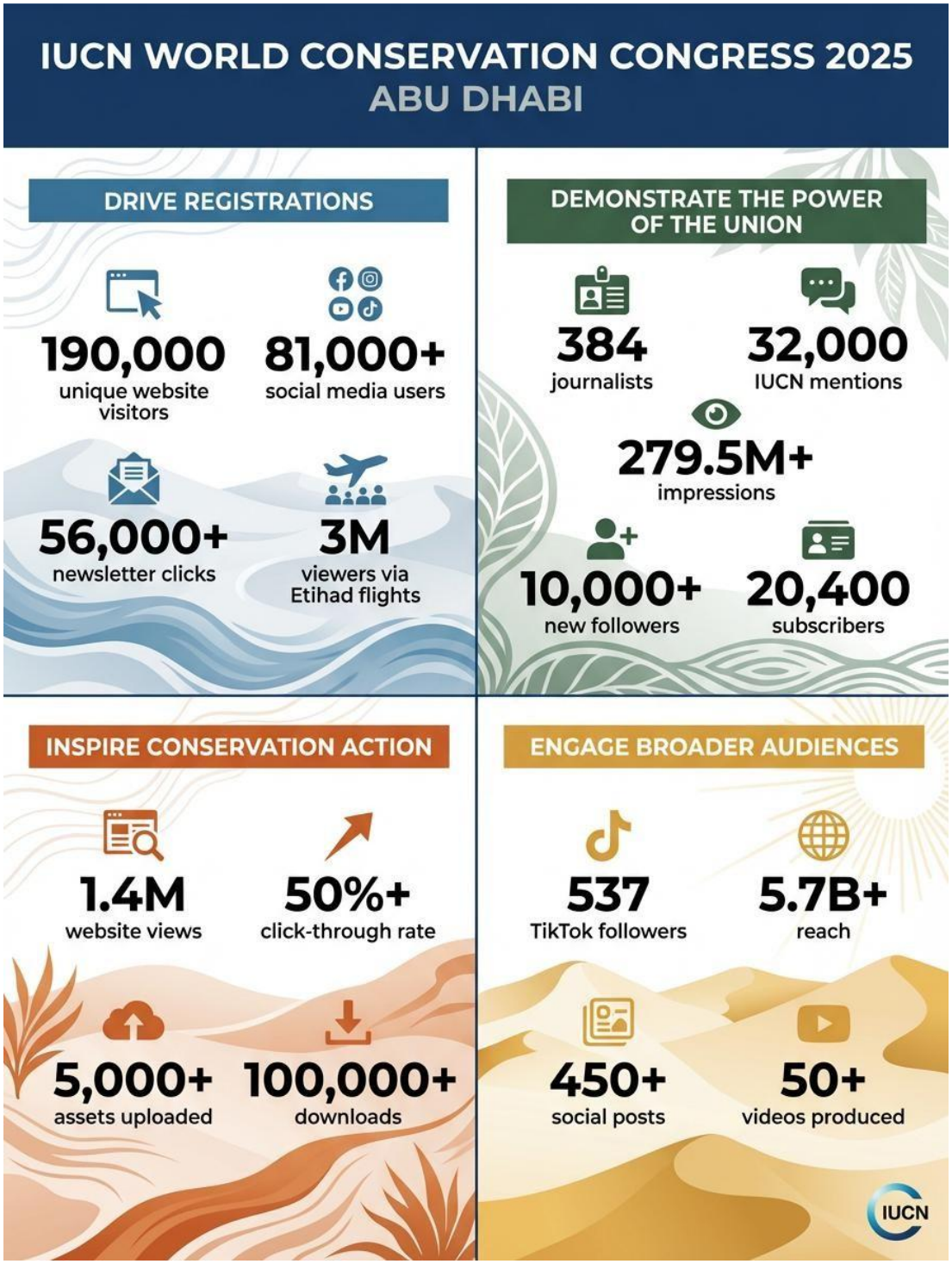
As summarised in the infographic below, overall, the campaign generated:

- **81,000+ social media users** driven to the Congress website from paid campaigns
- **56,000+ registration button clicks** on Congress newsletter[3]
- **3,000,000 viewers** reached by Etihad Airways on-flight film
- **384 journalists** accredited for Congress
- **32,000 press mentions** of IUCN in 174 countries
- **279,501,994 impressions** on IUCN corporate paid and organic campaigns[4]
- **10,000+ new followers** on social media during Congress week
- **20,400 new subscribers** to Congress email newsletter
- **50%+ click-through rate** of Congress daily highlights newsletter
- **1,400,000 views** of Congress website
- **100,000+ assets downloaded** from Congress website
- **5.7 billion+ reach** from announcements during Congress[5]
- **50+ Congress themed videos** produced for IUCN channels

[3] Over 56,000 users clicked on the registration button, demonstrating significant initial interest in the event. This figure, however, does not correspond to the number of completed Congress registrations, which usually result from repeated exposure and multiple interactions with the content.

[4] Social media impressions represent the total number of times content is displayed on a user's screen, regardless of whether it was clicked or not; there can be multiple views /impressions by the same user.

[5] Reach counts the number of unique users who see the content.



The success of the campaign is due, among many efforts, to the hiring of a dedicated staff member (Event Communications Manager) and shaping of various partnerships with high visibility partners such as **BBC Media Action**, **CNN** International, and **APTN**. Additionally, the Secretariat secured earned media coverage of the Red List update, the European Red List update, and the launch of the World Heritage Outlook 4 report in

outlets such as **The New York Times**, **Agence France-Presse**, **Associated Press**, **CNN**, **The National**, **Mongabay**, and **The Guardian**. IUCN also invested in novel approaches such as working in partnership with influencers for the first time and launching a new TikTok account.

A full Communications report showing the key elements of the impact in terms of communications is available on the Union Portal.

3.6. Key Partnerships and Sponsors

The 2025 Congress sponsorship programme was the first of its scale for IUCN, featuring purpose-led packages, strategic stakeholder engagement and practical partnerships. The programme achieved strong conversion rates thanks to proper qualification of prospects and clear alignment between business objectives and value propositions.

The programme secured **11 sponsorship deals**. Sponsors reported 100% satisfaction with networking opportunities, visibility and thought leadership platforms, while in-kind partnerships provided essential event support (VIP transport, accommodation for VIPs, free quality coffee for volunteers & staff).

Importantly, the programme delivered strong 'brand awareness' and intangible strategic value (in addition to tangible financial results), establishing lasting relationships, raising IUCN's profile beyond traditional stakeholders, and creating a strong foundation for future IUCN convenings.

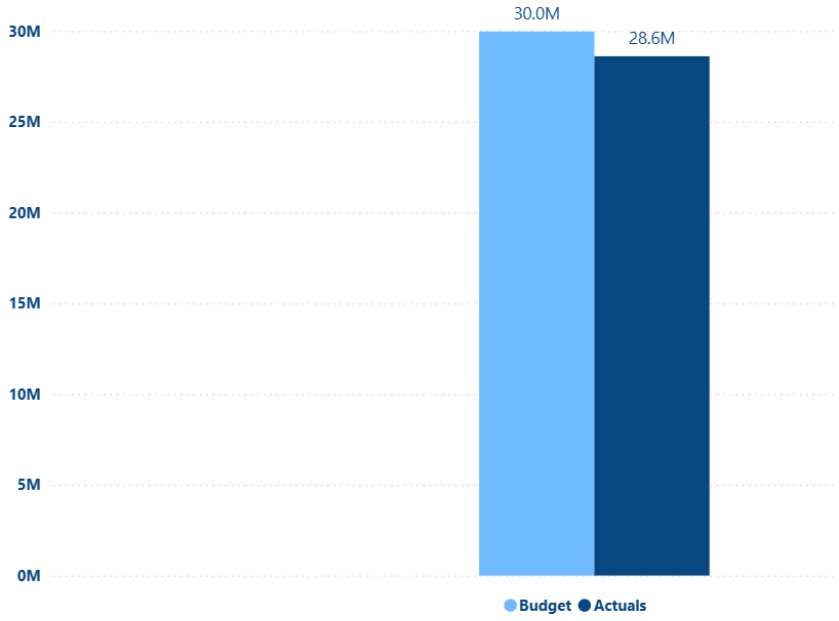
3.7. Financial results

This Congress generated a positive result for IUCN, which can be credited to a generous level of support from the host country combined with an unprecedented success of IUCN's fundraising efforts. The fundraising streams (registration, pavilion sales and sponsorship) generated nearly 7 million CHF, relying on a well-designed strategy, a collective effort across the Secretariat, and the hiring of a local fundraiser in the UAE. The importance of curating the strategy for registration fees and getting it approved on time by Council should be underlined, particularly given that the introduction of differentiated fees by country income category (implemented for the first time) was largely well accepted and appreciated by Members. Similarly, the pricing strategy for pavilions and the campaign to sell the spaces require both significant lead time and staff resources.

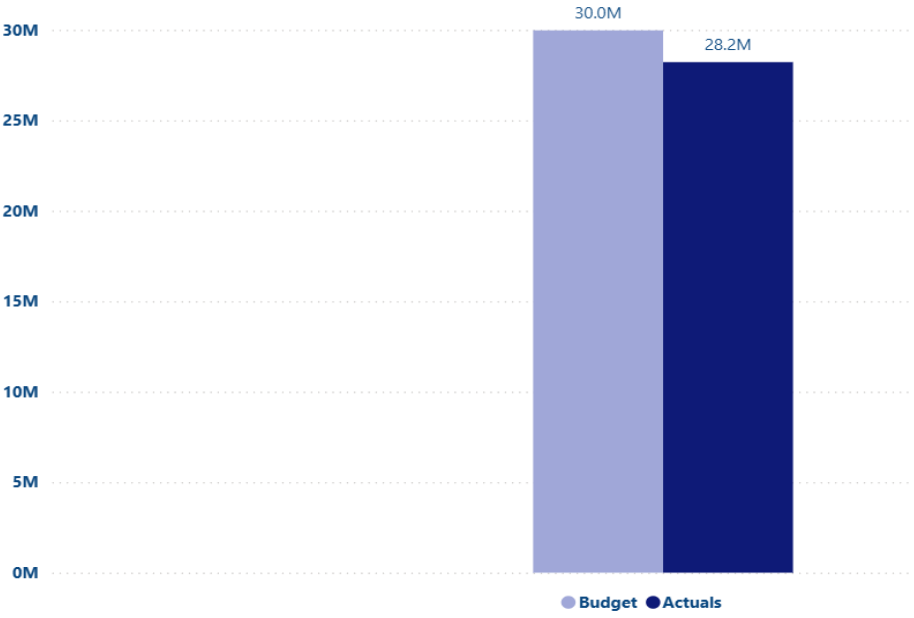
The graphs below include all income and expenditure relating to the 2025 Congress (as of 25 March 2026). Total income was CHF 28.6 million and total expenditure was CHF 28.2 million, leading to an **overall surplus of CHF 0.4 million**.

Details of budgets versus actuals are shown below.

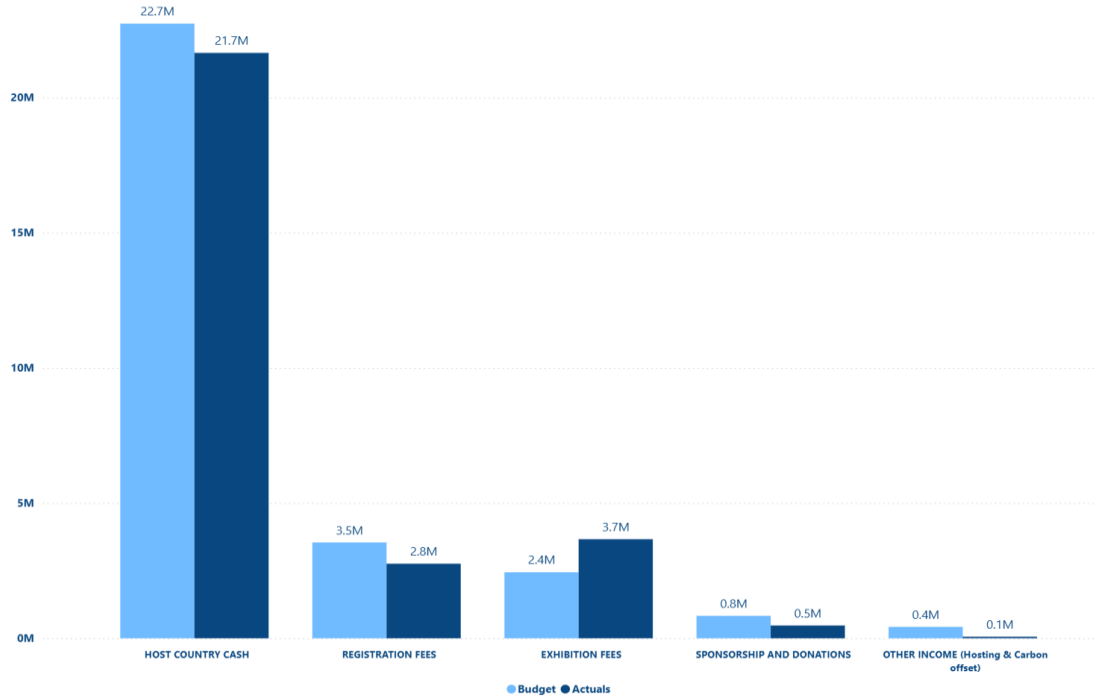
Total Income, Budget vs Actuals in CHF millions



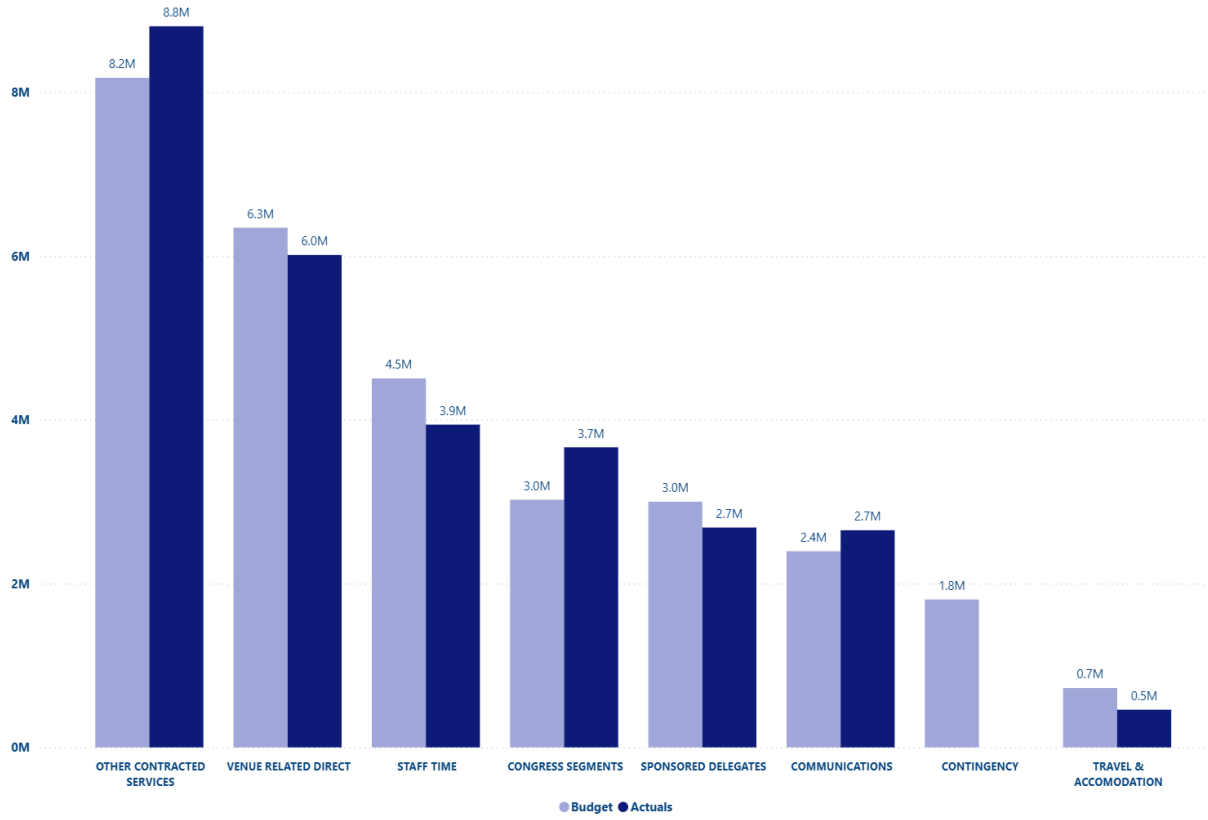
Total Expenditure, Budget vs Actuals in CHF millions



Income by funding source, Budget vs Actuals in CHF millions



Expenditure by main budget categories, Budget vs Actuals in CHF millions



3.8. Sustainability

A Policy-Driven Approach to Sustainable Delivery

The Congress' sustainability was embedded from the outset and was guided by a dedicated Sustainability Policy that outlined IUCN's commitment, with the support of the host country, for the Congress 2025 to:

- Reduce environmental impact
- Maximise positive social and economic outcomes
- Ensure full transparency and accountability

This policy provided the foundation for all decisions – from planning and procurement to operations and reporting – ensuring sustainability was not an add- on, but a core operating principle.

Four Strategic Pathways, One Integrated Vision

The Congress's sustainability strategy was structured around four strategic pathways:

- Economic/societal: Maximise local and global impact
- Environmental: Minimise the ecological footprint of the Congress
- Social: Organise a unifying event
- Governance: Strengthening organisation resilience and governance

Each pathway was supported by a tailored Sustainability Action Plan, underpinned by specific key performance indicators to track progress across areas including low-carbon mobility, sustainable catering, waste reduction, accessibility, and youth engagement.

Certified to Global Standards

The Congress was **certified to the ISO 20121:2024 standard** for sustainable event management – the leading globally recognised framework that ensures sustainability is embedded throughout the event lifecycle.

Delivering Results, Building Legacy

The IUCN World Conservation Congress 2025 proved that major international events can be sustainable, inclusive, and impactful. It delivered clear results across environmental performance, social inclusion, and long-term legacy. By embedding sustainability holistically into planning and delivery, the Congress has set a lasting model for future global convenings, demonstrating that bold climate action, equitable participation, and operational excellence can go hand in hand.

Environmental Performance

- 100% of electricity used came from clean certified energy sources
- 100% of carbon emissions were offset through certified nature-based projects
- 94% of waste was diverted from landfill
- 71% of total waste was recycled
- 68% of materials were locally sourced, and 76% of single-use plastics were eliminated in signage
- 25% of food waste was recovered through composting and liquefaction

Inclusive Participation

- 100% of session rooms were accessible to speakers with mobility needs
- 86% of service areas met accessibility standards
- 87% of high-level sessions included youth or young professionals
- 43% of high-level speakers were from low and middle-income countries
- 49% of speakers were women, 47% men, and 4% identified as other
- 246 local volunteers supported the Congress

Lasting Impact and Systems Change

- ISO 20121:2024 certification was verified through independent audit
- Sustainability was embedded into all contracts, operations, and reporting
- Local and global partnerships strengthened capacity, inclusion and innovation.

These achievements position the Congress as a new benchmark for how global events can deliver measurable sustainability and social impact. A complete Sustainability report is available on the IUCN website.

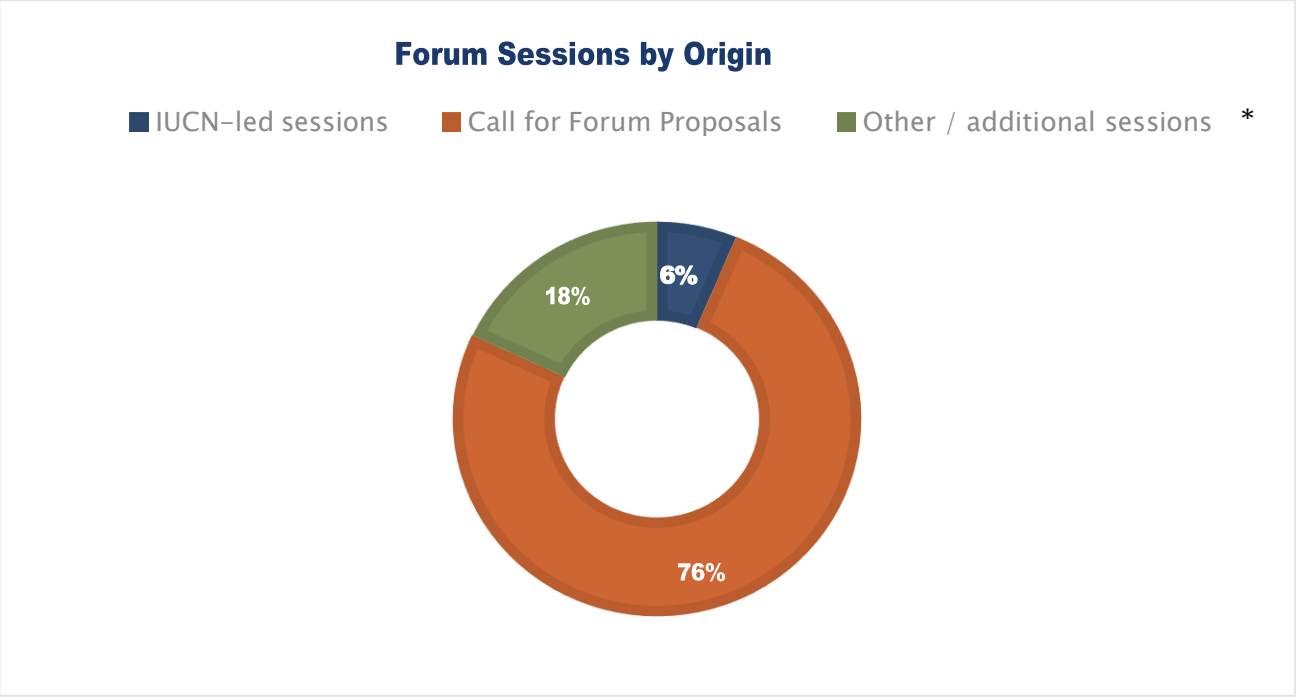
3.9. Forum

Forum sessions at the IUCN Congress 2025

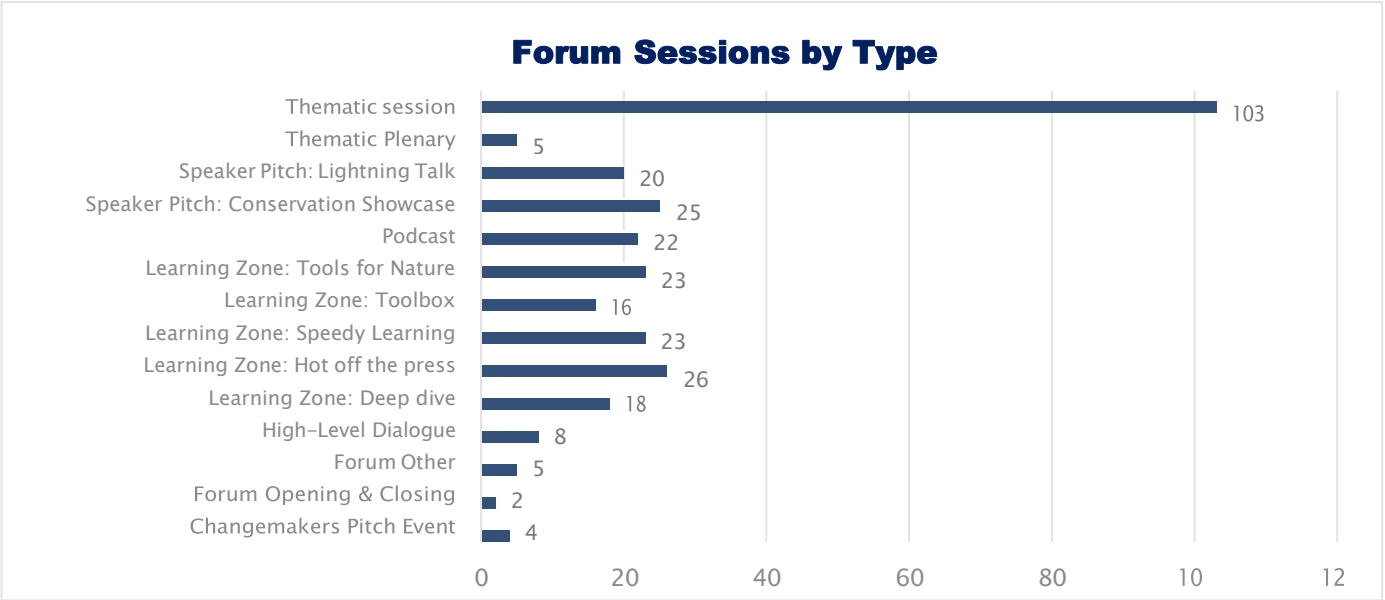
The Forum is one of the two statutory components of the IUCN Congress. It represents the open 'agora' of the Congress, which allows the Union to showcase its work and its Members to the broader world, and to discuss cutting-edge or emerging topics. It provides the platform to show the Union at its best, to provide insights by speakers and presenters who are not (yet) in the Union, to launch publications or initiatives, and to generate media coverage, enabling the organisation to build its brand and name-recognition.

The Forum programme included **300 sessions** of different categories across 4 days (9-12 October). Sessions varied from High-Level Dialogues and Thematic plenaries to Changemaker pitches and Lightning Talks (see below). Overall, Forum sessions were sourced in two ways:

- IUCN-led sessions (coordinated by the Secretariat)
- Sessions selected through the open Call for Forum Proposals, which received 1000+ submissions from across the Union and around the world.



** Other / additional sessions include programme elements not itemised above*



Capacity-building "Learning Zone"

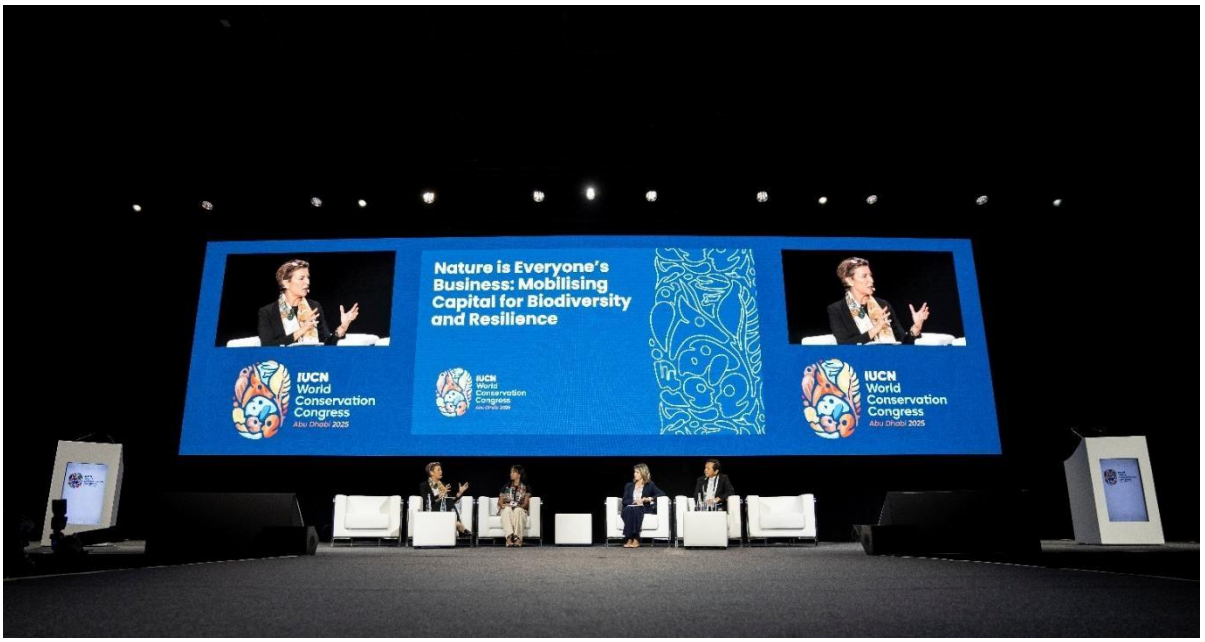
One of the distinctive features of IUCN Congresses is the significant component of Capacity-building. The efforts put into the *Learning Zone* in Abu Dhabi, coordinated by the IUCN Academy, paid off with remarkable results and positive feedback. The Learning Zone included two main components:

- A rich programme of **57 training sessions** carefully selected following a call issued as part of the Forum Call for Proposals.
- A *Learning Zone* Pavilion proposing **22 training sessions** on IUCN tools and **26 sessions** on IUCN Publications.

Overall, the Learning Zone concept was a considerable success. It welcomed **3,122 participants** over four days and was praised for the quality of the sessions on offer. 30% of the selected sessions were proposed and delivered by IUCN Members or Commission Members, while many more included their participation.

3.10. Summits

Summits were first integrated into Congress programming at the IUCN Congress in Marseille (September 2021). The vision behind hosting Summits at the Congress was to provide a convening space for specific constituent groups to meet and deliberate pre-Congress.



Business Summit at the Congress

In 2025, IUCN organised **four Summits** at Congress: its first-ever Philanthropy summit, an integrated Business summit, and the first in-person World Summit of Indigenous Peoples and Nature (with an Indigenous Peoples' pavilion), in addition to the Youth Summit (with a Youth pavilion). The Philanthropy, Indigenous Peoples, and Youth Summits took place on 8 October, while the Business Summit, including a pavilion in the Exhibition, was held during the Forum/Exhibition days (10-11 October).

3.11. Exhibition

The Exhibition at the IUCN World Conservation Congress 2025 achieved unprecedented success, serving as a dynamic marketplace for major announcements, knowledge exchange, visibility, and collaboration. Despite a challenging political context, the Exhibition reached record participation levels and created meaningful partnerships that will advance conservation going forward.

Exhibition in numbers

- **140 exhibitors – the highest participation at an IUCN Congress to date.**
- 1,000+ events held in the Exhibition over the 5-day period.
- Exhibition space sold out for the first time with a record number of large or medium pavilions being deployed (42 in total).
- Exhibitor satisfaction: 4.4/5 for overall quality and experience and 91% of surveyed exhibitors expressed interest in participating in future IUCN convenings.

Exhibitor profile & diversity

The Exhibition brought together a diverse constellation of organisations representing the full spectrum of conservation actors…

- IUCN Members: 43%
- Non-affiliated NGOs and: 26%
- Private sector & social enterprises: 15%
- IUCN Secretariat and Commissions: 8%
- National Committees: 4%
- Academic institutions: 4%

… from all across the globe:

- West Europe: 27%
- West Asia: 21%
- North America & the Caribbean: 18%
- South & East Asia: 16%
- Africa: 6%
- Global (IUCN Pavilions): 5%
- East Europe, North and Central Asia: 3%
- Meso and South America: 3%
- Oceania: 2%

Innovative approaches

The Exhibition served as a genuine catalyst for meaningful partnerships, collaboration, and conservation action. Major announcements were made in this space, such as the latest global Dugong & Raptors assessment report by the UN Convention on Migratory Species; the issuance of USD 20 million worth of Blue Bond by First Abu Dhabi Bank; a new global initiative to track, prioritise and strengthen national action toward the 2030 goals of the Kunming-Montreal Global Biodiversity Framework introduced by the Nature Positive Initiative; a global innovation competition launched by TNFD (in partnership with

IUCN, Conservation X Labs and UNDP) aiming at empowering SMEs and entrepreneurs to develop nature-focused technological solutions and nature disclosure tools; and many more.

The Exhibition space offered high-quality pavilion sessions and knowledge exchange praised by exhibitors for depth of expertise and meaningful engagement. There was a dedicated Indigenous Pavilion showcasing Indigenous-led conservation action, as well as regional showcases through IUCN Regional Pavilions and the UAE Pavilion. Exhibitors reported numerous new collaborations initiated during the Congress.

3.12. Members' Assembly

Hybrid Assembly

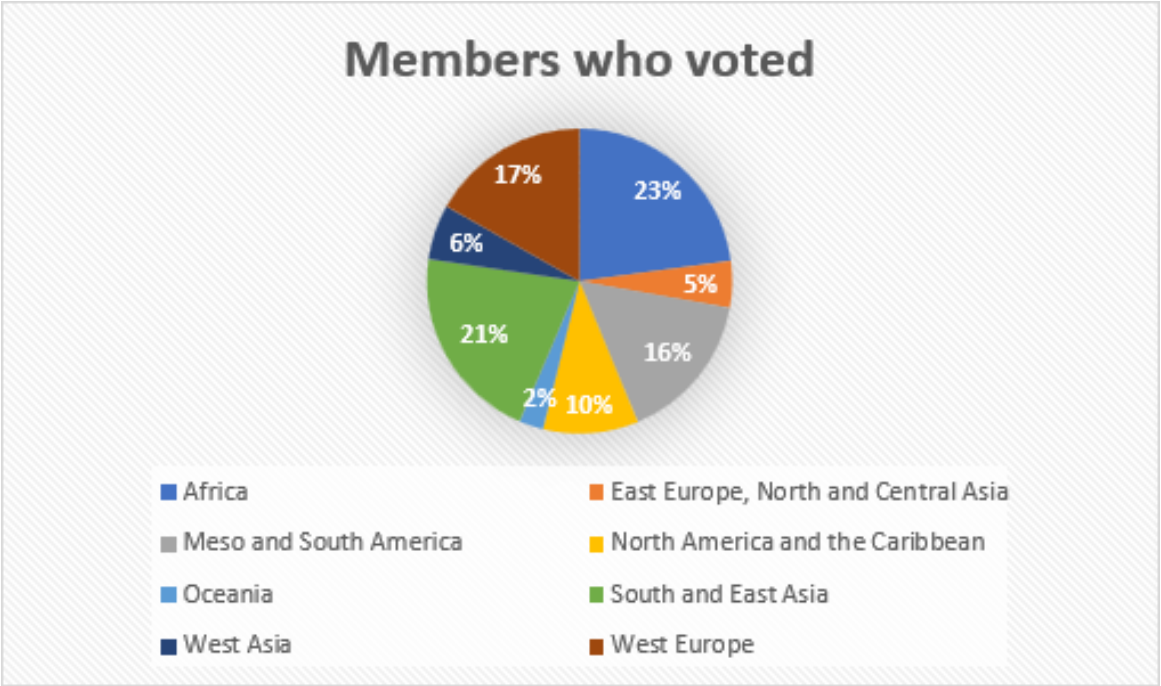
The Members' Assembly (MA) is a Statutory element of the Congress, which is the highest organ of IUCN (in accordance with the IUCN Statutes). The Members' Assembly is considered the Members' main channel to voice their views and make decisions for the Union.

The 2025 edition of the MA marked an historic milestone for the Union, successfully delivering the **first hybrid Assembly** following the statutory changes adopted by Members in 2023. This achievement represents not only a technological success, but a democratic one, demonstrating IUCN's commitment to inclusive governance that ensures all Members can exercise their rights equally, regardless of their ability to travel to the venue. The meticulous preparation and planning invested in creating seamless participation pathways for both in-person and remote attendees paid dividends, with Members able to take the floor, engage in debate, and cast their votes with equal facility whether they joined from the Assembly Hall or from across the globe.

Participation in the Members' Assembly

The 2025 MA set new participation records with an unprecedented **1041 accredited Members** — the highest number for any Congress in IUCN's history – from a total number of 1389 Members (75%) eligible for accreditation. This extraordinary turnout reflects the deep engagement of IUCN's diverse membership and their commitment to shaping the Union's future direction. Of these 1041 Members, 988 Members gathered onsite, filling the venue almost to capacity and creating a palpable sense of collective purpose. IUCN was able to financially support **640 sponsored delegates** to attend the Congress in Abu Dhabi by combining the host country's financial contribution with IUCN's own fundraising (to the order of CHF 700k). Meanwhile, remote participation

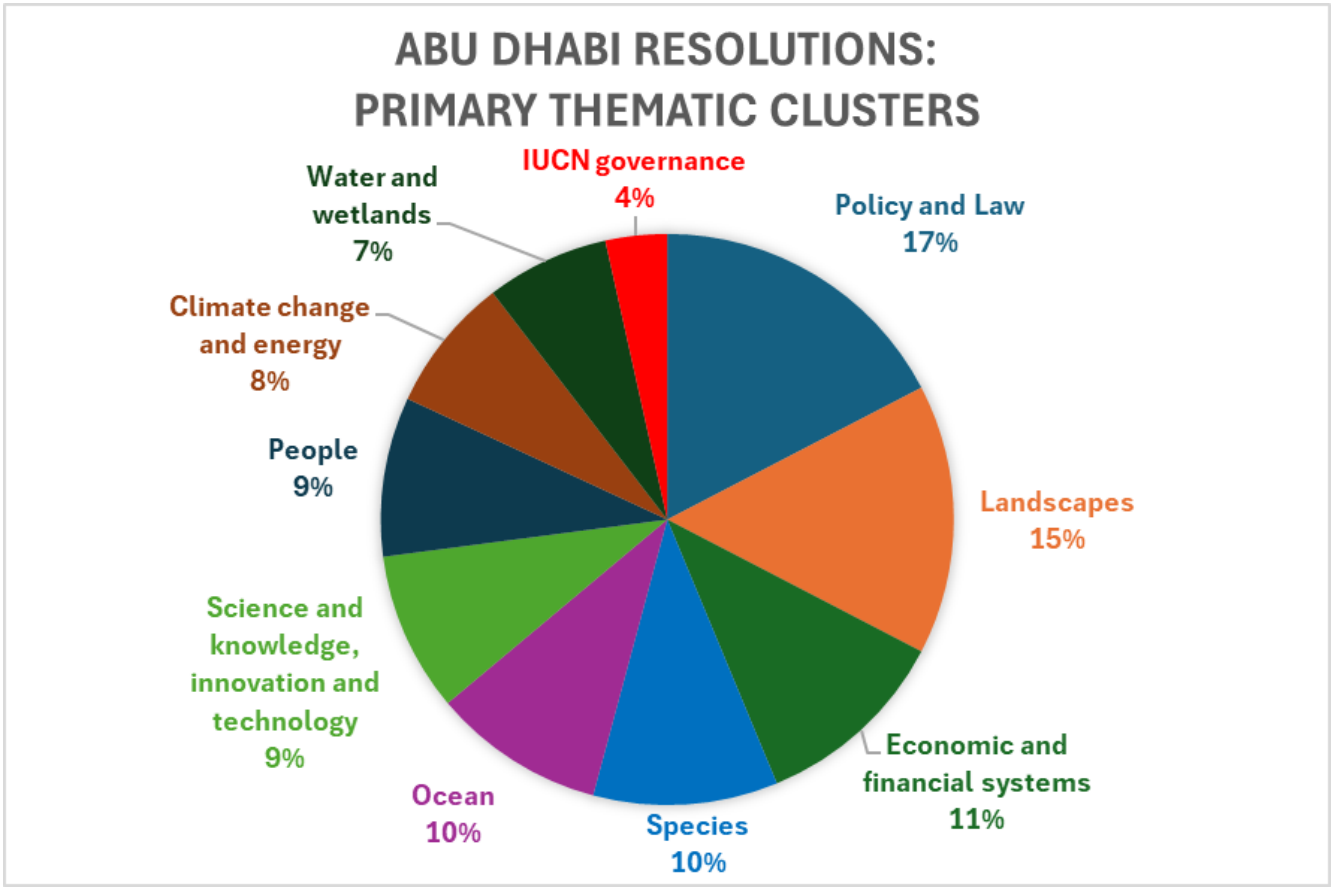
enabled an additional 4 to 11 Members at any given time to contribute their voices from further afield, ensuring that geographic distance did not become a barrier to meaningful participation in the Union's democratic processes. Of the 1041 accredited Members, 1010 exercised their voting rights (97%) during the MA, for which the regional spread is shown below.



From Motions to Resolutions

The Resolutions adopted in Abu Dhabi address a wide range of issues of relevance to IUCN and provide insights into Members' collective priorities. A total of 11 "new and urgent motions" were submitted shortly before the start of the MA, of which eight were accepted and two merged, meaning that nine new motions were admitted for debate. From a total of 147 motions, two were merged, one was rejected, and one was deferred to the next Congress. By the end of the MA (and considering e-voting on motions ahead of Congress), a total of **144 Resolutions and Recommendations** had been adopted, in comparison with 137 in Marseille (2021) and 112 in Hawai'i (2016).

Almost 20% of the Resolutions adopted address primarily issues of 'policy and law', with 'landscapes', 'economic and financial systems', 'species', and 'ocean' each accounting for at least 10%. It is worth noting that many Resolutions address multiple themes, however this analysis assigns a single primary theme to each in the interest of providing a high-level overview of what was adopted (see below).


ABU DHABI RESOLUTIONS:
PRIMARY THEMATIC CLUSTERS
IUCN governance
4%
Policy and Law
17%
Water and
wetlands
7%
Climate change
and energy
8%
People
9%
Landscapes
15%
Science and
knowledge,
innovation and
technology
9%
Economic and
financial systems
11%
Ocean
10%
Species
10%

4. Lessons learned and Recommendations

4.1. Congress structure

Despite the statutory requirement to have both a Forum and a Members' Assembly, the Congress does not follow a prescribed structure or format. It has varied significantly over the past four editions. Feedback from Abu Dhabi indicated that three and a half days of Assembly, with evening sessions, was insufficient for the volume of business and the quality of deliberation expected. However, additional Assembly time carries cost implications that must be fully assessed against the governance value of adequate deliberative time and factored into Hosting Agreement negotiations from the outset.

With a view to reducing costs and following the event industry's standard practices, the Secretariat recommends to:

- ✓ *Agree upon the overall **Congress structure** before negotiating the Hosting Agreement. (Congress structure has significant implications on number of venue days requested, public announcement of Congress dates, etc. Adjustments cannot be made to the "structural bricks" of Congress once the dates have been announced and the Hosting Agreement negotiated).*
- ✓ *Structure the Congress to allow for a proper balance of Forum, Assembly (at least 3.5 or 4 days) and Exhibition.*
- ✓ *Design Forum and Exhibition events to allow for an optimized attendance to both and ensure there is no overlap between the Members' Assembly and the Exhibition.*
- ✓ *Avoid holding pre-meetings other than the Council meeting prior to the Congress.*
- ✓ *Decide very early on the go/no-go for **Summits** -even before the Hosting Agreement is negotiated.*
- ✓ *Integrate Summits in the planning from the outset and as part of the Hosting Agreement so they become part of the official Congress programme and can be 'marketed' as part of the Forum.*

4.2. Congress Governance

The overall governance of the Congress preparations is partly dictated by statutory requirements. It includes periodic interactions between the Secretariat's organising team and Council, as well as regular briefings with both the CPC and the FAC. The following

are some of the major recommendations aimed at streamlining the process and maximising the Congress team's time and energy devoted to organising the event:

- ✓ *Revise the Congress Preparatory Committee's (CPC) ToR to (i) clearly define the Secretariat's and the CPC's respective roles and attributions; (ii) specify, by means of a structured information protocol, which categories of information to be shared with the CPC; and (iii) specify minimum reporting frequency and format, including a standing 'open risks' item at every CPC meeting.*
- ✓ *Structure the CPC engagement across the full Congress planning cycle as follows: (i) an inception meeting no later than 24 months before Congress, at which the CPC formally discusses and approves the Congress framework, objectives and information protocol; (ii) quarterly meetings from 24 to 6 months before Congress, with a standardised agenda that includes a Secretariat update on Hosting Agreement implementation, budget status, and open risks; and (iii) monthly meetings in the final 6 months before Congress.*
- ✓ *Direct Congress finance reporting to joint FAC/CPC sessions, to ensure that both the Finance and Audit Committee and the Congress Planning Committee receive timely and consistent financial information.*
- ✓ *Council to determine the fees for Members' participation with differentiated rates maintained across country income categories; other fees will be based on benchmarking/best practice.*

CPC Access to HC Agreement

The Congress Planning Committee's primary mandate is to monitor the implementation of the host country (HC) Agreement on behalf of Council. The Abu Dhabi experience revealed a structural gap: CPC members did not have access to the full Hosting Agreement, which made it materially difficult to monitor its implementation. The Secretariat acknowledges that Hosting Agreements may contain commercially or diplomatically sensitive provisions, and confidentiality clauses that limit information sharing. The proposed recommendations aim to reconcile the CPC mandate and manage access to sensitive information appropriately:

- ✓ *All members of the Congress Planning Committee should have access to the Hosting Agreement, or as a minimum to a full unredacted summary covering all provisions relevant to CPC's monitoring mandate, upon appointment to the Committee, subject to signing a standard non-disclosure agreement.*
- ✓ *At a minimum, the CPC Chair must have access to the full Hosting Agreement without redaction, as a prerequisite for effective oversight.*

- ✓ *The Secretariat should develop a standard NDA template for CPC members, approved by the Legal Advisor, in advance of each Congress.*
- ✓ *Future Hosting Agreement negotiations should be structured to minimise provisions that cannot be disclosed to the CPC.*

Congress Objectives

IUCN needs to set itself clear and measurable objectives for the Congress. Discussions on objectives tend to become discussions on themes. Objectives affect the delivery of the entire Congress, from the Forum's call for proposals to the Assembly's discussions. We recommend:

- ✓ *Define clear objectives (topical outcomes, policy impact, etc.) or meta- objectives (e.g. mobilise the Union, discuss IUCN's draft Programme of work), involving the host country, at least 24 months before the event.*

Congress Performance Monitoring

The ability to evaluate Congress outcomes over time is critical to enable both Council and Secretariat to adapt, and improve, the way each Congress is organised over time. This requires the consistent collection of comparable data across editions, making it important to build a set of standardised indicators that allow for that comparability in the future, using as baseline the 2025 edition (see Annex 1).

- ✓ *The Congress Planning Committee, working with the Secretariat, should develop a standardised Congress Performance Dashboard that defines a core set of indicators to be collected consistently for each future Congress, regardless of financing model.*

4.3. Host country selection

The host country provides most of the financial and in-kind support for Congress, albeit with variations. A transparent and competitive process, followed by a robust negotiation of the hosting agreement, is therefore key to the success of the event. To improve on the selection process, the following is recommended:

- ✓ *Reduce the overall requirements to allow for greater competition and diversity of HC candidates, as per Council decision from 2023 (C109/13). Proposed high level criteria are listed in Annex 2.*
- ✓ *Advance negotiations on key parts of the draft Hosting Agreement prior to Council taking the final decision, to preserve leverage in the negotiation.*

- ✓ *Ensure close and early coordination on VIP management and alignment of protocol guidelines between IUCN and host country.*
- ✓ *Ensure that the Hosting Agreement includes specific, operationally detailed provisions, drafted with the guidance of IUCN's Legal Advisor, guaranteeing all rights enshrined in Article 21 of the Statutes.*

4.4. Congress Management

The Congress organising team requires positions that are dedicated to one or several work streams but can work within and across the Secretariat to coordinate the various topics. The main challenge is ensuring that there is both buy-in and sufficient "human bandwidth" to achieve the delivery without overstretching teams. The clear definition of roles and responsibilities, from the ToRs of committees (such as CPC) to the distribution of the workload across regions and Centres, as well as corporate units, is critical to success. Recommendations to achieve this include:

- ✓ *Allocate the responsibilities at least 1.5 years before the event, in particular functional leads, and share the Congress' organisational chart with the leadership team as soon as possible.*
- ✓ *Actively engage regional and programme teams in the design and organization to leverage their technical expertise, ground-truthed insights, and understanding of political and institutional dynamics, thereby securing strong ownership and sustained buy-in.*

4.5. Human Resources

Congress organising team

Despite considerable outsourcing, events of the size of the World Conservation Congress require the Secretariat to provide a dedicated team to deliver this convening. The IUCN Congress organisation has been professionalised and improved substantially over the last decade, and recommendation to maintain this are to:

- ✓ *Develop a Congress organising team starting 3 years prior to Congress, as has been done for the past 4 Congresses, and allocate financial resources for these positions.*
- ✓ *Preserve the knowledge and know-how accumulated over past editions, having qualified professionals wherever possible.*

Secretariat support staff

The current model relies heavily on recruitment of staff to key positions (Forum coordinators, exhibition staff, VIP lounge staff, etc.) and requires input –often invisible– from the thematic areas/teams.

- ✓ *Ensure that other units get extra resources to support Congress processes efficiently*
- ✓ *Repeat/maintain the training session for intercultural awareness*
- ✓ *Create a VIP team that includes staff from regions who is briefed on protocol*

4.6. Resource mobilisation / Partnerships

To reach a net positive result, the Congress requires a significant fundraising effort, with dedicated staff, a clear value proposition. Restricted donations from governments and foundations have consistently decreased over the past Congresses.

For future Congresses, IUCN should:

- ✓ *Build upon the value proposition and strengthen the benefits offer.*
- ✓ *Continue to make every effort to cover Sponsored delegates and consider offering partial sponsorships.*
- ✓ *Ensure realistic pricing for pavilions that accounts for full costs and opening hours.*
- ✓ *Hedge against FX/Currency risk.*

4.7. Forum

For future Congresses, the recommendation is to:

- ✓ *Simplify the overall structure of the Forum, prioritising quality of content over quantity by:*
  - *Limiting the number of sessions taking place in parallel across the Forum.*
  - *Reducing the number of high-level events (high-level dialogues, thematic plenaries, etc.) organised by IUCN and schedule to optimize attendance.*
  - *Issue clear scheduling rules and programming guidance to pavilion and Forum session organisers no later than nine months before Congress.*
  - *Increasing the number of structured and intentional networking opportunities in the programme; invest in novel session formats that help achieve these goals*

Capacity-building "Learning Zone"

Recommendations to maximise the impact of the Learning zone are:

- ✓ *Continue to publicise the Learning zone concept at RCFs in the year before Congress.*
- ✓ *Invest in the venue for both the space and the build-up costs, in addition to the necessary staff costs, to ensure that IUCN's capacity-building knowledge is prominent.*
- ✓ *Have a strong advisory board of education/training professionals to help select the sessions that come in through the call for proposals.*

4.8. Summits

In order to best showcase the Summits in future, IUCN should:

- ✓ *Design the Summits as part of the Forum to ensure quality control and homogeneity and use relevant terminology (Summit, HL Segment, Caucus, etc.).*
- ✓ *Limit Summits to strategically essential constituent groups or topics for IUCN priority areas of work.*
- ✓ *Reduce the number of Summits taking place in parallel to help ensure participation from IUCN leadership and key stakeholders.*
- ✓ *Ensure that summits are open to all participants and integrated in the programme.*

4.9. Exhibition

The IUCN Exhibition has become a central feature for the Congress and has been highly valued by Congress participants in the satisfaction survey. Surveyed exhibitors also expressed satisfaction with the quality and experience of the Exhibition space, which sold-out.

Buzz at the Indigenous Pavilion: Home of Indigenous Peoples

Moving forward, the following is recommended:

- ✓ *Avoid overlap with the MA and Forum Plenaries and minimize overlaps with Forum sessions where feasible.*
- ✓ *Maintain the number of Central Stages (four). They bring a great value to the Exhibition and attract many people.*
- ✓ *Review the pavilion pricing model ahead of each Congress, taking into account: (i) the full costs of producing pavilions; (ii) the number and length of sessions expected of exhibitors; and (iii) comparative pricing at similar international events.*

4.10. Members' Assembly

The Members' Assembly (MA) is the most scripted component of the Congress, by statutes. Significant changes are therefore statutory changes, which require either

Council, or more often Assembly/Members' approval. Within the framework of the Rules of Procedure and the Statutes, recommendations for future editions are as follows:

- ✓ *Recruit dedicated staff internally, including:*
  - *Staff to support during the plenary sittings (technical support and a runner)*
  - *A Deputy MA manager to provide support for all the work in the lead up to the Congress and during the MA sittings.*
- ✓ *Rework the voting platform requirements for results and clear display of Member organisation names.*
- ✓ *Define rules surrounding the eligibility to run for Council to avoid the issues that arose before Congress and with the Elections Officer (nationality, residence, etc.).*
- ✓ *Reinstate the scheduled presentation of candidates for Council and Commission Chair elections. Where time pressure is a concern, MA evening sessions during Forum days offer a feasible and precedented model. Pre-Congress virtual presentations should be maintained as a complementary, not substitute, measure.*
- ✓ *Open a call to all Members for the membership of the Congress Committees with the exception of the Congress Steering and Resolution Committees whose composition is defined in Rules 15 and 20 respectively.*
- ✓ *Request the Motion review process mandated by Congress in Governance motion B to reassess the value of virtual-only contact groups and how this can be integrated with a maximum level of flexibility in the rules of procedure.*
- ✓ *Continue to offer training to Members on the IUCN Statutes and Rules, and the guidelines for Congress processes, and communicate more proactively on the value of such training.*
- ✓ *Ensure that resources for hybrid participation are planned from the outset and treated as a core cost of the Congress.*
- ✓ *Stop all Contact Groups on the eve of the last day to ensure that the Secretariat can deliver all the motion amendments, new text, translations and publications in three languages for vote in good time.*
- ✓ *Separate the closing of the MA from the closing of the Congress, as the audiences are different in each case. The two ceremonies should be designed and scheduled independently from the outset.*

The Members' Assembly

4.11. Communications

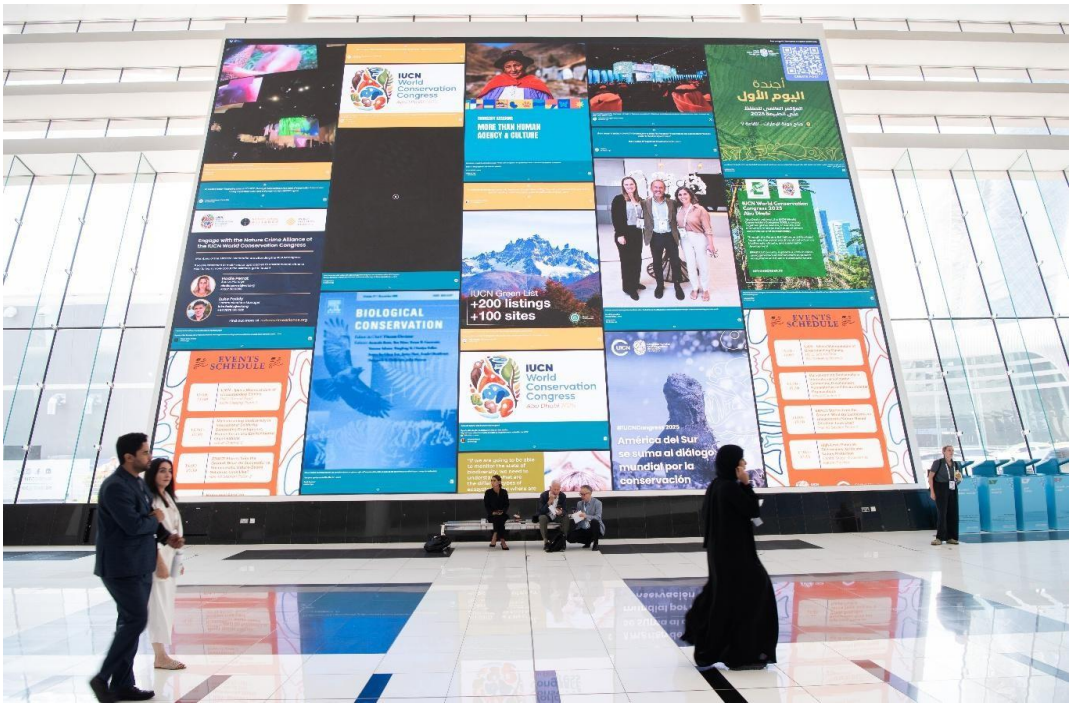
The Abu Dhabi communications campaign generated record media reach and represented a genuine organisational achievement. The primary coverage drivers were IUCN flagship products and publication launches (e.g. the Red List update, the European Red List update, and the World Heritage Outlook 4) rather than the Congress's agreed thematic programme and priorities, which would have benefitted from greater amplification and visibility.

In order to maximize communicational impact, the following is recommended:

- ✓ *Design and schedule major publications and launches for Congress (including flagship products such as Red List updates) so that they are explicitly aligned with the Congress's agreed thematic priorities and objectives.*
- ✓ *Present a communications alignment review to the CPC at least 9 months before Congress.*
- ✓ *Implement a distinct look and feel for each Congress but into a visual identity that includes the IUCN brand.*
- ✓ *Maintain communications as a core strategic function of Congress, supported by institutional investment and meaningful financial and in-kind engagement from the host country to enable global and regional reach and visibility.*
- ✓ *Treat Congress digital platforms and content as long-term institutional assets and integrate them with IUCN's core digital ecosystem to extend the value of Congress*

investment and audience reach over time.

- ✓ *Repeat the success of strategic media partnerships (e.g. CNN, BBC Media action) as key drivers of using Congress to expand IUCN's reach to new audiences.*
- ✓ *Ensure host country selection and agreements fully safeguard freedom of expression, inclusivity, and media access, as essential conditions for successful communications and global visibility.*



Congress media wall ¨

4.12. Logistics

While the logistics tend to be largely unseen at a Congress, they are key for seamless delivery of the event. The main challenge, and need for expertise, arises from the multiplicity of "work packages" that need to fall into place at the right time. The adherence to a clear timeline is essential to the success of this complex set of steps.

The model for Abu Dhabi was different from the past four Congresses, because IUCN was in charge of procuring all the services (over CHF 21 million) which formerly were provided by the Host countries (France 2021, USA 2016, and Korea 2012). This required considerable staff time from all those involved in procurement processes (legal, finance, management at multiple levels, etc). A key success factor in Abu Dhabi was the selection of KIT as IUCN's own Professional Conference Organiser (PCO), in charge of registration, room set-up, hotel booking management, etc. The recommendation provided here are

based on the experience of working with, and through, a PCO:

Layout, Equipment & Technology

- ✓ *Define the general format of the Congress at least 12 months before to enable drafting of the AV RfP. Avoid substantial changes after that, to minimise risks and ensure high-level quality of final product.*
- ✓ *Finalise the Congress schedule at least 2 months before the opening date and avoid scheduling changes after that (with a margin of 5% of changes).*
- ✓ *Continue to use AI interpretation to reduce costs in translations and interpretation services.*

Travel Agency

- ✓ *Hire IUCN's regular travel agency or include travel in PCO responsibilities given the difficulty in procuring these services based solely on a standalone RfP.*
- ✓ *Ask VIPs to book their own travel and provide a fixed amount that IUCN can reimburse post-Congress (to reduce the VIP team workload).*

4.13. Sustainability

The massive effort placed on irrigating Congress with sustainable approaches provided multiple benefits, including staff buy-in, IUCN brand building through the ISO20121 certification, and a recognition by other organisations of IUCN's leadership in this area. However, this effort represents a considerable investment, both in terms of consulting and certification costs, and in terms of staff time. Hence, recommendations are to:

- ✓ *If the decision is made to pursue ISO 20121 certification for future Congresses, allocate dedicated resources from the outset of planning, and ensure specific sustainability commitments are written into the Hosting Agreement.*
- ✓ *Include the commitment to comply with the Congress sustainability approach in the ToRs of all Congress organising staff (with a different level of commitment for key positions) and in the guidance for pavilion organisers.*
- ✓ *Maintain a buffer of carbon credits to ensure carbon offsetting requirements can be met, even in the face of a surge in last-minute registrations.*
- ✓ *Facilitate seamless carbon offsetting for online participants (as part of the Congress' sustainability targets) by simplifying this step in the registration process.*
- ✓ *Approve the Congress sustainability policy before starting the procurement process to ensure it is included in all contracts.*

4.14. IT System & Services

IT systems are at the heart of a successful Congress as they allow all parts to work smoothly with each other, allowing communications, presentations, registration, tracking, monitoring etc. Building systems and services starts well before the Congress and many components should be ready 2 years before the opening Ceremony. Onsite, all systems rely on efficient local infrastructure and services provided by the local provider(s).

While all systems were fully ready (designed, built, tested and implemented) ahead of time, we experienced some unexpected challenges, primarily intermittent network instability during the Members' Assembly. The Secretariat and IT providers implemented real-time mitigation measures; the integrity of all votes cast was maintained and no Resolution outcome was affected. However, the experience exposed a structural dependency: the current hybrid model (in which online voting runs in parallel with in-room voting over a shared network) places demands on the local infrastructure that cannot always be fully guaranteed in advance, even where contractual commitments have been obtained. The recommendations below respond directly to this risk.

The Congress mobile app and other digital tools were fully used and were recognised as quite user friendly. Security measures implemented in the year before (2FA, DDoS, etc…) worked well and were able to maintain safe access to all IUCN resources.

Overall recommendations include:

- ✓ *Obtain guarantees regarding free access to the Internet, including full access to IUCN's communications tools (Teams, WhatsApp, Facetime) which are essential to the proper delivery of Congress.*
- ✓ *Prioritize using providers that have been tested in the venue and require the providers to contractually guarantee bandwidth and redundancy specifications for the MA.*
- ✓ *Conduct pre-event stress tests and live simulations of peak voting loads under hybrid conditions, with the venue and IT provider before the Congress to ensure the network can handle peak loads (streaming, hybrid sessions)*
- ✓ *Establish IT command center and support team for the duration of the Congress with clear escalation procedures and direct contact points for urgent troubleshooting during sessions. A pre-agreed troubleshooting protocol for real-time incident response should be prepared.*
- ✓ *Maintain a backup plan for card voting/ consider shifting to have voting onsite as primary plan to reduce stress.*

ANNEX 1:
Key indicators for comparison with recent editions

	Hawaii 2016	Marseille 2021	Abu Dhabi 2025
Number of days for the Forum	4	4	4
Number of days for the Exhibition	7	7	5
Overall number of days for the Congress	10	9	7
Number of registered participants	5843	8242	10320
Number of countries represented	176	160	182
Number of events held in the Forum & Exhibition	1251	950	1363
Number of Exhibitors (Number of pavilions)	108	111 (26)	141 (43)
Number of accredited Members in the Assembly (as a % of total Members eligible for accreditation at the time)	843 (60% of 1394 Members)	953 (77% of 1240 Members)	1041 (75% of 1398 Members)
Voting power	75%	65%	75%
Number of sponsored delegates in attendance	516	290	644
Number of Resolutions and Recommendations adopted	112	148	144

ANNEX 2:
High level criteria for Congress 2029 Host Country selection

Background on the Host Country selection process

The selection process consists of four distinct phases in order to allow Candidates ample time to submit their proposals and provide IUCN with the appropriate elements to make an in-depth evaluation prior to announcing its decision.

Candidates can be either national or subnational governments and must be or become a Member in order to Host the Congress.

Phase 1 – **Statement of requirements:** interested national or sub-national governments ("Interested Parties") are invited to express interest in hosting the Congress by submitting a Proposal for Phase 1, explaining how they meet the Venue requirements and High-level criteria. Only Interested Parties meeting the latter will be invited to participate in the second phase of the selection process, and to submit a full written Proposal ("Full Proposal"). At this point, the Interested Parties become Candidates. Any Proposals that do not meet the Venue Requirements and High-level criteria will be discarded.

Phase 2 – Request for Proposals: IUCN will send a detailed Request for Proposals for the Congress Host selection to all Candidates retained after Phase Final Candidates will be selected based on the analysis of the Full Proposal.

Phase 3 – **Site visit and risk assessment:** IUCN will carry out site inspections to the countries / cities of the Final Candidates and re-rank the Full Proposals based on the updated Full Proposal submissions, site inspections and risk assessments. The top-ranked Final Candidate ("Finalist") will be selected, and the draft hosting agreement will be negotiated prior to the IUCN Council taking its final decision.

Phase 4 – Council decision: The Secretariat will present the Finalist, the result of the evaluation (including scoring and risk assessment) as well as the negotiated draft hosting agreement to the Council who will take the final decision. If approved, the Finalist will be announced as the Host Country.

Recalling: IUCN Statutes Article 21:

Venue of the World Congress and Responsibility of Host State

21. The World Congress shall convene in Switzerland or in another State that agrees to host a session of the World Congress provided that:

(a) all persons entitled to attend the World Congress shall be admitted to that State without discrimination;

(b) all participants in the World Congress, whether attending on site or remotely by electronic means, shall have the right to access all sessions of the World Congress and associated meetings and to express themselves freely in these sessions and meetings, without discrimination; (c) every effort shall be made to facilitate entry and return of material and equipment necessary for the World Congress; and

(d) all other provisions necessary for the functioning of the World Congress shall be provided in accordance with the terms of a written understanding between IUCN and the host State.

IUCN Statutes Article 19bis.

The World Congress meeting in ordinary or extraordinary session shall have a hybrid format. It shall be held at a physical location (the "venue") whereby all duly accredited delegates of IUCN Members shall have the right to:

a) participate in the Members' Assembly and exercise their rights by attending either on site or remotely by using electronic means;

b) participate in the World Conservation Forum events either on site or, to the extent this option is available, remotely by using electronic means.

High-level selection criteria

Interested Parties are required to meet all mandatory High-level selection criteria listed below. Depending on the local context and their capabilities, Interested Parties may also address the highly desirable criteria.

Mandatory high-level criteria:

a) Attendee access

Provide confirmation that all persons entitled to attend the Congress [6], whether on site or remotely by electronic means, shall be admitted to the Host Country , Venue and World Congress sessions without discrimination (as required by *Article 19bis (a)* and *Article* 21(a) and (b) of the Statutes of IUCN).

All person entitled to attend the Congress shall have the right to participate in the World Conservation Forum events either on site or, to the extent this option is available, remotely by using electronic means, in accordance with *Article 19bis (b)* of IUCN Statutes).

b) Financial guarantees

Guarantee that all IUCN-designated "Essential Host Country financial commitments" will be met, including adequate provision for inflationary increases.

c) Openness and transparency

Freedom of speech of all Participants during the Congress. Guarantee openness, transparency and

[6] As per the IUCN Rules of Procedure (Rules 28-30),

"28. Participation in the Members Assembly shall be restricted to delegates, to observers and others who may be invited for specific purposes, and to members of the Council, members of the Commissions, the Director General and the Secretariat Staff.

29. The sittings of the World Conservation Forum shall be open to all delegates, observers, members of the Council and of the Secretariat staff, members of the Commissions, special invitees and representatives of the press accredited by the Director General, unless the Members' Assembly decides otherwise for the next World Conservation Forum.

30. Participation in selected sittings of the World Conservation Forum and in any workshop or technical meeting held in conjunction with the World Congress may be open to the public on such terms as specified by the Council, including registration fees."

The term delegates refers to representatives of IUCN Members.

respect including commitment to provide unrestricted access to internet for registered Congress Participants and freedom of the press for accredited Congress media during Congress.

d) Avoidance of competing events

Provide commitment that no financial or in-kind support will be provided by the Host destination to any other major non-IUCN conservation-related event of 1,000 or more delegates, nor will such events be hosted in publicly-owned or -operated venues in the country (or, in case of countries with a surface of more than 1 million km2, in the same state/province), taking place over the period of 6 months prior to, until 2 months after the IUCN Congress.

e) Sustainability and Legacy

Provide evidence of how destination would commit to organising the most sustainable event possible.

f) Compliance with policies and guidelines

Confirm acknowledgment and commitment to support the full implementation of IUCN policies and strategies in relation to the preparation and running of the IUCN Congress.

g) Destination capacity

Provide data on the total hotel room capacity of the proposed host city, and proven track record of the host city's ability to allocate between 5,000 and 7,000 rooms for a single event. The number of rooms available in the proposed city must match the capacity of the proposed Venue.

Highly desirable criteria:

h) Tax exemption

Exempt IUCN from all direct and indirect taxes and duties on revenue from the Congress, and from import or export of material related to the Congress.

i) International Organisation status

Grant IUCN an International Organisation status or equivalent status/rights, with, at a minimum, exemption from entry requirements and alien registration for IUCN Staff and Council Members, exemption from social security requirements and any other privileges or immunities required for the smooth running of the Congress.

j) ISO 20121 certification

In addition to the requirements stated in e). Sustainability and Legacy, provide further indication on previous experience in event sustainability and commit to support IUCN in the Congress sustainability approach.

Congress 2025

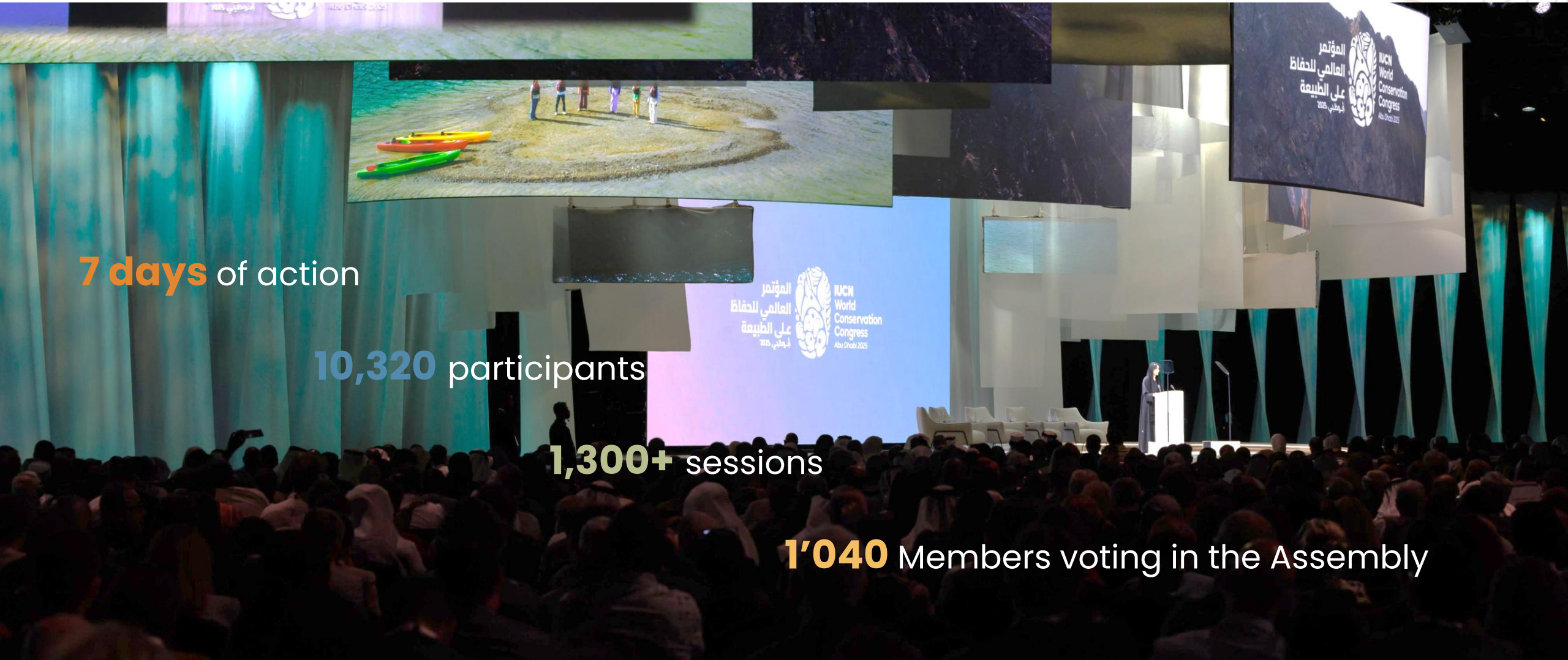
Results and Recommendations

IUCN
World
Conservation
Congress
Abu Dhabi 2025

Congress reports available

- **Congress results and recommendations to Council** (Union Portal: C117/5.1)
- **Participant Survey report** (Union Portal)
- **Qualitative assessment report** (Union Portal) – qualitative analysis of participant's perspectives on the added value of the Congress, across various constituencies.
- **Financial report** (Union Portal FAC minutes C117)
- **Resolutions Committee Lessons Learned from the Motions process** (Union Portal)
- **Sustainability report** (Congress 2025 website)
- **Impact Report** (Congress 2025 website)
- **Proceedings of the Members Assembly**

Congress in numbers



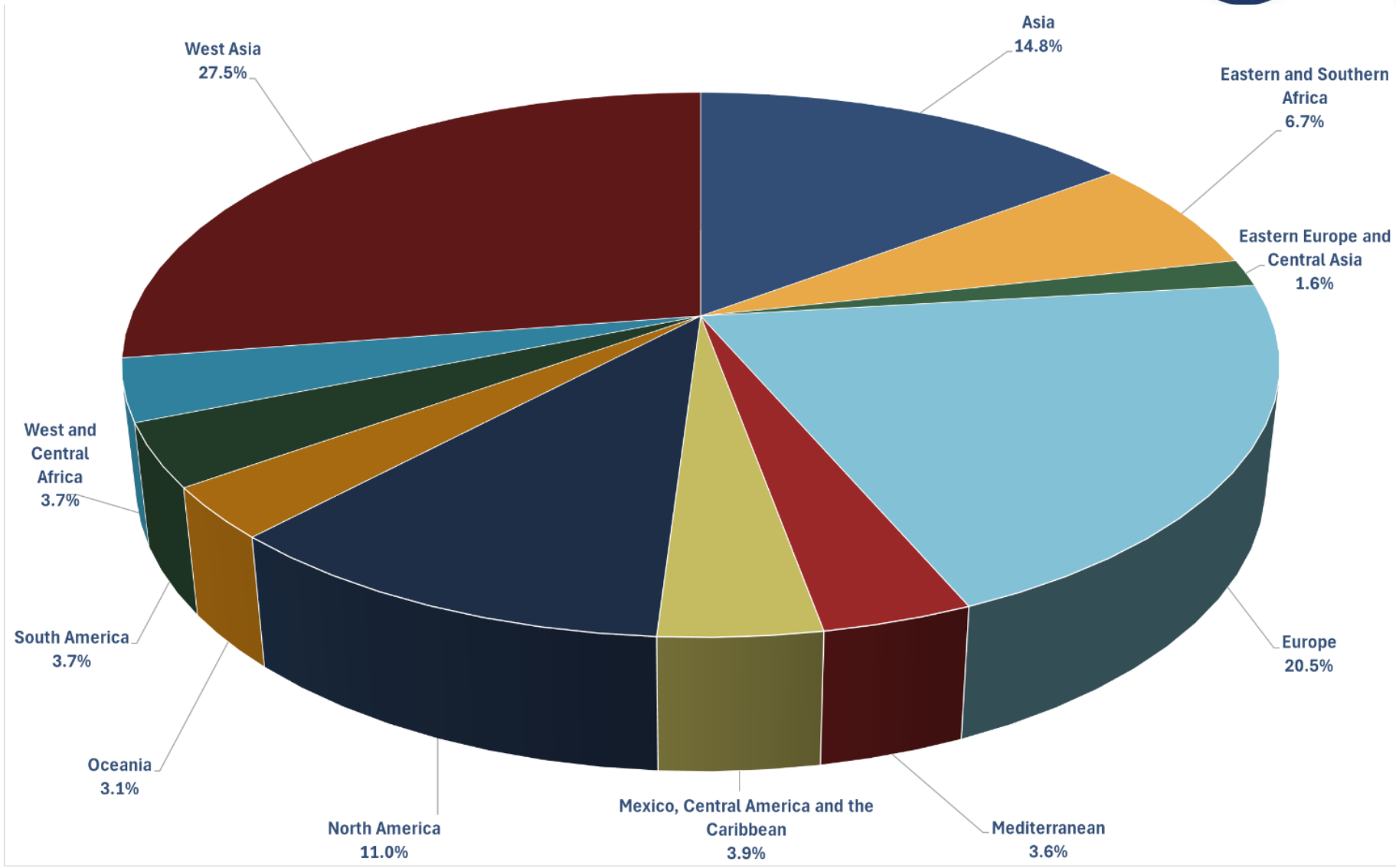
7 days of action

10,320 participants

1,300+ sessions

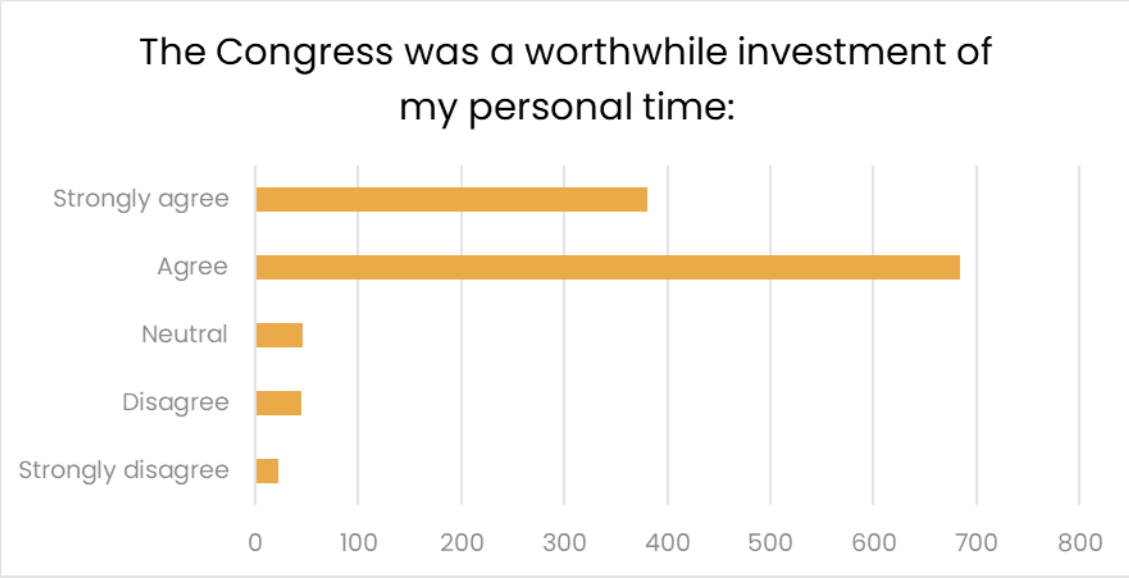
1’040 Members voting in the Assembly

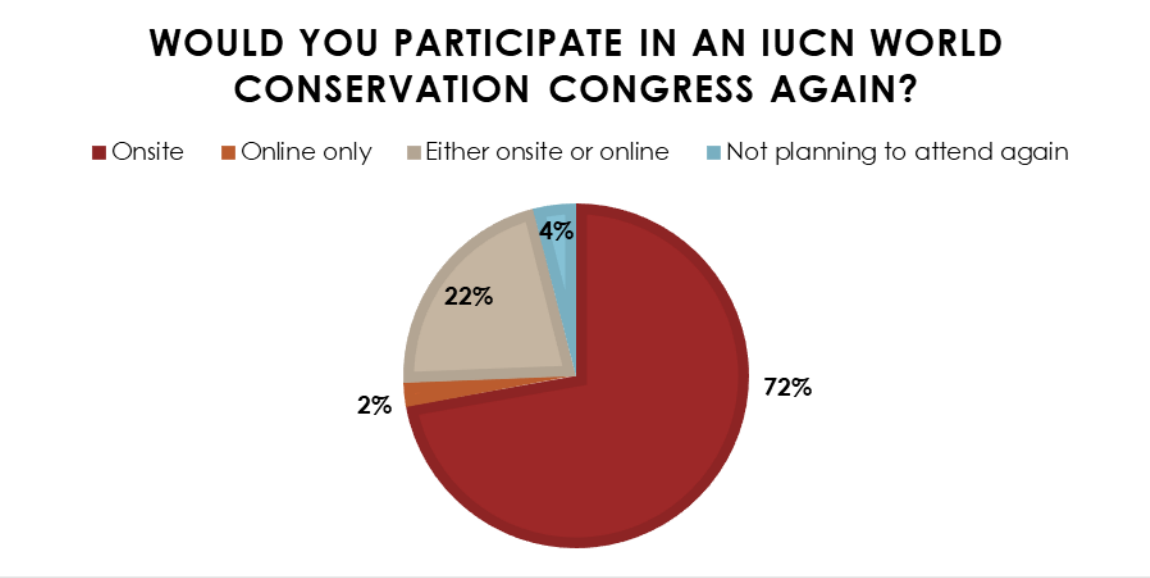
Participant demographics



Participant satisfaction

Onsite participants overwhelmingly consider that the ***Congress had value for them and would attend in future***





88%
Agreed or strongly agreed

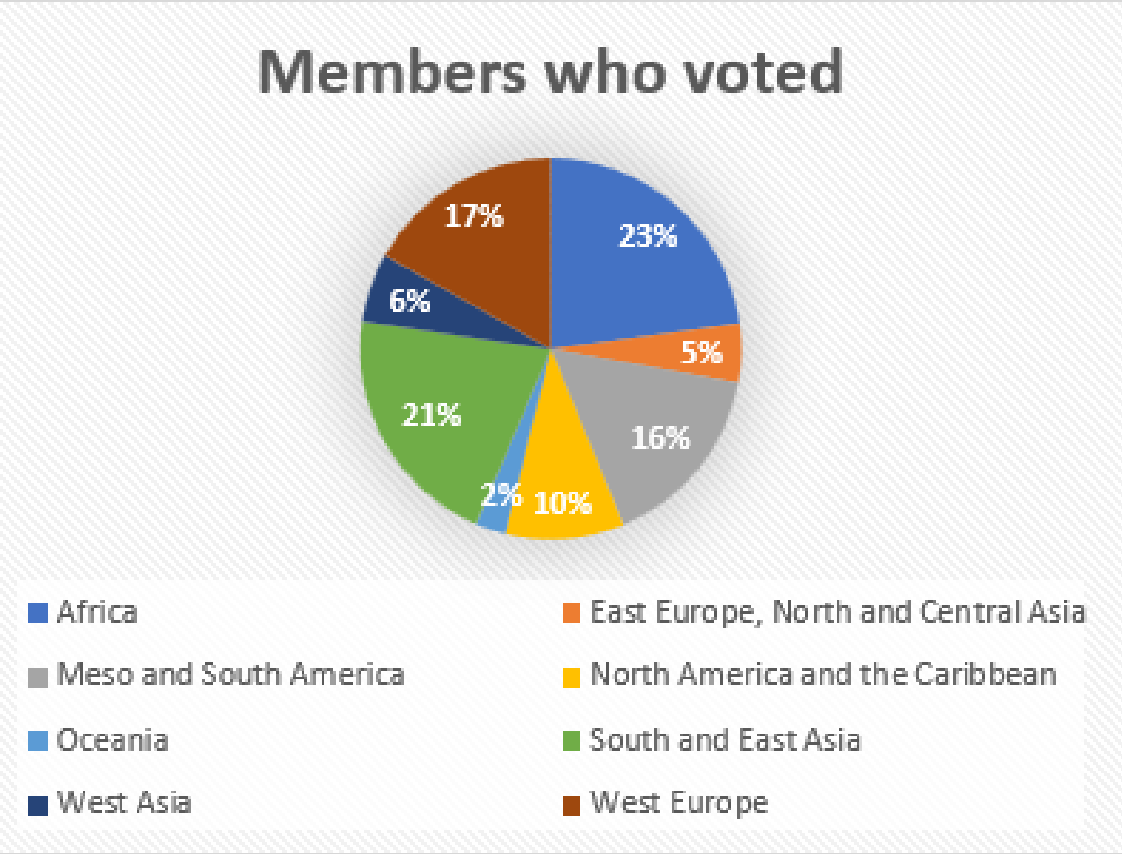
Forum

- 15 **High level plenaries**
- 300 sessions (selected from nearly 1000 submissions)
  - **Speaker pitches**
  - **Thematic sessions**
  - **Podcasts**
  - **Etc.**
- Dedicated “***Learning Zone”*** for capacity building (57 sessions)
- 4 Summits
  - IPLCs, Youth, Business, Philanthropy

Exhibition

- **140 exhibitors** – the highest participation at an IUCN Congress to date.
- **1,000+ events** held in the Exhibition over the 5-day period.
- **Exhibition space sold out** with a record number of large or medium pavilions (42 in total)
- **Exhibitor satisfaction**: 4.4/5 for overall quality and experience and 91% of surveyed exhibitors expressed interest in participating in future IUCN convenings.

Members Assembly



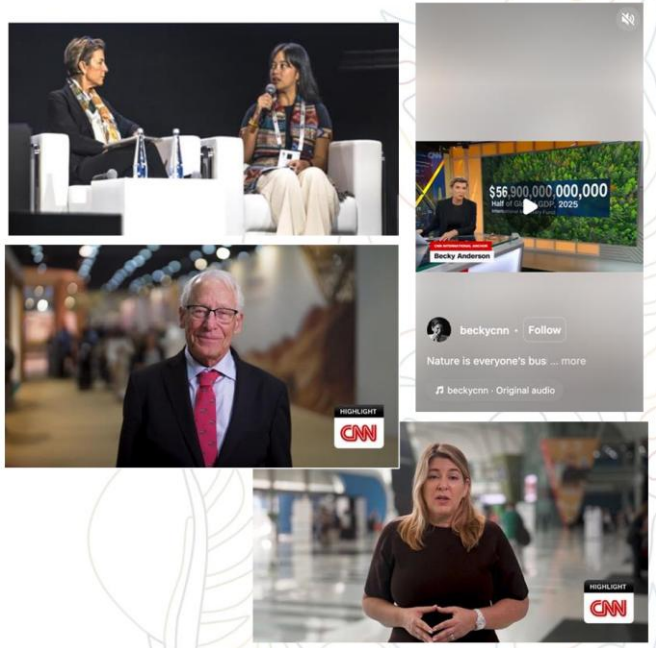
- First **fully hybrid**
- **More Members than ever before** exercised their rights (1041)
- **144 Resolutions / Recommendations adopted**
- **640 Sponsored delegates** in attendance
- **Councillors and President elected!**

Media coverage

- **32,600 IUCN press mentions** in October 2025 (more than double compared to September 2025 and up 121% from October 2024)
- **8,410 Congress-specific press mentions** in October 2025
- **Media mentions of IUCN boosted by 10%** compared to 2024 thanks to Congress visibility for IUCN
- Coverage in major outlets: AFP, AP, CNN, The National, Mongabay, The Guardian, New York Times, and Sky News.

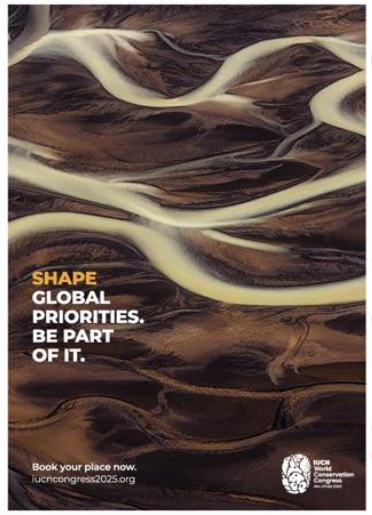
Media partnerships & broadcasting

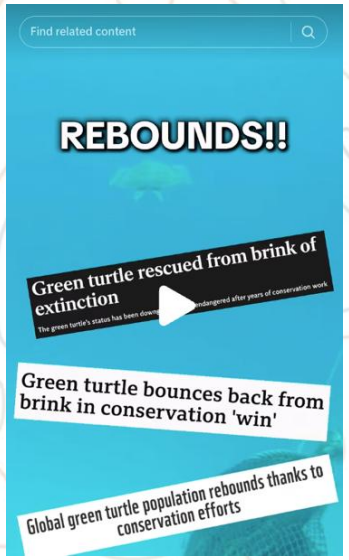
- Major partnerships with IMI, AP, BBC Media Action & CNN International
- CNN campaign **viewability rate +82%** (surpassing CNN benchmark by 1.1x)
- **15,9 Mio video views** Sky News Arabic, the National, Euronews and CNN Business Arabic (all under IMI)



Social Media

- **279,501,994 impressions** on IUCN corporate campaigns (paid and organic)
- **278,600,000 potential reach** of #IUCNcongress from **10,200 posts**
- **1,656,000 clicks** generated by paid social media
- **500+ followers** on new TikTok (currently gaining up to 30K views/video)





Sustainability

“IUCN is walking the talk”

- 100% carbon offset – including travel
- ISO 20121:2024 Certification
- IUCN recognized as a leader in event sustainability

In Comparison

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Recommendations
from Lessons learned

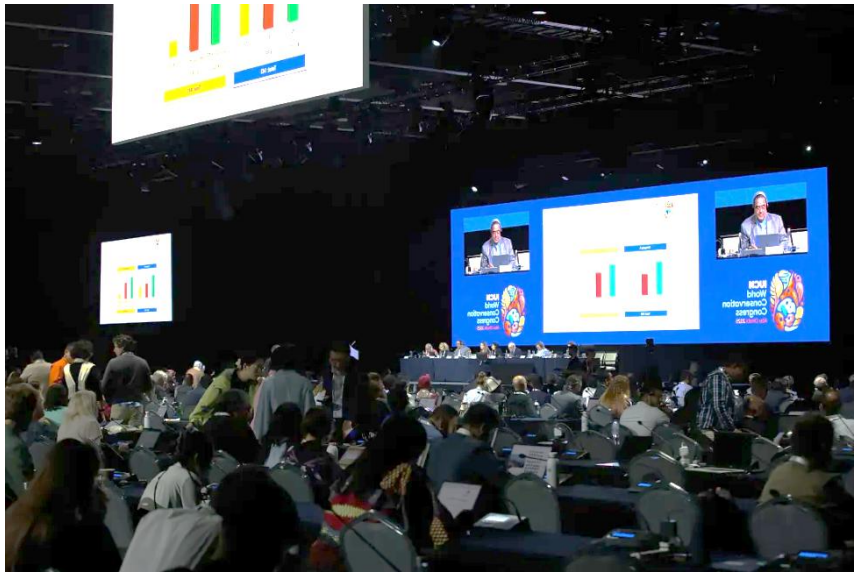
IUCN World Conservation Congress
Abu Dhabi 2025

Congress structure & management

- **Keep a similar Congress Structure** considering with 4 days of Members' Assembly
- **Review CPC ToRs and establish CPC 24 months before Congress** (with quarterly meetings)
- **Define clear objectives** (topical outcomes, policy impact etc.) **and meta objectives** (e.g. mobilise the Union, …) at ***least 24 months before the event***
- **Hosting agreement should have minimal confidentiality clauses and be shared with CPC** for implementation oversight
- **Decide on go / no-go for Summits** (incl. number and types) **before the Hosting Agreement is negotiated**

IT & Wifi

- **Obtain guarantees regarding free access to the Internet**, including full access to IUCN's communications tools (Teams, WhatsApp, Facetime)
- **Prioritize using providers that have been tested in the venue** and require the providers to contractually guarantee bandwidth.
- **Conduct pre-event stress tests and live simulations** of peak voting loads under hybrid conditions
- **Establish IT command center and support team** with clear escalation procedures and contact points for urgent troubleshooting during sessions.
- **Maintain a backup plan for card voting** & consider shifting to have voting onsite as primary plan to reduce stress.

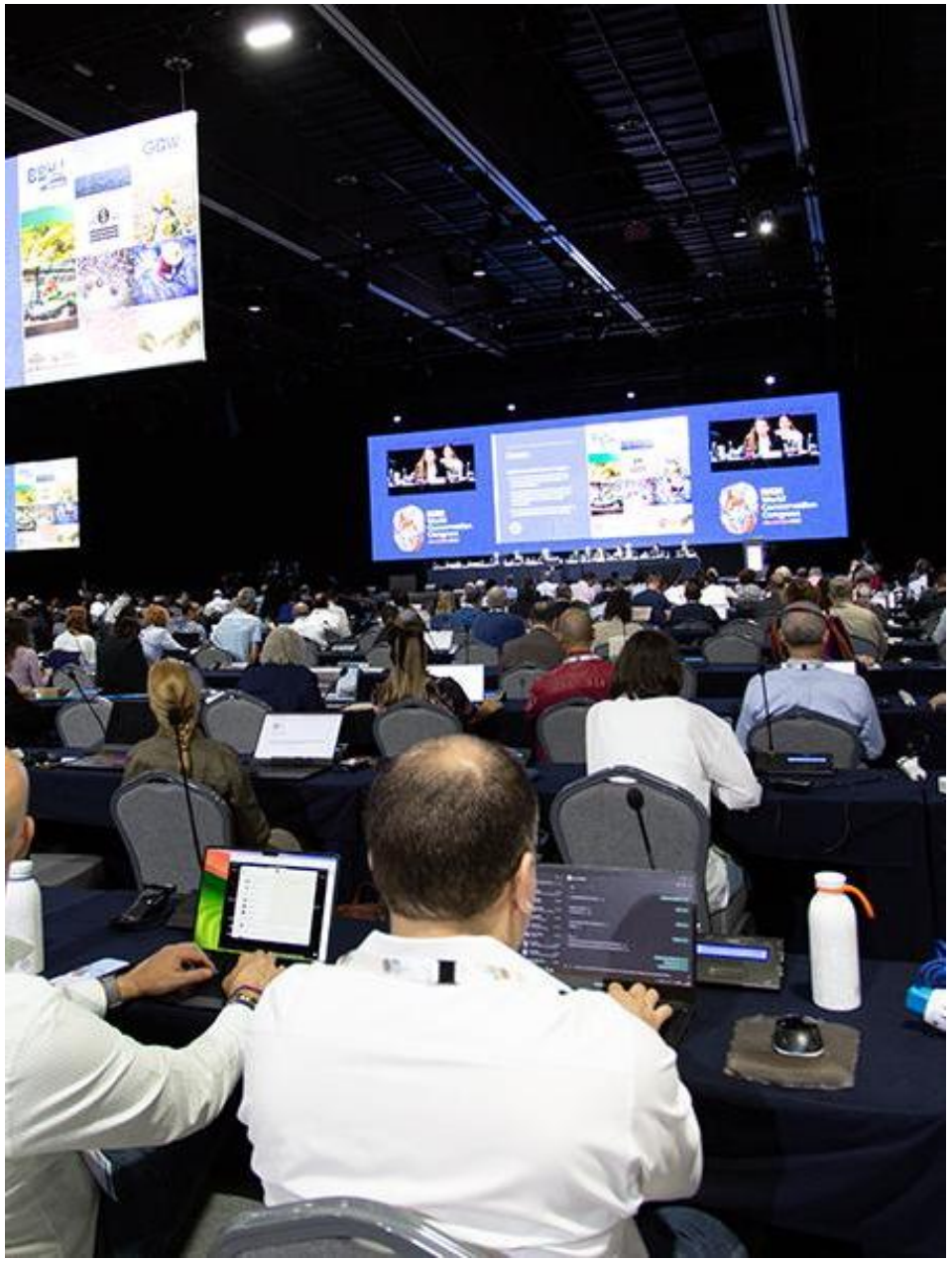


Forum

- **Determine Forum strategic objectives and desired outcomes at outset** of design phase
- Ensure **alignment across Forum and Exhibition** programme of events
- **Reduce number of sessions overall**– more strategic.
- Design **Summits as part of Forum** to ensure better quality control and homogeneity

Exhibition

- **Ensure a high value proposition for exhibitors** (opening hours, number of slots, etc.)
- **Maintain a 4- or 5- day Exhibition schedule; but avoid overlap** with Forum plenaries and Members' Assembly
- Maintain **central stages**



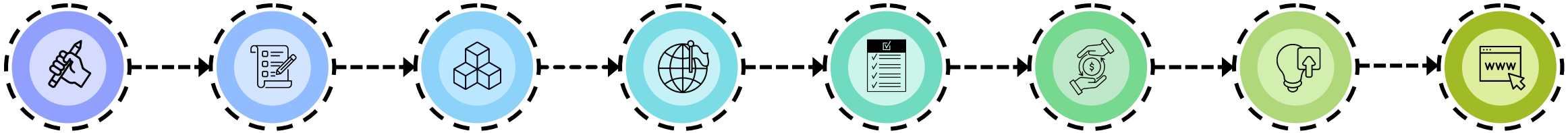
Members' Assembly

- **Adapt format to optimize the use of hybrid** (e.g contact groups)
- **Rework the voting platform for clear display of Member organisation names and voting results.**
- **Define rules surrounding the eligibility to run for Council** to avoid the issues that arose before Congress and with the Elections Officer (nationality, residence, etc.).
- **Reinstate the scheduled presentation of candidates for Council and Commission Chair elections.**
- **Recruit dedicated staff internally**, to avoid critical failure in case the MA Manager is unable to operate
- **Clearly define roles and responsibilities** in the design phase, and increase training offer (rehearsals, etc.).

Next steps...

IUCN World Conservation Congress
Abu Dhabi 2025

Congress 2029 - Tentative timeline



Q2 2026 - Q3 2026

- Launch call for Expressions of Interest
- Publish SOR
- Council to appoint Motions Working Group *(C119 + Motion B)*

Q4 2026 - Q1 2027

- Agree on Congress structure before negotiating Hosting Agreement
- Host country selection - Proposal analysis & site visits
- Publish RfPs for:
  - ✓ Congress 2029 Website,
  - ✓ Congress Visual ID
  - ✓ Virtual Platform & programme Management system

Q2 2027 - Q3 2027

- Define Congress strategic outcomes & objectives
- Finalise Congress themes (and any cross-cutting / sub-themes)
- Council selection of Host country *(C119)*
- Sign Hosting Agreement
- Council to establish CPC *(C119)*
- Hire PCO & exhibition supplier
- Finalise Fundraising Strategy

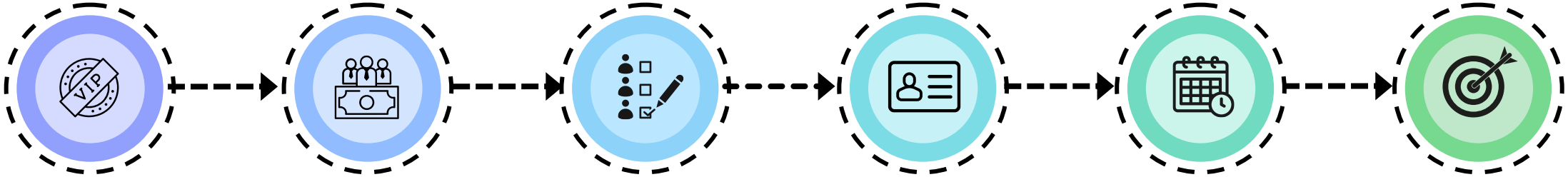
Q4 2027 - Q1 2028

- Council to approve Congress registration fee structure *(C120)*
- Develop Forum proposal submission & reviewer platforms
- Launch Congress website

**Council action items*

Assembly process / motions

Congress 2029 - Tentative timeline (cont'd)



Q2 2028 - Q3 2028

- Honours and Awards
- Finalise VIP engagement strategy
- Launch Forum Call for Proposals
- Issue out first round of VVIP invitations
- Finalise selection of sponsored delegates
- Appoint Election and Deputy Election officer

Q4 2028 - Q1 2029

- Share Provisional Agenda with Members (min. -9M)
- Nominations for Councillors elected from Regions, Indigenous Councillor (min. -9M)
- Call for Congress Committees (defined by Council) (min. -9M) *(C122)*
- Nominations for President, Treasurer and Commission Chairs (min. -8M)
- Motion submission deadline (set by Council) (-9M) *(C122)*
- Launch Participant Registration System (-9M)
- Inform organisers of results from review process (-7M)
- Publish preliminary programme on website (-6M)

Q2 2029 - Q3 2029

- All accepted motions published (incl. those reinstated on appeal) (-5.5M)
- Online discussion of motions (-5.5 to -3.5M)
- Circulate draft Agenda & Congress documents (-3M at latest)
- Final version of motions published (incl. those going to e-vote & those going to MA) (-3M)
- Launch final Congress Programme on website (-1.5M)
- Launch: Mobile App, E-posters, Speaker preview system, VOD platform; floorplan etc. (-1.5M)
- Conclude electronic vote (-1M)

Council Decision

C109/13 (May 2023)

"The IUCN Council, On the recommendation of its Governance and Constituency Committee,

Noting that very few bids to host the IUCN Congress have been received in recent years,

Acknowledging the ongoing process of the revision of the Statutes and the 20 years strategy,

Requests the Secretariat to review the requirements along the Host Country selection process for future IUCN World Conservation Congress, in particular with a view on financial, environmental and social criteria, with the aim to encourage diversity of future bids."

High Level Selection Criteria for Host candidates (2029 Congress)

- **8 HL criteria required from 2029 Host Candidates**
  - Attendee access (Art. 21 of IUCN Statutes)
  - Financial guarantees
  - Openness and transparency
  - Avoidance of competing events
  - Sustainability and Legacy
  - Compliance with IUCN policies and guidelines
  - Destination capacity
  - IO status and tax exemption

THE IUCN WORLD CONSERVATION CONGRESS 2025

Abu Dhabi Resolutions and Recommendations:

Calls on Action from the IUCN Council

March 2026

INTRODUCTION

The IUCN World Conservation Congress, held in Abu Dhabi from 9–15 October 2025, adopted a total of **144 Resolutions and Recommendations**, of which 135 are Resolutions and 9 are Recommendations (hereafter the *"Abu Dhabi Resolutions"*). These now form part of IUCN's official policy, guiding the Union's work, setting the direction for international conservation action, and providing strategic guidance across the Union. The full list of Abu Dhabi Resolutions is available on the IUCN Resolutions and Recommendations Platform.

Of the total, **22 Abu Dhabi Resolutions** explicitly address **calls for action by the IUCN Council**. The overall distribution of calls to action across **IUCN constituents** is as follows:

- IUCN Council: **22** Resolutions
- Director General and the Secretariat: **110** Resolutions
- IUCN Members: **97** Resolutions
- Climate Action Commission (CAC): **4** Resolutions
- Commission on Education and Communication (CEC): **3** Resolutions
- Commission on Environmental, Economic and Social Policy (CEESP): **6** Resolutions
- Commission on Ecosystem Management (CEM): **10** Resolutions
- Species Survival Commission (SSC): **16** Resolutions
- World Commission on Environmental Law (WCEL): **13** Resolutions
- World Commission on Protected Areas (WCPA): **16** Resolutions
- Asks addressed to "All IUCN Commissions": **69** Resolutions

This document consolidates the calls to action directed to the IUCN Council, providing an overview to support strategic planning, timely follow-up, and accountability in implementing the outcomes of Congress 2025.

Table 1 presents the 22 Abu Dhabi Resolutions, and ***Table 2*** outlines the three Governance Decisions that include requests to the Council. For ease of consideration, the calls to action have been presented in these tables, with each call accompanied by an indication of the standing committee whose remit it appears most closely to engage, without prejudice to any subsequent determination by the Council regarding its treatment or follow-up.

Table 1. Abu Dhabi Resolutions: Calls to the IUCN Council

#	Resolutions	Calls to the Council	*Standing Committee*
1.	8.002 – Accelerating action for nature-positive, sustainable agriculture and food systems	1. REQUESTS the **Council**, Commission Chairs, and the Director General to: a. support the expansion of IUCN's membership base and facilitate new technical partnerships with organisations from the agri-food sector with a view to comprehensively reducing negative impacts on the environment; b. mobilise funds and co-develop impactful projects across teams with Commissions, regions and external partners to advance research and action on sustainable agri-food systems; c. establish a cross-Commission IUCN Working Group on "Agriculture and Food Systems and Biodiversity" to enhance collaboration, strengthen expertise, harness Union-wide knowledge, develop recommendations on IUCN procurement and other practices, and develop tools and guidance that reflect diverse environmental and social conditions, can be adapted to unique country contexts, include inputs from local and community-based actors, and consider an outcomes-based approach to transform food systems for conservation benefits; and d. establish a Commission Expert Group on Soil Biodiversity and soils as a component of geodiversity to advance the understanding of the relationship between soil properties, including soil microbial communities, soil functions and ecosystem functions;	PPC
2.	8.030 – Definition and principles of the regenerative Blue Economy	2. REQUESTS the Director General and the **IUCN Council** to actively promote the regenerative Blue Economy and related sustainable blue economy initiatives;	PPC
3.	8.033 – Port State measures regarding illegal, unreported and unregulated fishing	2. REQUESTS the **IUCN Council** to explore the establishment of a task force, including IUCN Members, the Commission on Ecosystem Management (CEM), the World Commission on Environment Law (WCEL), the Commission on Environmental, Economic and Social Policy (CEESP), the World Commission on Protected Areas (WCPA) and the Species Survival Commission (SSC), to develop an integrated IUCN strategy to address IUU fishing impacts on marine biodiversity, human rights, Indigenous communities and food security;	PPC

4.	Resolution 8.037 – Fourth global coral bleaching event: urgent action to reduce the risk of catastrophic loss of the world's coral reefs	2. CALLS ON the IUCN Director General, Commissions and **the Council** to promote the elements of paragraph 1, in its programmatic work, advocacy positions, fundraising and advice to Members during the period 2026–2030;	PPC
5.	8.041 – Developing a policy on geoengineering	1. REQUESTS the Director General and the **IUCN Council** to develop a draft IUCN policy on geoengineering for consideration and approval by Members well before the World Conservation Congress in 2029, using an inclusive and participatory approach, avoiding conflicts of interest and guided by the precautionary principle, human rights obligations, and relevant decisions of the CBD, UNCLOS, the London Convention/London Protocol and other relevant international fora as appropriate, and ensuring that the draft policy discourages geoengineering as any form of offset against continued extraction and use of fossil fuels;	PPC
6.	8.048 – Crimes that Affect the Environment (CAE)	2. ALSO REQUESTS the Director General and the **IUCN Council** to convene a Task Force to develop an IUCN Strategy on CAE, as it pertains to the IUCN mission and Programme, and to include in particular: a. identification of actions to prevent and reduce CAE and uphold the rule of law; b. deployment of modern crime science and behaviour change science; c. active engagement with relevant international organisations and intergovernmental fora, particularly UNODC, UNTOC and its open-ended intergovernmental expert group on CAE, as well as CCPCJ and UNCAC; d. continuation of ongoing IUCN engagement with other multilateral fora, including the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), the Convention on Migratory Species of Wild Animals (CMS), United Nations Environment Assembly, United Nations Convention on the Law of the Sea, Convention on Biological Diversity, the United Nations Framework Convention on Climate Change and the United Nations General Assembly to prevent and combat CAE, in addition to other priorities; e. solicitation of input from and engagement with all relevant IUCN Commissions; f. consultation with Members (governments, NGOs and Indigenous Peoples' Organisations) and relevant initiatives; g. strengthening of efforts to protect and incentivise environmental defenders and whistleblowers; and	PPC

		h. provision of support to Members in the implementation of this Resolution and their efforts to prevent and combat CAE;	
7.	8.049 – Strengthening safe civic spaces to fulfil the Kunming-Montreal Global Biodiversity Framework	2. REQUESTS the Director General, with the **Council's** support, to develop a civic space protocol and grievance mechanisms for immediate assistance, mediation and dialogue for Members and partners facing threats, establish an early-warning system for shrinking civic spaces, and facilitate capacity building strategies and resources to empower National and Regional Committees in this matter;	PPC
8.	8.056 – Ensuring conflict-sensitive conservation and protection of the environment in fragile and conflict situations	1. CALLS ON the **IUCN Council** to consider an appropriate mechanism to embed peace and conflict assessments and conflict sensitivity analyses into monitoring and evaluation systems;	PPC
9.	8.060 – Recognising the crime of ecocide to protect nature	4. REQUESTS that the **IUCN Council** provide financial and secretarial support for this report on ecocide by WCEL;	PPC
10.	8.064 – Establishing mechanisms for engagement with IUCN Members involved in armed conflict	1. REQUESTS the **IUCN Council** to invite the World Commission on Environmental Law (WCEL) and other Commissions to develop a guidance policy, with clear engagement mechanisms, for cooperation and engagement with IUCN Members and Commissions involved in armed conflict, ensuring consideration, alignment or reconciliation with IUCN's vision and mission;	PPC
11.	8.065 – Updating the IUCN Policy on the Sustainable Use of Wild Living Resources	1. REQUESTS the **IUCN Council** to establish a participatory, transparent process, involving Members and harnessing and applying the collective knowledge of IUCN Members, Commissions and partners about the conservation and sustainable use of wild species (fauna, fungi and flora), to: a. consider the need for a revision and update of the IUCN Policy Statement on Sustainable Use of Wild Living Resources; b. if deemed necessary, review, revise and update the Policy Statement for consideration at the next World Conservation Congress; and c. review existing IUCN structures and collaborative efforts to ensure that they contribute to enhancing the ecological sustainability of uses of wild species (fauna, fungi and flora), maintaining biodiversity's potential to meet the needs and aspirations of present and future generations, and benefiting species populations in	PPC

		the wild, in the context of the global biodiversity crisis, for consideration at the next World Conservation Congress;	
12.	8.071 – Recognising the Model Forest Act to enhance forest protection, conservation, restoration and sustainable management of forests	4. REQUESTS the **IUCN Council** to provide support for the dissemination and promotion of the Model Forest Act, once agreed, following appropriate consultations;	PPC
13.	8.081 – Advancing the sustainable management, use and trade of wild species	2. REQUESTS the **IUCN Council** to oversee the development of a statement, detailed strategy and workplan for mainstreaming the sustainable use of wild species into the Union's work, making a distinction between terrestrial and aquatic species, and of guidance for monitoring progress to achieving KMGBF Targets 5 and 9;	PPC
14.	8.085 – IUCN assessments of critical issues pertaining to the status and trends of nature and natural resources	2. REQUESTS the Director General to submit the draft policies and procedures developed by the working group to **Council**, with a view to it being reviewed by IUCN membership and formally adopted by **Council**;	PPC
15.	8.086 – IUCN policy on synthetic biology in relation to nature conservation	3. RECOMMENDS that IUCN Members, **Council,** Commissions and Director General share knowledge, guidance and contribute to build capacities to assist with the implementation of this policy, collaborating as appropriate with other organisations working in this field, including through participation in international policy discussions on the subject;	PPC
16.	8.097 – Advancing the One Health approach for biodiversity, health and global cooperation	2. CALLS ON the **IUCN Council** to develop a One Health strategy that includes the following, among other actions: a. outlines a process for establishing new alliances and collaborations with the health sector, including ensuring that health practitioners are present in planning and other exercises, and including clear references to animal health; b. prioritises the work of IUCN Commissions and associated experts in the implementation of relevant resolutions, decisions and plans adopted by intergovernmental fora; c. contributes to the implementation of the CBD Global Action Plan on Biodiversity and Health; and d. justifies the need for a new One Health strategy by identifying existing gaps in current IUCN policy and coordination mechanisms;	PPC

17.	8.119 – Archiving Resolutions and Recommendations and making IUCN policy more accessible	3. REQUESTS the Director General and **the Council** to continue to work intersessionally to consider the need and modalities for additional reviews and to support IUCN constituents to make use of new tools to better access the policy elements of IUCN's Resolutions and Recommendations.	PPC
18.	8.121 – Increasing the participation of subnational governments across and through the Union	1. CALLS ON the Director General, **the Council**, Commissions and IUCN Member organisations to design and implement a strategy aimed at embedding subnational government perspectives and inclusion in all of the activities of IUCN, in collaboration and building on the expertise of Members in this category; 2. REQUESTS the **IUCN Council** to continue to support initiatives aimed at integrating subnational authorities into IUCN and facilitate their engagement in achieving conservation and sustainable development objectives, specifically by: a. facilitating the membership of subnational authorities in IUCN, in accordance with established procedures for potential Members; b. encouraging the involvement of subnational authorities in implementing IUCN initiatives at the subnational level; c. facilitating and promoting partnerships between different IUCN Member categories to ensure coherence in actions supporting biodiversity; d. supporting the engagement of subnational authorities in achieving international conservation and sustainable development goals; e. promoting the participation of subnational authorities in IUCN expert Commissions and working groups; and f. promoting the participation of subnational authorities in national, regional and interregional committees.	GCC
19.	8.122 – Accelerating equitable youth empowerment and engagement across the Union	2. CALLS ON the Director General and the **IUCN Council** to support the full and equitable implementation of the IUCN Youth Strategy 2022–2030, ensuring a clear timeframe and adequate budget by June 2026, with a clearly defined operational plan and allocated budget to be developed through a participatory process involving diverse youth stakeholders; and CALLS FOR the recruitment of a youth officer by 2026, to secure consistent designated capacity within the Secretariat; 3. RECOMMENDS to the **IUCN Council** to establish a mechanism for the inclusion of a youth representative, in order to foster intergenerational perspectives and leadership within its governance;	GCC/FAC

20.	8.123 – Members are the heart of IUCN: strengthening global conservation by strengthening the institutional governance of the world's oldest, largest international conservation organisation	1. CALLS UPON the Director General and **the Council** to: a. acknowledge that the very existence of our world conservation crises calls for a critical inquiry into the institution and processes of our world conservation organisation, and b. prioritise the strengthening of membership interests and engagement throughout the Union, with policies, guidance and projects co-created and co-owned by Members themselves, and from the initial stages; 2. CALLS UPON **the Council** to prioritise the creation of a 'Members are the Heart of IUCN' Working Group, with Members selected through a nomination process open to all Members, in order to develop a guidance document directed to the Director General and Council that aims to address Member concerns and put Members at the heart of the Union's programmes, processes, projects and priorities.	GCC
21.	8.140 – Developing an IUCN policy and guidance on artificial intelligence and conservation, and the integrity of digital evidence	1. REQUESTS the **Council** and Director General to convene a working group drawing on the Commissions, Secretariat, Members, including Indigenous Peoples' Organisations, civil society and academia, as well as other experts, the private sector as appropriate, and independent technical experts, to develop an IUCN Policy on Artificial Intelligence and Conservation and an accompanying set of Guidelines for the Ethically and Ecologically Responsible Design, Deployment and Governance of AI in nature conservation practice and policy; 2. REQUESTS that the working group process is open, inclusive and transparent; 3. REQUESTS the Director General to submit the draft policies and guidelines developed by the working group to **Council**, with a view to it being reviewed by IUCN membership beforehand and then formally adopted by **Council** as soon as possible;	PPC
22.	8.142 – Reaffirming IUCN's commitment to multilateralism and global cooperation	2. CALLS ON the IUCN Director General and **Council**, in collaboration with Members and relevant Commissions, to analyse the impact that the withdrawal of countries from MEAs, global processes, fora and funding mechanisms is having and will have on the mission of IUCN, including efforts to achieve globally-agreed biodiversity, climate, health and development goals, along with recommendations on necessary short-term actions to fill gaps and to long-term actions to build resilience to such withdrawals and related unilateral actions;	PPC

Table 2. Governance Decisions: Calls to the IUCN Council

#	Governance Decisions	Request to the IUCN Council	Standing Committee
1.	CGR-2025-1.4-1-Motion A-Rev1 Amendments To The Rules Of Procedure Improving The Motions Process	Request to the IUCN Council 5. Requests the next IUCN Council 2026–2029 to include in the Terms of Reference of the Motions Working Group (Annex 3) 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.	GCC
2.	CGR-2025-5.2-1-Rev1-Motion B Amendments To Rule 54	REQUESTS the IUCN Council to: 1. establish a participatory process involving Members to review the Rules of Procedure related to the motions process, including in particular Rule 54, taking into account the progress made by the 2021–2025 IUCN Council and the Contact Group established at this Congress as captured in the annex; 2. prioritise this participatory process so that it takes place as soon as possible during the intersessional period and organise online discussions with Members on the proposals for revisions to the Rules of Procedures related to motions; and 3. organise an electronic vote on the proposals for amendments resulting from the abovementioned participatory process with the aim of ensuring that the resulting amendments to the Rules of Procedure are applicable to the motions process during the preparation and conduct of the next IUCN World Conservation Congress.	GCC
3.	CGR-2025-5.2-1-Motion E Amendments To Rule 53	Request to the IUCN Council 2. Only in case the amendment containing Option 2 is adopted, the following paragraph also needs to be added to the decision: Requests the next IUCN Council 2026–2029 to draft consequential amendments that are limited to ensure coherence with the deadline of submission of new and urgent motions at one week before the opening of the Congress and deadline of publication of 72 hours before the opening of the Congress, and submit these amendments for an intersessional online vote.	GCC

Lessons learned from the Motions process

IUCN World Conservation Congress, Abu Dhabi, United Arab Emirates, 9–15 October 2025

To: IUCN Council

From: Members of the Motions Working Group and the Resolutions Committee (with the support of the Secretariat Members Assembly and Motions Teams)

Date: 12 March 2026

Background Information

Motions Working Group (prior to Congress): Jon Paul Rodríguez (Chair), Maud Lelièvre (Deputy Chair), Ana Di Pangracio, Brian Child, Samad-John Smaranda, Kathryn Gwiazdon, Jan-Olov Westerberg, and Jessika Woroniak.

Resolutions Committee (established during the first sitting of Congress): Jon Paul Rodríguez (Chair), Maud Lelièvre (Deputy Chair), Ana Di Pangracio, Samad-John Smaranda, Kathryn Gwiazdon, Kazuaki Hoshino, Jan-Olov Westerberg, and Jessika Woroniak.

Secretariat staff (Members' Assembly and Motions Team): Sarah Over (Members' Assembly Manager), Sonia Peña Moreno (Motions Coordinator), David Goodman (Deputy Motions Coordinator), Tavus Annayev, Tommaso Demozzi, and Victoria Romero.

Note: This document is the result of an after-report meeting of the Motions Working Group/ Resolutions Committee members, and Secretariat staff (Members Assembly and Motions Team), which took place on 28 January 2026. In addition, "lessons learned" and recommendations moving forward were discussed after each gathering of the MWG/RC (10–15 March 2025; 30 June–2 July 2025; and during Congress), and at points throughout the process if a particular issue arose.

Introduction

Motions are the voices of Members. They serve as essential tools for member engagement, providing a direct opportunity to highlight major conservation issues worldwide and shape the Union's policies and guiding principles. Because of their importance and influence within and beyond the Union, every aspect of the Motions process is critically important,

from drafting to submission to review to adoption to implementation. The Motions Working Group (MWG) and the Resolutions Committee (RC) took their responsibility in this process very seriously and strived to uphold the highest levels of fairness and transparency, fully aligned with IUCN's Statutes and Regulations, while acknowledging that there is always room for improvement. Continuous self-reflection to maintain the integrity of the process and respect Member voices was core to the team's approach.

This document addresses several themes that emerged during the process and offers recommendations for future practice, in some cases with concrete actions, in other areas for further discussion.

Both the MWG and RC unanimously agree that the Secretariat's staff—particularly the Motions and Members' Assembly Teams—deserves recognition and celebration. This same appreciation extends to the 100+ colleagues from around the world who supported the process, from technical reviewers to facilitators, to the IT and publication teams. Their contributions were indispensable, and we are sincerely grateful for their efforts.

General observations and overarching lessons

- **Transparency and Communication.** In the run-up to Congress, the MWG made a concerted effort to improve transparency and communication with Members. To this end, they (1) hosted periodic webinars aligned with key process dates that offered information as well as devoted time for direct questions from Members; (2) published their decisions with rationales (this was done in response to a direct request from Members after Marseille, so that they can better understand why decisions were taken, and to help with their appeals); and (3) communicated directly with Members as issues arose. MWG members also collaborated with National and Regional Committees on additional virtual information sessions, providing more time for Members to ask specific questions regarding Motions. The feedback received to date indicates that these efforts to strengthen transparency and communication were greatly appreciated as they led to Members being able to more successfully engage with the Motions process. It is highly recommended that these efforts be continued and further strengthened, noting specifically to include Commissions (see also, below, "Moving Beyond Guidance Notes," "Simplification," and "The Role of Commissions").

- **Clarity on the Purpose.** There remains a lack of clarity among many IUCN constituents about the purpose of motions, which results in many submissions that seek to advance objectives which would be better served through different channels

and approaches. This issue may have been heightened due to the advancement of the 20-year Strategic Vision alongside the motions and Programme. In this context, further clarity could be provided on when a motion is the most appropriate instrument to pursue a given objective, as opposed to other existing IUCN channels such as Programme implementation, Council action, mobilisation of evidence by Commissions, policy guidance, or advocacy by Regional Offices. Such clarification could help ensure that motions are used strategically and selectively, better align to IUCN's mandate, and that they add clear institutional value. In addition to providing clearer guidance, including concrete examples, other tools such as decision trees could be considered to help Members better understand their options, including when a motion is not the most effective action. This underpins a larger issue of Member understanding of how IUCN works and the ease of access to programme information/outreach and corresponding Secretariat members for policy engagement, which would be a separate but related role for Council.

- **Simplification.** Many Members and other constituents understandably find the motions process to be excessively complicated and confusing. While some of this is needed to manage a multi-step process among a Union of 1,400+ Members, there are opportunities to simplify certain aspects. This could include improving the visual representations and communications about the different steps, to streamlining certain elements themselves—such as the submission form—which Members find difficult. Specific concerns were that the process, language, and outreach was from those who work in policy, specifically international policy, which not only created a gap in understanding with those who work more closely with harmed communities or with on-the-ground conservation action, and even gave the appearance of a socio-economic hierarchy in information-sharing and access. A specific recommendation was that all core motions process materials that are sent to Members be first reviewed to ensure that they speak in "plain language," but without losing critical aspects. (see also below, "Moving Beyond Guidance Notes").

- **Regional Action.** Learning from the excitement and opportunities for engagement at the Regional Conservation Fora (RCFs), and noting that the adoption of motions should remain within the purview of the World Conservation Congress, further consideration should be given to strengthening the role of and devolving responsibility to the regions. In many instances, it is at this level that Members will be "closer" to the action, enjoy greater buy-in, move through a more democratic process, and be linked to actual implementation processes. Potential areas for the next Council to explore could include requiring or at least encouraging Members at

the RCFs to consolidate, prioritise, endorse, and/or merge related proposals at an early stage, thereby reducing duplication and later procedural complexity (more on RCFs below). Further, such an approach could be empowering for the regions in the global south, which are currently underrepresented in all stages of the motions process, an imbalance that suggests a need to reflect not only on participation, but also on political legitimacy, including how leadership and authorship of motions align with the constituencies primarily affected by their content. One recommendation is for more close communication between the regional offices and regional or national committees in structuring the RCF. It was noted that, in some regions, the RCF structure appeared to be dictated by IUCN HQ/Gland, where Members could then comment/add to with time remaining, versus Member-owned or at least co-owned with Secretariat. Another recommendation would be to support events leading up to the RCF, such as annual regional gatherings. In other words, learn from the excitement of the RCFs, and do not leave all action to the RCFs, just prior to Congress.

- **Resourcing and Accountability.** The challenge of how to resource Resolutions, once adopted, remains profound. While steps have been taken to encourage Members to estimate the resources required for implementation and make commitments early on, the approach taken for the Marseille and Abu Dhabi Congresses has been ineffective and caused confusion. For Marseille and Abu Dhabi, financial resource amounts were requested during the motion submission process. Despite information relayed in documents and webinars, Members did not understand what was being asked, why it was being asked, and if it would affect decisions. In many cases, this left the amounts unusable in how to better understand resources needed for motion implementation. The next Council, including the Finance and Audit Committee (FAC), may wish to consider alternatives that encourage a discussion about resourcing prior to adoption, incorporating quantitative considerations, such as concrete, shared commitments to finance implementation (an example would be a high-income Member working alongside a low-income Member, and perhaps IUCN serving in some function to connect these types of Members), as well as qualitative considerations, so that Members who do not have the financial support but have other implementation strategies are treated fairly and respectfully. It is understood that co-sponsors and partners are already asked to indicate how they will assist in the implementation of the motion if adopted, but it should be noted that this entire purpose and process need to be strengthened across all bodies of IUCN.

- **Different Types of Motions.** Noting that different types of motions already exist—namely those submitted by Members and Council during the initial window, and those pertaining to the governance of IUCN including amendments to the IUCN Statutes and Rules of Procedure—the next Council may wish to consider whether any additional types could be introduced. For example, motions that contain annexes that have resulted from extensive consultations and revisions prior to being submitted could be subjected to different rules and procedures for further amendments.

- **Moving Beyond Guidance Notes.** Historically, the Secretariat has produced a series of guidance notes to support Members' engagement in the motions process. These are often lengthy, technical, and full of legal languages derived from the Statutes. For communication purposes, other approaches should be encouraged, including videos, infographics, webinars, regional or national workshops (including an emphasis on peer learning, capacity transfer, and exchanges between Members), and a dedicated course from the IUCN Academy. It is suggested to engage the Office of the Legal Advisor in this process, to provide interpretations of the most cited Articles and Rules, to make them more accessible to Members. The MWG found that its webinar series was well received, and that further efforts along these lines could be pursued. (see also above, "Simplification").

- **Collaboration with Council Committees.** The MWG collaborated with the three standing committees of the Council, as well as the Congress Preparatory Committee (CPC) in the context of appeals. This collaboration was in many cases fruitful and should be strengthened. This could include brief engagements on the margins of Council meetings, as well as a discussion at the outset of the process between the respective Chairs to consider where each committee can add the most value to the process, moving beyond what was achieved in 2025. In the context of the CPC specifically, developing a shared understanding a set of expectations around key steps in the process could be useful both for the committees themselves, as well as for the Members who are affected by their decisions. Clarification on the basic purpose, approach, and complementary nature of the MWG and CPC well ahead of the start of cycle would be helpful to ensure a transparent and robust process.

- **The Role of Commissions.** While the motions process is for Members, Commission members often support them in every stage of the process. More thought should be given to providing Commission members with information and training, as well as

educating them about the limits of their role, i.e. providing technical support rather than negotiating. For example, Commission Chairs and Commission members are often integral in drafting motions and implementing adopted motions alongside Members, but have Statutory parameters on their involvement in voting and lobbying for motions to be adopted, including during contact groups. For example, after an issue arose regarding an apparent specialist group endorsement (logo) of a Member's assessment of whether motions were supportive or not of sustainable use, the MWG sent a note to all Commission Chairs requesting that they clarify the roles and responsibilities of Commissions throughout the motions process with their specialist group leadership, and particularly during contact groups. As this was later in the motions process, it is unclear to what extent this information was shared, but it highlights the critical role of MWG-Member-Commission engagement. It is important to note that the Member-Commission relationship continues after Congress, as well, as Commissions need a better understanding of their role and responsibility to engage with Members once motions have been adopted. (see above, Transparency and Communication).

- **Minority Views Potentially Blocking Progress.** In some instances, a single Member or a very small group were perceived by others as attempting to block progress during a discussion or advancement of a motion. In one case, it appeared that this type of disproportionately weighted influence resulted in an accepted new and urgent motion being deferred to the next Congress rather than being considered in Abu Dhabi, which, in itself, spoke against the "new and urgent" nature of the issue raised. Understanding the narrow timelines for review of new and urgent motions, IUCN and the MWG/RC should make every effort to avoid the appearance of impropriety. The Council will have to determine how best to move forward to address this now deferred motion, and understanding that the MWG/RC cannot plan for every event, it is important to learn from this experience. Frameworks should be put into place to better address geopolitical changes that occur that could impact motions (e.g. the election of a new government) and have a stronger process in place for fast-moving, direct engagement with proponents of new and urgent motions. Additional clarity should be provided to Members, but also facilitators and support staff, on how to proceed in these instances, and how to interpret consensus in the absence of unanimity, especially for highly contentious and fast-moving issues.

Specific recommendations on different phases of the process

Submission of motions: *the submission of motions takes place through an electronic system specifically designed for this purpose, using a template and during a set period.*

- Where possible, continue to align the RCFs with motion preparation and submission. Seek to strengthen the agendas to provide more time, space, and support for Members to collaborate and prioritise their motion (or topics). Some regions have done this more effectively than others, and inter-regional learning and sharing of best practice should be encouraged and facilitated. Council could consider a preliminary voting for regional Members, when motions refer to an issue circumscribed to a region (which would require changes in the Statutes and Regulations). Only motions preliminarily approved would then move to the electronic vote or further discussion at Congress.
- Noting that Members can and should exercise their rights, but that the quantity of motions received both puts a great deal of stress on the system, and in some cases leads to significant imbalances across the Membership in terms of representation, the next Council is strongly encouraged to consider potential approaches to limit the number of submissions in order to make the process more manageable, including after adoption. One possible approach would be to limit the number of motions that any one Member can submit or co-sponsor (e.g. to five) to encourage Members submit motions focused on their top priorities and those of the Union, as well as to strengthen partnerships and have to reach out to "non-traditional" allies, including in other regions. This could also encourage broader participation, as Members who would not typically lead on Motion submission would be incentivised to do so.
- The submission form requests a lot of information in compliance with Rules 48*bis* and 54. Some effort should go into making it shorter, simpler, and more directly aligned to Rules, such that all information collected is ultimately useful for decision making or implementation if adopted. Or if it remains as extensive, to think critically about how to use it, including how it can be used in the implementation of motion if adopted. (See Box 1 for lessons related to the online system.)
- Relating to the observation above on the purpose of motions, consider inviting proponents to explain why the objective pursued requires a motion and cannot reasonably be achieved through existing mechanisms, previously adopted Resolutions and Recommendations, or other channels (e.g. Programme implementation, Commission action, or via the intervention of Council).

- Clarify in the form or the guidance note that for requests to endorse or disseminate a particular document/initiative, the proponent should include evidence that it has been published, to avoid rejection on grounds that it does not yet exist. Further, introductions of new terminology or acronyms should be clearly defined.
- The guidance should also provide clear instructions on how to refer to Commissions (and that requests should be directed to the Commissions rather than individual specialist groups), Indigenous Peoples, and other common entities. Guidance could also be provided if proponents should provide clear evidence for any claims, including citations in the explanatory memorandum.

Box 1: Issues related to the online system

- Make it mandatory to enter the proponent to save a draft motion. That way the government or organisation can be displayed rather than the individual author on the dashboard. This is more helpful for Members to see who is behind which motion.
- Consider a simplified way for Members to make corrections to the co-sponsors of their motions (add, remove, replace, etc.).
- Word limitations in the preamble and operative paragraphs can result in Members finalising the motion in the explanatory memorandum, or submitting multiple motions with the same preamble, but different operative paragraphs, and asking for them to be considered together. The limits could be revised, or the purpose of the limits could be better communicated.
- Consider asking Council to include the time (UTC/GMT) in their submission deadline decision, and that this time should fall within business hours of IUCN headquarters so that staff are available to support Members with last minute problems. Post-midnight system support is suboptimal for all involved. A link to an online time zone converter could be included to minimise confusion.
- For submission, consider a standard commercial option rather than a bespoke model. These tend to be more user friendly, and far less resource intensive and time consuming to develop (noting that it would need perform certain validations to be useful, e.g. list of eligible co-sponsors is integrated).
- The system could also include clearer visual alerts for non-accredited Members, consolidated views indicating whether motions are adopted or rejected, and the ability to download or view multiple motions together for offline analysis.
- While the "subscribe" function was useful for tracking comments during the online discussion, it could be expanded to provide notifications for other updates, including when a new version is published, or when a contact group is schedule.
- During the online discussion, the system could allow for structured uploads of comments or amendments by Members, clearer notifications of discussion rounds, and easier consolidation of motion texts for analysis.
- Make facilitator assignments clearer on the website either on the motion list or on the individual motion page.
- In terms of the motion documents, reconsider track change versus clean versions; review and revise the versioning convention, as many found it confusing (consider numbering with major and minor versions, i.e. 1.1, 1.2, 1.3, etc, and then 2.0 when the discussion is done, or use words) and were unclear which document was being considered (consider a watermark or other indication to make it clear which versions are drafts from the discussion and which ones are "final" going to electronic vote or the Members' Assembly).
- Use the subscribe function to notify people not only about a new comment, but also about the publication of a new version.
- Although it was improved since Marseille, there remains a need to improve contact group registration process.
- While it had some advantages, including full technical support and simultaneous AI interpretation, a more widely known commercial platform (e.g. Zoom) could be better than KUDO, which required a lot of learning and adaptation for all involved.
- Reconsider the placement of motions that propose amendments to the Statutes, which some users struggled to find.

- As described above, the budgeting and resourcing questions remain confusing and largely unhelpful for decision making. If this information is requested, it should be with a clear purpose in mind (e.g. systematic costing for Members' information during discussions and vote). However, it may be more effective to request co-sponsors to indicate whether they will commit to all or part of the resources required, or whether they are requesting support to mobilise these resources. Further consideration could be given to making explicit the relationship between requested tasks, available resources, and any funds pledged, as well as increasing transparency on how the Secretariat prioritises implementation of adopted motions.

Technical review: *The technical review is the process through which Secretariat staff, and Commission members as needed, assess motions on scientific and technical grounds, through an online form. The reviews inform the MWG in its consideration of motions' admissibility.*

- Allow at least two weeks between the closing of the submission window and the start of the technical review to allow for proper grouping and assignment.
- As indicated above, there is a need to clarify the role of the Council standing committees in the review of motions prior to the meeting of the MWG.
- The informational and training webinar for technical reviewers was well received, though attendance failed to reach 50%, so another session would be useful, as well as brief, carefully produced videos to support their training.
- As with the submission form, the technical review form could be shorter and simpler, and should be standardised for all users, rather than having different versions for Secretariat and Commission members.

Motions Working Group meetings: *The MWG meets soon after the submission of motions closes to review, assess and decide on the admissibility of motions based on the criteria in the IUCN Statutes. The MWG also meets after the Online Discussion to decide on the motions that are sent to e-vote and those that are remitted to the Members' Assembly.*

- Working with proponents on redrafting merges was a success, and appreciated by Members (as well as the MWG, which appreciates the extremely short turnaround time required). Such an approach could potentially be a model for other MWG decisions and deliberations (e.g. making changes, improving texts, etc.).
- Related, the mandate of the MWG in relation to merges could be further clarified to Members and to the MWG, including expectations that proponents engage constructively with merge requests, and the consequences, if any, where this does

not occur. Note: as it was unclear in the instructions to Members whether merges were required to advance their motion, and noting the small window given to Members to merge, with sometimes numerous proponents, this caused a lot of anxiety with Members. Some rushed and worked together, some refused, and in rare instances, some had MWG members draft a merge for their approval. This unclear approach seemed to reward those who refused, as their un-merged, un-edited draft was then accepted (as they have to each stand alone on the merits before they can be asked to merge, and small edits by the MWG were not made to allow for them to edit during merging). If merging is not addressed, there will be an incentive where Members will simply refuse to merge.

- Greater participation from the Legal Advisor and/or the governance colleagues at the outset could be useful for MWG members to clarify the boundaries of their role and to ensure a shared understanding of the admission criteria. Developing standardised justifications for MWG decisions could also facilitate consistency and transparency in communications with Members.
- A clearer procedure for managing conflicts of interest (COIs) should be discussed and decided at the outset, e.g. MWG members with COIs should exit the room for the discussion of the motion in question. This procedure should be available to Members' inquiries.
- This meeting could be longer, possibly contingent on the number of submissions received. One option would be to include a weekend during the meeting, which could also provide more time for proponents to address concerns, merges, etc.
- Noting the resource constraints, consideration should be given to holding the second meeting of the MWG in person.
- For the second meeting, the MWG may wish to provide more information on how they will decide which motions go to the electronic vote and which go to Congress, in order to manage Members' expectations and improve transparency. If they wish to establish a maximum to send to Congress, in order to be manageable on-site, that should be clearly communicated ahead of time.

Appeals: *the proponent and cosponsors of a motion can appeal against the decision of the MWG regarding its classification, exclusion or amendment before the online discussion, to the Congress Preparatory Committee acting as Appeals Body.*

- In the decision email after MWG I, it should be clarified that the five co-sponsors be put in cc to indicate their support, in order to additional exchanges.

- A joint briefing or legal guidance from Legal Advisor to MWG and CPC would be useful, to ensure that they have a shared understanding of the admission criteria, purpose of motions, etc.
- Further reflection could be given to the balance between safeguarding Members' rights and preserving the authority and effectiveness of the MWG, to avoid appeals unintentionally weakening and questioning the integrity of the process..

Online discussion: *all motions are discussed in writing, in an online forum. All constituents of IUCN can take part assuming different roles. Each motion discussion has a qualified facilitator.*

- Even though following the online discussion, the MWG considered almost 100 motions ready for the electronic vote, there remains considerable room for improvement in the discussion's modalities. Most comments still arrive at the very end of the readings, which makes a genuine exchange very difficult, and often puts the facilitators in a difficult position with respect to whether or not consensus has been reached.
- The incoming Council and MWG may wish to alternatives, including whether a facilitated written discussion is the best approach, or whether another approach would result in more consensus texts. One example would be to offer Members an opportunity to submit written comments and then ask a team of facilitators to streamline the texts and convene one or more virtual contact groups to address outstanding areas of contention and confirm consensus.
- Should the incoming MWG continue with the current approach, they should seek to recruit facilitators earlier, provide them with additional training and guidance (noting that the Secretariat provided written guidance documents and training webinars in 2025), and encourage more colleagues from the Secretariat to participate. Other approaches to recruiting facilitators could include: request that every proponent nominate someone to facilitate another motion; offer recognition or a discounted Congress registration; include a moment of recognition during the Assembly; or provide a budget line for Secretariat staff.
- On the timing, the discussion end date should be when the last reading ends, and not when facilitators are supposed to finish their edits, which understandably caused confusion. Further, the hour of the deadline (e.g. 13:00 GMT) should be more clearly stated in all communications.

Electronic vote: *following the online discussion, the MWG puts the majority of motions to an electronic vote. Only a few motions will go on to the Members' Assembly to be further discussed and voted.*

- Consider revisit the way amendments are treated. A recurring scenario has been that a Member prefers a motion without amendment, but that vote is not reflected in the results because that question is not considered (and the results are therefore not published) if the motion is adopted with the amendment. At the very least, additional clarity on how votes on amendments are reflected in final results could help address this concern.

Members' Assembly

New and Urgent Motions

- Be clearer in all guidance materials when the new and urgent motion submission window closes. It was not clear that the deadline was the close of the sitting vs the scheduled end. Consider closing the system when the sitting ends.
- Provide additional information and examples about what is considered "new" and "urgent" to manage expectations and improve transparency.

Contact Groups

- The RC recruits a large cohort of Commission members and Secretariat staff to serve as facilitators before and during the Congress. While written guidance, webinars, and in-person support was provided by the Motions Team, additional training for facilitators would be useful, and the incoming RC may consider asking strong facilitators to lead a training on strategies. The RC should also call for volunteers earlier and cast a wider net; try to identify colleagues who have proven to be excellent in the past; and ensure that facilitators and motion managers understand what can and cannot go to plenary in terms of amendments, so they understand possible endgames for contact groups. Engagement with the IUCN Academy and offering formal trainings prior to Congress could also be explored.
- Additional instructions should be provided from the outset on how brackets will be treated and what consensus means, to enhance consistency across contact groups.
- Additional clarity should be provided from the outset on whether it will be possible to solve issues outside contact groups (e.g. issue of importance for only a few Members), including the procedure for doing this (e.g. announcement in last contact group) to avoid ad hoc approaches and subsequent misunderstandings or complaints.

- Making use of contact groups before Congress is a good idea, but more clarity is needed to ensure a shared understanding of the exact purpose in terms of whether the discussion be "completed" before Congress or only "advance" with the expectation that a follow-up contact group will be convened during Congress.
- Many Members suggested that the move to fully virtual contact groups be reconsidered. The incoming Council may wish to consider whether more flexibility could be introduced in this regard, knowing that it would require an amendment to the Rules of Procedure. In the contact groups remain virtual, there should be dedicated space at the venue for Members to join them.
- The RC could provide guidance about the maximum number of contact groups that can be convened for a given motion, considering the limited time available, and when they intend to send a motion to the plenary with amendments, or even defer it to the next Congress, rather than continue to convene meetings.

Plenary

- Training for Members on the proceedings of the Assembly, including on the debate and vote on motions, should be expanded to address voting on amendments. This should include an overview of the rules, especially when there are multiple options that address the same part of the text. Many Members find it counterintuitive that the most different amendment is voted upon first. This could be demonstrated with simple examples.
- Clear guidance should also be provided on when and how Members can make amendments after contact groups have concluded, including from the floor and by email, as many Members were confused about what was considered admissible.
- Additional measures could include clearer on-screen indications of voting outcomes, reminders of voting thresholds and weights, and greater transparency regarding levels of participation, both in-person and online.

Concluding remarks

Despite many improvements, there remains significant potential to enhance the IUCN motions process. Since the shift to an online format, technology and communication tools have evolved rapidly. In some cases, this has made the process smoother and more efficient and transparent. In others, it has made the exchanges more difficult and impersonal, especially in the case of contact groups.

Perhaps the main challenge to reflect on for the incoming Council and MWG is how to improve the clarity of the purpose of motions, such that there is a shared understanding between Members, the MWG, Council, and all involved. We believe that this alignment would

facilitate a transition to fewer, stronger motions, which reflect the key policy priorities and gaps that require action from the Union in the form of a Resolution. This will necessitate an ongoing discussion, and we support it to the extent that we can.

Finally, we take this opportunity to remind the Council that the entire Union must take collective ownership of this process and of the Resolutions and Recommendations it produces, ensuring that improving and strengthening it remains a shared responsibility.

ITEM 5.2 FOLLOW-UP TO THE CONGRESS RESOLUTIONS

C117 item 5.2 Follow-up to the Congress resolutions

Abu Dhabi Resolutions: CALLS to Council

		Standing Committee
1.	8.002 - Accelerating action for nature-positive, sustainable agriculture and food systems	PPC
2.	8.030 - Definition and principles of the regenerative Blue Economy	PPC
3.	8.033 - Port State measures regarding illegal, unreported and unregulated fishing	PPC
4.	8.037 - Fourth global coral bleaching event: urgent action to reduce the risk of catastrophic loss of the world's coral reefs	PPC
5.	8.041 - Developing a policy on geoengineering	PPC
6.	8.048 - Crimes that Affect the Environment (CAE)	PPC
7.	8.049 - Strengthening safe civic spaces to fulfil the Kunming-Montreal Global Biodiversity Framework	PPC
8.	8.056 - Ensuring conflict-sensitive conservation and protection of the environment in fragile and conflict situations	PPC
9.	8.060 - Recognising the crime of ecocide to protect nature	PPC
10.	8.064 - Establishing mechanisms for engagement with IUCN Members involved in armed conflict	PPC
11.	8.065 - Updating the IUCN Policy on the Sustainable Use of Wild Living Resources	PPC
12.	8.071 - Recognising the Model Forest Act to enhance forest protection, conservation, restoration and sustainable management of forests	PPC
13.	8.081 - Advancing the sustainable management, use and trade of wild species	PPC
14.	8.085 - IUCN assessments of critical issues pertaining to the status and trends of nature and natural resources	PPC
15.	8.086 - IUCN policy on synthetic biology in relation to nature conservation	PPC
16.	8.097 - Advancing the One Health approach for biodiversity, health and global cooperation	PPC
17.	8.119 - Archiving Resolutions and Recommendations and making IUCN policy more accessible	PPC
18.	8.121 - Increasing the participation of subnational governments across and through the Union	GCC
19.	8.122 - Accelerating equitable youth empowerment and engagement across the Union	GCC/FAC
20.	8.123 - Members are the heart of IUCN: strengthening global conservation by strengthening the institutional governance of the world's oldest, largest international conservation organisation	GCC
21.	8.140 - Developing an IUCN Policy and Guidance on Artificial Intelligence and Conservation, and the Integrity of Digital Evidence	PPC
22.	8.142 - Reaffirming IUCN's commitment to multilateralism and global cooperation	PPC

PPC agreed to the following prioritisation process

Prioritisation criteria

- **Urgency Time-bound nature** – existence of deadlines or processes requiring early action
- **Strategic importance** – alignment with IUCN priorities and impact
- **Operational modalities** – a Task Force or Working Group is needed, specific process needs to be followed (consultation) ...

As a result 4 Resolutions were identified as requiring timely decision from Council:

- **8.041 - Developing a policy on geoengineering**
- **8.048 - Crimes that Affect the Environment (CAE)**
- **8.065 - Updating the IUCN Policy on the Sustainable Use of Wild Living Resources**
- **8.140 - Developing an IUCN Policy and Guidance on Artificial Intelligence and Conservation, and the Integrity of Digital Evidence**

C117 item 5.2: Follow-up to the 2025 Congress Resolutions/Decisions

Proposed implementation plan for Resolution 8.041 - Developing an IUCN policy on geoengineering

Proposed implementation/operational plan to address the Resolution	Timeline (per action/step)	PPC members of Task Force	Secretariat focal point(s)
3 key phases/ components: Process initiation and resource mobilisation 1. Review of current state-of-play on geoengineering + proposed policy development process (socialisation & capacity building) 2. Policy development with Union-wide consultations (2-rounds) 3. Finalisation and adoption of draft IUCN policy at 2029 Congress	 Q1 – Q2 2026 Q3 2026 – Q2 2027 Q3 2027 – Q2 2028 Q3 2028 – Q4 2029	Christina Voigt Yinfeng Guo	Sandeep Sengupta, Rachel Asante, Heidi Weiskel, David Goodman, Aldo Celasco

PPC Decision:

PPC has established a Task Force on Geoengineering to steer the process and provide oversight and guidance to the implementation of Resolution 8.041. Requested the Task Force to finalise TORs by the next meeting of PPC (June 2026)

Invitation is extended to Council members to join the Task Force.

C117 item 5.2: Follow-up to the 2025 Congress Resolutions/Decisions

Proposed implementation plan for Resolution 8.048 Crimes that Affect the Environment (CAE)

Proposed implementation/operational plan to address the Resolution	Timeline (per action/step)	PPC Task Force members	Secretariat focal point(s)
1. Task Force establishment and process initiation • Establishment of Task Force, its composition and Terms of Reference; nomination/selection of IUCN Members and Commissions; • resource mobilisation and partnerships. **2. Strategy development & Union-wide consultations** • global baseline assessment / review of state-of-play on CAE (legal, policy, institutional and scientific dimensions); • evidence gathering and technical inputs through consultations with Members, Commissions, and partners; • drafting and iterative revision of the Strategy. **3. Finalisation and adoption of IUCN Strategy on CAE** • final draft; • Council and Director General review; • endorsement and formal adoption at 2029 Congress.	Q1–Q4 2026 2027–2028 2029	Christina Voigt Ernesto Herrera Guerra	Tavus Annayev Alejandro Iza

PPC Decision:

PPC has established a Task Force on Crimes that Affect the Environment and steer implementation of Resolution 8.048, agreeing that the final draft strategy should be presented to Council no later than its 123rd meeting

Invitation is extended to Council members to join the Task Force.

C117 item 5.2: Follow-up to the 2025 Congress Resolutions/Decisions

Proposed implementation plan for Resolution 8.065 Updating the IUCN Policy on the Sustainable Use of Wild Living Resources

Draft proposed implementation/operational plan to address the Resolution	Timeline (per action/step)	PPC Task Force members	Secretariat focal point(s)
1. Preparatory/Proposal and Resource Mobilisation • Council agrees to development of policy review proposal • Secretariat drafts proposal with options; shares with potential donors and partners	Q2 2026	Brian Child, Atsuhiro Yoshinaka, Ernesto Herrera Guerra, Charlotte Karibuhoye Said, Maria Cecilia Wey De Brito	Oliver Tallowin Richard Jenkins
2. Governance and Design Phase (dependent on funding) • Working Group Terms of Reference developed • WG established with balanced representation across the Union • WG develops Policy Review Implementation Strategy, including mechanism and safeguards	By Q1 2027 (TBC)		
3. Policy Review and Union Consultation • Review carried out; outcomes reported to Council (amendment recommendation and proposed text with rationale) • Draft outputs circulated for Union-wide feedback • Feedback consolidated and addressed • Final policy review submitted to WCC 2029	Q2 2027 – Q1 2029 (TBC)		

PPC Decision:

PPC has established a Task Force for Resolution 8.065 to oversee the establishment of a participatory process to consider the need for a revision and update of IUCN Policy Statement on Sustainable Use, and to recommend the next steps by C119.

Invitation is extended to Council members to join the Task Force.

C117 item 5.2: Follow-up to the 2025 Congress Resolutions/Decisions

Proposed implementation plan for Resolution 8.140 Developing an IUCN Policy and Guidance on Artificial Intelligence and Conservation, and the Integrity of Digital Evidence

Proposed implementation/operational plan to address the Resolution	Timeline (per action/step)	PPC Task Force members	Secretariat focal point(s)
1. **PPC Task Force established, to** review the draft process and TORs for bodies involved in the implementation of the Resolution	April 2026	Ernesto Herrera Guerra, Ann Katrine Garn, Samad-John Smaranda, Atsuhiro Yoshinaka	Nicholas Macfarlane Tom Brooks Sonia Peña Moreno
2. Citizens' Assembly established; Training meeting; Deliberation meeting	Q3 26-Q2 27		
3. Policy Development Working Group established; Three policy drafts: Two rounds of Union wide peer-review	Q3 26-Q2 29		
4.Guidelines for policy implementation developed; Union-wide peer-review	Q2 27-Q2 29		
5. Capacity-Building and Media and Information Literacy Programme developed	Q2 28-Q2 29		

PPC Decision:

PPC has established a Task Force to oversee and guide implementation of Resolution 8.140 and make recommendations on next steps to PPC/Council no later than C118.

Invitation is extended to Council members to join the Task Force.

C117 item 5.2: Follow-up to the 2025 Congress Resolutions/Decisions

PPC recommendation to Council (*for decision*):

The IUCN Council, on recommendation by the Programme and Policy Committee,

1. Approves *the initiation of the process for implementing the following four 2025 Congress Resolutions which require action from Council during the period 2026-2029,*
   - *8.041 - Developing a policy on geoengineering*
   - *8.048 - Crimes that Affect the Environment (CAE)*
   - *8.065 - Updating the IUCN Policy on the Sustainable Use of Wild Living Resources*
   - *8.140 - Developing an IUCN Policy and Guidance on Artificial Intelligence and Conservation, and the Integrity of Digital Evidence*
2. Notes *the proposed implementation plan for each of these four Resolutions and the establishment of Task Forces to oversee and guide the process of their implementation;*
3. *Requests the PPC, with the support of the Secretariat, to outline an implementation plan for the remaining fifteen Abu Dhabi Resolutions that have been assigned to PPC, and to present this plan to the Bureau for approval, as soon as possible, and no later than the 118th meeting of Council.*

Agenda item 5.2

GCC Follow-up to 2025 Congress Resolutions/Decisions

Erica McCreedy

Chair of the Governance and Constituency Committee

GCC Task forces and Council Working Group

Resolution / Decision	Volunteers	Type
Resolution 8.121 - Increasing the participation of subnational governments across and through the Union	Katy Gwiazdon Amran Hamzah Matrah Al-Mutairi	GCC Task Force
Resolution 8.122 - Accelerating equitable youth empowerment and engagement across the Union	Diana Garlytska Liette Vasseur Roshani Adhikari	GCC Task Force
Resolution 8.123 – Members are the heart of IUCN: strengthening global conservation by strengthening the institutional governance of the world's oldest, largest international conservation organisation	Katy Gwiazdon Roshani Adhikari Lima Rosalind Onel Masardule	Council Working Group
Motion B – Proposed amendments to Article 54 of the Rules of Procedure of the World Conservation Congress	Katy Gwiazdon Matrah Al-Mutairi	Council Working Group
Action Plan plan for National, Regional, and Interregional Committees	Ramon Perez Gil Margaret Otieno Diana Garlytska	GCC Task Force

Draft Council Decision – Motions Process

The IUCN Council,

Following the decision of the World Conservation Congress 2025 requesting the IUCN Council to continue the work on improving the motions process, including the amendment of Article 54 of the Rules of Procedure of the World Conservation Congress, through a consultative process involving IUCN Members,

On the recommendation of the Governance and Constituency Committee,

AGREES to establish a Council Working Group to implement Congress Motion B, the leadership, composition and terms of reference of which shall be submitted to the Council for approval by electronic ballot as soon as possible;

INVITES Council members, in addition to the members currently designated by the Governance and Constituency Committee, to express their interest in participating in the Working Group.

117th Meeting of the IUCN Council (C117)

in person, in Gland (Switzerland) 21-23 April 2026

Item C117/6.1

Letters received from IUCN Members in response to the invitation to comment on the draft agenda C117

Council's Transparency Policy requires that the draft agenda be made available to IUCN Members before the Council meeting.

The draft agenda of the 117th Council meeting was shared with IUCN Members on 11 March 2026, for comments by 31 March 2026. All comments received from IUCN Members are presented in chronological order as annexes to the present document.

As provided in Council's Procedure for dealing with Member letters addressed to Council, the standing committees are requested to make a recommendation to Council, as part of their report, on the appropriate action or response to issues raised in Member letters falling within their respective mandates. This document will be updated once the letters have been transmitted to the relevant standing committees and will indicate the committee(s) to which each letter has been referred.

List of Member comments on the Draft C117 Agenda received by 31 March 2026

Number	Received from	Topic
Annex 1	Scott Hajost ASOC Board Vice-chair	Antarctica and Southern Ocean follow-up, reactivation of related IUCN task forces, and proposal for a lessons-learned working group on the Abu Dhabi hybrid Congress
Annex 2	Christine Dragisic Managing Director Global Policy National Audubon Society	Review of hybrid Congress drafting groups and voting process, including lessons learned and possible improvements for future Congresses
Annex 3	Vance Martin Chairman, Board of Trustees Union of Nature Foundation	Request to include and discuss Member intervention pronounced during the 2nd sitting at the World Conservation Congress (13.10.2025)

Annex 4	Charles (Chip) Barber Director, Natural Resources Governance & Policy WRI IUCN Representative World Resources Institute (Global Office, Washington DC USA)	Support for follow-up on Resolution 48, including focal points and convening the task force on a CAE strategy

ZEICHNER Anna

From: scotthajost@yahoo.com
Sent: 29 March 2026 16:14
To: AL MUBARAK Razan
Cc: GWIAZDON Kathryn; ZEICHNER Anna; MAGINNIS Stewart; GOOD Deborah
Subject: IUCN: 117th Council Meeting - draft Agenda ASOC comments

Follow Up Flag: Flag for follow up
Flag Status: Flagged

Dear Razan. It is a pleasure to be writing you again. The IUCN Abu Dhabi Congress was so memorable and productive and many thanks again for your leadership! We are glad that the Council will be back in session. I am pleased to provide comments on the draft agenda for the 117th Council meeting on behalf of ASOC- Antarctic and Southern Ocean Coalition.

We were very gratified with how firmly Antarctica and the Southern Ocean are anchored in the outcomes of the Abu Dhabi WCC including the new Program. We are pleased that IUCN has a dedicated Antarctic and Southern Ocean staff person and that this special and important place on Earth is being addressed at a senior IUCN level and by Commissions such as WCPA. We are also pleased that IUCN will be represented well at the Japan ATCM in May. ASOC, as the only environmental NGO observer in the Antarctic Treaty System will of course have a strong team there and looks forward to engaging with IUCN. It is very welcomed to have IUCN in action in the Antarctic Treaty System. Antarctic conservation needs all "hands on deck". Antarctica is one of the most climate affected places on Earth with broader global implications. We are pleased that climate change and Antarctica is an element of the new CAC Mandate and other Commissions. Manuel recently had an excellent virtual meeting with US members on CAC.

We were also excited about the still relatively new IUCN Strategy, Policy and Program on Antarctica and the Southern Ocean of which ASOC is proud to have been a part in developing as a member of the IUCN Antarctic and Southern Ocean Task Force. We are keen to have the IUCN Task Force back in action and move onto its next phase of work. We trust that all concerned IUCN Commissions will contribute to its work.

We also want to see the Marseille WCC resolution 107 fisheries and marine biodiversity task force reconstituted with a charge to complete its policy work this year in support of IUCN efforts on fisheries and illegal fishing/marine wildlife crime. Antarctica and the Southern Ocean is part of the task force's scope and ASOC is a member.

More broadly and separately, establishment of an IUCN working group including members on lessons learned from the first IUCN hybrid Congress in Abu Dhabi has been suggested and trust will be acted upon. The last annual meeting of the US National Committee which I am now honored to Chair expressed its support for such a working group.

Many thanks and all the best for a fruitful Council meeting. We look forwards to the results.

Sincerely.

Scott (Hajost)
ASOC Board Vice-chair

IUCN: 117th Council Meeting - draft Agenda DEADLINE for comments 3/31

Dragisic, Christine <christine.dragisic@audubon.org>

Sun 29/03/2026 16:52

To:President - IUCN <president@iucn.org>;

Cc:Wilsey, Chad <Chad.Wilsey@audubon.org>;

Membership and Commission Support Unit,

Many thanks for the opportunity to provide input on the Agenda for the 117th Council Meeting. We would like to suggest that the Agenda include a robust consideration of the experience and lessons learned from the hybrid drafting groups and voting process at the Members Assembly in Abu Dhabi. (We hope that initial reflections are also included in the referenced report.)

This consideration might be extended beyond the Council meeting. We would suggest the Council solicit views by Members on how the resolutions, drafting group and voting processes worked, with potential improvements for the next Congress? As new members, we noted potential opportunities to adjust the process to better serve Members. It was particularly concerning that several Members noted from the floor that they didn't understand what they were voting on. As a Union, transparency and shared understanding are key.

Many thanks for your consideration,
Chris

Christine Dragisic
Managing Director, Global Policy
+1.202.538.2588 | christine.dragisic@audubon.org

From: IUCN Members <membership@iucn-crm.org>
Sent: Wednesday, March 11, 2026 3:15 PM
To: Mr Scott HAJOST <scotthajost@yahoo.com>
Subject: IUCN: 117th Council Meeting - draft Agenda

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ZEICHNER Anna

From: Vance Martin <Vance@wildernessglobal.org>
Sent: 29 March 2026 21:18
To: +IUCN Councillors 2025-2029
Cc: vancegmartin@gmail.com; Kathryn Gwiazdon; Chiel Liezenberg; anish@wctindia.org; Andrew Muir (andrew@wildernessfoundation.org); 'Todd, Paul'; LIEBERMAN Susan (wcs); Christopher P. Dunn (cpd55@cornell.edu); HAJOST Scott (yahoo); ADHIKARI PATHAK Roshani; AGUILAR ROJAS Grethel; AGUTI MUGISHA Caroline; Razan Al Mubarak (ralmubarak@ead.gov.ae); AL-MUTAIRI Matrah; AWAD Simon; BARTRAM James; BYRNE Bláthnaid; CASTANEDA RIAL Sonia; CHILD Brian; DI PANGRACIO Ana; FRIEDLI CELA Sandrine; GARCIA-HUIDOBRO Tea; GARLYTSKA Diana; GARN Ann-Katrine; GUANZIROLI Marie Mavunda; GUO Yinfeng; GWIAZDON Kathryn; HAMZAH Amran; HERRERA GUERRA Ernesto; IMBSEN Louise; IORNS Catherine; IUCN Governance; KARIBUHOYE SAID Charlotte; KHACHATRYAN Ruben; KOROVULAVULA Isoa; LELIEVRE Maud; LLOVERAS SAN MIGUEL Fernando; MARAFI Khaled; MASARDULE Onel; MCCREEDY Erica; MELIANE Imen; MENON Vivek; MORA ALTAMIRANO Oscar; OTIENO Margaret; PEREZGIL Ramon; PULGAR-VIDAL Manuel; RAO Madhu; ROHN-BROSSARD Martine; ROSALIND Lima; SMARANDA Samad-John; STEWART Iain; VASSEUR Liette; VOIGT Christina (jus); WEY DE BRITO Maria Cecilia; YOSHINAKA Atsuhiro; ZEICHNER Anna
Subject: [*Suspicious URL*] Addition to the Agenda, IUCN Council April 2026
Attachments: Intervention on Council Processes sent 26 March 2026.pdf

Friends and Colleagues -- As requested when the draft agenda was sent to members a month ago, and on behalf of the supporters of our Intervention at the WCC, I submit my comments on the draft agenda. I respectfully request your confirmation on:

1. The inclusion of our Intervention (attached) on the agenda of the upcoming Council meeting.
2. The discussion in Council and ensuing actions.

Many thanks for all your help on this matter and your ongoing, dedicated work on behalf of our Union

Warm regards
Vance Martin

Chairman, Board of Trustees
Union of Nature Foundation

Intervention on Transparency of Council Processes

World Conservation Congress, 2nd Sitting, 13 October 2025

Intervenor -- Vance G. Martin, Union of Nature Foundation (Netherlands)

Supporters -- Natural Resources Defense Council (USA), WILD Foundation (USA), Wildlife Conservation Society (US), Cornell Botanical Garden (US), Nigeria Conservation Foundation (Nigeria), Wilderness Foundation (South Africa), Wildlife Conservation Trust (India)

Intervention

Thank you, Chair. I would like to raise an important point regarding the Transparency Policy of Council, which dates back nearly a decade. While it was a valuable step forward at the time, in practice it has made it difficult for Members to fully engage with Council's work.

Three improvements could significantly strengthen transparency and accountability:

First, make Council documents available to Members before Council meetings, not only after decisions are posted. This would allow Members to provide timely input and follow discussions with better understanding.

Second, ensure that the minutes of Council meetings are shared within three to four weeks after each meeting — rather than months later — to keep Members informed and engaged in real time.

Third, broadcast Council meetings to Members, as is standard practice in many international organisations, including environmental ones. This would open the door to greater participation and trust.

Implementing these simple measures would enhance transparency, strengthen Member engagement with Council, and reinforce the accountability of Councillors — in line with IUCN's values of openness and inclusiveness.

Thank you.

117th Council Meeting - draft Agenda

Chip Barber <Charles.barber@wri.org>

Mon 30/03/2026 23:05

To:President - IUCN <president@iucn.org>;

Cc:'Kathryn Gwiazdon' <kathryngwiazdon@environmentalethicsandlaw.org>; 'anna.zeicher@iucn.org' <anna.zeicher@iucn.org>; GARN BLOM Ann-Katrine (zoo) <akg@zoo.dk>; GOOD Deborah <Deborah.GOOD@iucn.org>;

Der President Al Mubarak,

Thank you for the opportunity to provide input from the World Resources Institute (WRI) in advance of the upcoming Council Meeting.

WRI would like to align itself with the comments provided by the National Whistleblower Center, which IUCN USNC Chair Scott Hajost kindly provided to us. Specifically, we support the following points and we hope the Council can follow through on them:

- We were very pleased with the Director General's positive reply to the USNC members' message on IUCN implementation of resolution 48 designating secretariate focal points as requested by the resolution. Members are already communicating with them and look forward to working with them going forward.

- We are keen that the Director General and Council now convene the Task Force to develop an IUCN CAE strategy as requested in resolution 48 and have already offered to contribute.

It is good to see combating environmental crime and corruption embedded in the IUCN Program and recognition of the links between CAE, corruption illicit financial flows and human rights and defenders and whistleblowers in resolution 48. It is also important that most of the new Commissions Mandates address CAE in some fashion. Commissions also have an important role to play on CAE and defenders and whistleblowers.

WRI wishes you a successful Council Meeting, and we look forward to hearing about the outcomes.

Sincerely,

Charles (Chip) Barber

Director, Natural Resources Governance & Policy

WRI IUCN Representative

World Resources Institute (Global Office, Washington DC USA)

+1 202-735-4363 (Mobile/WhatsApp)

cbarber@wri.org

Brazil | China | Colombia I Democratic Republic of Congo | Ethiopia | India | Indonesia | Kenya | Mexico | Netherlands | Turkey | United Kingdom | United States

ITEM 6.2 REPORT OF THE PROVISIONAL PROGRAMME AND POLICY COMMITTEE (PPC)

6.2 REPORT OF THE PPC

ITEM 1 RESPONSE TO LETTERS RECEIVED FROM IUCN MEMBERS

C117 item 6.2: Report of the provisional Programme and Policy Committee (PPC)

Response to letters received from IUCN members

PPC noted the following subjects raised in letters addressed to the President in accordance with the procedure for dealing with letters received from IUCN members:

- Bringing the IUCN Antarctic and Southern Ocean Task Force back into action and move into its new phase of work.
- Reconstitution of the Fisheries and Marine biodiversity Task Force (Marseille Resolution 107), namely to support IUCN's efforts on fisheries and illegal fishing/marine wild crime.
- Convening of an Task Force to develop an IUCN Crimes that Affect the Environment strategy (Abu Dhabi Resolution 048).
- Development of the IUCN Policy on Geoengineering with the highest standards of rigor, transparency, and commitment to IUCN's core mission.

These matters were incorporated into the discussions and reflected in the decisions of PPC

6.2 REPORT OF THE PPC

ITEM 2 DRAFT WORK PLAN 2026 – FINAL REVIEW AND RECOMMENDATION TO COUNCIL

C117 item 6.2: Report of the provisional Programme and Policy Committee (PPC)

Draft Work Plan 2026 – Final review and recommendation to Council

In the discussions on the draft Work Plan 2026, the following items were raised:

- The value of providing more detailed operational guidance for new areas of work through theme-based strategies including: Nature-based Education, Private Sector Engagement, etc
- Opportunity to include Commission members in small technical groups composed of senior regional centre experts to guide programme planning and delivery at the OUTPUT level
- The need for PPC to gain a fuller understanding of the accountability framework (Chapter 6 of the 2026-2029 Programme) to track progress in terms of Programme Outputs, Outcomes, and Catalytic Roles.

6.2 REPORT OF THE PPC

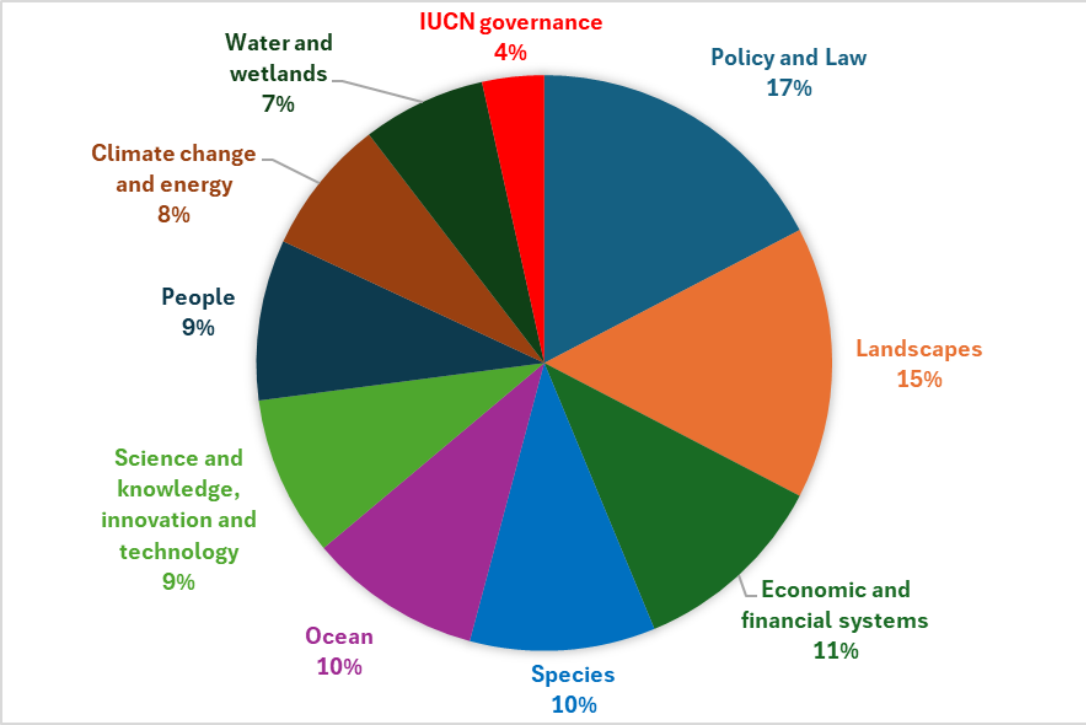
ITEM 3 2025 CONGRESS RESOLUTIONS REQUIRING COUNCIL ACTION – FINAL REVIEW AND RECOMMENDATIONS TO COUNCIL

C117 item 6.2: Report of the provisional Programme and Policy Committee (PPC)

2025 Congress Resolutions requiring Council action – final review and recommendations to Council

144 Resolutions & Recommendations adopted at IUCN World Conservation Congress Abu Dhabi 2025

135 Resolutions 9 Recommendations



IUCN CONSTITUENT	NUMBER OF RESOLUTIONS
Director General/ Secretariat	110
Council	22
IUCN Members	97
Climate Action Commission	**4**
Commission on Education & Communication	**4**
Commission on Environmental, Economic & Social Policy	**7**
Commission on Ecosystem Management	**10**
Species Survival Commission	**16**
World Commission on Environmental Law	**14**
World Commission on Protected Areas	**16**
All Commissions	**69**
TOTAL	144

C117 item 6.2: Report of the provisional Programme and Policy Committee (PPC)

2025 Congress Resolutions requiring Council action – final review and recommendations to Council

Progress made & next steps – For information

- Linkages between Programme Outcomes, 2026 Work Plan and Resolutions were welcomed
- Process for identification of Secretariat and Commission Focal Points for all Resolutions was initiated; Members Focal Points to follow
- PPC noted that resolution *Activity Reports* should be submitted periodically, through the Resolutions & Recommendations Platform and that the first progress report on the implementation of Abu Dhabi Resolutions will be presented to Council C118
- During the current intersessional period PPC should review from a programmatic and policy perspective potential improvements to strengthen the motion process and provide this input to the next Motions Working Group

6.2 REPORT OF THE PPC

ITEM 4 OUTSTANDING MATTERS FORM THE PREVIOUS QUADRENNIUM

C117 item 6.2: Report of the provisional Programme and Policy Committee (PPC)

Oustanding matters fom the previous quadrennium:

Review of IUCN's publications process – *Update*

- PPC welcomed the reflections on restructuring and upgrading Publications services.
- PPC noted that the joint Secretariat-Commissions Working group on Quality Assurance in the IUCN Publications Process (C113/21) will be established by the Director General now that the new Commissions Chairs have been appointed.
- PPC encourages that the DG appointed Commission-Secretariat Working Group delivers its final products by C118.

C117 item 6.2: Report of the provisional Programme and Policy Committee (PPC)

Oustanding matters fom the previous quadrennium:

Update of IUCN Private Sector Strategy – Background information/Updates:

- The current private sector engagement strategy was approved in 2012.
- The process to update this strategy was initiated under the previous Council at the request of the Private Sector Task Force.
- Substantial work has already been undertaken on the development of a new private sector strategy.
- The process has clarified key strategic issues, options, and lessons from previous strategies.
- The importance of having a coherent strategy to reach the financial sector (banks and insurance) was highlighted.
- Completion of this process in now an institutional priority (re: 20-year Strategic Vision & IUCN Programme 2026-2029).
- A re-established Private Sector Task Force would help facilitate the completion of the Private Sector strategy and support the oversight of its implementation.

C117 item 6.2: Report of the provisional Programme and Policy Committee (PPC)

Oustanding matters fom the previous quadrennium:

Update of IUCN Private Sector Strategy – PPC Decision:

Welcoming the progress made in the development of a new private sector engagement strategy, building on work done by the previous Council via the Private Sector Task Force; the Programme and Policy Committee agreed to:

- Support the completion of this strategy process in 2026, with a view to submitting a final draft for Council consideration by C118; and
- Establish a Private Sector Task Force, with terms of reference based on the previous model, to support the finalization and stewardship of the strategy, integrating inputs from Commissions;

Invitation is extended to Council members to join the Task Force.

C117 item 6.2: Report of the provisional Programme and Policy Committee (PPC)

Oustanding matters fom the previous quadrennium:

Conservation of Antarctica and the Southern Ocean

For information:

- The IUCN strategy, policy, and programme on Antarctica and the Southern Ocean by the Antarctica and the Southern Ocean Task Force established in 2023, was approved at Council meeting C112.

- This area of work is gaining significant importance and traction, with IUCN re-engaging with the meetings of the state parties to the Antarctic Treaty and to the Convention on the Conservation of Antarctic Marine Living Resources, where IUCN has a seat.

- There is still some remaining work that the Task Force did not manage to complete before its term ended. The key task is to finalise an action plan for implementing this renewed Antarctic and Southern Ocean work, in line with both the new Strategy document and the IUCN Programme.

C117 item 6.2: Report of the provisional Programme and Policy Committee (PPC)

Oustanding matters fom the previous quadrennium:
Conservation of Antarctica and the Southern Ocean

PPC agreed to:

Re-new the Antarctica and Southern Ocean Task Force with the following Terms of Reference:

1. Oversee the effective implementation of the IUCN Strategy for Antarctica and the Southern Ocean (2025), within the context of the IUCN Programme 2026-2029 and IUCN Commission mandates;

2. Develop an action plan that will identify, inter alia, interventions, capacity building needs, partnership engagement topics and other issues of strategic importance for IUCN, which will serve as an input to the Annual Workplans of the IUCN Secretariat, and the relevant IUCN Commissions, and be aligned with the IUCN Programme and relevant Resolutions, and report back to PPC by C118.

Invitation is extended to Council members to join the Task Force, and for previous members of the Task Force to re-confirm their participation.

C117 item 6.2: Report of the provisional Programme and Policy Committee (PPC)

Outstanding matters from Marseilles Resolutions

Resolution	Status
Res 002 — Strengthened institutional inclusion concerning indigenous peoples	Completed
Res 065 – Enhancing knowledge of natural resource conservation and alternative sustainable energy models through faith- based organization networks	Completed
Res 120 – Towards a Policy on Natural Capital	Completed
Res 137 – Affirming the right of Indigenous Peoples and local communities to sustainably manage and utilise wild resources in the context of COVID-19	Completed
Res 001 — Archiving Resolutions and Recommendations meeting retirement criteria, consolidating policy and future reviews	Completed
Res 034 - Ecological integrity in the post-2020 global biodiversity framework	Completed
Res 061 – Partnerships and further development of a Global Ecosystem Typology	Completed
Res 114 – Integrated solutions to the climate change and biodiversity crises	Completed
Res 123 – Towards development of an IUCN policy on synthetic biology in relation to nature conservation	Completed
Res 113 - Restoring a peaceful and quiet ocean	Ongoing
Res 107 Reducing the impact of fisheries on marine biodiversity	Ongoing
Res 119 – Renunciation of the Doctrine of Discovery to Rediscover care for Mother Earth	Ongoing

C117 item 6.2: Report of the provisional Programme and Policy Committee (PPC)

Outstanding matters from Marseilles Resolutions (*for decision*)

The IUCN Council, on the recommendation of the Programme and Policy Committee;

1. *Agrees to the PPC to outline an implementation plan for Marseilles Resolutions 7.107, 7.113, and 7.119 that require further work for completion;*
2. *Requests the PPC to present such a plan to the Bureau for approval, as soon as possible and no later than the 118th meeting of Council.*

6.2 REPORT OF THE PPC

ITEM 5 IUCN GLOBAL STANDARD FOR EFFECTIVE AND EQUITABLE PROTECTED AND CONSERVED AREAS

IUCN Global Standard for Effective and Equitable Protected and Conserved Areas - For information

- PPC welcomed the robust process for the Standard revision, managed by the WCPA Green List Standard Committee.
- The Standard was renamed; reflecting a broader application beyond the IUCN Green List Certification process and to be consistent with the naming of other IUCN Standards.
- Key improvements included:
  - Stronger link between planning and management
  - Streamlining the entire document to a more logical flow for users
  - More emphasis on tracking threats and rewarding successful threat management
  - Better alignment with Global Biodiversity Framework
  - Strengthening key issues such as gender equity, and climate change
- It was highlighted that the Standard places stronger emphasis on **outcomes over outputs**
- More detailed guidance is in development, including: guidance on all criteria and indicators; application across diverse governance, sites, countries and cultures; and references to existing IUCN and other products and publications
- A site assessment tool to guide users in progressing from one step to the next is being developed
- Communications around the updated Standard are being prepared in view of CBD COP17
- The independence of the Standard, and its applicability across all conserved areas, was reaffirmed

C117 item 6.2: Report of the provisional Programme and Policy Committee (PPC)

IUCN Global Standard for Effective and Equitable Protected and Conserved Areas

PPC recommendation to Council (*for decision*):

The IUCN Council, on recommendation by the Programme and Policy Committee,

1. Approves the IUCN Global Standard for Effective and Equitable Protected and Conserved Areas (Version 2.0); and
2. Expresses appreciation to the IUCN WCPA Green List Standard Committee for their diligent work in developing the revised Standard, through a global consultative process.

Agenda item 6.3.1

GCC Report to Council

Erica McCreedy
Chair of the Governance and Constituency Committee

Current work of the GCC

- GCC Training (20 March) briefed new GCC members on IUCN membership criteria, process and application
- GCC 1 (1 April) considered 25 membership applications, 1 membership category change and noted 5 member name changes
- GCC2 (10 April) considered the GCC terms of reference and how to proceed with 3 Congress resolutions, 2 Congress decisions, and 2 matters from the previous GCC – leading to setting up 3 GCC Task Forces and a future request to set up 2 Council Working Groups
- GCC 3 (22 April) considered 24 membership applications, 1 membership category change, 1 request for national committee recognition, 3 Member letters, Congress host criteria and the work of the IUCN Youth Advisory Committee and the IUCN Youth Strategy 2022-2030 implementation.

Proposed Draft Council Decision: Regulation 39

Amendment of Regulation 39

The IUCN Council,
On the recommendation of its Governance and Constituency Committee (GCC), having considered the comment received from one IUCN Member in accordance with Articles 101-103 of the Statutes,
Adopts, in second and final reading, the proposed amendment to Regulation 39 concerning the nationality of candidates for election as Councillors elected from the Regions (approved by Council Decision C113/7), as follows:

Existing provisions of the Regulations	Proposed amendments (with track changes)	New text as amended (all track changes 'accepted')
Regulation 39 Candidates for election as Councillor elected from the Regions shall be nationals of a State in the Region concerned and shall be resident in that Region. Candidates for election as Councillors elected from the Regions for a Region, or part of a Region covered by a recognized Regional Committee, other than that of their State, referred to in Article 40 of the Statutes, shall be resident in the Region concerned and be nationals of the State to which the dependent territory belongs.	Regulation 39 Candidates for election as Councillor elected from the Regions shall be nationals of a State in the Region concerned and shall be resident in that Region Candidates for election as Councillors elected from the Regions for a Region, or part of a Region covered by a recognized Regional Committee, other than that of their State, referred to in Article 40 of the Statutes, shall be resident in the Region concerned and be nationals of the State to which the dependent territory belongs. Candidates who are nationals of more than one State, shall declare to the Election Officer for which State they have been nominated.	Regulation 39 Candidates for election as Councillor elected from the Regions shall be nationals of a State in the Region concerned and shall be resident in that Region. Candidates for election as Councillors elected from the Regions for a Region, or part of a Region covered by a recognized Regional Committee, other than that of their State, referred to in Article 40 of the Statutes, shall be resident in the Region concerned and be nationals of the State to which the dependent territory belongs. Candidates who are nationals of more than one State, shall declare to the Election Officer for which State they have been nominated.

Three letters received for consideration by GCC

National Audubon Society – requesting a review of hybrid Congress, drafting groups and the voting process, including lessons learned and possible improvements for future Congresses

Antarctic and Southern Ocean Coalition - establish an IUCN working group including members on lessons learned from the first IUCN hybrid Congress in Abu Dhabi

Union of Nature Foundation – requested discussion on their Member intervention during the 2nd Sitting of the Congress (Council Transparency related)

Draft Council Decision – Member Letters

On the recommendation of the Governance and Constituency Committee,

the IUCN Council

ESTABLISHES a Council Working Group to review the IUCN Council's Policy on Transparency.

Draft Council Decision – WCC host criteria

On the recommendation of the Governance and Constituency Committee,

the IUCN Council

APPROVES the high-level selection criteria for the host of the IUCN World Conservation Congress as set out in the document “IUCN World Conservation Congress 2029 – Host selection process / High-level selection criteria” and

REQUESTS the Secretariat to apply these criteria in the preparation and use of future Statements of Requirements and related host bid documentation.

Youth Strategy

Draft Council Decision – Youth

On the recommendation of the Governance and Constituency Committee,

the IUCN Council

TAKES NOTE of the update on the IUCN Youth Advisory Committee work and the IUCN Youth Strategy 2022-2030 implementation.

Agenda item 6.3.2

Membership applications, membership category changes and Member name changes

GCC1 considered 25 membership applications

Statutory Region	Applicants	Cat.
Africa	Marine Conservation Society Seychelles	NGO
	Forestry Commission	GA
	Environmental Management Agency	GA
	Il'laramatak Community Concerns	IPO
	Apostolic Women Empowerment Trust	NGO
East Europe, North And Central Asia	Zoo Dvur Kralove	NGO
Meso and South America	Autonomous Municipal Government of Cuenca	SN
	Belize Fund For A Sustainable Future	NGO
	Grupo de Ecología y Conservación de Islas, A.C.	NGO
	Association of forest communities of Petén	NGO
North America and the Caribbean	Centre for International Sustainable Development Law	NGO
	SkyTruth	NGO
	John G. Shedd Aquarium	NGO
Oceania	The Colony Bees Association	NGO

GCC1 considered 25 membership applications

Statutory Region	Applicants	Cat.
South and East Asia	Ashoka Trust for Research in Ecology and the Environment	NGO
	Civic Exchange	NGO
	Forestry, Wildlife & Fisheries Department of Punjab Province in Pakistan	GA
	Nepalese Ornithological Union	NGO
West Europe	Opel-Zoo Foundation	NGO
	Sinchi Foundation	NGO
	Project House Cooperative	NGO
	Foundation Bioparc Geneva- Pierre Challandes	NGO
	Nature and Species Conservation Centre Zoo Schmiding gGmbH	NGO
	Nature Network Ireland	NGO
	Aga Khan Foundation United Kingdom	NGO

GCC3 considered 26 membership applications

Statutory region	Applicant	Cat.
Africa	Renatura Congo	NGO
	Reforest Africa	NGO
	Southern Alliance for Indigenous Resources	NGO
	Friends of the Earth Sierra Leone	IPO
	Rural Aid for Development	NGO
	Resource Conservation Initiative	NGO
	Project Biodiversity Association	NGO
	Programa Tato	NGO
	Dakhla Bay Network for Climate and Sustainable Development	NGO
East Europe, North and Central Asia	Lake Baikal Foundation for Environmental Applications and Research	NGO
	Association for the Conservation of Biodiversity of Kazakhstan	NGO
	ZOO Dvur Kralove*	NGO

GCC3 considered 26 membership applications

Statutory region	Applicant	Cat.
Meso and South America	Interdisciplinary Center for Research and Alternative Development U Yich Lu'um	IPO
	Segundo Montes Foundation	NGO
	Bari Wesna Intercultural Non-Governmental Organization Civil Association	IPO
North America and the Caribbean	Massachusetts Department of Fish and Game, Commonwealth of Massachusetts	SN
	Wildlife Jewels	NGO
	California Natural Resources Agency, State of California	SN
South and East Asia	Building up Sustainability Centre	NGO
	Jeollanamdo	SN
	Civil Engineering and Development Department	GA
	Birds Nepal	NGO
	Qinghai Third Pole Blue Sustainability Practice Center	NGO
West Europe	Oceanogràfic Foundation	NGO
	The Green Ribbon	NGO
	Parques Reunidos Foundation	NGO

Draft Council Decision – Membership Applications

On the recommendation of the Governance and Constituency Committee,

the IUCN Council

APPROVES the admission of 48 Members (Annex 1 and Annex 1_2),

DEFERS the consideration the application from Friends of the Earth Sierra Leone until additional information has been received, and

REJECTS the admission of the Apostolic Women Empowerment Trust .

Draft Council Decision – Membership Category Changes

On the recommendation of the Governance and Constituency Committee,

the IUCN Council

APPROVES the change of category of the following IUCN Members:

Member	Country	Current category	New category
The Living Desert Zoo and Gardens	USA	AF	NG
Danmarks Naturfredningsforening	Denmark	NGO	AF
Turkish Foundation for Combating Soil Erosion, for Reforestation and the Protection of Natural Habitats (Tema Foundation)	Turkey	NGO	AF

Draft Council Decision – Member Dues

On the recommendation of the Governance and Constituency Committee,

the IUCN Council

TAKES NOTE of the rise in conflicts around the world which leads to state increases in military and security budgets, often placing conservation budgets at great risk, as well as NOTING the additional burdens placed upon NGOs and IPOs, and ESTABLISHES a Working Group with members of each of the Standing Committees on Conservation and Security to better highlight the conservation-security nexus to show the critical role of conservation in security, as well as its implications on Membership.

Draft Council Decision – Member Name Changes

On the recommendation of the Governance and Constituency Committee,

the IUCN Council

TAKES NOTE of the name change of the following IUCN Members:

Previous name	New name	Country
Pronatura A.C.	PRONATURA México A.C.	Mexico
Udruga Dinarica/WWF Adria in Bosnia and Herzegovina	Udruga Dinarica	Bosnia and Herzegovina
Bow Seat Creative Action for Conservation	Bow Seat Ocean Awareness Programs	USA
Ministry of Environment, Republic of Korea	Ministry of Climate, Energy and Environment	Republic of Korea
Ministère de la Forêt, de l'Environnement et de la Protection des Ressources Naturelles	Ministère des Eaux et Forêts, Chargé du Conflit Homme-Faune	Gabon

Draft Council Decision – National Committee

On the recommendation of the Governance and Constituency Committee,

the IUCN Council

RECOGNIZES the IUCN National Committee of Armenia.

Joint GCC and FAC meeting on dues waiver

On the recommendation of the GCC and FAC,

the IUCN Council

TAKES NOTE of the operational plan for the membership dues waiver, and

SETS the deadline for Members to submit requests for a membership dues waiver as 29 January 2027.

IUCN Council Calendar 2025-2029

C117	C118	C119	C120	C121	C122	C123	C124
Gland	TBC	Gland	TBC	Gland	TBC	Gland at least 4 months before Congress	Congress venue 3 hours on the eve of Congress
FAC,GCC, PPC 3 weeks before C117	FAC,GCC,PPC w/c…2026	FAC,GCC,PPC w/c…2027	FAC,GCC,PPC w/c…2027	FAC,GCC,PPC w/c…2028	FAC,GCC,PPC w/c…2028	FAC,GCC,PPC w/c…2029	FAC,GCC,PPC w/c…2029
• Council induction • Appointment of Vice-Presidents, Bureau and standing committees • Council's strategic objectives/priori-ties 2025-29 • Report and strategic objectives DG • 2026 Workplan and Budget • Implementation of 2025 Congress Resolutions* • Update on IUCN's positioning in key international policy debates (CBD, UNFCCC etc.)* • Additional appointment Commission Steering Committees	• 2027 Workplan and Budget • Date and venue of the next Congress	• Report and strategic objectives DG • Strategic directions for the development of the IUCN Programme 2029-2033	• 2028 Workplan and Budget • Council proposals for amendments RoP on motions process for Members' e-vote** • Adjustments of Commission Steering Committee membership • Preparing for Congress: Appoint 1.Congress Preparatory Committee 2.Motions WG 3.Nominations Committee 4.Nominations Appeals Body 5.Election Officer	• Report and strategic objectives DG • Draft IUCN Prog-ramme 2029-2033 for consultation at RCF • Council motions on governance/amen-dments to Statutes and on conservation policy for consultation at RCF	• 2029 Workplan and Budget	• Report and strategic objectives DG • Council proposals for Congress: 1. Programme and Financial Pan 2029-2033 2. Council motions on governance/ amendments to Statutes 3. Commission Mandates 4.Nomination for: ‣President ‣Treasurer ‣Commission Chairs	

* Standing agenda item at each Council meeting
** Reform of the motions process, in particular RoP 54 (2025 Congress Motion B) and consequential amendment to RoP (2025 Congress Motion E)