Congress Document CGR-2025-3.1-1
Annex 1

Nature 2030

One nature, one future

DRAFT

IUCN Programme
2026–2029

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Executive summary

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

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

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

Our conservation action for 2026–2029 follows two major imperatives: to scale up inclusive and socially just conservation in land, freshwater and ocean and to assist this scaling-up by directly supporting transformations within eight key sectors that currently have a major negative impact on biodiversity. This approach recognises that the crisis facing nature is not simply an abstract problem: the ecosystems we seek to protect are the livelihoods, homes, and natural heritage of people. To protect these places, we must respect and welcome the perspectives of the people who know them best, and whose lives are interconnected with their health. This means stronger collaboration with Indigenous peoples and local communities, women and girls, and global youth – and it means protecting environmental and human rights defenders, who are under greater threat than ever.

[1] "*Unite for Nature on the path to 2045: A 20-year Strategic Vision for the Union"* is a guide for the Union toward its long-term Vision of a "just world that values and conserves nature".

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

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

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

To achieve this, we need to work together as a Union, so Members and Commissions will increasingly be involved in helping to deliver those projects in the IUCN portfolio, while the Secretariat continues

to provide support, help partners grow their skills, and enable cooperation between Members and partners working within the same regions. In carrying this out, we also recognise that we will need to expand our circle of "partners" beyond conservation organisations to include other groups, including from the private sector. The urgency of the moment means that we need to collaborate with anyone who has strong connections with parts of society that we can't reach; their understanding of these groups, and their credibility with them, can help inform and persuade untapped participants.

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

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

Introduction

IUCN's Programme – the pulse of the Union

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

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

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

At the halfway point in this decade, IUCN reaffirms its commitment to ensuring that the world remains

on target with respect to the United Nations 2030 Agenda for Sustainable Development, the KMGBF and the Paris Agreement. However, this update of the Programme has also been shaped and improved by the lessons learned since 2021 as well as new developments that have emerged both within the Union and beyond.

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

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

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

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

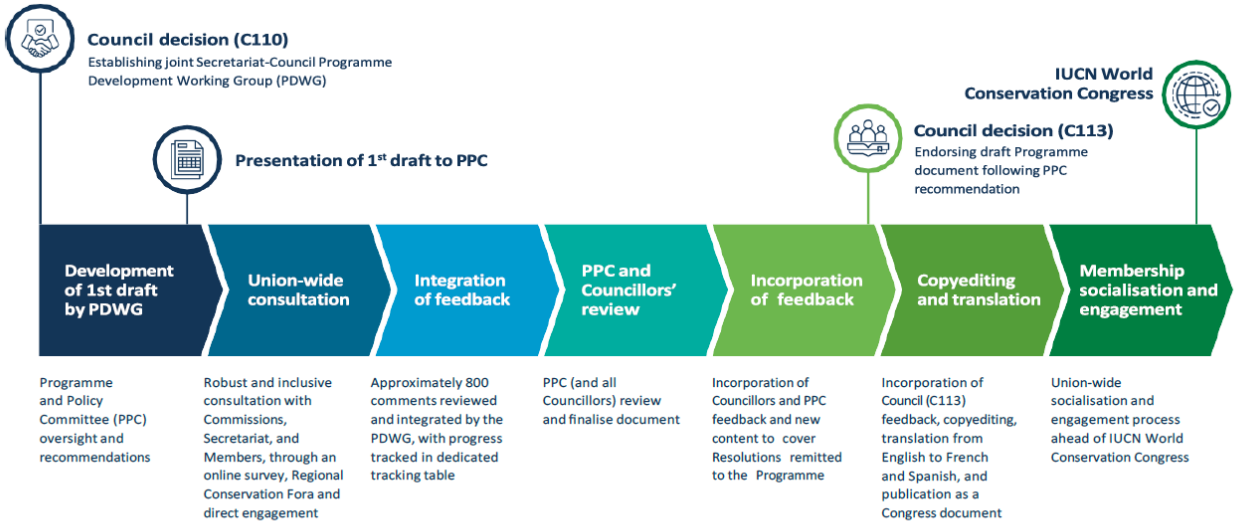


Figure 1. *A broad-based Programme development process*

Section 1: The deepening planetary crisis and its drivers

The planet faces a deepening crisis driven by biodiversity loss, climate change, land degradation, the inequitable, illegal and unsustainable use of natural resources, poor governance, war and conflict, and increasing health/pandemic risks. The chances of achieving the 2030 Sustainable Development Goals (SDGs) and other goals in MEAs are narrowing by the year. From a situation analysis of the current trends, three global challenges are of particular concern. First, the catastrophic loss of species, genetic diversity and ecosystems – our living nature and global heritage – continues apace. Second, this biodiversity loss is compounded by the growing impacts of climate change and other deleterious global change processes, with synergistic effects deepening their significance. Equally, solutions lie in addressing biodiversity loss and the impacts of other change processes in a more integrated manner. Third, inequities in the way humanity shares and uses nature are steepening, not only between and within countries, but also over time, eroding intergenerational equity and progress towards gender equality, which is regressing. Biodiversity action needs a global change lens, action to address global change needs a biodiversity lens, and both need a One Health lens as well as a social inclusion lens. A set of specific drivers have been identified that contribute significantly to the pace and direction of these three global challenges (figure 2), noting that the relative prevalence of these vary at sub-global scales. Taken together, these trends, and the interactions between them, render IUCN's vision of "a just world that values and conserves nature" as more urgent – and more challenging – than ever before.

GLOBAL CHALLENGE	SPECIFIC DRIVERS NEEDING PROGRAMMATIC RESPONSE
Biodiversity loss (including loss of species, ecosystems, genetic diversity)	**UNSUSTAINABLE AND ILLEGAL USE OF BIODIVERSITY** • Land and water use, change of use, conversion and degradation • Unsustainable and illegal use of species and ecosystems • Unsustainable agricultural production (including livestock) • Lack of gender-responsive and socially inclusive land and tenure rights and security, and of biodiversity and ecosystem stewardship **SPREAD OF INVASIVE ALIEN SPECIES, PATHOGEN SPILLOVER, AND ZOONOTIC DISEASES** • Invasive alien species • Pathogen spillovers • Zoonotic diseases • Differentiated impacts on ecosystem, plant/animal and human health **URBANISATION AND INFRASTRUCTURE** • Extractive industries, production and consumption, pollution and differentiated impacts
The nature–global change nexus (negative synergistic effects of biodiversity loss, climate change, land degradation, etc.)	**GLOBAL CHANGE PROCESSES** • Climate change impacts on biodiversity, including through temperature, hydrology, weather, fire, disaster risk, etc. • Unsustainable land-use practices have degraded almost 40% of the terrestrial surface • Ocean warming, sea-level rise, de-oxygenation and acidification • 78% of Earth's terrestrial surface is becoming drier **SECTORAL RESPONSE TO GLOBAL CHANGE PROCESSES** • Geoengineering • Uncoordinated sectoral responses that impact biodiversity • Unequitable decision-making and barriers to climate justice

Inequity and poor governance (resulting in negative impacts on nature and people)	**FINANCIAL, POLITICAL, LEGAL AND ECONOMIC SYSTEMS** • Financial, economic, legal, and trade and investment systems incentivising biodiversity loss, overexploitation, and impacts on vulnerable groups • Inequitable distribution of costs and benefits • Impacts on health and well-being • Gender-differentiated impacts of global change processes on women's rights, health, environmental leadership and roles, and the exacerbation of gender-based violence **POWER AND GOVERNANCE ARRANGEMENTS** • Poor or absent application of the rule of law, procedural injustice • Poor or absent recognition of rights, weak governance and knowledge systems • Corruption • War and conflict • Crime, illegal trade, unregulated and illegal use

Figure 2. Global challenges and specific drivers of the planetary crisis facing nature and humanity.

1.1 Biodiversity loss

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

The drivers of the crisis engulfing nature are also now clear, with the relative prevalence of different drivers apparent from assessments of extinction risk on the IUCN Red List of Threatened Species[10] (figure 3 on the next page). Most severe is the combination of ***land and water use change*** and ***overexploitation of species and ecosystems***. At a more granular level, **unsustainable agricultural**

[2] IUCN. (2023, December 11). *Freshwater fish highlight escalating climate impacts on species – IUCN Red List* [Press release]. https://iucn.org/press-release/202312/freshwater-fish-highlight-escalating-climate-impacts-species-iucn-red-list

[3] IPBES. (2019). *Global assessment report on biodiversity and ecosystem services of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services*. IPBES secretariat. https://doi.org/10.5281/zenodo.3831673

[4] Hochkirch, A., Bilz, M., Ferreira, C. C., Danielczak, A., Allen, D., Nieto, A., … Thomas, Z.-K. (2023). A multi-taxon analysis of European Red Lists reveals major threats to biodiversity. *PLoS ONE 18*(11): e0293083. https://doi.org/10.1371/journal.pone.0293083

[5] Bland, L. M., Nicholson, E., Miller, R. M., Andrade, A., Carré, A., Etter, A. … Keith, D. A. (2019). Impacts of the IUCN Red List of Ecosystems on conservation policy and practice. *Conservation Letters. 2019, 12*:e12666. https://doi.org/10.1111/conl.12666

[6] United Nations Convention to Combat Desertification (UNCCD). (2022). *The Global Land Outlook, second edition*. UNCCD. https://www.unccd.int/resources/global-land-outlook/glo2

[7] Convention on Wetlands. (2021). *Global Wetland Outlook: special edition 2021*. Secretariat of the Convention on Wetlands. https://www.global-wetland-outlook.ramsar.org

[8] United Nations. (2021). *World Ocean Assessment II*. United Nations. https://www.un.org/regularprocess/woa2launch

[9] IPBES. (2019). *Global assessment report on biodiversity and ecosystem services of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services*. IPBES Secretariat. https://doi.org/10.5281/zenodo.3831673

[10] IUCN. (n.d.). *The Species Threat Abatement and Restoration (STAR) Metric*. Retrieved on 10 June 2025 from https://www.iucnredlist.org/assessment/star

production is the most prevalent driver of nature loss on land, with **arable and livestock production** combining to cause at least a third of terrestrial biodiversity loss. **Unsustainable use of wild species**, including logging of natural forests, fishing and hunting of wild animals, drives around a quarter of all loss. For the marine environment, the main driver is **overfishing and overexploitation of aquatic resources**, both intentional and illegal, with unreported and unregulated fishing impacting 68 per cent of threatened marine species. Other major drivers impacting more than 50 per cent of threatened marine species include **climate change and pollution**, particularly from effluent. In freshwater systems, almost 50 per cent of threatened species are impacted by pollution (mostly effluents). Other important drivers in freshwater environments are **agricultural expansion, overfishing and overexploitation** (about 40 per cent of threatened species), **and invasive species** (29 per cent of threatened species). For all environments, **invasive alien species** (IAS) and unsustainable **urbanisation and infrastructure** are also highly prevalent drivers, while climate change looms as a further threat and is growing in prevalence and impact. Meanwhile, inadequate gender and social inclusion mainstreaming bars the equitable and effective conservation of nature. While the prevalence of drivers varies between different environments, all these drivers have impacts both on the land and in the water. Recent IPBES assessments have further articulated the impacts of different drivers, including use of wild species[11], IAS[12], and the complex interplay of demands for food, water and health[13].

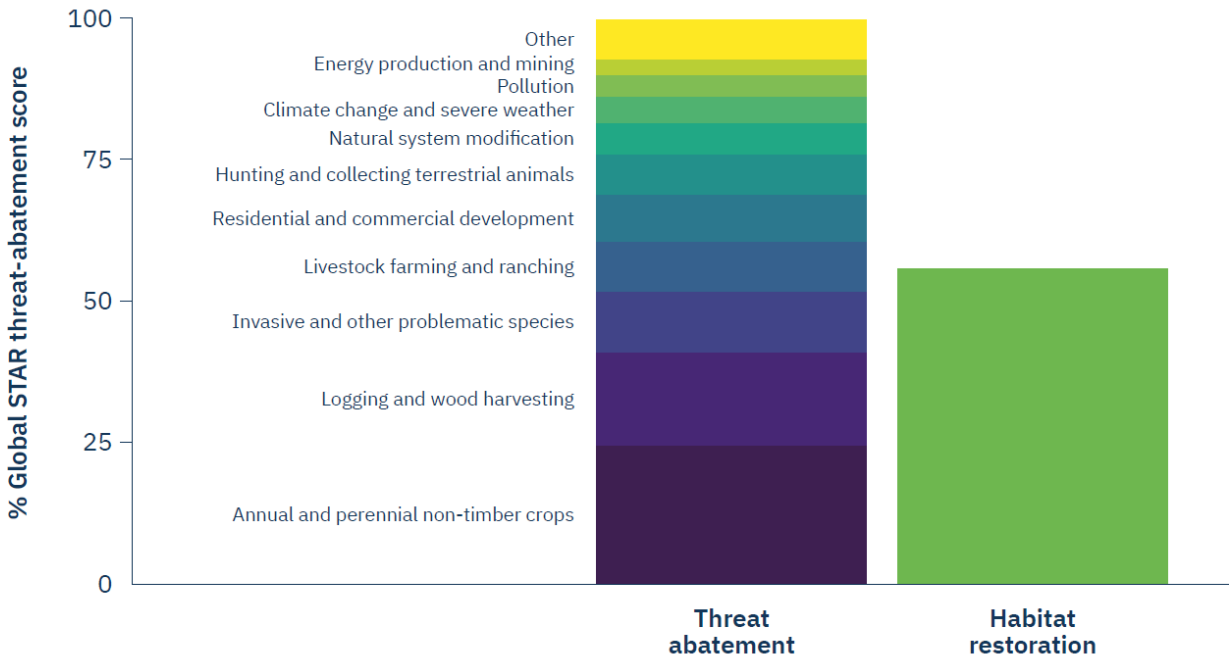


Figure 3. Relative prevalence of drivers of biodiversity loss, based on the IUCN Red List of Threatened Species[14].

1.2 The nature–global change nexus

It is increasingly clear that the acceleration of biodiversity loss is deeply connected to the growing

[11] IPBES. (2022). *Thematic assessment report on the sustainable use of wild species of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services*. IPBES secretariat. https://doi.org/10.5281/zenodo.6448567

[12] IPBES. (2023). *Thematic assessment report on invasive alien species and their control of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services*. IPBES secretariat. https://doi.org/10.5281/zenodo.7430682

[13] IPBES. (2024). Summary for policymakers of the *thematic assessment report on the interlinkages among biodiversity, water, food and health of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services*. IPBES secretariat. https://zenodo.org/records/13850289

[14] Mair, L., Bennun, L. A., Brooks, T. M., Butchart, S. H. M., Bolam, F. C., Burgess, N. D. … McGowan, P. J. K. (2021). A metric for spatially explicit contributions to science-based species targets. *Nat Ecol Evol* ***5***, 836–844 (2021). https://doi.org/10.1038/s41559-021-01432-0

impacts of deleterious global change processes such as climate change, ocean acidification and land degradation. The Intergovernmental Panel on Climate Change (IPCC) reports that anthropogenic greenhouse gas emissions have caused 1.2°C of global warming above pre-industrial levels, with widespread negative impacts, and that net CO_2 emissions will need to reach zero by 2050 and remain negative thereafter to limit global warming to 1.5°C[15]. To stay within this threshold will require unprecedented changes in all sectors. Humanity must urgently seek pathways towards a just transition away from carbon-based energy sources[16].

Without positive change at the nature–climate nexus, the risk of dangerous climate change overshooting the aim of the Paris Agreement of "pursuing efforts to limit the temperature increase to 1.5°C above pre-industrial levels" will continue to increase, with numerous feed-back loops that accelerate biodiversity loss (see Figure 4 on the next page).

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

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

[15] IPCC. (2023). *Climate change 2023: Synthesis report. Contribution of Working Groups I, II and III to the Sixth Assessment Report of the Intergovernmental Panel on Climate Change*. IPCC. https://www.ipcc.ch/report/ar6/syr
[16] Decision 1/CMA.5, FCCC/PA/CMA/2023/16/Add.1, 15 March 2024. https://unfccc.int/sites/default/files/resource/cma2023_16a01_adv_.pdf
[17] IPCC. (2019). *Climate change and land: an IPCC special report on climate change, desertification, land degradation, sustainable land management, food security, and greenhouse gas fluxes in terrestrial ecosystems*. Cambridge University Press. https://doi.org/10.1017/9781009157988
[18] Pörtner, H. O., Scholes, R. J., Agard, J., Archer, E., Arneth, A., Bai, X. … Ngo, H.T. (2021). *IPBES-IPCC co-sponsored workshop report on biodiversity and climate change*. IPBES and IPCC. https://doi.org/10.5281/zenodo.4659158
[19] IPCC. (2019). *IPCC special report on the ocean and cryosphere in a changing climate*. Cambridge University Press. https://doi.org/10.1017/9781009157964
[20] Laffoley, D., & Baxter, J. M. (eds). (2016). *Explaining ocean warming: Causes, scale, effects and consequences.* IUCN. http://dx.doi.org/10.2305/IUCN.CH.2016.08.en
[21] Laffoley, D., & Baxter, J. M. (eds.). (2019). *Ocean deoxygenation: Everyone's problem - causes, impacts, consequences and solutions*. IUCN. https://doi.org/10.2305/IUCN.CH.2019.13.en

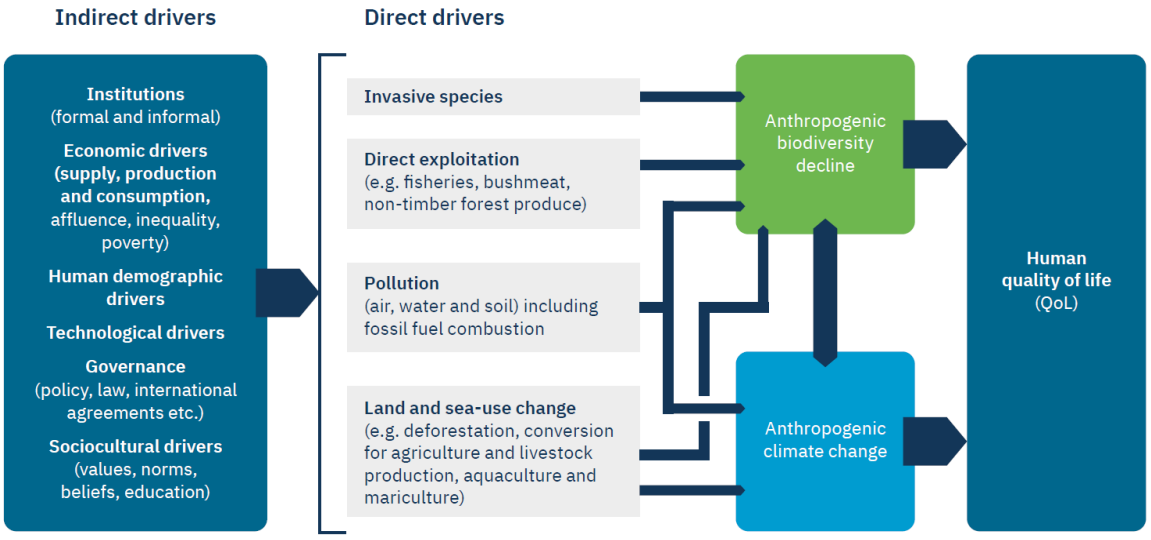


Figure 4. Indirect and direct drivers of biodiversity loss and global change processes due to human activities[22].

1.3 Root causes of inequity and poor governance

While more than a billion people have lifted themselves out of poverty during the last 25 years, one in ten people still suffer from extreme poverty, with the COVID-19 pandemic having increased poverty levels for the first time in the twenty-first century[23]. Moreover, global prosperity is unevenly distributed as a result of our prevailing ***financial, economic, political, legal and trade systems***, and has come at a high cost for nature and climate. Natural resource use is deeply inequitable and unsustainable, and much of that use is in violation of national, sub-national, regional or international law. This is exacerbated by inadequate quantification of the full environmental, economic, social and cultural value of ecosystem services, benefits and losses, including environmental externalities, as part of decision-making regarding resource use. Globally, nearly half of the human population is directly dependent on natural resources for their livelihoods, and many of the most vulnerable people depend directly on biodiversity to meet their daily subsistence needs. These inequities in turn exacerbate geopolitical tensions, highlighting the feedback between environmental degradation and civil conflict documented in the first IUCN Flagship Report on 'Conflict and Conservation'[24].

Widespread inequities and ***imbalances in power and governance arrangements*** are barriers to the conservation and sustainable use of nature. Many groups of people remain underrepresented in decision-making in general, and in governance of natural resources specifically. In many cases, the rights, governance systems, traditional knowledge and livelihoods of Indigenous peoples or local communities are threatened. This includes through lack of respect or poor enforcement of rights, illegal activities (often perpetrated by external actors and driven by external economic factors), weak governance, corruption, and other factors. Particularly overt imbalances relate to gender, with women still underrepresented in nature-related decision-making and bearing the brunt of the impacts of the biodiversity loss and other global change crises, including through environmental gender-based violence[25]. Regarding health, where biodiversity, ecosystem health, animal and plant

[22] IPBES. (2019). *Global assessment report on biodiversity and ecosystem services of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services*. IPBES secretariat. https://doi.org/10.5281/zenodo.3831673
[23] United Nations. (2023). *The Sustainable Development Goals report 2023: special edition*. https://unstats.un.org/sdgs/report/2023
[24] IUCN. (2021). *Conflict and conservation*. Nature in a Globalised World Report No.1. IUCN. https://doi.org/10.2305/IUCN.CH.2021.NGW.1.en
[25] Castañeda Camey, I., Sabater, L., Owren, C., and Boyer, A. E. (2020). *Gender-based violence and environment linkages: The violence of inequality*. IUCN. https://doi.org/10.2305/IUCN.CH.2020.03.en

health, and human health and well-being are interlinked, disparities in access to healthy environments, food, water and health services, and increased exposure and vulnerability to pathogens and other health challenges disproportionately affect women, children and marginalised groups. Indigenous peoples and local communities hold customary (albeit often unrecognised) rights to about a quarter of the world's land area and are thus on the frontlines of action in response to biodiversity loss, but suffer in consequence in many cases, with close to 200 environmental defenders murdered annually in recent years[26]. These rights must be fully respected and protected, with nothing in this Programme construed as diminishing or affecting rights that Indigenous peoples currently hold or may acquire in the future.

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

[26] Global Witness. (2023). *Standing firm: The land and environmental defenders on the frontlines of the climate crisis.* https://www.globalwitness.org/en/campaigns/environmental- activists/standing-firm

[27] Cabernard, L., Pfister, S., & Hellweg, S. (2024). Biodiversity impacts of recent land-use change driven by increases in agri-food imports. *Nature Sustainability 7*, 1512–1524 (2024). https://doi.org/10.1038/s41893-024-01433-4

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

While the planetary crisis revealed by situation analyses of the state of the world for nature, climate, health and people is daunting, there remains a window for optimism. Three lines of evidence support this, spanning ecosystems and species conservation, the nature–global change nexus, and equity and governance. First, the world's governments are adopting increasingly robust global goals and accountability mechanisms to address elements of the crisis. Second, the overwhelming evidence from implementation of conservation action is that practical interventions typically yield positive impacts – the challenge is to bring them to scale. Third, sustainability science is increasingly mature (see figure 5) in revealing that drivers can be abated through cross-sectoral action across a range of levers. Among these, the IPBES Transformative Change Assessment[28] highlights 22 and the IPBES Nexus Assessment[11] no fewer than 71 specific actions.

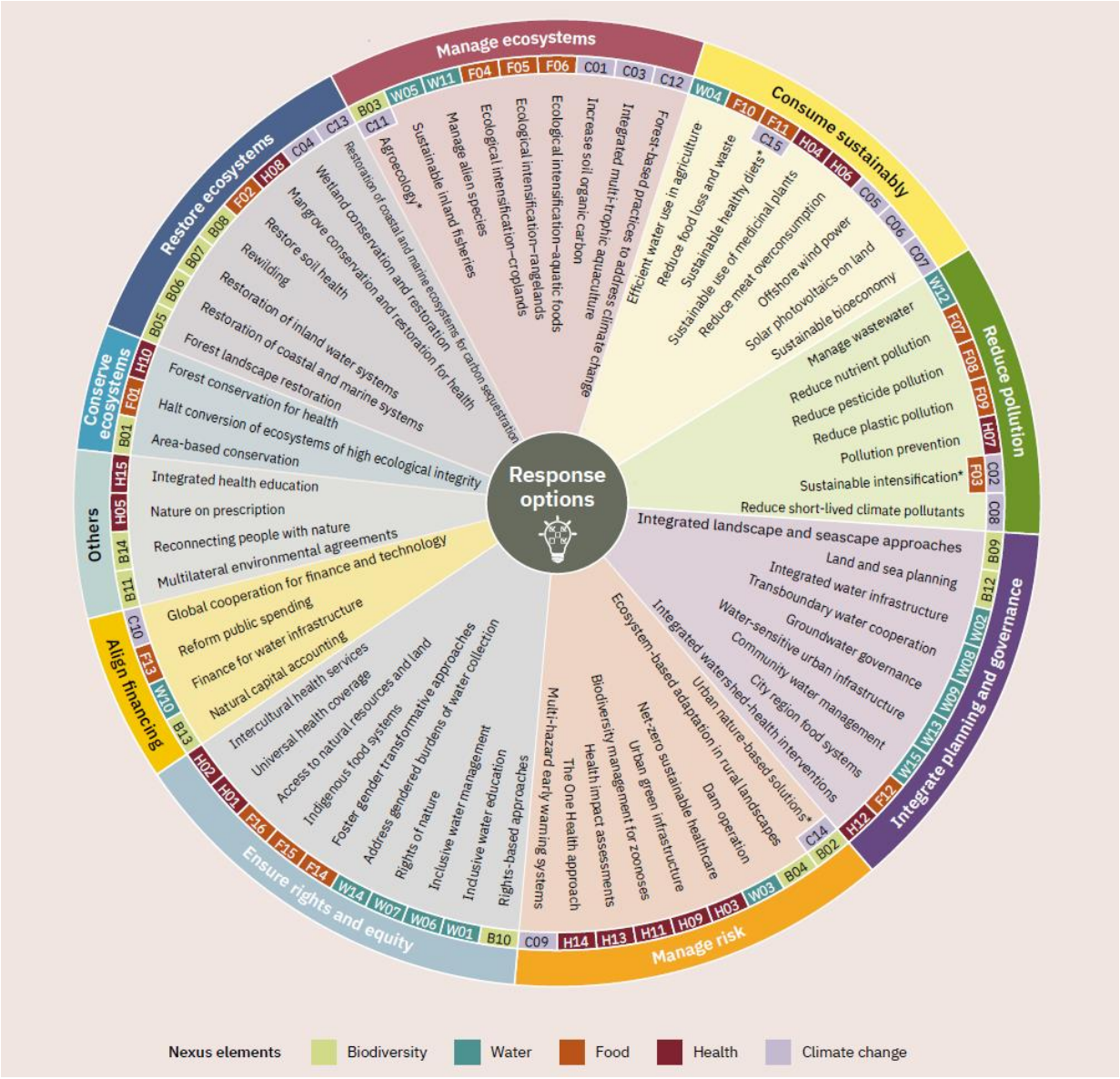


Figure 5. Transformative change wheel of policy options from the IPBES Nexus Assessment[29]

[28] IPBES. (2024). *Summary for policymakers of the thematic assessment report on the underlying causes of biodiversity loss and the determinants of transformative change and options for achieving the 2050 vision for biodiversity of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services*. IPBES secretariat. https://doi.org/10.5281/zenodo.11382230

[29] IPBES. (2024). Summary for policymakers of the *thematic assessment report on the interlinkages among biodiversity, water, food and health of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services*. IPBES secretariat. https://zenodo.org/records/13850289

2.1 Transformative change for biodiversity: taking conservation to scale

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

But these grand international commitments will only translate into impact in conservation, restoration, and sustainable use of biodiversity through effective national implementation of and compliance with these commitments. Recent years have seen great growth in the evidence base underpinning the impacts of conservation action. This evidence reveals that conservation interventions do indeed typically deliver positive impacts but need to go to scale to be sufficient to achieve global biodiversity goals. For instance, the IUCN Red List of Threatened Species reveals that trends in species extinction risk would have been at least 20 per cent worse in the absence of conservation action, and that actual extinction rates for birds and mammals over the last three decades would have been 3–4 times higher in the absence of conservation action[33]. A recent meta-analysis published in the leading journal *Science* reveals significant positive impacts of conservation actions, including those targeting drivers of biodiversity loss, across multiple dimensions of biodiversity[34]. The challenge of bringing about the transformative change needed to 'bend the curve' on the loss of biodiversity and enhance ecological integrity is thus one of taking these actions to scale, through effective and fair environmental policies, laws and regulations, and their implementation, compliance, enforcement and sufficient financing. As an example, despite the rapid growth in protected areas, the 303,374 sites documented in the World Database on Protected Areas[35] still cover only about 44 per cent of the 16,589 sites documented in the World Database of Key Biodiversity Areas[36] on average, and much more needs to be done to secure their persistence. IUCN with its diverse membership including State and State agency members, sub-national governments, NGOs and IPOs, as well as expert Commissions, is well-placed not only to influence uptake of the goals and targets that will achieve the CBD's 2050 Vision of a world of living in harmony with nature, but also to catalyse delivery on the timebound targets of the KMGBF. A key contribution on the road to 2030 is the IUCN World Protected and Conserved Area Congress 2027 that will begin to frame the next phase of the KMGBF.

[30] Decision 15/4 Kunming-Montreal Global Biodiversity Framework. (CBD/COP/DEC/15/4). https://www.cbd.int/gbf

[31] IUCN. (2023, December 8). *Nature-Positive*. https://iucn.org/our-work/biodiversity/nature-positive

[32] TNFD. (2023). *Recommendations of the Taskforce on Nature-related Financial Disclosures*. Available at: https://tnfd.global/

[33] Bolam, F.C., Mair, L., Angelico, M., Brooks T. M., Burgman, M., Hermes, C. … Butchart, S. H. M. (2020). How many bird and mammal extinctions has recent conservation action prevented? *Conservation Letters. 2020, 14*:e12762. https://doi.org/10.1111/conl.12762

[34] Langhammer, P. F., Bull, J. W., Bicknell, J. E., Oakley, J. L., Brown, M. H., Bruford, M. W. … Brooks, T. M. (2024). The positive impact of conservation action. *Science 384*(6694) pp. 453–458. https://doi.org/10.1126/science.adj6598

[35] Data as of June 16, 2025. For current data on protected areas, see https://www.protectedplanet.net/en

[36] Data as of June 16, 2025. For current data on key biodiversity areas, see https://www.keybiodiversityareas.org/kba-data

2.2 Transformative change at the nature–global change nexus

As with the loss of biodiversity, the level of governmental and intergovernmental attention to the impacts of interlinked global change processes has reached new highs. Examples include the adoption of the Paris Agreement under the United Nations Framework Convention on Climate Change (UNFCCC) and its top-level goal of limiting the global average temperature increase to 1.5°C, increased funding for adaptation to the adverse impacts of climate change,and initiatives to make financial flows consistent with low-emission and climate-resilient development[37]. The urgency of addressing harmful global change processes is reflected also in the SDGs and amplified at the institutional and national levels by target-setting mechanisms (such as the Science-Based Targets Initiative[38]), voluntary national Land Degradation Neutrality targets and private sector disclosure frameworks (such as the Task Force on Climate-related Financial Disclosures[39]). However, as highlighted in the IPBES Nexus Assessment, focusing on a single element of the nexus at the expense of the others will have negative impacts for both humans and the planet[40].

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

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

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

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

[37] UNFCCC. (n.d.). *The Paris Agreement*. https://unfccc.int/process-and-meetings/the-paris-agreement
[38] Science-Based Targets Initiative. (n.d.). *Science based targets*. https://sciencebasedtargets.org
[39] Task Force on Climate-related Financial Disclosures. (2017). *Recommendations of the Task Force on Climate-related Financial Disclosures*. https://www.fsb-tcfd.org/publications/
[40] IPBES. (2024). *Summary for policymakers of the thematic assessment report on the interlinkages among biodiversity, water, food and health of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services*. IPBES secretariat. https://zenodo.org/records/13850289
[41] IUCN. (2020). *Global standard for Nature-based Solutions. A user-friendly framework for the verification, design and scaling up of NbS*.

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

These processes must include the deployment of a range of effective and just legal tools, enforcement of human rights-based approaches, initiating reviews of unsustainable consumption patterns and unethical access to Indigenous intellectual property, of access to resources, as well as of investments and trade patterns that result in environmental degradation and social exploitation, and actions to prevent crime and bring offenders to book. IUCN must recognise, respect, protect and incorporate the traditional knowledge, governance systems and lessons from the ways of life of Indigenous peoples and local communities, given that, Indigenous territories are home to important high biodiversity ecosystems which are protected, conserved and respected through their traditional values and cultural practices. In that respect, nothing in the IUCN Programme 2026–2029 document may be construed as diminishing or extinguishing the rights that Indigenous peoples currently have or may acquire in the future.

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

The intersection of agriculture and conservation is particularly fundamental, given that the degree to which agriculture can be made sustainable will be central to both safeguarding nature and feeding humanity, as highlighted in the Second IUCN Flagship Report[44]. The Global Commission on

[42] United Nations. (n.d.). *System of environmental economic accounting*. https://seea.un.org/ecosystem-accounting
[43] Food and Agriculture Organization of the United Nations, United Nations Environment Programme, World Health Organization and World Organisation for Animal Health (2022). *One Health Joint Plan of Action (2022–2026). Working together for the health of humans, animals, plants and the environment*. https://doi.org/10.4060/cc2289en
[44] IUCN. (2024) *Agriculture and conservation: Living nature in a globalised world*. IUCN Flagship Report Series No. 2. IUCN. https://doi.org/10.2305/AMHX3737

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

[45] Global Commission on the Economy and Climate. (2018). *Unlocking the inclusive growth story of the 21st century*. https://newclimateeconomy.net/content/unlocking-inclusive-growth-story-21st-century

Section 3: Nature 2030: A Union in action

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

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

3.1 IUCN's spheres of action, influence and interest

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

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

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

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

[46] Drawing on the work done by the International Development Research Centre (IDRC) on planning, monitoring and evaluating social change, especially on outcome mapping. See Earl, S., Carden, F., & Smutylo, T. (2001). *Outcome mapping: Building, learning and reflection into development programs*. IDRC. https://idrc-crdi.ca/en/books/outcome-mapping-building-learning-and-reflection-development-programs

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

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

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

3.2 IUCN's catalytic roles

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

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

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

[47] Outcome Mapping Learning Community. (2021). *20 years of Outcome Mapping: Evolving practices for transformative change*. https://www.outcomemapping.org/resources/20-years-of-outcome-mapping-evolving-practices-for-transformative-change

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

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

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

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

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

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

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

Capacity strengthening involves investing in and strengthening the skills, expertise and capabilities in individuals, organisations and communities to engage in biodiversity conservation. Capacity strengthening ensures that stakeholders at all levels – with emphasis on equity and representational equality – are equipped with the necessary tools and knowledge to implement and sustain conservation efforts effectively. IUCN can utilise new and existing knowledge sharing platforms (including IUCN Academy) to support lifelong learning, training and upskilling on conservation topics for professionals across fields. Increasing the capacities of the IUCN independent expert

Commissions to link their expertise with conservation actions executed by IUCN Members, and jointly mobilising funding in support of this, will further amplify IUCN's catalytic roles.

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

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

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

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

Section 4: A roadmap for transformative change

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

4.1 Programme Impacts

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

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

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

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

Biodiversity and global change processes are inextricably linked. Planetary regulatory systems are

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

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

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

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

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

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

4.2 Programme Outcomes – the pathways to change

The three impacts presented above represent both the ambition and big picture themes that shape the Union's programme of work for the next four years. They respond to IUCN's vision of "a just world that values and conserves nature" and support the goal of strengthening the stewardship of nature as described in IUCN's 20-year Strategic Vision. To turn this ambition into reality the Union will build its activities around twelve Outcome areas that collectively represent pathways to change through i) scaling up equitable and just conservation efforts in an inclusive manner involving a whole-of-society approach and ii) mainstreaming nature in key transformative change areas.

4.2.1 Just, equitable conservation of nature at scale

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

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

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

Scaling up conservation to meet the KMGBF's 2030 goals and targets must ensure full, equitable, inclusive, effective and gender-responsive representation and participation in decision-making, and access to justice and information related to biodiversity for all actors in society. In particular, inclusion of Indigenous peoples and local communities, and respect for their cultures and the rights of Indigenous peoples over lands, traditional territories, and resources, are needed in accordance with the UNDRIP. Measures to secure the safe, equitable and meaningful participation and leadership of women and youth, and other marginalised groups, and to ensure the full protection of environmental human rights defenders must be taken. There needs to be a response to the long-standing call for effective human rights due diligence, associated grievance mechanisms and for dealing with illegal and criminal activities through enhanced regulation and enhancement in criminal justice and application of the rule of law. Scaled up conservation of land, freshwater and ocean through protected and conserved areas must include equitable and inclusive decision-making based on the rule of law, thereby enhancing equity, social justice and redress, and much greater participation by social actors. Conservation programmes must in turn contribute towards social and economic outcomes and long-

[49] CBD/COP/14/INF/46, 25 November 2018. https://www.cbd.int/doc/c/8b76/d85e/c62f920c5fd8c4743e5193e1/cop-14-inf-46-en.pdf

term sustainability. This must be monitored and reported over time using appropriate indicators at global, national and local scales. Education and awareness-raising will be critical to achieving these ambitious changes. Therefore Nature-based Education will be further developed as an overarching, horizontal initiative to promote and communicate about the role and importance of education for nature and the environment, not least with respect to advancing equity, justice and inclusion in conservation.

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

The pathway to change: Protected and conserved areas have expanded to cover 17.5 per cent of Earth's land[50], but still fall short of safeguarding many important areas for biodiversity (including Key Biodiversity Areas), achieving ecological representativity and connectivity, or meeting quality standards for inclusiveness and effectiveness. Although rates of forest and grassland ecosystem destruction and degradation have decreased in some areas, they have continued to accelerate in others, and loss, degradation and fragmentation of habitats continues, leading to declining ecosystem services on which societies depend. Geological diversity and geoheritage are also threatened, along with the important geological processes that help shape the health of our planet. Good progress has been made on identifying and prioritising IAS for management, but new introductions continue apace. Species continue to move closer to extinction with nearly 25 per cent of assessed species threatened with extinction, primarily through habitat destruction, illegal and unsustainable use, and there have been negative impacts on species used for food and medicine.

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

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

The pathway to change: Life in freshwater ecosystems remains in crisis. Ecosystems and species are disappearing or declining three times faster than forests and forest species[51], and the manner of their use leading to ecosystem degradation and fragmentation, undermining prospects of recovery. This has negative impacts on human livelihoods, health and well-being, particularly for vulnerable communities, women and children. The drivers include pollution from nutrients, pesticides and waste, as well as over-exploitation of species and impacts from IAS. Unsustainable abstraction and use of

[50] For current data on protected areas, see https://www.protectedplanet.net/en

[51] Gardner, R. C., & Finlayson, C. (2018). *Global Wetland Outlook: State of the world's wetlands and their services to people*. Ramsar Convention Secretariat. https://ssrn.com/abstract=3261606

freshwater resources, including inter-basin transfers for agriculture, industry and urban development, as well as direct and unsustainable and sometimes illegal use of water, freshwater species and ecosystems are driving extinction. Meanwhile, a burgeoning aquaculture industry and other land-use change is converting and destroying freshwater habitats.

Governments and other authorities must be supported, including through updated NBSAPs, to conserve Key Biodiversity Areas and other areas important for biodiversity covering at least 30 per cent of freshwater ecosystems by 2030, maintaining, enhancing or restoring their integrity, connectivity and resilience, and expanding protection through new protected areas and OECMs. There is a need to prevent overexploitation of freshwater species through improved biological assessments, science-based management, the development of freshwater fisheries action plans, and the control of IAS and pollution. There is also a need for better management of and more investment to ensure equitable access to freshwater for people. An integrated approach is needed to guarantee the freshwater flows required by nature and people, improve freshwater quality, and safeguard connectivity to allow the recovery of freshwater ecosystems.

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

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

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

4.2.2. The Eight Global Transformations for nature and people

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

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

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

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

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

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

The pathway to change: Our current economic and financial systems often fail to take account of the value of nature, encouraging decisions and activities that are harmful to nature and sustainability. During the past decades, financial and economic decisions have resulted in exceedingly negative impacts on nature and those who directly depend on it, particularly among marginalised or vulnerable people. Orientating economic decisions and aligning financial flows within a framework that takes account of the values and irreplaceability of nature, recognising and rewarding those whose stewardship delivers these benefits, promoting equality and equity, and disincentivising those whose practices come at nature's expense is a critical and necessary transformation for the 21st century.

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

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

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

New alliances with shared common goals that safeguard nature, production systems, food and nutrition security, and sustainable incomes will be required, particularly at landscape and coastal level. Evidence-based approaches and innovations that enhance the sustainability of food and agricultural

production systems will need to be developed and tested inclusively with all key stakeholders, including government, small and large-scale producers, pastoralists, Indigenous peoples and local communities, corporate actors, financial institutions, civil society organisations (CSOs) and academia. Particular attention to gender equity and women's empowerment is required to address important gender gaps as the burden of care work relegates many women to informal and unprotected and unrecognised labour roles in agricultural value chains.

Governments and their agricultural and marine resources ministries will need to assess the efficacy and role of their policies, including food policies, livestock practices, mariculture regulations, and incentive systems and fully understanding their impact in terms of biodiversity and provision of support for rural and coastal communities with a view to repurposing those with detrimental impacts, in order to deliver both nature- and people-positive outcomes. It will be important to increase understanding of land health, ocean and coastal health, and soil/substrate biodiversity within the context of agricultural, mariculture and other policy reform with associated tools, metrics and data to support change processes. Greater connection with higher education institutions and training institutions will also be needed. This will have to extend not only to land and ocean production and management systems but also to improved understanding, transparency, accountability and engagement of commodity supply chains, including shaping both public and corporate procurement policies as a driver of nature-positive market behaviour.

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

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

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

New public policy frameworks will be needed to address the environmental determinants of human and wildlife health such as avoiding ecosystem degradation, which can affect human health by

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

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

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

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

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

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

[52] COP28 Global renewables and energy efficiency pledge. Retrieved on June 10, 2025, from https://www.cop28.com/en/global-renewables-and-energy-efficiency-pledge

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

To transform these challenges into opportunities requires an effort that extends far beyond the establishment of green spaces and urban tree-planting. It begins with building proactive coalitions and alliances with local government structures and authorities to ensure that biodiversity considerations are mainstreamed into urban planning and decision-making. Local governments are closer to their citizens and therefore tend to be more responsive to their needs. But the world's 10,000 cities have an enormous impact far beyond the 3 per cent of the land surface they occupy, particularly through their demands on resources beyond their boundaries. There is a need for more collective action, with cities networking with each other and with regional authorities, exchanging ideas, approaches, tools and new knowledge. Conservation will have to establish new, responsive working relationships with municipalities helping build capacity and provide tools that can support nature-positive planning and permitting processes and helping establish ambitious but realistic biodiversity-related targets and monitoring frameworks. It will also be critical to support city authorities in addressing some of their key challenges, such as youth employment, gender equality, water cycle management and flooding control, and mitigating periods of heat stress, with effective NbS and other interventions. Ultimately the sustainability of cities is in the hands of their citizens, and therefore it will be critical to ensure the often-broken link between people and nature is re-established not only through facilitating area-based conservation measures, changing consumption patterns, addressing waste and pollution (including air, water, noise, light and plastic pollution) and raising awareness but also by supporting school curricula, engaging and profiling biodiversity in sporting and cultural events, and helping to increase citizens' understanding and sense of agency in advancing sustainable outcomes.

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

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

Protection of the ocean is a first fundamental step in conserving marine biodiversity and ecosystem

[53] United Nations Human Settlements Programme (UN-Habitat). (2022). *World Cities Report 2022: Envisaging the future of cities*. https://unhabitat.org/world-cities-report-2022-envisaging-the-future-of-cities

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

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

The pathway to change: The management of freshwater and the biodiversity that lives in and depends on it has both global and local implications for biodiversity, ecosystem functioning and services, climate change impacts and responses, economic stability and development, local livelihoods and rights, and human and animal health. Roughly half of the world's population currently experiences severe water scarcity for at least part of the year. As a scarce and vital resource, access to and quality of freshwater can have significant political implications and opportunities. An increasing number of countries face freshwater scarcity challenges, or extremes of floods and droughts due to climate change. Over 30 per cent of the world's freshwater is over-allocated, and over 30 per cent of the world's freshwater ecosystems have been lost since 1970 – far faster than terrestrial and marine ecosystem and species loss – and yet relevant policies and multilateral agreements are ill-equipped to deal with freshwater protection and conservation. Pollution of freshwater systems has significant impacts on biodiversity, people, economies and health. Access to clean, safe and reliable freshwater supplies is critical for a One Health approach to safeguard human and animal health and well-being as well as for industrial manufacturing, energy production, food security and nutrition, and the functioning and integrity of surface and sub-surface freshwater ecosystems and coastal zones.

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

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

Multi-stakeholder and multi-sector partnerships able to efficiently scale and invest in solutions are urgently needed due to the connectivity, dependencies and diverse impacts on freshwater ecosystems and the biodiversity they support. Advocacy on the rights of nature and specifically the rights of freshwater systems and rivers as well as human rights approaches to freshwater management are needed to ensure that it is fair and equitable. New knowledge is needed to generate improved regulation, enforcement, and policy options for the protection, restoration and improved management of freshwater systems, moving beyond integrated water resource management into

practical multi-sector and multi-agent solutions. Greater recognition of the role of women as water stewards is needed, yet they are severely underrepresented as freshwater decision-makers and face rising gender-based violence as freshwater resources become scarcer and more degraded. Awareness-raising and capacity development within conservation are urgently needed to deal with diverse and opposing stakeholder needs for freshwater, highlighting the need to develop strong leadership and skillsets at the river-basin level, and the opportunity to build communities of policy and practice that work to consistently improve freshwater management through longer-term programming and partnerships that focus on renewed ecosystem-based water governance as the way forward.

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

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

4.3.1 Programme Outputs to deliver just and equitable conservation at scale

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

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

Indigenous and traditional territories (ITTs) are recognised as critical repositories of biodiversity and are often referred to as 'territories of life' due to the deep, symbiotic relationship between Indigenous peoples and the ecosystems they steward. These territories are home to a vast array of species and play a fundamental role in global ecological health, acting as key areas for conservation, climate regulation and the preservation of cultural heritage. As part of its commitment to safeguarding biodiversity, IUCN works closely with Indigenous peoples, including pastoralist and nomadic peoples, to ensure that these territories are respected, protected and managed in ways that align with their traditional practices and rights. By supporting Indigenous-led governance of ITTs, IUCN aims to create a future where both biodiversity and the cultural integrity of Indigenous communities are upheld, fostering sustainable and holistic conservation outcomes for generations to come.

Furthermore, advocating for environmental defenders is crucial to protect their rights to speak out and act in defence of their lands and cultures. IUCN will deploy its Member, Commission and Secretariat expertise to convene national multi-actor, collaborative dialogues in support of Indigenous peoples and local communities, helping to foster innovative partnerships and support capacity-building. It will prioritise the recognition, protection and reward of Indigenous conservation agency, particularly with

respect to access to international financial flows that aim to promote globally beneficial outcomes from their lands and territories.

This Output will be delivered through:

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

(ii) Promoting gender equality in conservation

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

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

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

IUCN will deploy its Member, Commission and Secretariat expertise to transform environmental

systems and structures so that they promote gender equality and women's empowerment in conservation. The Secretariat will support the coordination of the Union's efforts with significant input from Commissions, Members and national and regional committees.

This Output will be delivered through:

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

(iii) Fostering culture and youth engagement

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

Nature embodies different concepts and represents different values for different people. Therefore, engaging creatively with aspects of social culture can advance constructive behavioural change, including by amplifying messages and promoting collective action. One such area to build upon is leveraging the enthusiasm of people of all generations for outdoor pursuits to strengthen their connection with nature. Similarly, engaging with faith and spiritual diversity provides an opportunity to generate citizen engagement with nature and, ultimately, a stronger commitment to its conservation.

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

This Output will be delivered through:

- Providing materials, tools and guidance, and promoting the uptake of a range of educational approaches, strategies and frameworks tailored to meet specific user needs (from educational curricula to Indigenous ways of knowing), connected with IUCN's work on Nature-based Education;
- Identification and description of traditional practices and cultural uses of both the living (i.e. biodiversity) and non-living (including geodiversity) components of nature;

- Providing knowledge and capacity to foster an intergenerational approach, orienting youth and new actors and stakeholders through online sessions, in-person capacity-building workshops and tailor-made knowledge products;
- Conducting strategic communication and joint advocacy events and social media activities with partners and stakeholders to promote the conservation of nature;
- Operationalising the Youth Engagement Strategy in all geographies, including mainstreaming the role of youth in the Union's activities and portfolio delivery;
- Empowering a well-functioning Youth Advisory Committee that informs and drives the youth agenda for the Union;
- Developing and implementing an IUCN strategy on Culture for Nature;
- Expansion of IUCN's work on Sports for Nature;
- Convening events, such as the Leaders Forum, to facilitate engagement with a broader range of stakeholders;
- Leveraging programmatic linkages between culture, education and youth and other thematic areas (such as gender, climate change, agriculture and cities).

(iv) Facilitating Nature-based Education

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

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

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

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

This Output will be delivered through:

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

(v) Assessing the status of biodiversity

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

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

This Output will be delivered through:

- Maintaining the scientific integrity of IUCN's biodiversity standards through updated guidance and training materials and peer-reviewed analytical outputs;
- Updating and expanding the taxonomic scope of the IUCN Red List of Threatened Species to include all marine fishes, more invertebrates, plants and fungi, and to complete re-assessments of land vertebrates, freshwater fish and other comprehensively assessed groups, incorporating the Green Status of Species standard where appropriate;
- Identifying and delineating Key Biodiversity Areas to advance the conservation of these important sites, using data from a broad array of sources including from the IUCN Red List of Threatened Species and the IUCN Red List of Ecosystems;
- Expanding the application and promotion of the use of the IUCN Red List of Ecosystems, based on the IUCN Global Ecosystem Typology, to assess ecosystems across terrestrial, marine and freshwater systems, supporting national assessments, and contributing to the development of

[54] CBD/COP/DEC/16/10, 1 November 2024. https://www.cbd.int/doc/decisions/cop-16/cop-16-dec-10-en.pdf

a Global Ecosystems Atlas;
- Developing and testing standardised methods for the Green Status of Ecosystems, to complement the IUCN Red List of Ecosystems;
- Supporting governments, businesses, civil society, and Indigenous peoples and local communities in maximising their use of the IUCN Red List of Threatened Species, Green Status of Species, World Database of Key Biodiversity Areas, World Database on Protected Areas and IUCN Red List of Ecosystems, including through the Integrated Biodiversity Assessment Tool (IBAT);
- Supporting decision-making by UN Conventions and other agreements/treaties on biodiversity and sustainable use, including but not limited to IPBES, CBD, CITES, CMS, and the UNESCO World Heritage Convention through the use and application of IUCN's status assessments of biodiversity and its knowledge products;
- Catalysing measurable, evidence-based actions and decisions that lead to the conservation and recovery of species based on the Species Threat Abatement and Restoration (STAR) metric, as well as for ecosystems and areas;
- Enabling decision-making that benefits biodiversity by delivering of up-to-date data, indicators, derivates and analytics through better online services and upgraded platforms for the SDGs, MEAs and other inter-governmental processes;
- Supporting equitable approaches to monitoring through the integration of Indigenous ways of knowing into IUCN guidance and decision-support tools and recognition of the role of citizen science;
- Championing the provision of adequate resources from multilateral organisations (including development banks) governments and foundations to support the primary generation and dissemination of conservation science data from various sources as a global public good.

(vi) Enhancing effective and equitable protected and conserved areas

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

A critical step in the achievement of KMGBF Target 3[55] including its 30x30 goal is to support spatial planning, guidance, capacity development and implementation at national and sub-national levels to deliver effective and equitable conservation. This will be applied across key areas of importance for biodiversity and ecosystem functions and services, including genetic diversity and geodiversity, in terrestrial, marine and inland water biomes, and other priority areas including those important for cultural heritage. This will be achieved through broad collaborative work with the CBD Secretariat, WCPA, IUCN Members globally and in key partner countries, with the High Ambition Coalition for Nature and People, and the International Indigenous Forum on Biodiversity (IIFB) and other IPO members, and others as appropriate.

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

This Output will be delivered through:

[55] CBD/COP/DEC/15/4, 19 December 2022. https://www.cbd.int/doc/decisions/cop-15/cop-15-dec-04-en.pdf
[56] *Ibid.*

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

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

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

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

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

holders and stakeholders.

This Output will be delivered through:

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

(viii) Protection and recovery of threatened species

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

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

This Output will be delivered through:

- Support and guidance for the development of National Species Action Plans to be incorporated into NBSAPs in targeted countries using, as appropriate, the IUCN GSAP SKILLS online knowledge platform. This will include measures to address and prevent unsustainable use and nature crime, and to avoid human–wildlife conflict;
- Development and effective implementation of recovery plans for targeted threatened species at the national level, noting that conservation of ecosystems at scale is essential to protect species and their habitats;
- Targeted technical and financial support, including through grant-making, to scale up actions

[57] *Ibid.*

to enhance species recovery while contributing to sustainable livelihoods where possible;
- Promoting learning and knowledge of best practices for enhancing species conservation, yielding increased institutional and individual capacities and skills;
- Compilation of scientific evidence and experience in implementation that informs species conservation policy and financing at national, regional and international levels;
- Technical and scientific support to governments, civil society and local communities in preventing unsustainable, illegal or unsafe use of wild species, focused on species conservation and the prevention of pathogen spillover.

(ix) Conserving and restoring terrestrial ecosystems

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

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

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

This Output will be delivered through:
- Advocating for conservation action and enhancing ecological integrity in priority terrestrial ecosystems, including primary forests, through key policy mechanisms at global level, including the Rio Conventions and the UN Forum on Forests;
- Developing and advancing tools and deploying knowledge-sharing platforms and technical support mechanisms, like the Restoration Opportunities Assessment Methodology (ROAM), the Participatory Grassland and Rangeland Assessment (PRAGA) methodology and the Restoration Barometer to facilitate planning, implementation and progress reporting on conservation and restoration initiatives;
- Collaborating with priority business sectors to jointly halt unsustainable practices that contribute to biodiversity loss;
- Providing policy and operational guidance on defining and measuring ecological integrity, in close collaboration with the IUCN Ecological Integrity Task Force;
- Building on and disseminating IUCN'S Policy Statement on Primary Forests Including Intact Forest Landscapes to advocate for action to protect, buffer and where feasible recover primary and old growth forests;
- Fostering knowledge exchange on best practices and co-creating solutions with Indigenous peoples, local communities, NGOs, local organisations and researchers;

[58] *Ibid.*

- Streamlining stakeholder engagement processes with a focus on capacity-building, equitable decision-making, free, prior and informed consent, and inclusivity, particularly for women, Indigenous peoples and local communities;
- Developing innovative mechanisms to catalyse public and private sector funding for landscape conservation and restoration, and the maintenance of essential ecosystem services.

(x) Conserving freshwater biodiversity

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

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

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

This Output will be delivered through:

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

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

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

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

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

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

This Output will be delivered through:

- Identifying and ensuring the effective conservation of all areas of importance for marine biodiversity through effective systems of protected and conserved areas within national jurisdictions;
- Advocating appropriate policy in relation to the Preparatory Commission of the BBNJ Secretariat to provide Parties with legal and scientific technical expertise to inform decisions to be taken at BBNJ COPs;
- Strengthening cooperation in research, conservation and integrated management of at-risk marine ecosystems, notably in relation to the integrity and resilience of coral reefs;
- Promoting and convening a High Ambition Coalition for BBNJ implementation, in particular, for the establishment of MPAs;
- Engagement with policy and governance processes through the Antarctic Treaty System to

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

advance the conservation of Antarctica, the polar regions and the Southern Ocean, with a view to fully implement the recommendations of the IUCN Task Force on Antarctica and the Southern Ocean;

- Providing knowledge, science and data, including global standards such as the IUCN Green List Standard, and other important guidelines for selecting and designating equitable and effective MPAs in the high seas and within national boundaries;
- Undertaking capacity-building, including building regionally led capacity-building efforts to empower national governments and other relevant stakeholders;
- Mobilising resources for brokering partnerships with and through Members and partners to support early ratification and fast-track implementation of the BBNJ Agreement focusing on the establishment of MPAs;
- Increasing stakeholder understanding and engagement regarding biodiversity and conservation of the high seas. Raising awareness amongst the individuals, businesses and civil society.

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

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

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

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

This Output will be delivered through:

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

[60] IPBES. (2023). *Thematic assessment report on invasive alien species and their control of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services*. IPBES secretariat. https://doi.org/10.5281/zenodo.7430682

[61] Soon to be published.

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

(xiii) Preventing and reducing nature crime

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

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

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

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

This Output will be delivered through:

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

[62] Regulation 1143/2014. *Regulation (EU) No 1143/2014 of the European Parliament and of the Council of 22 October 2014 on the prevention and management of the introduction and spread of invasive alien species*. http://data.europa.eu/eli/reg/2014/1143/oj
[63] European Commission. (2020). *EU biodiversity strategy for 2030*. https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex%3A52020DC0380

technologies developed by IUCN members;
- Drawing on the expertise of the World Commission on Environmental Law (WCEL) and other Commissions, as applicable, to strengthen legal and policy frameworks to more effectively prevent and combat nature crime at national and international levels;
- Promoting the professional development of rangers and other custodians of protected areas as a first line of defence in addressing wildlife crime targeted at species in protected areas.

(xiv) Advancing nature conservation foresight

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

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

This Output will be delivered through:

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

4.3.2 Programme Outputs to deliver the Eight Global Transformations for nature and people

(i) Promoting One Health

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

During this four-year period, the building blocks will be put in place to simultaneously deliver healthier wildlife, ecosystems and human communities, including significantly reduced pathogen spillovers and

disease transmission, and to enable effective management of terrestrial, freshwater and marine habitats and ecosystems. IUCN will advocate for and implement a One Health approach, integrating the conservation of wildlife, species and ecosystems with the human, plant and animal health sectors. This will mobilise a wide array of expertise and knowledge across the Union on the interlinkages between environment and human and animal health (including mental health) across the Union. This Output will help deliver trans-sectoral approaches to wildlife and ecosystem conservation (including protected and conserved areas), agricultural systems, and human and animal health that deliver co-benefits to the health of people and nature.

This Output will be delivered through:

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

(ii) Re-aligning economic and financial systems

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

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

[64] CBD/COP/DEC/16/19, 1 November 2024. https://www.cbd.int/doc/decisions/cop-16/cop-16-dec-19-en.pdf

(SEEA) and TNFD and to encourage private sector engagement in sustainable practices.

This Output will be delivered through:

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

(iii) Fostering sustainable food and agricultural systems

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

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

This Output will be delivered through:

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

(iv) Promoting nature-based urban development

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

Urban development and consumption have an outsized ecological footprint far beyond city limits as well as direct impacts on the health of both citizens and ecosystems within the urban precinct. Integrating biodiversity considerations more effectively into urban planning and management requires engaging and equipping city planners, municipal authorities and citizen groups with the knowledge and capacity to understand these impacts, explore policy options available, to design NbS and to set and measure robust sustainability targets. This requires a whole-of-Union response: working with

IUCN's sub-national members and NGOs as champions of change, providing Commission and Secretariat expertise and capacity-building and supporting Member-driven action and advocacy, with the aim to address social equity, ecosystem resilience, water security, urban food systems, consumption behaviours and sustainable livelihoods while maintaining flexibility to address emerging conservation challenges and ensuring that priority areas for area-based conservation within urban areas are planned and effective.

This Output will be delivered through:

- Raising awareness among governments, the private sector, urban planners and citizens about the importance of urban biodiversity;
- Providing policy guidance to ensure that biodiversity and health, and a One Health approach, are integral parts of socially equitable and sustainable local urban planning;
- Development and dissemination of guidance for safeguarding Key Biodiversity Areas and other areas important for biodiversity;
- Implementing NbS in urban environments;
- Promoting changes in the consumption behaviour of urban communities;
- Promotion and application of the IUCN Urban Nature Indexes (UNI) to integrate biodiversity considerations into urban projects, including the setting of science-based targets;
- Enhancing educational programmes related to nature and biodiversity in urban areas, including in education facilities and urban community green spaces.

(v) Ensuring freshwater security and stewardship

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

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

This Output will be delivered through:

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

(vi) Enabling a regenerative blue economy

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

It is vital to transform marine and coastal economies into drivers of positive conservation, climate and socio-economic outcomes. There is an urgent need to develop and test robust regenerative blue economy models adapted to national contexts and circumstances. Such economic shifts will directly support and deliver positive outcomes for marine protected and conserved areas, species conservation, and ecosystem and species health, as well as for local stakeholders. The IUCN Secretariat, Commissions and Members will foster the emergence of a regenerative blue economy sector by supporting the development of inclusive, locally owned (when relevant) and supported ocean conservation projects that deliver positive nature, climate and socio-economic outcomes. It will also work to ensure the identification and mitigation of key stressors in ocean systems, including unselective, unsustainable and unmonitored (UUU) fishing; illegal, unreported and unregulated (IUU) fishing; harmful subsidies; plastic pollution; and nutrient run-off.

This Output will be delivered through:

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

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

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

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

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

This Output will be delivered through:

- Building and strengthening partnerships for global, regional, national and sub-national commitments promoting integrated climate–nature approaches that safeguard biodiversity values (including through protected and conserved areas), and help address mitigation, disaster risk reduction and adaptation using NbS, including through the Enhancing Nature-based Solutions for an Accelerated Climate Transformation (ENACT) Partnership;
- Facilitating the streamlined delivery of climate finance to IUCN members and other practitioners through the expansion of established initiatives and the development of new mechanisms;
- Harnessing IUCN's convening power and global representation to advance integrated climate and biodiversity information systems that support data-sharing, monitoring and decision-making through science-based platforms, and thus facilitate accessible, transparent and effective conservation and climate action;
- Providing technical assistance, capacity-building and institutional strengthening to promote standardised implementation of inclusive and high-quality resilience, mitigation and adaptation actions;
- Providing technical assistance and advocacy for the protection and management of existing carbon sinks and reservoirs including but not limited to primary forests and mangroves;
- Creating knowledge and tools to enable science-based biodiversity-integrated climate adaptation, resilience and mitigation outcomes.

(viii) Introducing nature-positive renewables and grids

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

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

This Output will be delivered through:

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

(ix) Scaling up Nature-based Solutions

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

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

This Output will be delivered through:

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

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

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

IUCN will respond to the need for a measurable nature-positive effort by the whole of society to address global challenges by implementing the Measuring Nature Positive approach. Nature-positive

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

This Output will be delivered through:

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

4.4 How the Union will deliver

This plan has been framed in strongly operational terms and covers a four-year period. It is highly ambitious and in line with IUCN's 20-year Strategic Vision. The Programme reinforces the imperative that success will require a Union-wide effort – one based on integrating the various components of the Union around the efforts to deliver the **12 Outcomes and 24 Outputs** described above. Rather than define or assign roles or responsibilities to individual component parts – an approach that is likely to lead to fragmentation of effort – this brief section builds upon the key principles of the One Programme Charter in terms of what will be required to help IUCN effectively implement the IUCN Programme 2026– 2029. The One Programme Charter was adopted by IUCN Members at the World Conservation Congress in 2012 explicitly to help strengthen the delivery and impact of the IUCN Programme.

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

  In this respect, *subsidiarity* can help IUCN to capitalise on its in-built advantage of working across scales, deploying coherent conservation science, knowledge and know-

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

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

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

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

- **Manage resources responsibly and accountably.** The IUCN portfolio has not only grown significantly over the last 10 years but has fundamentally changed in nature. Whereas the portfolio used to be characterised by small projects executed (i.e. delivered on the ground) directly by the Secretariat, this is no longer the case. The Secretariat increasingly acts as a recipient of larger allocations of resources (e.g. through the GEF, GCF and other multilateral and bilateral development banks and agencies) which it then re-grants or redistributes to other entities for the execution of on-the-ground projects. Many of these entities are IUCN Members who are eligible as grantees. The role of the Secretariat is therefore increasingly to support the design and development of large initiatives in line with donor requirements, overseeing transparent re-allocation of resources to other

parts of the Union for execution, exercising quality assurance, undertaking monitoring, reporting back to donors and synthesising and communicating results. Consequently, over two-thirds of the projects in the IUCN portfolio involve execution by IUCN members and this trend is set to continue in the period 2026–2029.

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

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

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

  In terms of reporting, Section 6 provides a framework for Programme accountability. It has been deliberately constructed using a principle-based approach rather than trying to impose a rigid reporting framework for the whole of the Union. This allows different components to contribute in different ways, allocating clear responsibilities to the Secretariat and Commissions to contribute to the formal results framework while guiding also the broader membership to help secure their voluntary buy-in and contributions for whole-of-Union reporting. These principles purposefully build on IUCN's existing capabilities and mechanisms; Members will be able to use the IUCN Contributions for Nature Platform, and National and Regional Committees will have a more standardised template to support their annual reporting requirements as outlined in the IUCN Statutes.

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

Section 5: Partners

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

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

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

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

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

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

As IUCN seeks to leverage change through stakeholders operating within the IUCN **Sphere of Influence**, the need to build purposeful relationships with a new set of partners becomes even more urgent. This is where many of the Union's existing and potential private sector collaborations will be valuable – both at the individual corporate and industry association levels. IUCN will need to increase its agility and responsiveness in how it establishes and operationalises collaboration with these partners. At the same time, IUCN will need to work with a broader range of regulatory authorities. Being able to provide core conservation knowledge to both regulators and the regulated will be essential, highlighting the fact that if IUCN's actions are to be transformative, it needs to be able to work in a coherent and purposeful way across the different components of the Union. The

scientists and experts in the Commissions and Secretariat need to be demand-responsive to those parts of the Union that interface directly with companies and regulators and they (Members, National and Regional Committees and Secretariat) in turn need to regularly promote and advocate for IUCN's flagship knowledge products.

To achieve real transformative impact, ultimately IUCN will need to find those partners that can shape and influence decisions in the Union's **Sphere of interest,** namely where decisions are taken that are still relevant to our mandate but that are completely removed from our direct or indirect control. This means finding new types of partners whose reach extends to financial institutions, major government departments, ratings agencies and legislatures. This will require fostering relationships with those who already have such influence, but also reinforces the importance of scaled-up communications that senior decision-makers in these institutions will pay attention to.

Section 6: Programme accountability

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

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

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

6.1 Principles underpinning the accountability framework

Principle 1: Union-wide approach
The measurement approach must showcase and demonstrate accountability for work done by Members, Commissions and the Secretariat in such a way that all components of the Union are represented and contributing. The set of indicators and other measures of progress must tell a cohesive story of Union-wide performance. The approach is to select indicators that can demonstrate contributions by all components of the Union, on all elements of the Programme and within a four-year timeframe.

Principle 2: Acknowledge the different levels of control over results
The spheres of control conceptual framework used in the Programme clarifies three domains of control and the types of results observed in each, and the accountability framework provides indicators and other means of assessing progress for the sphere of action and sphere of influence.

The **sphere of interest** refers to the broader areas that are relevant to IUCN's mandate, mission and goals, but are outside of IUCN's direct or indirect control. →	**Includes Impact level** **Not measured**
Within the **sphere of influence**, IUCN seeks to inspire and empower stakeholders to embrace evidence-based science and knowledge, helping them catalyse transformative changes in their behaviours and actions towards a more sustainable and equitable future. →	**Includes Outcome level** **This sphere captures the indirect and direct effects that IUCN has on the world** **Results are measured. If not possible, contributions are measured**
Within the **sphere of action**, IUCN provides public, private and non-governmental organisations/civil society with the knowledge and tools that enable and support nature conservation policies, programmes and projects. The sphere of action is where IUCN has direct control over operations and decision-making. →	**Includes Outputs and catalytic roles of IUCN** **Progress and delivery systematically measured**

Principle 3: Communicable results
IUCN's accountability framework is rich and broad as it needs to reflect the work and performance of all Union components. To enhance simplicity and strengthen communication with our audience, IUCN will focus on a limited number of communicable data points. This approach emphasises the value of using baselines and targets as good practice while recognising the risks of managing an overly broad set of metrics, which can dilute the clarity and impact of the Programme's narrative. To address this, the selected data points are carefully curated to highlight IUCN's progress on priority workstreams and to demonstrate tangible, positive trends in its global impact. By balancing precision and simplicity, the proposed principle ensures flexibility while upholding the integrity of the methodology and the overall accountability of the Programme.

Principle 4: Prioritise indicators based on meaningfulness, feasibility and utility
Prioritise a concise set of feasible and relevant indicators that effectively communicate progress and results. This implies focusing on quality over quantity to ensure clarity, reduce complexity, and enhance the utility of monitoring and reporting efforts. This principle highlights the value of simplicity and impact, emphasising that fewer, well-chosen indicators can provide a stronger narrative. Core indicators will be used for external accountability. Supporting indicators will be used for internal accountability and management. All indicators must be meaningful measures or progress markers of the result. Feasibility will be a criterion (clear definition, availability of data, and availability of resources to collect the data).

Principle 5: Complement with evaluative methods to strengthen accountability and assurance
Use evaluative methods to complement routine monitoring and address gaps in measuring progress and results. This will be particularly useful to generate actionable insights in areas where capacity, data availability or resource constraints limit traditional monitoring approaches.

Principle 6: Use existing accountability mechanisms
Use existing capabilities and established accountability mechanisms, such as annual planning and reporting and the IUCN External Review of the Programme to streamline efforts and enhance transparency. This is to facilitate adaptive management and ensure full alignment with institutional objectives and stakeholder expectations.

6.2 Accounting for Outcomes

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

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

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

Additionally, given that the Union carries out its work through a range of modalities influenced by

whether they are volunteer-driven, core-funded or project-funded, indicators are needed to capture what is common to all of these modalities – the catalytic roles played by all components of the Union. The indicators for each catalytic role are shown in the section below on catalytic roles.

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

- What elements will be measured;
- The core indicator(s) the Union will report on to demonstrate collective progress and achievement;
- The supporting indicators that will be collected internally to track progress[66].

Just and equitable conservation and restoration (4 Outcomes)

As the Union's work and reputation is well-established for the people, land, freshwater and ocean Outcomes, the goal here is to scale the work. A key question will be whether IUCN scales its reach and impact in effective, relevant and lasting ways. Therefore, indicators have been selected to cover multiple dimensions of scaling:[67]

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

Global transformation (8 Outcomes)

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

6.3 Accounting for Outputs

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

[66] Data collection methods for each core indicator and supporting indicator or measure are already documented for the project portfolio and are being developed for contributions from Secretariat non-portfolio work, Commissions, Committees and Members.

[67] Adapted from the scaling model developed for social innovations (Westley, F., Antadze, N., Riddell, D. J., Robinson, K., & Geobey, S. (2014). *Scaling out, scaling up, scaling deep: Advancing systemic social innovation and the learning processes to support it.)* that considers scaling up, scaling out and scaling deep.

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

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

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

How will an implementation marker be used?
A standard process will be put in place to consistently assess each deliverable using the scale below. The process will also build on a set of supporting methods (such as document reviews, evaluation, collective sense-making, etc.) to substantiate and evidence the assessment.
Once each deliverable has been assessed, an index will be generated at the Output level to show the overall implementation progress (see figure 6 on the next page).

Implementation marker scale

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

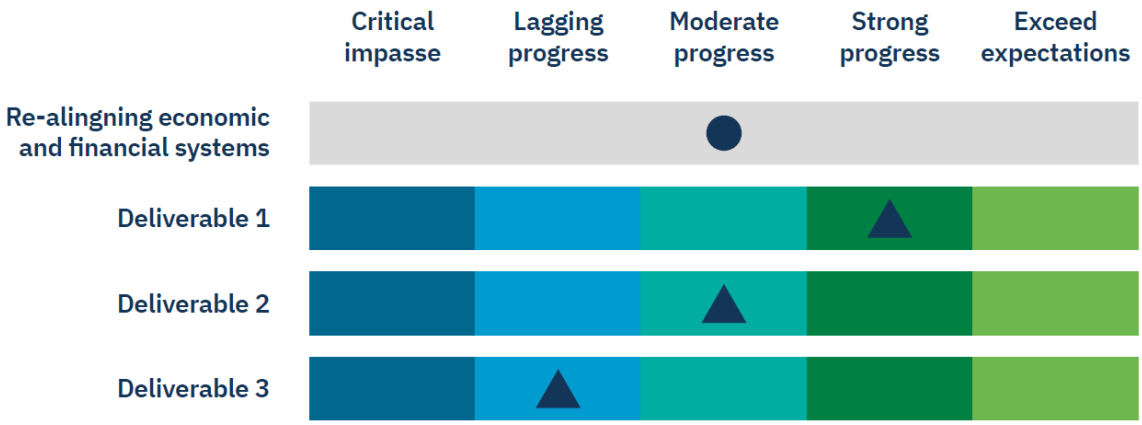


Figure 6: Implementation marker example

6.4 Accounting for catalytic roles

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

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

Convening and networking

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

Knowledge, science and data

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

Policy and advocacy

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

Capacity strengthening

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

Mobilising resources for conservation action on the ground

- Number of plans and strategies developed or enhanced
- Number of livelihood support actions
- Value of project portfolio

- Number of projects in the portfolio
- Amount of funds leveraged (in CHF)

Advancing education and awareness-building

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

6.5 Accounting for Resolutions and Recommendations

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

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

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

6.6 Accounting for contributions to nature

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

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

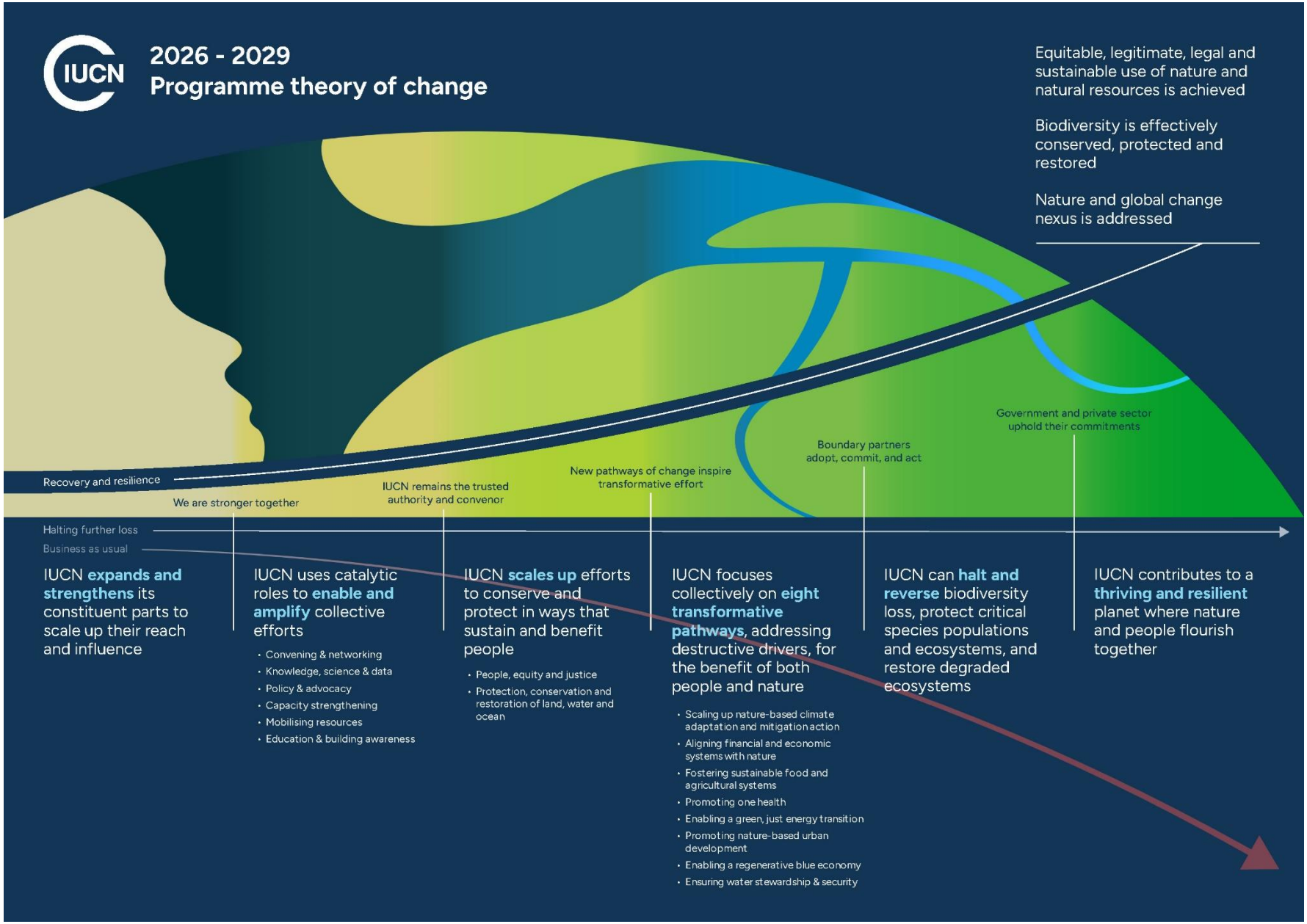
Progress on Programme delivery is reported and published annually in publicly available annual reports.

6.7 Accountability framework evolution

The accountability framework for the IUCN Programme 2026–2029 is designed to be a dynamic instrument, evolving over time to best align with the institution's growing needs and capabilities. Initially, the framework will focus on establishing a set of core indicators to measure progress toward Outcomes, recognising current limitations in business capabilities and data collection mechanism. As the Programme progresses through its initial phase and the institution strengthens its operational capacity, the framework will progressively

incorporate more results-level indicators, offering a more comprehensive view of the Programme's impact and contribution to the overarching IUCN 20-year Strategic Vision.

Annex 1 Theory of change



Context

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

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

Logic

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

and

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

and

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

then

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

and

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

Approach

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

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

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

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

Assumptions

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

IUCN operates on the understanding that:

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

IUCN's vision for restoring nature is guided by:

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

List of Outcomes

Just, equitable conservation of nature at scale

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

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

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

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

The Eight Global Transformations for nature and people

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

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

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

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

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

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

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

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

Annex 2 Core indicators – IUCN Programme 2026–2029

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

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

Just, equitable conservation of nature at scale Outcome indicators

PEOPLE

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

Indicator	**Source**	**Union component – Contribution**									
		Members	National & Regional Committees	CEC	CEM	CEESP	SSC	WCEL	WCPA	CCC	Secretariat
Percentage of projects that apply equity frameworks and principles	To be provided										•
Number of people engaged in and impacted by IUCN's Programme implementation	IUCN Programme & Project Portal Commission data collection tool	*[68]	•	•	•	•	•	•	•	•	•

[68] * IUCN constituents may choose to contribute to IUCN global reporting on a voluntary basis, but there is no obligation to do so.

LAND, WATER, OCEAN

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

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

Global transformations for nature and people Outcome indicators

CLIMATE CHANGE ADAPTATION AND MITIGATION

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

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

ALIGNMENT OF FINANCIAL AND ECONOMIC SYSTEMS WITH NATURE

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

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

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

FOOD SYSTEMS AND SUSTAINABLE AGRICULTURE

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

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

ONE HEALTH

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

Indicator	**Source**	**Union component – Contribution**

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

GREEN, JUST ENERGY TRANSITION

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

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

SUSTAINABLE CITIES

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

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

REGENERATIVE BLUE ECONOMY

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

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

Partnerships secured with key partners	IUCN annual reporting			•	•	•	•	•	•	•	•

WATER SECURITY AND STEWARDSHIP

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

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

Annex 3 IUCN Programme 2026–2029 Constituent Engagement Templates

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

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

Constituent name: IUCN World Commission on Protected Areas

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

All 3 core approaches to Transformative Change (Taking Conservation to Scale, Biodiversity-Climate Nexus and addressing inequity, illegality and injustice) are at the core of IUCN WCPA's mandate. Taking Conservation to Scale has key significance to the scaling of area-based conservation measures that will be necessary to reverse biodiversity declines while ensuring ecosystem services continue to benefit human well-being. Many of the transformational pathways are also key priorities for WCPA (such as One Health, Sustainable Financing, Inland water, etc.)

Indicate how your constituent part would contribute to relevant/selected Outcomes and Outputs.

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

What other parts of the Union would you need to work with in delivery of selected Outcomes/Outputs?

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

How to best capture your contribution?

☐ Contributions for Nature platform

☐ Through the IUCN Engage platform

☐ Through National Committee reports

X Through Commission reports

☐ Other (please specify):

Constituent name: Wildlife Conservation Society

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

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

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

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

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

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

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

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

closely with IUCN (Secretariat, Commissions, Members) in intergovernmental policy advocacy, including through CITES, CBD, CMS, UNFCCC, FAO, the UN, and others. Some of our international policy work can be found at https://www.wcs.org/our-work/solutions/international-policy.

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

Indicate how your constituent part would contribute to relevant / selected Outcomes and Outputs.

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

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

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

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

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

OCEAN: IUCN is committed to the effective protection, conservation and restoration of marine key biodiversity areas, other areas important for biodiversity, ecosystems and species has been achieved equitably and inclusively to reach global targets. WCS shares that commitment. See https://www.wcs.org/our-work/places and https://www.wcs.org/our-work/marine-program for details of where and how we work in marine ecosystems.
Finally, WCS is actively engaged with the following outputs highlighted in the IUCN Programme 2026-2029. We look forward to working with IUCN (Secretariat, Commissions) on these, and to collaboration (and not competition) in fundraising. Please reach out on any of these to discuss our field, scientific, technical, and policy work on any of these.

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

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

What other parts of the Union would you need to work with in delivery of selected Outcomes/Outputs?

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

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

How to best capture your contribution?

X Contributions for Nature platform

X Through the IUCN Engage platform

☐ Through National Committee reports

X Through Commission reports

☐ Other (please specify):

Constituent name: Australian National Committee of IUCN

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

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

Indicate how your constituent part would contribute to relevant/selected Outcomes and Outputs.

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

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

What other parts of the Union would you need to work with in delivery of selected Outcomes/Outputs?

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

How to best capture your contribution?

☐ Contributions for Nature platform

☐ Through the IUCN Engage platform

X Through National Committee reports

☐ Through Commission reports

X Other (please specify): ACIUCN produces a standard template, comprehensive annual report of activities. We can report in a different format to Council and the Secretariat, if an uncomplicated template is provided. The outputs from each of our symposia and workshops are produced and published by ACIUCN on our website (www.aciucn.org.au)

Constituent name: IUCN Mesoamerican Regional Committee

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

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

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

Indicate how your constituent part would contribute to relevant/selected Outcomes and Outputs.

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

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

What other parts of the Union would you need to work with in delivery of selected Outcomes/Outputs?

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

How to best capture your contribution?

☐ Contributions for Nature platform

☐ Through the IUCN Engage platform

X Through National Committee reports

☐ Through Commission reports

X Other (please specify): It would be important to establish a format that would allow the standardisation of the inputs of each Committee, so that it feeds the reporting of contributions to the Programme.

Constituent name: IUCN World Commission on Environmental Law

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

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

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

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

Indicate how your constituent part would contribute to relevant / selected Outcomes and Outputs.

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

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

What other parts of the Union would you need to work with in delivery of selected Outcomes/Outputs?

WCEL works with the other IUCN Commissions, the IUCN Secretariat, regional offices and many IUCN member organisations, WCEL partner institutions, including UNEP, the International Network for

Environmental Compliance and Enforcement (INECE), the Global Judicial Institute on the Environment, as well as with the IUCN Academy of Environmental Law, and with Secretariats of multilateral environmental agreements.

How to best capture your contribution?

☐ Contributions for Nature platform

☐ Through the IUCN Engage platform

☐ Through National Committee reports

X Through Commission reports

X Other (please specify): Policy briefs and other publications, webinars, conferences and WCEL Congresses

Constituent name: Wildlife Trust of India

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

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

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

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

Indicate how your constituent part would contribute to relevant / selected Outcomes and Outputs.

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

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

- **Species Recovery** aligns with IUCN tools like the IUCN Red List of Threatened Species and Green Status of Species, guiding science-based strategies for elephants, tigers, bustards, and aquatic species.
- **Wild Lands** complements IUCN's landscape-level conservation outcomes, including freshwater protection, sustainable agriculture, and community-based ecosystem restoration.

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

What other parts of the Union would you need to work with in delivery of selected Outcomes/Outputs?

1. **IUCN Secretariat**

2. **IUCN Members:** Government Members, NGO Members, Indigenous peoples and local communities

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

4. **IUCN Knowledge Products and Platforms**: The IUCN Red List of Threatened Species and the IUCN Green List Standard

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

How to best capture your contribution?

X Contributions for Nature platform: WTI's on-the-ground conservation impact, e.g., species recovery, protected area expansion, wildlife rescue outcomes, habitat restoration could be shared on this platform.
X Through the IUCN Engage platform: This platform could be used to share case studies, project updates, seek partners, or join working groups aligned with WTI focus areas.
X Through National Committee reports: WTI as an active member of IUCN India National Committee - influence national priorities, report activities in India, and align with national biodiversity goals.
X Through Commission reports: WTI as a partner to SSC through its CSS Asian Elephant and CSS India can highlight the technical, scientific contribution in Commission reports.
X Other (please specify):

- **Peer-reviewed publications** (linked to IUCN priorities)
- **Direct submissions to IUCN knowledge products** (e.g., Red List assessments)
- **Policy briefs/side events** at the IUCN World Conservation
- IUCN World Conservation Congress or CBD, CMS, CITES COPs

Constituent name: IUCN SSC Asian Elephant Specialist Group

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

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

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

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

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

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

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

Indicate how your constituent part would contribute to relevant / selected Outcomes and Outputs.

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

To halt species extinction and support recovery, AsESG will lead targeted actions for Asian elephants through detailed Red List assessments, development of national elephant conservation action plans aligning closely with IUCN's biodiversity goals. Conservation efforts also serve as Nature-based Solutions, supporting climate adaptation and healthy ecosystems.
Promoting human-elephant coexistence remains a core focus, with an emphasis on inclusive, community-led conservation. These efforts support the One Health approach by enhancing both ecological and human well-being.

AsESG contributes to policy development, including National Elephant Conservation Action Plans and transboundary efforts, helping integrate conservation into sectors like linear infrastructure, energy and agriculture. Though not directly involved in agricultural reform, AsESG promotes landscape-level planning to minimize land-use conflicts, minimize ecological degradation and support local livelihoods for local communities.

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

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

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

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

What other parts of the Union would you need to work with in delivery of selected Outcomes/Outputs?

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

How to best capture your contribution?

☐ Contributions for Nature platform

X Through the IUCN Engage platform: Support knowledge exchange on human-elephant conflict, wildlife health, and connectivity to engage in real-time collaboration with Commission members and the Secretariat.

X Through National Committee reports: Highlight AsESG's national, sub-national, and transboundary efforts, in collaboration with governments on elephant conservation strategies.

X Through Commission reports: AsESG contributions should be integrated into broader SSC reporting, aligned with the IUCN SSC cycle: Assess, Plan, Act, Network, and Communication.

X Other (please specify):

(i) Scientific publications and technical/Working Group reports authored or co-authored by AsESG members

(ii) Case studies on PANORAMA showcasing best practices in elephant conservation, coexistence models, or NbS applications in elephant landscapes

(iii) Global and regional forums or Conventions such as the CMS or CITES reports, where AsESG input directly supports policy outcomes.

Constituent name: IUCN South and East Asia Regional Committee

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

- Strong alignment between the Programme's Outcomes and their own priorities, particularly in biodiversity conservation, ecosystem restoration, and species protection.
- There is appreciation for IUCN's focus on ecosystem resilience, Nature-based Solutions, and tools like the IUCN Red List of Threatened Species and the Green List Standard.
- National Committees emphasised the Programme as a strategic reference for developing their own plans and activities.
- Suggestions included greater focus on youth participation, business engagement, gender equality, and the One Health approach.
- Some highlighted the need for improved advocacy and communication of the Programme's resources and goals to wider stakeholders.

Indicate how your constituent part would contribute to relevant / selected Outcomes and Outputs.

- Contributions include organising workshops, advancing local and national capacities, community engagement, and integrating conservation into broader governance.
- There is a focus on co-management of forests, wetlands restoration, urban green infrastructure, and marine conservation.
- Several entities aim to contribute through thematic areas such as sustainable cities, regenerative blue economy, and species Red List assessments.
- Emphasis on gender equality, diversity, and climate-nature interlinkages is frequently mentioned.
- Contributions are planned through annual workplans, national-level reporting, and active project implementation.

What other parts of the Union would you need to work with in delivery of selected Outcomes/Outputs?

- Key collaborators include IUCN Secretariat, Regional and National Committees, and various Commissions (especially on ecosystems, business, finance, and youth).
- Need for support in technical areas, policy development, and stakeholder engagement.
- Regional cooperation and knowledge-sharing.
- More structured engagement with urban-focused networks and specialist groups.

How to best capture your contribution?

X Contributions for Nature platform

X Through the IUCN Engage platform

X Through National Committee reports

X Through Commission reports

X Other (please specify):

- Workshops and training documentation
- Videos, websites, and social media
- Reporting through national biodiversity strategies and regional cooperation forums

Annex 4 Glossary

30x30

Represents Target 3 of the Kunming-Montréal Global Biodiversity Framework[69].

ABNJ

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

BBNJ

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

Beijing Platform for Action

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

Biodiversity

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

Bonn Challenge

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

CBD

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

CCAMLR

Commission for the Conservation of Antarctic Marine Living Resources.

CCC

IUCN Climate Crisis Commission.

CEC

IUCN Commission on Education and Communication.

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[69] Target 3 of the KMGBF: Conserve 30 per cent of Land, Waters and Seas
"Ensure and enable that by 2030 at least 30 per cent of terrestrial, inland water, and of coastal and marine areas, especially areas of particular importance for biodiversity and ecosystem functions and services, are effectively conserved and managed through ecologically representative, well-connected and equitably governed systems of protected areas and other effective area-based conservation measures, recognizing indigenous and traditional territories where applicable, and integrated into wider landscapes, seascapes and the ocean, while ensuring that any sustainable use, where appropriate in such areas, is fully consistent with conservation outcomes, recognizing and respecting the rights of indigenous peoples and local communities, including over their traditional territories."

CEESP

IUCN Commission on Environmental, Economic and Social Policy.

CEM

IUCN Commission on Ecosystem Management.

CITES

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

CMS

Convention on Migratory Species.

COP

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

Contributions for Nature platform

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

Conserved areas

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

CSOs

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

Ecosystem integrity

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

Ecosystem services

The "benefits that humans derive from ecosystems".

ENACT Partnership

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

FAO

Food and Agricultural Organization of the United Nations.

Freshwater Challenge

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

GCF

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

GEF

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

Global change

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

Global change processes

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

Geoengineering

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

Geoheritage

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

Geodiversity

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

GINGR

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

Global Ecosystem Typology

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

Global Goal on Adaptation

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

Green Status of Ecosystems

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

Green Status of Species

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

Threatened Species.

GSAP

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

GSAP SKILLS platform

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

IBAT

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

Invasive alien species

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

IPBES

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

IPCC

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

IPO

Indigenous Peoples' Organisation.

ITTs

Indigenous and Traditional Territories.

KMGBF

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

IUCN

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

IUCN Commissions

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

IUCN Green List (of Protected and Conserved Areas)

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

IUCN Members

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

IUCN Red List of Threatened Species

Comprehensive inventory of the global conservation status of biological species.

IUCN Red List of Ecosystems

A global standard for assessing risks to ecosystems.

Key Biodiversity Areas

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

MEAs

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

Measuring Nature Positive approach

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

MPAs

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

NAPs

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

Nature

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

Nature-based Education

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

Nature crimes

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

Nature Positive

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

NbS

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

NBSAPs

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

NbS Standard

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

NDCs

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

NGO

Non-Governmental Organisation.

OECM

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

One Health

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

Outstanding Universal Value

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

PANORAMA

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

Paris Agreement

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

Partners

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

People

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

Protected area

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

Regenerative blue economy

An economy that focuses on ocean health including its wealth of biodiversity and ecosystem services, while fostering development, social inclusion, equity and empowerment of coastal communities to be its natural stewards.

Restoration Barometer

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

Rights

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

Rio Conventions

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

ROAM

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

Rule of law

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

SDGs

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

Secretariat

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

Sendai Framework

Sendai Framework for Disaster Risk Reduction 2015–2030.

SSC

IUCN Species Survival Commission.

STAR metric

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

TNFD

Taskforce on Nature-related Financial Disclosures.

UNDRIP

United Nations Declaration on the Rights of Indigenous Peoples.

UNEP

United Nations Environment Programme.

UNFCCC

United Nations Framework Convention on Climate Change.

UNI

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

WCEL

IUCN World Commission on Environmental Law.

WCPA

IUCN World Commission on Protected Areas.

WHO

World Health Organization.

WOAH

World Organisation for Animal Health.