IUCN Programme 2017–2020

Approved by the IUCN World Conservation Congress
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Contents

Executive Summary

There is little doubt that 2015 will be looked back upon as a pivotal year in the relationship between people and planet. It will be seen as the year when the world finally agreed on a common vision for the future and demonstrated that the collective will to make it happen is there. But cautious optimism is warranted. While the adoption of the United Nations Sustainable Development Goals (SDGs) and the historic agreement in Paris to tackle climate change represent the end of an arduous journey, a new one every bit as challenging is barely beginning.

In many ways, the IUCN Programme 2017–2020 represents a blueprint for realising many of the ambitions of the post-2015 agenda. The Programme embraces and assimilates the new momentum generated by the 2015 agreements and captures them in a programme of work that exploits IUCN's strengths, taking advantage of the Union's knowledge and reach to move agreements into concrete action. Moreover, the Programme breaks away from the once-widespread misconception that global challenges must each be addressed separately, and instead recognises that environmental, economic and even political concerns often share direct and indirect drivers, and can similarly benefit from common solutions.

The Programme also reflects IUCN's conviction that a steady increase in global wellbeing can only be achieved through an enhanced understanding of the planet's complex life-support systems and the predominant global trends currently acting upon them – urbanisation, economic growth, burgeoning consumption, disappearing biodiversity, wealth inequality, climate change, population growth, and many others.

Matching IUCN's strengths to real conservation needs

A global situation analysis helped guide the preparation of the IUCN Programme 2017–2020. This examined the current conservation landscape, identifying important gaps and assessing which among these IUCN was best placed to address. Results highlighted the need for IUCN's assessments of the state of nature, particularly with respect to terrestrial, freshwater, and marine biodiversity. Geographically, they emphasised a need for IUCN to work in Africa, central and South America, and South and East Asia.

An External Review of IUCN also contributed to the design of the Programme, shedding an additional light on the Union's niche and place in the global conservation landscape. The review underlined IUCN's unique ability to convene government and civil society Members, as well as experts, indigenous peoples' groups and other partners, in pursuit of conservation and sustainable development objectives. This convening role is underpinned and legitimised by IUCN's evidence-based scientific work.

Using IUCN's core strengths for maximum impact

IUCN harnesses this powerful, dual role – of convening diverse stakeholders and generating conservation knowledge – to further its mission of informing policy choices and other relevant decisions. A trusted knowledge base and reputation for balanced analysis help to cement IUCN's privileged access to policy and decision makers at the global, national and local levels. Similarly, IUCN is able to engage diverse stakeholders both inside and outside the traditional conservation arena. Moreover, there remains ample scope for IUCN to mobilise its diverse membership structure in the effort to secure real collective action in favour of conservation, a point highlighted in the recent External Review of the Union.

All this means that IUCN is able to address effectively a significant array of drivers that impact on a broad range of environmental, societal and other challenges. So while the primary focus of the Programme remains on developing the conservation responses and governance necessary to tackle the direct drivers of biodiversity loss, IUCN is in a unique position to address indirect drivers.

This broadened scope of work is critical in the post-2015 world, as evidenced by the SDGs. These were developed with the explicit recognition that the environmental, social and economic aspects of each goal are inseparable, and that achieving them requires a holistic approach that can incorporate a

variety of dimensions once considered separately. This Programme reflects that reality as well as IUCN's capacity to contribute to work on virtually every goal.

Driving change where it matters most

The historic agreement that emerged from the 21st Conference of Parties to the United Nations Framework Convention on Climate Change (UNFCCC COP21) in Paris in December 2015 sent a clear signal about the vital importance of natural ecosystems in achieving climate neutrality over the course of this century. Indeed, the Paris Agreement directly calls on countries to conserve and enhance natural carbon sinks and reservoirs of all types – biomass, forests and oceans as well as other terrestrial, freshwater, coastal and marine ecosystems – and to harness their contribution in the global fight against climate change. The relevance and impact of IUCN's cumulative work in this regard could not be clearer.

In the coming years, and building on its strengths, IUCN will take concerted action to further amplify its global efforts in developing and advancing practical and effective nature-based solutions to climate change. These will not only make a direct contribution to global mitigation efforts, but will work to enable vulnerable societies around the world to better adapt to the adverse effects of climate change, and help to reduce the impact of climate-related disasters. At the same time, IUCN will continue to assess and address the impacts of climate change on vulnerable species and ecosystems around the world, thereby helping to create a low-carbon, climate-resilient world that benefits people and nature alike.

While the world has embraced the need to address the climate change crisis immediately, the same cannot be said for agriculture. The immense pressure that agriculture places on our planet and the need to rethink this critical sector remains largely unappreciated and unaddressed. Current agricultural practices are a major contributor to climate change and marine, freshwater, and terrestrial pollution. They are major stressors of freshwater resources and a significant driver of species loss. Global population growth will only exacerbate the problem, yet achieving food security is an absolute imperative. The world needs to rethink and restructure the global agriculture system to increase productivity while reducing competition with our natural resources.

IUCN brings to this challenge the wealth of its nearly 70 years' experience in biodiversity conservation. In the Programme period ahead, IUCN will develop partnerships – drawing on its Commissions and Members, building on IUCN Resolutions and the emerging IUCN strategy on agriculture – to bring the imperative of biodiversity considerations and ecosystem services to the fore in reforming agricultural practices and the broader policy debate on climate resilience. It will develop analytical and evidence-based research, supported by on-the-ground experience, to develop nature-based solutions for enhanced productivity, sustainability and livelihoods.

Ecosystems already provide a host of services to humanity, but these remain undervalued. Deficiencies in natural capital accounting mean that they are almost never incorporated into investment decisions, cost/benefit analyses or other financial decisions. Yet the effects of such decisions on natural capital are often fundamental. There is an increasing awareness of the need to gain a better understanding of the value of our natural resources so as to internalise their role in economic decisions. IUCN will continue to develop the technical and analytical underpinnings of natural capital valuation, including the development of agreed and standardised metrics to measure biodiversity and ecosystems.

The IUCN Programme 2017–2020

IUCN works under the principle that nature conservation and human progress are not mutually exclusive. Facing tremendous forces of transformation such as climate change and dramatic socioeconomic inequality across the world, there are credible and accessible political, economic, cultural and technological choices that can promote general welfare in ways that support and even enhance our planet's natural assets.

To inform these choices, IUCN has been aligning conservation efforts all over the world around three solid lines of work: valuing and conserving nature's diversity, advancing effective and equitable governance of the use of nature, and deploying nature-based solutions to climate, food and

development challenges. The approach that is emerging from its collective efforts demonstrates that nature is not an obstacle to human aspirations, but rather an essential partner, offering valuable contributions towards all our endeavours.

The IUCN Programme 2017–2020 at a glance

Tables 1, 2 and 3 below present the substantive elements of what IUCN intends to deliver during the period 2017–2020 with regard to each of the three interdependent Programme Areas that it comprises, namely: 1) Valuing and conserving nature; 2) Promoting and supporting effective and equitable governance of natural resources; and 3) Deploying nature-based solutions to address societal challenges including climate change, food security and economic and social development. These tables provide a broad overview of the Global Results, Sub-Results and Targets set to be achieved by IUCN by 2020, while more detailed narratives introducing the elements of each Programme Area are presented in the respective sections of the full document.

Programme Area 1: Valuing and conserving nature

The achievement of the Programme Area 1 Targets (listed in Table 1 below) by 2020 would represent a significant contribution to the delivery of **SDGs 14 and 15** in particular, as well as to the Convention on Biological Diversity (CBD) Strategic Plan 2011–2020 and its Aichi Targets, in particular Goals B and C. Impact can be measured through the following indicators (these are based on the 'official' draft indicators under development by the UN Statistical Commission for measurement of the SDGs):

- By 2020, increase in coverage of protected areas of important sites for marine biodiversity (refer to proposed indicators for SDG 14.5 (marine protected areas), Aichi Target 5 (habitat loss reduced) and Aichi Target 11 (protected areas increased));
- By 2020, increase in coverage of protected areas of important sites for terrestrial and freshwater biodiversity (refer to proposed indicators for SDGs 15.1 and 15.4 (terrestrial and freshwater protected areas), Aichi Target 5 (habitat loss reduced) and Aichi Target 11 (protected areas increased));
- By 2020, increased value of the *Red List Index*[1] (refer to proposed indicators for SDG 15.5 and Aichi Target 12 (extinctions prevented), as well as Aichi Target 13 (genetic diversity maintained));
- By 2020, increased value of the *IUCN Red List Index* for species in trade and increased number of countries have developed, implemented and enforced national policies and laws on illegal wildlife trade (refer to proposed indicators for SDG 15.7 (wildlife trade) and Aichi Target 12 (extinctions prevented));
- By 2020, increased number of countries have adopted national legislation relevant to the prevention or control of invasive alien species, increased number of species and pathways have been identified, and increased number of effective eradications have been achieved (refer to proposed indicators for SDG 15.8 and Aichi Target 9 (preventing invasive alien species)).

Table 1: Overview of Programme Area 1

Global Result 1	Sub-Results (SR)	2020 Targets	Contribution to SDG Targets	Contribution to Aichi Targets
The risk facing species and ecosystems is reduced.	**SR 1.1 – Credible and trusted knowledge for valuing and conserving biodiversity is available, utilised and**	1. *The IUCN Red List of Threatened Species*™: global assessments of 160,000 species completed including reassessments to generate indicators and at least 75 % of countries with national and regional Red Lists use the IUCN Red List Categories and Criteria. 2. *The IUCN Red List of Ecosystems*: ensure global assessment of risk of collapse of 25% of the world's ecosystems according to an agreed global ecosystem	2.5; 5.5; 5.a; 5.b; 5.c; 6.6;11.4; 12.2; 13.3; 14.1; 14.2; 14.3; 14.4; 14.5; 14.6; 14.7; 15.a; 15.c; 15.1; 15.4; 15.5; 15.7; 15.8; 15.9	1; 2; 3; 4; 5; 6; 8; 9; 10; 11; 12; 13; 14; 15; 17; 18; 19

[1] The *Red List Index* (RLI) measures trends in the overall extinction risk ('conservation status') of sets of species, as an indicator of trends in the status of biodiversity. A downward trend in the index implies that the risk of a set of species' extinction is rising. The RLI is used to measure progress towards Aichi Target 12 of the Convention on Biological Diversity (CBD).

Global Result 1	Sub-Results (SR)	2020 Targets	Contribution to SDG Targets	Contribution to Aichi Targets
	effectively communicated.	classification. 3. *Protected Planet* documents accurate and up-to-date information on protected areas under Aichi Target 11, including coverage, management effectiveness, governance, ecological representativeness, connectivity, other effective area-based conservation measures, as well as outcomes and other metrics for Green Listing. 4. 2,500 Key Biodiversity Areas (KBAs) are identified and the current datasets are updated against the new KBA standard to document all sites contributing significantly to the global persistence of biodiversity. 5. IUCN knowledge, including gender-specific knowledge as appropriate, on the value and conservation of nature is generated and communicated to influence key global, regional and local decisions and actions.		
	SR 1.2 – Effective implementation and enforcement of laws and policies for valuing and conserving biodiversity and nature is accelerated.	6. The implementation of commitments under biodiversity-related conventions and international agreements is accelerated. 7. New legislation and policies are developed (and implemented), and existing laws and policies are enforced, to address illegal wildlife trafficking. 8. The development and implementation of standards, safeguards, natural capital metrics, incentives and the development of relevant regulatory frameworks (in the public, private and financial sectors) are recognised and put into practice.		
	SR 1.3 – Key drivers of biodiversity loss are addressed through application of conservation measures.	9. Targeted conservation actions lead to the recovery of species and ecosystems. 10. Protected area networks are expanded to conserve areas of particular importance for biodiversity through effectively and equitably managed, ecologically representative and well-connected systems of protected areas and other effective area-based conservation measures. 11. Invasive alien species and pathways are identified and prioritised, priority species are controlled or eradicated, and measures are in place to manage pathways to prevent their introduction and establishment. 12. #NatureForAll raises the awareness of nature and its values and enables more people to experience, connect with, and take action to conserve nature.		

Programme Area 2: Promoting and supporting effective and equitable governance of natural resources

The achievement of the Programme Area 2 Targets (listed in Table 2 below) by 2020 would represent a significant contribution to the delivery of SDGs 1, 5, 16 and 17 through the following SDG-related impacts, *inter alia*:

- Increases in number of beneficiaries of enhanced procedural rights (e.g. participation) and substantive rights (e.g. tenure, right of access) attributable to natural resource governance systems assessment, with particular emphasis on women, indigenous peoples and the poor, by 2030 (contribution to SDGs 5 and 16);

- Reduction in number of documented illegal and/or environmentally harmful activities at all levels, including in areas beyond national jurisdiction, Antarctica and Arctic, by 2030 (contribution to SDGs 16 and 17 – rule of law);
- Increases in number of countries having mainstreamed biodiversity values and ecosystem services into national and local planning, development processes, poverty reduction strategies and accounts, and Intended Nationally Determined Contributions (INDCs), by 2020 (contribution to SDG 15, Aichi Target 2, Paris Climate Change Agreement);
- Increases in number of countries complying with international obligations, in particular the SDGs, CBD and other MEAs, by 2030 (contribution to SDGs 16 and 17 – rule of law).

This Programme Area will also continue to enable IUCN's contribution, ongoing from the 2013–2016 Programme period, to the achievement of a number of the Aichi Biodiversity Targets in particular those listed in Table 2 below.

Table 2: Overview of Programme Area 2

Global Result 2	Sub-Results (SR)	2020 Targets	Contribution to SDG Targets	Contribution to Aichi Targets
Natural resource governance at all levels enables delivery of effective conservation and equitable social outcomes by integrating good governance principles[2] and rights-based approaches.	**SR 2.1 – Credible and trusted knowledge for assessing and improving natural resource governance at all levels is available from IUCN**.	13. IUCN tools, methodologies and approaches for assessing and improving natural resource governance are available and used. 14. Natural resource governance systems assessed (through testing of methodologies) under different management regimes, including protected areas, and corresponding improvement plans developed. 15. Community-led, cultural, grassroots or protected area governance systems that achieve the effective and equitable governance of natural resources are recognised (as best practices/pilot testing), supported and promoted, while respecting the rights of nature.	1.4; 1.b; 2.5; 5.1; 5.5; 5.a; 5.c; 6.1; 6.5; 6.b; 10.2; 10.3; 12.2; 14.c; 15.6; 16.3; 16.6; 16.7; 16.b; 17.14	1; 2; 4; 13; 16; 17; 18; 19
	SR 2.2 – Governance at national and subnational levels related to nature and natural resources is strengthened through the application of the rights-based approach, and incorporation of good governance principles.	16. Intervention points in which rights regimes related to natural resources are clear, stable, implementable, enforceable and equitable have increased and are effectively integrated with other rights regimes – particularly for women, indigenous people, youth and the poor. 17. The capacity of institutions (including protected area and customary institutions) to undertake decision making in a participatory, inclusive, effective and equitable manner is enhanced, especially for facilitating the active participation of women, youth and indigenous peoples as key stakeholders. 18. Intervention points in which natural resource governance has the capacity to halt illegal natural resource use, through the promotion of rule of law and access to justice, have increased.		

[2] Good governance principles as recognised by IUCN are mainly: Transparency, Access to information and justice, Public participation, Coherence, Subsidiarity, Respect for human rights, Accountability and Rule of Law (as per IUCN Programme 2005–2008 and relevant IUCN Resolutions)

	SR 2.3 – Regional and global governance systems for conservation of nature and natural resources are established, supported and strengthened.	19. Legal and institutional frameworks for an increased number of transboundary areas, including protected areas, are established and deliver effective and well-implemented natural resource governance. 20. International governance mechanisms for marine areas beyond national jurisdiction, Antarctica and the Arctic are strengthened, including the establishment of marine protected areas. 21. The accountability of governments in relation to their commitments under environmental agreements and related policy frameworks is enhanced.		

Programme Area 3: Deploying nature-based solutions to address societal challenges including climate change, food security and economic and social development

The achievement of the Programme Area 3 Targets (listed in Table 3 below) by 2020 would represent a significant contribution towards to the delivery of **SDGs 1, 2, 5, 6, 11 and 13** through the following SDG-related impacts, *inter alia:*

- Increases in sustainable food production attributable to nature-based solutions (NBS)-related programmes and policies, with particular emphasis on small-scale producers, women, family farmers and indigenous peoples (contribution to SDGs 1, 2 and 5);
- Increased number of beneficiaries having access to NBS-supported sustainable water supplies (quantity and quality) by 2030 (contribution to SDGs 5 and 6);
- Increased sequestration, attributable to NBS, of global carbon dioxide emissions (GtCO2e per year) by 2030 (contribution to SDGs 11 and 13);
- Documented reduction, attributable to NBS-supported climate adaptation programmes and policies, in the number of casualties and the magnitude of economic losses due to natural disasters (contribution to SDGs 11 and 13);
- Decrease in area subject to desertification and other forms of land and soil degradation by 2030 (contribution to SDGs 15).

This Programme Area will also continue to enable IUCN's contribution, ongoing from the 2013–2016 Programme period, to the achievement of the Aichi Biodiversity Targets listed in Table 3 below.

Table 3: Overview of Programme Area 3

Global Result 3	Sub-results (SR)	2020 Targets	Contribution to SDG Targets	Contribution to Aichi Targets
Societies recognise and enhance the ability of healthy and restored ecosystems to make effective contributions to meeting societal challenges of climate change, food security, human health and well-being, and economic and social development.	**SR 3.1 – Credible and trusted knowledge on how nature-based solutions can directly contribute to addressing major societal challenges is available and used by decision makers at all levels.**	22. IUCN and partners are equipped to systematically collect and compile disaggregated data that enables the assessment of the material benefits and cultural values that flow from ecosystems to, *inter alia*, indigenous peoples and local communities. 23. IUCN and partners have a peer-reviewed framework and tools to guide the targeting of nature-based solutions and assessment of nature-based solutions effectiveness in contributing to relevant SDGs and Aichi Targets at national or sub-national levels. 24. Key nature-based solutions interventions promoted by IUCN, (e.g. Forest Landscape Restoration, Disaster Risk Reduction, and Mangroves for the Future, river basin management and protected areas) are equipped to systematically assess and monitor the requisite in-country enabling frameworks, including legal, customary, institutional and resourcing mechanisms for implementation.	1.5; 2.4; 3.4; 3.9; 4.7; 5a; 6a; 6b; 6.3; 6.4; 6.5; 6.6; 11.b; 11.3; 11.4; 11.5; 12.b; 12.2; 12.6; 12.8; 13.1;14.1; 14.2; 14.7; 15.a; 15.1; 15.3; 15.4; 15.5; 15.9; 16.6; 16.7	1, 2, 7, 11, 14, 15, 18,19, 20

	SR 3.2 – Inclusive governance and resourcing mechanisms to facilitate the effective deployment of nature-based solutions are tested and adopted by decision makers at all levels.	25. Legal, policy and institutional mechanisms (at the national and sub-national level) that support and reward ecosystem stewardship by local communities and other resource managers for the delivery of societal benefits have been piloted and documented. 26. Mechanisms to facilitate the active participation of women, youth and indigenous peoples as key stakeholders in the design and implementation of nature-based solutions are tested, evaluated and promoted. 27. Additional international or national financial mechanisms that encourage the deployment of nature-based solutions are established and /or strengthened.		
	SR 3.3 – Intact, modified and degraded landscapes, seascapes and watersheds that deliver direct benefits for society are equitably protected, managed and/or restored.	28. New national, sub-national or corporate planning and investment frameworks are effectively implemented in productive ecosystems to contribute to biodiversity conservation, sustainably deliver ecosystem goods and services and promote 'land degradation neutrality'. 29. Restoration processes and methodologies make demonstrable contributions to the restitution of key ecosystem services in degraded landscapes, watersheds and seascapes. 30. Legal, customary and institutional mechanisms and resourcing are effectively implemented to maintain intact, natural and semi-natural ecosystems that deliver benefits to society, including existing and new protected areas.		

Monitoring the IUCN Programme 2017–2020

The monitoring and reporting of the IUCN Programme 2017–2020 will be conducted through a small number of results and impact indicators related to biodiversity elements, ecosystem integrity and services, rights and equity and livelihoods.

IUCN's global indicators are fully aligned with the indicators used to measure progress against the SDGs and the Aichi Biodiversity Targets. This will allow IUCN to draw data from publicly available datasets. Some of the proposed SDG indicators and data are generated by IUCN and partners, such as the *Red List Index* and protected areas measures reported in *Protected Planet*.

Early in the intersessional period, baselines will be established for each indicator, drawing on the SDGs and Aichi Targets datasets and also data drawn from IUCN's project portfolio. Exact targets are dependent on the baseline measure and the resourcing situation that IUCN faces. Furthermore, targets are informed by IUCN's Resolutions and will be further shaped by the Members' commitments at the Hawai'i Congress ('the Hawai'i Commitments').

Each project run by the Secretariat and/or Commissions will report – through the IUCN Project Portal – against those global indicators that are most relevant to the work in question. Some indicators – that relating to youth engagement, for example – will be treated as cross-cutting and will be a shared responsibility in terms of reporting.

Voluntary reporting will be enabled for Members and Member Committees during the intersessional period in order to capture Members' contributions to the IUCN Programme and the achievement of the SDGs and the Aichi Targets.

Compendium Financial Plan

The Programme document will be accompanied by a Financial Plan highlighting the financial resources needed to implement the 2017–2020 Programme and the broad lines of allocation of resources among the prioritised deliverables.

I. Introduction

"***To influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable***". This is the Mission, spelled out in IUCN's Statutes (§2), that drives every IUCN intersessional programme. When negotiation of the new global environmental agenda concluded successfully in 2015, in many ways the world joined this mission. With the agreement of the United Nations Sustainable Development Goals (SDGs), the Paris Agreement on Climate Change, the Addis Ababa Action Agenda on Financing for Development and the Sendai Framework for Disaster Risk Reduction 2015-2030, the world shared the imperative of IUCN's Vision for "*a just world that values and conserves nature*".

Biodiversity conservation and sustainable development are urgent. Against the backdrop of the massive conservation and sustainability challenge that the world is facing, the IUCN Programme 2017–2020 underlines the urgency of action – of halting biodiversity loss and of accelerating solutions that will change the development path upon which the planet is currently journeying.

Cherish, choices, challenge, change. And so it is against this background that the current document should be read. Significant achievements have been made in the global arena and there is much to cherish. But indicators of planetary health continue to deteriorate and while global agreements are key to the path for success, there is a need for an immediate turn around, a massive scaling up and a determination to chart a new course. There is a need to challenge the current path. But the good news is that there is now a broad consensus – as enshrined in the SDGs – that we have choices and that solutions do exist. The SDGs pose the challenge of setting in place systemic changes that will shift the trajectory to a sustainable path. The IUCN Programme 2017–2020 responds to this challenge and focuses on the changes that need to be made as humanity stands at a crossroads: the path to a sustainable future.

Action for change needs to be taken at all levels. From legal and policy shifts at the global, regional, national and local levels, to community action on the ground. From strengthened research agendas to enhanced public outreach and awareness raising. From the judiciary and courts to the financial and banking systems. From cities to rural settings. From engagement and leadership of youth and the next generation to leadership of faith communities and indigenous peoples. As such, this IUCN Programme 2017–2020 underscores that concerted action will be needed at a massive and unprecedented level if we are to turn around the trajectory that humanity is currently projecting.

A strong Union – a needed Union. The strength of the Union has never been more needed than it is today. The power of collective action across the broad and inclusive Union membership, across the IUCN Commissions and under the One Programme Charter, presents a unique opportunity to demonstrate that nature-based solutions exist, that nature is forgiving and that – with concerted effort – a doomsday scenario is not a given outcome. Across the Union, actions are taken every day that are helping to present and secure sustainable futures. With strong and coordinated efforts these can be scaled up, thus helping ensure that the vision of sustainable development will indeed become a reality and that the SDGs can indeed be successfully implemented.

Making change a reality. The IUCN Programme 2017–2020 presented in this document summons the energy and determination of the Union and calls for concerted action to make the required shifts so that the goals and agreements that have been struck can be translated into reality. This Programme document marks the Union's commitment to advancing the ambitions of the global policy framework for the environment agreed in 2015. IUCN is focused on results that drive forward the agenda for change called for in the Strategic Plan for Biodiversity 2011–2020 and the associated Aichi Biodiversity Targets – the centrepiece of the Union's last intersessional Programme – and in the 2030 Agenda for Sustainable Development, the Paris Climate Change Agreement, and the Sendai Framework for Disaster Risk Reduction.

The **Sustainable Development Goals** which form the core of the 2030 Agenda for Sustainable Development adopted by the UN General Assembly in September 2015, present a universally applicable and interconnected framework integrating the three dimensions of sustainable development in a manner that represents a radical shift from the silos approach that had been the hallmark of most development-related policy frameworks so far.

People, planet, prosperity, peace and partnership. The 2030 Agenda is envisioned as delivering outcomes for five 'Ps' – people, planet, prosperity, peace and partnerships. Targets have been defined to address environmental priorities across the SDG framework. Marine, freshwater, and terrestrial priorities are reflected in three goals (SDGs 6, 14 and 15, addressing conservation and sustainable use of freshwater, the marine environment and of the terrestrial biomes, respectively). Accordingly, all IUCN priorities in the 2017–2020 Programme are mapped to the relevant SDG targets.

Paris Agreement on Climate Change. Another important achievement that also shapes the IUCN Programme 2017–2020 is the Paris Climate Change Agreement adopted in December 2015. The Paris Agreement elevated the importance of nature-based solutions for the climate change agenda to a new level: through its clear recognition of the role of natural ecosystems in addressing the climate challenge, and through its acknowledgement of the importance of ensuring ecosystem integrity and biodiversity protection when tackling climate action. As such, therefore, the Paris Agreement provides a clearer and stronger international policy mandate to guide and support IUCN's programmatic work over the 2017–2020 period.

Sendai Framework for Disaster Risk Reduction. The UN World Conference on Disaster Risk Reduction presented yet another forum which recognised the important role of healthy ecosystems in protecting human life against natural hazards.

Sustaining momentum. IUCN must seize this opportunity and leverage all its resources, especially its unique structure (more than 1,200 Members representing State actors and civil society organisations at all levels; a vast network of experts all over the world working in the six thematic Commissions of IUCN; and a technically qualified Secretariat of some 1,000 staff members deployed across multiple locations in all regions of the world) to contribute to turning this momentum into a coalition for solutions, for a sustainable future – a future in which human development can proceed without exerting unsustainable pressure on the planet's ecological resources and the intricate processes that sustain life on Earth. Without a healthy environment, the ability of the human species and other species to survive on a chronically and increasingly degraded planet will be increasingly compromised.

IUCN Programme priorities. Set against this background, the IUCN Programme 2017–2020 positions IUCN as a key player to advance these key global frameworks that together will shape the fate of the world for the next 15 years. In line with its Mission and Vision, IUCN can best play its role in the post-2015 context by pursuing, more strongly than ever before, two overarching programmatic objectives that have underpinned the work of the Union since it was founded:

- To mobilise the world community to act collectively and at all levels to prevent the loss and degradation of biodiversity, more specifically by halting the species extinction crisis and by ensuring ecosystem integrity in order to enhance the resilience of healthy natural ecosystems on which all human societies depend to prosper; and
- To promote equity and social justice, valuable in their own right, but particularly in the context of conservation work.

New strong IUCN standards aligned to international safeguards for projects on the ground. IUCN has established an Environmental and Social Management System (ESMS) as an intrinsic part of its project cycle. This provides systematic steps and operational tools for managing the environmental and social performance of projects implemented or supported by IUCN. The system allows IUCN to screen potential projects for negative environmental or social impacts and to develop suitable measures to avoid, minimise, or compensate for these impacts. It also ensures that the implementation and effectiveness of mitigation measures are monitored and that any adverse impacts arising during execution of a project are addressed.

The ESMS is guided by eight overarching principles and four standards that reflect key environmental and social areas and issues that are at the heart of IUCN's conservation approach; among others they include IUCN's commitment to assuring a rights-based approach, gender equality and empowerment of women, and the respect and fulfilment of the rights of indigenous peoples. The ESMS principles and standards are rooted in IUCN environmental and social policies and IUCN World Conservation Congress (WCC) resolutions. They also draw on IUCN values, good-practice tools developed by IUCN Secretariat programmes and IUCN Commissions and on lessons learned during IUCN's long tradition of working at the interface of conservation and social issues and human rights. The ESMS principles and standards consolidate objectives of the *Convention on Biological Diversity* as well as other relevant international conventions and agreements on environmental and social issues including the *Universal Declaration on Human Rights* and the *United Nations Declaration of the Rights of Indigenous Peoples.* The human rights aspects of the principles and standards have been further shaped by the work of the *Conservation Initiative on Human Rights* of which IUCN is an engaged member. The ESMS has also been influenced by safeguard guidelines from other organisations such as the International Finance Corporation (IFC) and the World Bank and is fully compliant with relevant policies of the Global Environment Facility (GEF) and the Green Climate Fund.

IUCN's Programme Framework

Figure 1A: 2013–2016

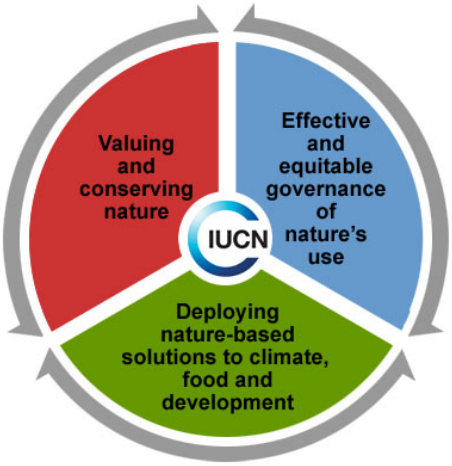


Figure 1B: 2017–2020

The IUCN Programme 2013–2016 (Figure 1A) laid a strong foundation. Building on and learning from previous IUCN intersessional Programmes, the IUCN Programme 2013–2016 laid a coherent and strong foundation for IUCN's substantive work to consolidate all the elements of the Union's Mission and Vision. It did this by creating an ambitious plan for developing and integrating new knowledge products for valuing and conserving nature, promoting and supporting effective and equitable natural resource governance, and demonstrating how nature-based solutions can contribute to addressing a number of critical societal challenges, while influencing a range of policy actors to promote uptake and scaling up of approaches that have been proven to work.

Raising our sights as well as our ambition. Core to the development of the IUCN Programme 2013–2016 was the goal of making a significant contribution to the implementation of the Strategic Plan for Biodiversity 2011–2020 and the associated Aichi Biodiversity Targets adopted under the auspices of the CBD at the launch of the UN Decade for Biodiversity. As IUCN enters a new four-year programme cycle, it is noted that the conservation challenge remains significant. Emphasising the relevance of biodiversity conservation to economic and social benefits will be imperative if global conservation targets are to be reached – targets which IUCN considers imperative for safeguarding nature as well as human well-being, including human health, and social justice and equity. This message was already incorporated into the design of the IUCN World Parks Congress in 2014 and the resultant 'Promise of Sydney' but needs further work. The IUCN Programme 2017–2020 therefore builds on the 2013–2016 Programme, but seeks to raise the ambition, outreach, impact and profile of the conservation effort, while also setting in place better metrics to measure the actual impact of IUCN's work.

Contributing to the global sustainable development agenda. The IUCN Programme 2017–2020 (Figure 1B) seeks to contribute to the delivery of the SDGs and the Paris Agreement on Climate Change. It is with this ambition in mind that the 2017–2020 Programme as presented in tables 1, 2 and 3 above, has been designed with IUCN Targets for 2020 tagged to the SDG targets that they support, with a view to demonstrating IUCN's alignment with the imperative to deliver on the SDGs. It should be noted that many of the SDG targets have been designed to build on existing commitments made under multilateral environmental agreements and processes, including the three Rio Conventions. Therefore, in aligning to the SDG targets, IUCN will at the same time continue its contribution to the achievement of pre-existing targets, in particular the Aichi Biodiversity Targets whose initial end-point of 2020 coincides with that of the IUCN Programme 2017–2020.

Ensuring healthy oceans is more urgent than even before. Encompassing more than 70% of the Earth's surface, oceans are critical to the sustainability of our planet. In the last couple of years, the growing threats to marine life and fundamental ocean processes have been recognised as a major concern. The SDGs include a specific goal for the oceans, which addresses their importance in achieving sustainable development. The Paris Agreement on Climate Change recognises the importance of oceans for the Earth's climate. Negotiations on a new international legal framework on ocean areas beyond national jurisdiction (high seas) under the UN Convention on the Law of the Sea (UNCLOS) will kick-off in 2016. All this points to momentum for addressing the considerable and varied threats facing the global ocean, including not only those related to CO2 emissions (such as ocean acidification and ocean warming), but also other issues that deserve attention such as marine debris (including micro plastics) and deep-sea mining, and how all these affect particularly sensitive ecosystems such as polar regions and tropical islands. Through the IUCN Programme 2017–2020, the Union will work primarily on supporting the achievement of the Aichi Targets relevant for oceans, in particular Targets 6 and 10 as well as Target 11 on protected areas, within the new framework of actions defined by the major global agreements adopted in 2015.

Ensuring healthy freshwaters is similarly important. Almost one third of approximately 28,000 freshwater species that have been assessed for the IUCN Red List are categorised as threatened, and freshwater species populations declined by 76% between 1970 and 2014. Inland wetlands have declined in global extent by 64–71% during the 20th century, while ecosystem degradation has been assessed to pose a threat to the water security of 80% of the world's population. Global water requirements by 2030 are projected to exceed the current accessible and reliable supply by 40%; the water crisis is ranked in 2016 as the worst of the 'Global Risks in Terms of Impact' over the next 10 years to political, social and economic security. Through the IUCN Programme 2017–2020, the Union will therefore work on supporting the achievement of SDG 6 on water security and the freshwater as well as the terrestrial elements of SDG 15, doing so across the Commissions, Secretariat and Members of the Union. This cross-cutting effort will be essential to draw together the water-related components of IUCN, identify the priorities for action, and make best use of opportunities of synergy and collaboration.

A broad-based Programme development process. This Programme was developed in an iterative process over a period stretching from November 2014 to April 2016, involving several rounds of consultations, inputs and feedback from: Council, Secretariat and representatives of the six IUCN Commissions; comments from the IUCN Membership especially through the Regional Conservation Forums held in all IUCN regions between June and December 2015; views from IUCN's Framework Partners, as well as recommendations from the 2015 External Review. This broad-based process has resulted in a draft that was reviewed by Council at its meeting in April 2016 and endorsed for transmission to the IUCN membership for consideration and approval during the 2016 World Conservation Congress.

II. Lessons learnt – Global Situation Analysis and External Review 2015 Highlights

A global situation analysis was prepared as background documentation to inform the development of the IUCN Programme 2017–2020. This analysis sought to respond to questions such as "What does conservation need?", "Where is IUCN working?" and "On which issues and challenges?" Specifically, the analysis examined the proportions of global conservation need comprised by different geographic regions, elements of biodiversity, ecosystem services, governance issues, and drivers. The analysis compared these with the proportions of total IUCN Commission, Secretariat, and Membership effort invested in addressing each region, element, service, issue, or driver, thereby providing information to support discussions and decisions about IUCN's priorities, niches and opportunities during the Programme development process.

IUCN's Programme is aligned with broader global conservation frameworks. The high-level structure of the IUCN Programme 2013–2016 is very closely aligned to that of other major, recent conservation-related frameworks, such as the Strategic Goals of the Convention on Biological Diversity's Strategic Plan for Biodiversity 2011–2020, and the Conceptual Framework of the Intergovernmental Platform on Biodiversity and Ecosystem Services (IPBES). The high-level structure for the situation analysis is based on synthesis of these three frameworks into "state of nature", "benefits from nature", "governance of nature's use", and "drivers of changing nature", as complementary measures of conservation need. Within this high-level structure, standard classifications such as those developed by the Conservation Measures Partnership, the Millennium Ecosystem Assessment, the Aichi Biodiversity Targets, and the (then) emerging Sustainable Development Goals allowed detailed organisation of the situation analysis.

IUCN generated knowledge – key for situational analysis; but more and different data are needed. The great volume of data now available through the *IUCN Red List of Threatened Species* is enormously useful in ensuring that the situation analysis for "state of nature" and (to a lesser extent) "drivers of changing nature" are data driven. This is much the strongest empirical basis for the IUCN Programme, and should be protected and strengthened as a priority. There is little data that will allow comparative analyses related to "benefits from nature" or "governance of nature's use". It is hoped that the emerging People in Nature (formerly Human Dependency on Nature) Framework and Natural Resource Governance Framework, respectively, will be significant contributions in this regard. The Union Portal has been very important in allowing geographic and thematic characterisation of IUCN's components, especially the Commissions and the Secretariat. However, much information is missing for the Membership, and self-compilation of this is a high priority.

The situation analysis resulted in the following key findings:

1. Among IUCN's eight Statutory Regions, the greatest conservation need lies in Africa, Meso & South America, and South & East Asia. This is matched by relatively higher IUCN investments into Africa, but the Union's efforts appear under-represented in Latin America and in South & East Asia. Other regions also face particularly challenging drivers, for example, violent conflict in West Asia.
2. IUCN's efforts are relatively well-aligned to needs related to the "state of nature" across terrestrial vertebrate species and for terrestrial ecosystems. However, invertebrate and aquatic conservation efforts are under-represented in the Union's investments.
3. The Union's attention to "benefits from nature" appears to be broadly in line with estimated values of the primary categories of ecosystem services: provisioning, regulating, and cultural.
4. About half of IUCN's Commission and Secretariat investments aimed at enhanced decision making through improved "drivers of changing nature" focus on indirect drivers, the other half on direct drivers. No data exist to evaluate the importance of different indirect drivers, but for direct drivers the sparse available data suggest that IUCN efforts are well matched to need.

External Review of IUCN 2015: Key Findings and Recommendations for the IUCN Programme 2017–2020

The External Review of IUCN was undertaken between July 2015 and March 2016 on the topics of IUCN's niche, knowledge products, Commissions and organisational fitness for purpose. The box below summarises key messages from the Review that are relevant to the Programme 2017–2020.

IUCN's unique niche is its ability to convene. Its ability to convene Commissions, Members, partners and other actors in pursuit of conservation and sustainable development outcomes sets IUCN apart from organisations that otherwise share similar traits such as influencing policy, using scientific evidence, or setting standards. The Review recommends that IUCN should bill itself as a trusted convenor, able to bridge the perspectives of different sectors and diverse stakeholders for the purpose of influencing policy and practice relating to biodiversity and sustainable development.

The authority for this niche comes from IUCN's scientific work, expert networks and policy influencing. IUCN is widely perceived as an organisation that leverages knowledge for policy influence, yet there is still much work to be done. IUCN should facilitate consensus-building processes, leverage its knowledge, develop its capacity as the key communications channels for policy positions, strengthen private-sector engagement and use its UN Observer Status more effectively.

IUCN's knowledge responds to real needs. All of the knowledge reviewed is demand driven, based on articulated needs. IUCN's knowledge is appropriately situated at the intersection of conservation and sustainable development.

IUCN has become intentional about incorporating indigenous knowledge in recent years. Until recently, IUCN made little space for indigenous people and indigenous knowledge, but this is improving as IUCN seeks to recognise and incorporate indigenous knowledge into approaches, methodologies and practices.

Knowledge products that are comprehensive have more potential to be effective. The Review noted that one of the defining features of knowledge products with the most potential for effectiveness is that they are based on approved standards, rules and procedures, datasets, tools, capacity building, products and support, all of which encourage knowledge use. The review recommends focusing on ensuring quality through standard setting and peer review.

IUCN's knowledge can inform a range of outcomes. The review documented a range of outcome pathways that included global, national and regional policy and action, allocation of global public and private financial resources and research. Where targeted, IUCN's knowledge has potential to influence specific users and popular audiences. IUCN should plan for specific outcome pathways across a range of policy, practice, research and popular engagement.

IUCN can improve its organisational fitness for purpose. The aspirational One Programme Charter has not yet led to collective action, and there is much scope for operationalising the Charter in support of IUCN's niche and programmatic aims. IUCN should seek to build a more inclusive Membership Strategy, to better value and engage Commissions and National and Regional Committees and motivate behaviours that break down silos across the Union.

III. IUCN – Impacting Change for a Sustainable Future

Influencing change – core to IUCN's mission. As a Union of government and NGO Members, Commissions and Secretariat, IUCN aims to influence impact – on improving people's rights and livelihoods and conserving species and healthy ecosystems – by generating and using knowledge, influencing policy and by demonstrating solutions for biodiversity conservation and sustainable development challenges.

Broad IUCN membership – convening and building partnerships for action. Building on a unique set of assets that includes the breadth of the Union, a long history of generating trusted knowledge, privileged access to policy and decision makers, IUCN is able to influence policies and behaviours throughout society. Key to IUCN's influence is its ability to bridge science and policy, linking knowledge to action, as well as linking governmental and non-governmental sectors, private and public and mobilising organisations, individuals, women and men, young and old, to support joint actions and solutions.

Generating knowledge for policy influence and action. IUCN is recognised and valued by its network for generating, managing, disseminating and facilitating the use of conservation knowledge. This includes standard setting, data and assessments, tools, science and lessons related to species conservation, ecosystems, meeting global challenges of development, climate change, food security and disaster risk reduction. IUCN also aims to secure the rights of nature and the vulnerable parts of society through strengthening

governance and the rights-based approach to conservation. Knowledge is disseminated widely and is taken up widely by the Union itself, the international system, governments, the donor community, the business sector, individual scientists and practitioners. Uptake of knowledge generated through IUCN's Commissions, Members, and Secretariat leads to action and policy influence, as well as stimulating the generation of new knowledge in turn. Examples of such knowledge include well-established products such as the *IUCN Red List of Threatened Species* and *Protected Planet* and newer products such as the *IUCN Red List of Ecosystems* and Key Biodiversity Areas, all of which are based on IUCN-approved standards.

Influencing policy and actors for wider change. IUCN has privileged access to policy and decision makers at global, regional, national and local levels, permitting opportunity for influence. IUCN frames its policy influence on the basis of science and evidence rather than on prescription or advocacy, which creates the opportunity for more direct and lasting influence. The Union is reaching out to actors outside of the conservation community, influencing partners such as donors and the United Nations to take up IUCN standards and tools in their investments for development.

Drivers of biodiversity loss and other megatrends. The primary focus of the IUCN Programme 2017–2020 is on strengthening the success of conservation responses and governance necessary to address the direct drivers of loss of biodiversity and the benefits it provides to people. However, to ensure the permanence of these successes, IUCN recognises that indirect drivers will need deeper integration into the work of IUCN. These include drivers such as agricultural practices, urbanisation, demographic pressures and the absence of natural capital and ecosystem services from mainstream economic planning processes. Accordingly, therefore, IUCN will give greater emphasis to understanding these drivers, building from its existing work in agriculture[3], cities[4], and economics[5], and to finding ways to integrate policy recommendations so as to reduce the pressures that these drivers are putting on the natural environment and biodiversity.

Direct underpinning of SDGs. It is worth noting that the SDGs are based on explicit recognition of the integration of environmental, social and economic sustainability. In this context, IUCN will work directly towards the achievement of the environmental targets within the SDGs (including SDGs 1, 2, 6, 11, 12, 13, 14, 15 – see later sections) while viewing these in the context of achievement of the full suite of SDGs.

At global level IUCN is active in seeking to influence key environmental governance mechanisms, including those led by the United Nations General Assembly, such as the SDG process, but also multilateral environmental agreements such as the CBD, UNFCCC, the UN Convention to Combat Desertification (CCD), the Convention on International Trade in Species of Wild Fauna and Flora (CITES), the Ramsar Convention on Wetlands, and others, in promoting the role of biodiversity, ecosystem services, gender equality, rights and governance and environmental law for sustainable development outcomes. At national level, IUCN advises governments on negotiating positions, translating international commitments into national policy and building capacity for implementation. At local level the Union seeks to influence locally appropriate governance and legal frameworks favouring nature, biodiversity and the rights of local communities and natural resource users.

[3] e.g. CEM/SSC Taskforce on Systemic Pesticides, SSC Crop Wild Relative Specialist Group, WCEL Specialist Group on Sustainable Soil and Agricultural Systems
[4] e.g. WCPA Urban Specialist Group
[5] e.g. CEESP Theme on the Environment, Macroeconomics, Trade and Investment, IUCN Global Economics Programme

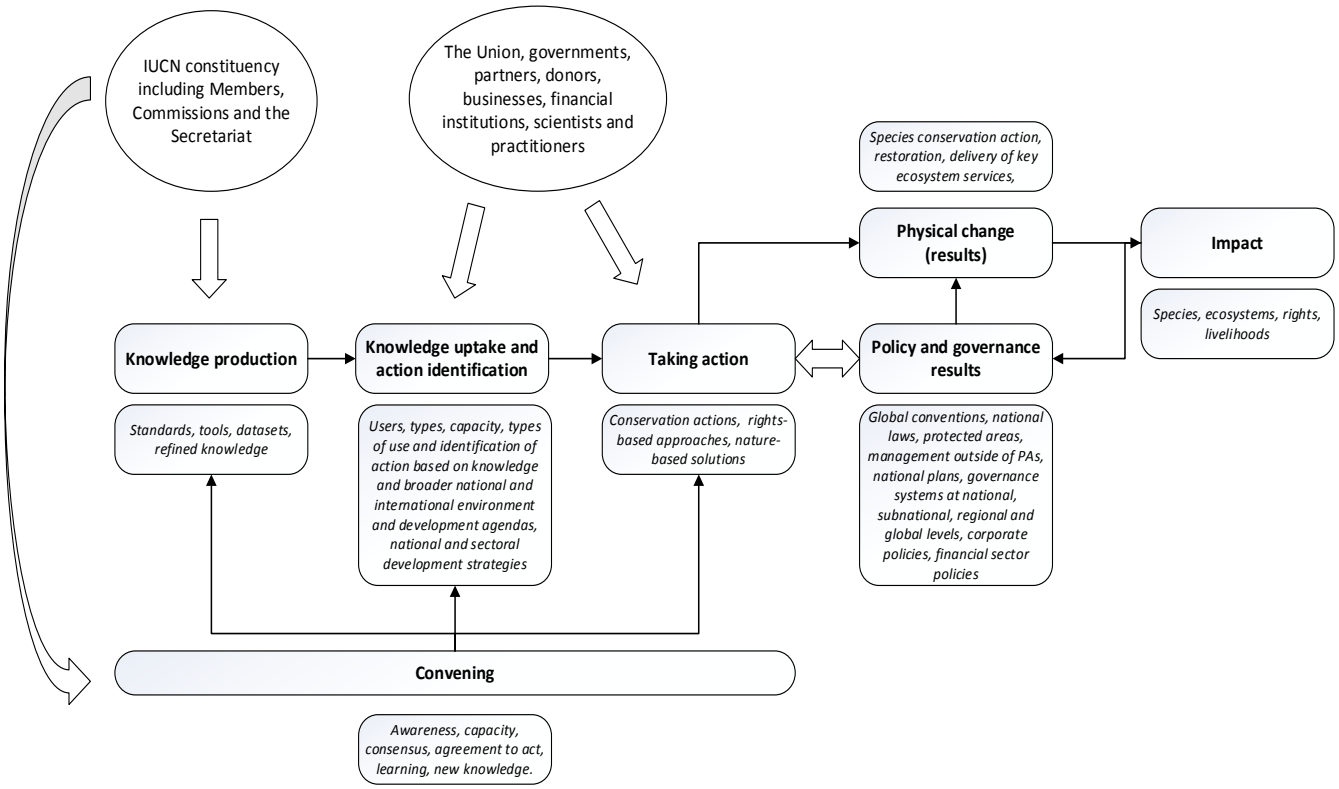
Delivering conservation results and learning. By virtue of the Union's structure and governance, Members, Commissions and the Secretariat have the opportunity to demonstrate rights-based conservation and nature-based solutions and then influence its other Member and partner organisations to scale-up successful approaches. The learning and evidence from successful conservation action is used in a variety of ways – to communicate and generate successful approaches and to influence partners' own actions and the policy contexts in which they are working. Particularly successful conservation action can be used to influence international and national policy.

Communication of conservation action – especially of conservation successes – is critical. Not only does this demonstrate the positive impact of conservation efforts, but it also prepares the ground for future work and helps to promote awareness, best practice and buy-in. The relevance of the IUCN Programme extends well beyond those immediately familiar with its content. Effective communication can demonstrate the important relationships between IUCN's work and wider societal challenges, including poverty reduction, food security and conflict, to name but three. It also makes the case for conservation finance to potential funders such as development agencies and the private sector. Throughout the Union, communications represent a major and ongoing challenge and it will be important to step up efforts to reach a scale necessary to capture and inform new, difficult-to-reach audiences or to influence political and financial decision making on a large scale.

A sustainable future must inspire the next generation. Over the long term, IUCN's Mission, and the global agenda for 2030, depend as much on people caring today as caring tomorrow; it depends as much on the leaders of today as the leaders of tomorrow. IUCN will ensure that young people can find their place in the 2017–2020 Programme, and challenge all parts of the Union to inspire youth to take forward the cause of conservation and sustainable development, but also to be inspired by the energy, passion and commitment of a new generation. Among other things, more efforts should be made to engage with a wider constituency of citizens, especially in the world's burgeoning cities, to ensure that they have access to nature and its benefits, and to build support for conservation. In particular, there is a need to inspire and engage youth and to promote stronger intergenerational partnerships. IUCN's Commissions have a critical role to play in attracting and inspiring young people to value nature and to become involved in nature conservation and sustainability issues.

Bringing it all together – a unique Union for change. To paraphrase several External Reviews of IUCN: "If the world didn't have an IUCN, we would have to invent it, but in today's world that would be very difficult." The Union's structure, its trusted science and knowledge, its focus on nature and people's rights and provision of solutions to societal challenges, and its access to decision and policy makers are all unique to IUCN. IUCN has demonstrated that by securing rights and good governance of nature's use, the environment can be conserved and benefits to human wellbeing secured.

Figure 2: IUCN's theory of change[6]



The IUCN Programme 2017–2020 consists of three Programme Areas. Relevant knowledge will be generated and enhanced within each of these Programme Areas, responding to lessons learned through action on the ground and to policy demand within areas that are at the heart of the Union:

- Valuing biodiversity;
- Designing effective and equitable governance arrangements; and
- Turning knowledge and policy into action on the ground to deploy nature-based solutions.

The three Programme Areas are:

1. **Valuing and conserving nature;**
2. **Promoting and supporting effective and equitable governance of natural resources;**
3. **Deploying nature-based solutions to address societal challenges including climate change, food security and economic and social development.**

IV. Programme Area 1: Valuing and conserving nature

a) Background

Biological diversity ('biodiversity'), including the provision of ecosystem services, is essential for human well-being. Its elements – ecosystems, species and genes – and the

[6] This theory of change diagram is a simple linear representation of a complex, dynamic and non-linear reality.

processes that maintain them, interact in many and diverse ways, some as yet unknown, to sustain the life-support systems of this planet, on the land, in freshwater, and in the oceans. Amongst others, biodiversity provides food security, human health, medicines, well-being, clean air and water, cultural and spiritual fulfilment and also contributes directly to people's livelihoods and economic development.

The planet is in trouble and at the crossroads. It has never been more important to care for and heal the fragile green and blue mantle of the planet that is the basis of all life; the choices we will make and the action we will take in the next four years will, to a large extent, determine the future existence of humankind on earth.

The Sustainable Development Goals represent not only a bold, ambitious and transformative sustainable development agenda for the next 15 years but the strongest mandate the world has ever seen for the conservation of nature.

SDGs 14 and 15 are built on the Aichi Biodiversity Targets. Moreover, many other SDGs also address important objectives of the Aichi Targets; for example, SDG 6 addresses the protection of freshwater ecosystems as required by Aichi Targets 5, 11, 12 and 14. Hence, implementation of the SDGs will result in conservation impact; conservation impact will deliver sustainable development.

b) Situation analysis

Continued biodiversity loss at unprecedented levels. Yet, despite the fundamental importance of biodiversity, it continues to be lost with overwhelming indications of continuing decline. This human-caused crisis is unprecedented, with extinction rates far higher than natural levels; animal, plant and fungus species have never been more threatened[7].

Indirect and direct drivers contribute to biodiversity loss, and wider impacts on nature as a whole. Indirect drivers include those of an economic, socio-political, demographic, scientific or technological nature, as well as cultural and religious factors. The interaction of several of these drivers in turn affects the overall level of consumption. Direct drivers include habitat destruction, intensive agriculture (some agricultural practices are a major cause of biodiversity loss), forestry and aquaculture, climate change, air and water pollution, invasive alien species and unsustainable exploitation of species (including the highly concerning rise in illegal wildlife trade[8]) on land, in freshwater systems and in the ocean. Drivers are also changing; the human population and the global economy are growing, leading to increased urbanisation, disconnection from nature, demand for food, fibre, energy and water, and there is an urgency to address sustainable management issues.

Understanding drivers helps determine possible solutions. Understanding the factors that cause loss of biodiversity and ecosystem services, and impact nature as a whole, is essential to designing interventions that enhance positive impacts and minimise negative impacts.

The SDG framework – an opportunity for valuing and conserving nature. SDG 14 on oceans and marine resources and SDG 15 on terrestrial and freshwater biodiversity constitute the 'conservation hub' within the SDGs framework without which the other goals are unattainable. IUCN participated in the drafting of these goals to ensure that they were built on existing obligations, including the Aichi Biodiversity Targets. IUCN, through this Programme Area, will be a major contributor to the achievement of these goals. IUCN's knowledge products are included in the SDG indicators framework as recognition that IUCN

[7] http://cmsdata.iucn.org/downloads/species_extinction_05_2007.pdf
[8] http://www.unep.org/yearbook/2014/PDF/chapt4.pdf

holds the necessary credible science to assist governments and other actors in tracking progress towards meeting the SDGs.

The 20 Aichi Biodiversity Targets represent an ongoing call for action. In 2010, CBD adopted a Strategic Plan for Biodiversity 2011–2020[9] to galvanise action for conservation. The vision of The Strategic Plan and the associated Aichi Biodiversity Targets is "Living in harmony with nature", where, "By 2050, biodiversity is valued, conserved, restored and wisely used, maintaining ecosystem services, sustaining a healthy planet and delivering benefits essential for all people".

Policy frameworks: good targets – inadequate achievements. Achieving the Aichi Targets would help to address the biodiversity crisis effectively**.** However, there has been insufficient action either by CBD Parties at national level, or by the global community, to respond to them. Lack of awareness about biodiversity in sectors beyond the conservation community is also a constraint to their implementation. The *Global Biodiversity Outlook 4*[10] (GBO4) indicates that efforts need to redouble if the Strategic Plan for Biodiversity 2011–2020 and the Aichi Targets are to be achieved by 2020. The challenge, therefore, for this IUCN Programme is to seize the opportunity to support implementation of the SDGs, thereby supporting urgent acceleration of conservation impact.

Nature is valuable and nature is priceless. IUCN recognises that biodiversity has many values, some of which can be quantified and valued in monetary terms, while others are more intangible, such as mental and spiritual health, quality of life and social well-being. The value of nature to people is rarely recognised in economic policy. Integrating the value of nature into investment decision making, increasing deterrents to destruction, removing perverse incentives to destroy nature, and making nature a viable target for investment are all needed.

Trends are reversible: conservation works for species, genes and ecosystems. Proactive and targeted conservation action can prevent and reverse biodiversity loss trends[11] and establish countervailing action when compared with the 'no action' alternative. Successful interventions, sometimes through the enactment of laws and policy, include species recovery programmes, establishment of protected areas, restoration of ecosystems, control of invasive species, reintroduction programmes, *ex situ* conservation and effective management programmes, all of which IUCN addresses through this Programme Area. For example, data from *The IUCN Red List of Threatened Species*, which identifies species at risk of extinction, guides conservation action to deliver tangible and successful results. The *Protected Planet Report*[12] attests to accelerating creation of protected areas to conserve biodiversity but also demonstrates that many areas of importance to biodiversity and human well-being remain unprotected.

Community engagement in conservation is a key tenet of many successful projects. It helps support societal backing for wild areas and species, as well as facilitating knowledge about local biodiversity. Numerous local successes have been documented following targeted interventions, notably through IUCN's species conservation action work – including the Save Our Species initiative, which supports on-the-ground conservation with women and men in local communities.

Personal experiences of nature, particularly at an early age, are the foundation of passion for the natural world that cultivates lifelong support for its conservation. The

[9] The Strategic Plan for Biodiversity: https://www.cbd.int/sp/
[10] https://www.cbd.int/gbo4/
[11] Hoffmann M, Hilton-Taylor C, Angulo A et al (2010).The impact of conservation on the status of the world's vertebrates. Science 330: 1503-1509.
[12] http://www.iucn.org/about/work/programmes/gpap_home/?18786/Protected-Planet-Report-2014

Programme will support implementation of schemes such as #NatureForAll to engage youth, urban residents, the disempowered, the disenfranchised, and others who face barriers to experiencing nature at first hand, to foster increased awareness of nature, increase motivation of people from all generations to experience nature and develop lifelong connections with nature thereby increasing personal commitment to conservation action.

Current levels of action for biodiversity are outpaced by threats. Nevertheless, the current level of action to prevent biodiversity loss is outweighed and outpaced by the magnitude of the threats. Action is therefore needed not only from the conservation sector, but from most other sectors (law, industry, extractives, agriculture, fisheries, forestry, transport, energy, waste management, water resources management, urban planning, amongst others). A step change is now urgently needed in ambition, urgency, investment and action to conserve biodiversity and combat the extinction crisis.

Conservation financing needs to be a common thread. Limited financial capacity is a major obstacle to the achievement of the Aichi Targets, especially in developing countries. As a part of the drive to address biodiversity loss, resources need to be mobilised from all sources for research, tools and on-the-ground solutions. This is called for in both SDG 15, targets 15.a and b, as well as in Aichi Target 20: *By 2020, at the latest, the mobilization of financial resources for effectively implementing the Strategic Plan for Biodiversity 2011–2020 should increase substantially from current levels*. IUCN will support the implementation of biodiversity resource mobilisation strategies.

Nature-based tourism and recreation is on the rise in parks, protected areas and other biodiversity hotspots across the planet. Included in the Sustainable Development Goals and playing a role in at least 12 of the 20 Aichi Biodiversity Targets, responsible tourism promotes environmental education, sustainable development, conservation finance, and community and visitor engagement in conservation. Unfortunately, many examples of nature-based tourism demonstrate that these operations and destinations are exceeding carrying capacity and/or do not have the right infrastructure, programmes and controls in place to prevent severe negative impacts to nature and local communities. IUCN has realised that more efforts to reduce anthropogenic impacts on wildlife and ecosystems from tourism are essential.

c) Justification

Valuing and conserving nature is the heartland and at the core of IUCN's work, with clear and strong mandates. Members have passed a significant number of Resolutions over the past five World Conservation Congresses, mandating IUCN to address the issues of valuing biodiversity (both the tangible and intangible values of nature), threatened species and habitats, species conservation and protected areas, including those listed as World Heritage sites, and ensuring that the use of natural resources is sustainable.

Sustainable development can only be achieved with a healthy planet. The adoption of the SDGs has brought to light the fact that sustainable development must be predicated on strong planetary life-support systems. It is now acknowledged that for sustainable development to be possible the underpinning by nature is essential.

Delivering on the SDGs. This Programme Area has been designed around action that will directly support the achievement of targets under SDG 14 (on the conservation and use of the oceans) and SDG 15 (on the conservation of terrestrial and freshwater ecosystems) in particular, but also targets under SDG 2 on ending hunger, SDG 5 on gender equality and empowerment of all women and girls, SDG 6 on protection and restoration of water-related ecosystems, SDG 11 on protection and safeguarding of the world's cultural and natural heritage and SDG 12 on sustainable management and efficient use of natural resources.

This Programme Area will also directly support the Strategic Plan for Biodiversity 2011–2020. It makes a direct contribution to the achievement of the targets under Strategic Goals B[13] and C[14] in particular. Further, the Programme Area will also contribute to several specific goals, targets and commitments embodied within the three Rio conventions: CBD, UNFCCC and UNCCD. It also contributes to the other six biodiversity-related conventions, such as the Ramsar Convention, and will guide the development of new agreements, for example the UN Watercourses Convention.

The IUCN Programme will implement the 'Promise of Sydney'. The World Parks Congress in 2014 culminated in the 'Promise of Sydney'[15], a commitment to transform perspective, policy and practice to enhance protected areas as one of the best investments in the future of our planet and ourselves. A wealth of new and compelling innovative approaches[16] was generated to address biodiversity conservation while achieving sustainability.

d) Approach, proposed Results, Targets

Addressing both direct and indirect drivers of biodiversity losses. The 'Valuing and conserving nature' Programme Area will continue to address both the direct and indirect drivers of biodiversity loss and work to improve the status of biodiversity. It will also work to increase the value of nature by society, and work on the development and implementation of effective gender-sensitive policies and legal frameworks for conserving nature. Addressing gaps in necessary legislation, and ensuring enforcement of existing law is critical.

Focus on SDGs and Aichi Targets. This Programme Area will show, monitor and report on how IUCN will contribute to the urgent achievement of the relevant SDGs and the 20 Aichi Targets. Three Sub-Results have been developed for this Programme Area under one overall Global Result. By achieving these Sub-Results, IUCN will build a long-term path for ensuring that its work on 'Valuing and conserving nature' contributes effectively and at scale to the implementation of the SDGs and the post-2015 agenda, as summarised in the box below.

How IUCN's work on 'Valuing and conserving nature' will contribute to achieving the SDGs

The activities to be carried out under Programme Area 1 will directly contribute to the successful implementation of the following Sustainable Development Goals and specified targets (as further detailed in Table1):

SDG 2	End hunger, achieve food security and improved nutrition and promote sustainable agriculture (target 2.5);
SDG 5	Achieve gender equality and empower all women and girls (targets 5.5, 5.a, 5.b and 5.c)
SDG 6	Ensure availability and sustainable management of water and sanitation for all (target 6.6);

[13] Strategic Goal B: Reduce the direct pressures on biodiversity and promote sustainable use: especially Target 5: Habitat loss reduced; Target 9: Invasive alien species combated

[14] Strategic Goal C:Improve the status of biodiversity by safeguarding ecosystems, species and genetic diversity: especially Target 11: Protected areas increased : Target 12: Extinction prevented through species conservation; Target 13: Genetic diversity maintained

[15] http://worldparkscongress.org/about/promise_of_sydney.html

[16] http://worldparkscongress.org/about/promise_of_sydney_innovative_approaches.html

SDG 11 Make cities and human settlements inclusive, safe, resilient and sustainable (target 11.4);

SDG 12 Ensure sustainable consumption and production patterns (target 12.2);

SDG 13 Take urgent action to combat climate change and its impacts (target 13.3);

SDG 14 Conserve and sustainably use the oceans, seas and marine resources for sustainable development (targets 14.1, 14.2, 14.3, 14.4, 14.5, 14.6 and 14.7);

SDG 15 Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss (targets 15.a, 15.c, 15.1, 15.4, 15.5, 15.7, 15.8 and 15.9).

In particular, the achievement of the Programme Area 1 targets by 2020 would represent a significant contribution to the delivery of the SDGs and the Aichi Targets 5, 9, 11, 12 and 13. Impact can be measured through the following indicators (these are based on the 'official' draft indicators under development by the UN Statistical Commission for measurement of the SDGs):

- By 2020, increase in coverage of protected areas of important sites for marine biodiversity (refer to proposed indicators for SDG 14.5 (marine protected areas), Aichi Target 5 (habitat loss reduced) and Aichi Target 11 (protected areas increased));
- By 2020, increase in coverage of protected areas of important sites for terrestrial and freshwater biodiversity (refer to proposed indicators for SDGs 15.1 and 15.4 (terrestrial and inland freshwater protected areas), Aichi Target 5 (habitat loss reduced) and Aichi target 11 (protected areas increased));
- By 2020, increased value of the *Red List Index* (refer to proposed indicators for SDG 15.5 and Aichi Target 12 (extinctions prevented), and Aichi Target 13 (genetic diversity maintained));
- By 2020, increased value of the *Red List Index* for species in trade and increased number of countries having developed, implemented and enforced national policies and laws on Illegal wildlife trade (refer to proposed indicators for SDG 15.7 (wildlife trade) and Aichi Target 12 (extinctions prevented));
- By 2020, increased number of countries having adopted national legislation relevant to the prevention or control of invasive alien species, increased number of species and pathways having been identified, and increased number of effective eradications achieved (refer to proposed indicators for SDG 15.8 and Aichi Target 9 (preventing invasive alien species)).

Use of the high-level impact indicators. Clearly the targets and indicators outlined above cannot be achieved by IUCN alone, or over a four-year period. The SDGs do, however, provide the framing and the context under which the IUCN Programme 2017–2020 operates, as well as the longer-term (2030) goals against which the programme will be tracked for its higher-level impact ambition. That said, it is important to reiterate that the SDGs should not be used as a direct, attributable and short-term metric for the 2017–2020 period. In operational terms, IUCN's Global Results will be achieved through the direct and attributable achievement of the following Sub-Results and Targets.

Use SDG indicators to track IUCN contribution to SDG targets. At the time of writing, the SDG indicators have not yet been finalised and it is therefore not yet possible to state these in their final form. However, by the time of the 2016 IUCN World Conservation Congress, the Union will be able to use the SDG indicators to track its own contributions to the SDG targets in addition to IUCN's defined 2020 operational Targets and indicators relevant to the 2017–2020 period.

Global Result 1. The risk facing species and ecosystems is reduced.

This Global Result will be achieved through the pursuit of the following:

Sub-Result 1.1. Credible and trusted knowledge for valuing and conserving biodiversity is available, utilised and effectively communicated.

IUCN the 'go-to' source of biodiversity knowledge. IUCN has a long history of creating and providing credible and trusted knowledge on biodiversity. Currently, 7 of 22 indicators adopted by the CBD to measure implementation of the Aichi Targets are based on knowledge generated by IUCN[17]. IUCN aims to further develop and integrate the knowledge mobilised through IUCN Commissions, Members and Secretariat, making such knowledge the 'go to' source to support implementation and monitoring of global biodiversity policy targets. We will aim to demonstrate improved linkages between this knowledge and implementation of policy (effective conservation):

- **Target 1: *The IUCN Red List of Threatened Species*™ – global assessments of 160,000 species are completed (including reassessments) to generate indicators and at least 75% of countries with national and regional Red Lists use the IUCN Red List Categories and Criteria.** A key priority is to further expand the taxonomic coverage of *The IUCN Red List of Threatened Species* by assessing more plants, invertebrates and fungi and species from the marine and freshwater realms to make it representative of all biodiversity – a true 'Barometer of Life'. The *Red List* is included in the draft SDGs indicators framework. Through its disaggregation, it could be used to measure SDGs 14 and 15 as well as specific targets in other goals, such as SDG 2 on food security and SDG 6 on freshwater.

- **Target 2: The IUCN Red List of Ecosystems – ensure global assessment of risk of collapse of 25% of the world's ecosystems according to an agreed global ecosystem classification.** The *Red List of Ecosystems* will be further developed in 2017–2020 to provide global-scale information on the risks to ecosystems, complementing the information provided by *The IUCN Red List of Threatened Species*.

- **Target 3: *Protected Planet* documents accurate and up-to-date information on protected areas under Aichi Target 11, including: coverage, management effectiveness, governance, ecological representativeness, connectivity, other effective area-based conservation measures, as well as outcomes and other metrics for Green Listing.** With UNEP-World Conservation Monitoring Centre (WCMC), IUCN will work to maximise uptake and influence through improvements to data quality, functionality and coverage of all governance types of protected and conserved areas, to ensure that information pertaining to all elements of Aichi Target 11 are made available. Information on positive biodiversity outcomes will be incorporated into the database derived from the *Green List of Protected Areas* (see Target 5, fourth bullet, below).

- **Target 4: 2,500 Key Biodiversity Areas (KBAs) are identified and the current datasets are updated against the new KBA standard to document all sites contributing significantly to the global persistence of biodiversity.** The standard will bring together approaches to identify Important Bird Areas, Alliance for Zero Extinction sites, and other existing systems. It will be used to steer priorities within policy instruments such as the World Heritage Convention, the Ramsar Convention, and, in the oceans, Ecologically and Biologically Significant Areas (EBSAs) defined under the CBD. Once such sites are identified, IUCN will seek to ensure their protection through appropriate designation and/or recognition of protected and conserved areas.

[17] https://www.cbd.int/doc/decisions/cop-11/cop-11-dec-03-en.pdf

- **Target 5: IUCN knowledge, including gender-specific knowledge as appropriate, on the value and conservation of nature is generated and communicated to influence key global, regional and local decisions and actions:**

  - **The IUCN Natural Resource Governance Framework (NRGF) and People in Nature (PIN).** The NRGF will provide an independent and robust method to ascertain the strengths and weaknesses of natural resource decision-making and implementation processes. The PIN (formerly Human Dependency on Nature – HDN) will provide policy makers and managers from the development, environment and other sectors with an independent assessment of the degree to which natural ecosystems and wild resources contribute to the material needs of rural and coastal communities.

  - **Gender and Development Index.** Knowledge of the distinct roles of women and men in relation to biodiversity conservation underpins the IUCN Environment and Gender Information platform, which will utilise gender-based data as indicators for monitoring relevant Aichi Biodiversity Targets.

  - **Client-focused decision-support tools.** Integration of IUCN's knowledge products will serve to influence positively decisions relating to conservation and sustainable use of biodiversity. Greater focus will be given to improving the way in which knowledge is understood and used by stakeholders whose decisions have the greatest impact on biodiversity. Delivery of client-focused decision-support tools based on the knowledge products is a high priority, with a focus on the Integrated Biodiversity Assessment Tool (IBAT) which brings together *The IUCN Red List of Threatened Species*, *Protected Planet* and Key Biodiversity Areas.

  - **The *Green List of Protected Areas*.** It is very important to be able to measure the result of conservation action. The *Green List*, under development, will identify conservation success, and recognise, measure, and promote progress towards its achievement. Green Listing will be applied to protected areas together with IUCN World Heritage Outlook[18], species, and ecosystems, to recognise the achievement of conservation targets and the reduction of risks to biodiversity. Actions that secure and defend nature will be celebrated. A consistent approach, notably on the key issue of biodiversity outcomes, will be taken.

Sub-Result 1.2. Effective implementation and enforcement of laws and policies for valuing and conserving biodiversity and nature is accelerated.

I**UCN will leverage its knowledge, standards and tools.** This will support work on policy influencing and implementation, improved policy decision making and legal frameworks, and action on the ground, particularly by IUCN Commissions' and Members:

- **Target 6: The implementation of commitments under biodiversity-related conventions and international agreements is accelerated.** IUCN will continue to contribute to CBD, World Heritage Convention (where IUCN has a statutory role), CITES, Ramsar Convention and the Convention on Migratory Species (CMS), among others. IUCN has unparalleled expertise and is specifically and consistently requested by governments to assist in the operation and implementation of such conventions and agreements. The biodiversity-related conventions have agreed to adopt the CBD Strategic Plan for Biodiversity 2011–2020 as their own framework for action in order to increase synergies.

[18] http://www.worldheritageoutlook.iucn.org/

- **Engage decision makers.** To encourage accelerated policy implementation, IUCN will engage decision makers, especially those with significant impact on biodiversity but not involved in conservation. IUCN will further raise awareness about biodiversity in sectors such as agriculture, energy, women's affairs/gender, academia and health. IUCN will continue to make special use of its unique status as the only international environmental organisation that has Permanent Observer status in the UN General Assembly.

- **Gaps in environmental protection.** IUCN will initiate mapping of gaps in environmental protection legislation to highlight where biodiversity currently lacks legal protection. It is anticipated that this information will allow IUCN to engage with relevant jurisdictions with the objective of developing 'missing' legislation. Establishment of protection in areas of particular importance for biodiversity, including World Heritage sites, and ensuring that all protected areas are increasingly connected, governed appropriately and well managed are key to implementation of Aichi Target 11.

- **Importance of wild relatives of cultivated plants – agrobiodiversity.** Genetic diversity is the basis for increasing the resilience of agricultural systems and adapting to changing conditions, including climate change[19]. IUCN will work through the Crop Wild Relative Specialist Group of the Species Survival Commission to minimise destruction of crop wild relatives from threats such as habitat loss and climate change.

- **Raising awareness of the rights of nature, and the cultural and spiritual values of nature is critical**. This includes a specific need to include urban populations and youth in understanding nature's intrinsic and intangible values. IUCN will continue to promote the incorporation of diverse cultural values and practices, including those of indigenous peoples, into the establishment of protected areas (including World Heritage sites), as well as to advance rights regimes related to the rights of nature.

- **Inspire new generations of biodiversity champions:** IUCN recognises that the focus on the human dimension of biodiversity conservation, as advocated by the CBD, is an important ingredient for success. IUCN is dedicated to inspiring new generations, including youth, to become engaged as conservation believers and champions. Helping IUCN Members to deliver better on Aichi Target 1 on awareness raising will help produce better conservation results on the ground.

- **Target 7: New legislation and policies are developed (and implemented), and existing laws and policies are enforced to address illegal wildlife trafficking.** Illegal trade in wildlife has reached significant global proportions. SDG 15.7 is a call to "take urgent action to end poaching and trafficking of protected species of flora and fauna, and address both demand and supply of illegal wildlife products". A major effort is now underway to combat this trade in wildlife (including species of animals, plants and fungi) which is fast becoming one of the largest sources of criminal income in the world and estimated to be worth USD 20-150 billion per year. It is being tackled through improved law enforcement, demand reduction and enhanced support for, and involvement of, communities. IUCN will continue to support international efforts to combat the illegal and unsustainable trade in wildlife. Source, transit and destination countries will be engaged to increase capacity to use existing laws to curtail illegal activities as well as to develop new policies and laws that address wildlife crime at a regional and global level. IUCN will furthermore engage with non-conservation agencies that are pivotal in the fight against transnational wildlife crime, such as Interpol and customs agencies, to support their

[19] http://www.fao.org/docrep/013/i1500e/i1500e_brief.pdf

efforts to integrate wildlife crime into their programmes; educate and inform people as to the negative impacts of wildlife crime on both wildlife and people through the IUCN Commissions, relevant programmes of work and IUCN Members; support global efforts to reduce the demand for wildlife contraband; support the incentivising of whistle-blowers everywhere to empower people to take action; and incentivise the engagement of communities to derive sustainable benefits from conservation.

- **Target 8: The development and implementation of standards, safeguards, natural capital metrics, incentives and the development of relevant regulatory frameworks (in the public, private and financial sectors) are recognised and put into practice:**

  - **Natural capital.** IUCN will deploy economic valuation as a tool that can estimate the economic value of services that flow from natural capital. IUCN will encourage the incorporation of biodiversity values into national (capital) accounting and planning systems, development strategies, as well as private and public sector decision making. In doing so, IUCN will contribute to the achievement of SDG target 15.9 and Aichi Target 2 which call for the integration of ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies and accounts.

  - **Biodiversity and business.** Within the private sector, a strong focus will be on providing client-focused decision-support, including in relation to investments by companies, countries and the finance sector. IUCN will engage in particular with the finance sector to improve safeguards, thereby reducing negative impacts from investments. A key approach will be making biodiversity-related risks and opportunities explicit and measurable using metrics based on the knowledge products.

  - **Ecotourism and conservation.** By supporting the oversight and improvement of ecotourism standards, guidelines and best practices, through collaboration with Members and other key organisations, IUCN can create new incentives and resources for public and private protected areas, private operations, and other ecotourism destinations to work towards achieving a net-positive impact for people and nature.

Sub-Result 1.3. Key drivers of biodiversity loss are addressed through application of conservation measures.

Conservation works and the application of conservation measures, including the removal of invasive species, establishment of protected areas, or bringing about the recovery of species and ecosystems, is reflected in the following targets:

- **Target 9: Targeted conservation actions lead to the recovery of species and ecosystems.** Through *Save Our Species* (SOS), and other schemes to bring about the recovery of threatened species, IUCN has increased species and ecosystem conservation action on the 'front line' where it is likely to have the most impact. IUCN will scale-up and institutionalise its species conservation work through SOS which is planned to become an integrated part of the IUCN Secretariat that will deliver species planning and conservation on the ground.

- **Target 10: Protected area networks are expanded to conserve areas of particular importance for biodiversity through effectively and equitably managed, ecologically representative and well connected systems of protected areas and other effective area-based conservation measures.** IUCN will work to reduce the rate

of loss of natural habitats[20]. This includes the marine realm, forests, peatlands, wetlands, mountains and drylands, principally through facilitating identification of areas of global significance for biodiversity (KBAs) and then working, as appropriate, through relevant policy mechanisms for the establishment and effective management of protected and conserved areas of all categories and governance types.

- **Target 11: Invasive alien species and pathways are identified and prioritised, priority species are controlled or eradicated, and measures are in place to manage pathways to prevent their introduction and establishment.** Invasive species are one of the greatest threats to biodiversity and often lead to enormous economic costs. IUCN will continue addressing this challenge by providing information on managing pathways for their introduction and guidelines for their control. IUCN will support priority eradication programmes and help to ensure that measures are in place to prevent establishment of invasive species.

- **Target 12: #NatureForAll raises the awareness of nature and its values and enables more people to experience, connect with, and take action to conserve nature.** Societal disconnection from nature is an important indirect driver of biodiversity loss. IUCN will work with partners across sectors such as health, education, museums, zoos, botanical gardens, aquaria, youth, tourism, technology and transportation to identify, develop, share and measure impact of: knowledge, frameworks and other tools for connecting people with nature and enabling the replication and scaling up of successful programming globally.

V. Programme Area 2: Promoting and supporting effective and equitable governance of natural resources

a) Background

Natural resource governance defined. IUCN defines natural resource governance as being "the interactions among structures, processes, and traditions that determine how power and responsibilities are exercised, how decisions are taken, and how citizens or other stakeholders have their say in the management of natural resources – including biodiversity conservation".[21]

Why is governance important? Governance is the foundation of sound natural resource management. All societies have had governance structures that include norms, institutions and processes to regulate the management of natural resources. These governance structures link the different actors and mechanisms of social life. Natural resource governance is thus shaped by the norms, institutions and processes that determine how power and responsibilities over the resource are exercised, how decisions are taken, and how citizens at all levels – men and women, indigenous peoples and local communities, youth and older generations, etc. – participate in decision making about and management of natural resources. All decisions related to natural resources emanate from and are implemented by governance systems. Hence, conservation outcomes are highly dependent on the effective design and application of these governance systems.

Good governance refers to governance mechanisms that apply core principles identified by IUCN as essential to achieving a just world that values and conserves nature:

[20] http://www.millenniumassessment.org/documents/document.331.aspx.pdf

[21] Patti Moore, Xuemei Zhang, and Ronnakorn Triraganon. 2011. Natural Resource Governance Trainers' Manual. IUCN, RECOFTC, SNV, Bangkok, Thailand, p 105.

- *Transparency* – openness in decision making;
- *Access to information* – accurate, effective and open communication;
- *Access to justice* – fair mechanisms for accountability and protecting rights;
- *Public participation* – genuine involvement in decision making;
- *Coherence* – a consistent approach;
- *Subsidiarity* – decisions taken at the lowest appropriate level;
- *Respect for human rights* – interwoven with good environmental governance;
- *Accountability* – for economic, social and environmental performance; and
- *Rule of law* – fair, transparent and consistent enforcement of legal provisions at all levels.[22]
- *Promoting gender equality and empowerment of women* is seen as an integral element of the good governance principles and is a cross-cutting theme in all of IUCN's work.

Good natural resource governance is key to sustainable development. Good governance around natural resources is at the heart of IUCN's contribution to sustainable development to ensure that decisions that affect natural resources at local, national, bilateral and multilateral levels are well-informed, implemented equitably and are gender responsive. Good governance allows for partnerships between governments, civil society, indigenous peoples, local communities and the private sector that respect differing roles and responsibilities and that lead to positive social and conservation outcomes. When the outcomes are not those anticipated, good governance allows for appropriate accountability systems to address failures and non-desirable behaviours.

Human rights are one of the ethical foundations of good governance of natural resources. IUCN includes respect for human rights as a core principle of good governance because of the close and now widely recognised interlinkages between environmental degradation and the fulfilment or violation of human rights. In this context, the pursuit of conservation goals can contribute positively to the realisation of many fundamental human rights such as those related to water, health, food and shelter. This is particularly important for indigenous peoples, poor rural and urban communities, and many other vulnerable and/or disenfranchised groups of citizens especially women and children. Likewise, secure rights – for example, land tenure and participation in decision making – can enable more effective environmental stewardship. Conversely, conservation activities can also generate negative impacts where their links to issues of human rights and well-being are not sufficiently understood or addressed, and weak fulfilment of rights can also undermine conservation outcomes.[23] Rights-based approaches (RBAs) are one of the tools for making human rights and conservation mutually reinforcing. RBAs ensure the effective integration of rights considerations within all the work of the Union; i.e. any conservation policy, project, programme or initiative (as highlighted by several World Conservation Congress Resolutions, notably 4.056 *Rights-based approaches to conservation* (Barcelona, 2008), and 5.099 *IUCN Policy on Conservation and Human Rights for Sustainable Development* (Jeju, 2012)).

b) Situation analysis

Increasing pressure on natural resources. The world is facing a number of global challenges that have impacts on the way natural resources are used and shared. Among these are:

[22] As per IUCN Programme 2005-2008 and various World Conservation Congress Resolutions.

[23] Conservation and Human Rights: Key Issues and Contexts, *Scoping Paper for the Conservation Initiative on Human Rights,* Jenny Springer and Jessica Campese with Michael Painter, October 2011.

- Increasing world population (expected to increase by 38%, from 6.9 billion in 2010 to 9.6 billion in 2050) will also significantly increase the demand for natural resources to fulfil basic needs, especially with regard to food and water security and energy demands;[24]
- Increasing conflicts as a result of scarcity of resources, exacerbated by the effects of climate change, have serious impacts on Key Biodiversity Areas and World Heritage Sites, such as, *inter alia*, those within the Fertile Crescent in West Asia;
- Rapid urbanisation around the world[25] is increasing the vulnerability of populations to natural disasters and climate change and accentuating the risks to both human lives and economic security already experienced in many countries, both in developed and developing parts of the world. The concept of 'planetary boundaries', increasingly used by some scientists, makes the point that humanity's use of natural resources is stressing critical global processes (e.g. through climate change or biodiversity loss) to the point that the Earth's systems are pushed beyond their safe operating space. The challenge of eradicating poverty and achieving prosperity for all within the means of the planet's limited natural resources will demand far greater equity – within and between countries – in the use of natural resources, and new and transformative models of governance of natural resources.

Unsustainable production and consumption models prevail. The current political economy, together with the unsustainable production and consumption models that underpin it, exacerbate some of the above-mentioned problems. Humanity is still locked into an economic and societal model where consumption is the engine of growth without sufficiently taking into account the full costs inflicted on nature and ultimately, on people.

Fragmented governance and implementation gap. Despite the many policies and mechanisms put in place to respond to the above-mentioned challenges, there is an implementation gap of environmental law and related policy frameworks. At national level, legal frameworks for natural resource governance in many countries are not clear or are fragmented into different sectors. In other situations, even when relevant and good legislative frameworks are in place, governments lack the capacity to implement and enforce the relevant laws. Increasing illegal wildlife trafficking and other wildlife-related crime is one such example, often exacerbated by rampant corruption. The UN Watercourses Convention has developed in part in response to this need to set down guidance for international frameworks that deal with management of water and its services.

Integrated governance will therefore matter. With all the above in mind, there is now widespread recognition that more integrated governance at all levels is essential in order to have the ability to generate and implement coherent policies to achieve sustainable development. Governance should be integrated across sectors that have an impact on the environment (water, land use, energy) and across different legal fields (tax, criminal, property, pollution control, extractives, investment, etc.). All sectors and fields should integrate nature, biodiversity and conservation considerations into planning and decision-making processes.

Increasing global response to the global challenges related to natural resource governance. There is increasing recognition in many international frameworks that good governance is essential for sustainable development. As an example, 'governance for sustainable development and poverty eradication' was one of the themes of the Rio+20

[24] People and the planet. The Royal Society Science Policy Centre report 01/12. Issued: April 2012, http://www.interacademies.net/File.aspx?id=25028

[25] Numbers could be taken from World Bank, UN Population Fund, UNDESA.

Conference in 2012 and the corresponding Outcome document *The Future We Want* contained several concrete recommendations on this issue.

SDGs place clear emphasis on governance. The 2030 Agenda for Sustainable Development adopted at the UN General Assembly in September 2015 as a new universal framework to succeed the Millennium Development Goals, has a clear focus on governance, including a separate goal dedicated to governance issues (Goal 16) and several targets speaking to the issue across the entire SDG framework (e.g. targets 1.4, 1.b, 2.5, 5.1, 5.5, 5.a, 5.c, 6.b, 10.2, 10.3, 12.2, 14.c, 15.6 and 17.14). The SDGs and their associated targets therefore present a real opportunity to address fragmentation of governance by taking a more integrated approach to sustainable development, law and policy making and implementation, and placing governance of nature and biodiversity firmly within the development and good governance context.

Linkage between environment, human rights and gender equality recognised. There is a growing view that a clean and safe environment should be seen as a right, not a privilege. The UNDP Human Development Report 2011 highlighted that equity and sustainability are inextricably linked. Several other international mechanisms and agreements have recognised the linkages between environment and human rights and therefore the need for governance structures that take this into account. These include: a) the establishment by the UN Human Rights Council in 2012 of an Independent Expert on Human Rights and the Environment, a position turned into the higher status of 'Special Rapporteur' as of March 2015, with a mandate to deepen analysis towards practical evidence from on-the-ground experience of the mutual supportiveness of human rights and the environment; b) the UN Economic Commission for Europe (UNECE) Convention on Access to Information, Public Participation in Decision-Making and Access to Justice in Environmental Matters (1998) – there is currently strong interest in replicating the spirit and elements of this convention in other regions, with a view to reinforcing and implementing Rio Principle 10 (1992) on access to information, public participation, and access to justice; c) The Nagoya Protocol on Access to Genetic Resources and the Fair and Equitable Sharing of Benefits Arising from their Utilization adopted under the CBD in 2010. At the same time, a strong normative framework has evolved and strengthened over the years to support the interlinked nature of advancing gender equality, and specifically women's ability to realise their rights, with achieving sustainability and sustainable development. The Rio Declaration and Agenda 21, the Beijing Declaration, and major agreements under all three Rio Conventions are just a few examples.

The UNFCCC also addresses governance at the core of mitigation and adaptation. A strong example of this is how the conceptualisation and implementation of REDD+ is being undertaken. Furthermore, major financial mechanisms related to the environment have adopted gender policies following the principles of the UNFCCC and 50 new decisions related to gender have been adopted under the Convention.

IUCN is at the centre of these changes in international environmental and sustainable development policies to accelerate their impacts and to translate these elements into specific action on the ground and to generate the necessary knowledge, including legal tools and frameworks for addressing environmental challenges, and to measure progress towards good governance.

c) Justification

IUCN has a long history of working on governance issues, including the linkages between human rights and conservation. Some of the key initiatives that IUCN has been undertaking are the Access Initiative[26], the *IUCN Conservation Initiatives on Human*

[26] See http://www.accessinitiative.org/

Rights (CIHR) as well as governance work in specific biomes and areas such as Forest Law Enforcement and Governance (FLEG) and through the assessment of governance in protected area systems. IUCN was instrumental in assisting the three Rio Conventions to develop harmonised gender strategies. Interventions have also been made at local level (through specific projects) and at regional and global levels (through programmatic support and policy influencing) to work towards strengthening institutions, promoting participatory mechanisms, creating multi-stakeholder platforms, and influencing international policy, among many others.

Governance of natural resources as a Programme Area in the IUCN Programme 2017–2020. By explicitly elevating the issue of governance to a Programme Area in the 2013–2016 Programme, IUCN recognised that good governance of natural resources is not only a means to an end but it is a goal in its own right. It gives substance to IUCN's Vision of "***A just world*** *that values and conserves nature*". Without good governance systems in place, effective environmental policies and laws cannot be realised. It is therefore important for IUCN to continue to reinforce, expand and consolidate the work started during the 2013–2016 Programme cycle, taking advantage of the impetus and momentum given to the issue through global policy frameworks, in particular the 2030 Agenda for Sustainable Development, within which SDG 16 is dedicated to governance aspects.

IUCN's added value. IUCN is clearly not the only organisation working on the theme of good governance of natural resources, but IUCN's involvement adds value. IUCN Members have provided substantial guidance, through numerous WCC Resolutions, on the need to promote good governance of the environment and natural resources to achieve conservation that goes hand-in-hand with justice, equity and gender-sensitive considerations. As an institution capable of convening and facilitating multi-stakeholder platforms to forge and promote consensus, and to leverage a wealth of knowledge products, tools and methodologies that have been developed and are still being refined, IUCN is uniquely placed to make strong contributions to advancing this theme by capitalising on all these assets and by promoting collective action through its broad constituencies and networks.

d) Approach

Governance is a complex area and improving natural resource governance requires action in a wide range of areas, not all of which can be addressed in one programme cycle. It is therefore important for IUCN to prioritise those elements that are expected to have the largest impact and are more amenable to effective replication and upscaling. Governance is also an area that cannot be addressed in the abstract because it is cross-cutting and refers to enabling factors for achieving conservation and equity. Hence, most of the activities described under this Programme Area will be undertaken in the context of Programme Areas 1 and 3. This is reflected by the convergence of issues at the Target level. In addition, this Programme Area will apply knowledge products such as the *IUCN Red List of Threatened Species* and *Protected Planet* to measure impact of different governance models, and promote the diversity and quality of governance for protected areas. Tools such as the datasets under the Environment and Gender Information platform will also add value and insight. It is also important to note that there are knowledge 'hotspots' in IUCN's membership, which will also be part of work under this Programme Area to build collective understanding, as noted above.

IUCN's focus: Enhance environmental governance mechanisms and systems at all levels. A primary reason for weaknesses or failures to achieve conservation objectives and to provide local benefits and livelihood security continues to be lack of appropriate governance and insecure rights, including lack of awareness about rights and entitlements and the omission of gender perspectives. In this respect, and through some of the tools

IUCN has developed through the years (e.g. ECOLEX, the Environment and Gender Information platform, Green Listing approaches), activities during the 2017–2020 period will focus on enhancing governance mechanisms and systems at local, national, regional and global levels through promoting the application of the good governance principles and prioritising support to the formulation, and/or implementation of relevant policies, laws and regulations at all levels, and strengthening of institutions that enable good governance. While undertaking these activities, IUCN will also continue to develop and strengthen existing tools and methodologies (e.g. NRGF, Green Listing approaches) to assess governance regimes in specific areas such as the application of rights-based approaches.

How IUCN's work on 'governance of natural resources' will contribute to achieving the SDGs

IUCN's work in Programme Area 2 aims principally at providing the enabling governance framework for achieving conservation. IUCN's work is anchored in SDG 16: ***Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels,*** as well as other governance-related targets outlined in a number of the other SDGs (see below). A focus on governance is also relevant to targets under other relevant international policy agreements, including the three Rio Conventions, notably the Aichi Biodiversity Targets of the CBD.

The work undertaken within Programme Area 2 will contribute specifically to the following SDG targets:

SDG 5.1	End all forms of discrimination against all women and girls everywhere;
SDG 5.5	Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life;
SDG 5.a	Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws;
SDG 6.1	By 2030, achieve universal and equitable access to safe and affordable drinking water for all;
SDG 10.2	By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status;
SDG 10.3	Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard;
SDG 12.2	By 2030, achieve the sustainable management and efficient use of natural resources;
SDG 16.3	Promote the rule of law at the national and international levels and ensure equal access to justice for all;
SDG 16.6	Develop effective, accountable and transparent institutions at all levels;
SDG 16.7	Ensure responsive, inclusive, participatory and representative decision-making at all levels;
SDG 16.b	Promote and enforce non-discriminatory laws and policies for sustainable development;
SDG 17.14	Enhance policy coherence for sustainable development.

In particular, the achievement by 2020 of the Targets under Programme Area 2 (as detailed in Table 2) would represent a significant contribution towards the following SDG-related impacts by 2030:

- Increases by 2030 in the number of beneficiaries of enhanced procedural rights (e.g. participation) and substantive rights (e.g. tenure, right of access) attributable to the assessment of natural resource governance systems, with particular emphasis on women, indigenous peoples and the poor (contribution to SDGs 5 and 16);
- Reduction by 2030 in the number of documented illegal and/or environmentally harmful activities at all levels, including in areas beyond national jurisdiction, Antarctica and the Arctic (contribution to SDGs 16 and 17 – rule of law);
- Increases by 2020 in the number of countries having mainstreamed biodiversity values and ecosystem services into national and local planning, development processes, poverty reduction strategies and accounts (contribution to SDG 15, Aichi Target 2, Intended Nationally Determined Contributions (INDCs) under the Paris Agreement on Climate Change);
- Increases by 2030 in the number of countries complying with international obligations, in particular the SDGs, CBD and other MEAs (contribution to SDGs 16 and 17 – rule of law).

This Programme Area will also continue IUCN's contribution, ongoing from the 2013–2016 Programme period, to the achievement of a number of the Aichi Biodiversity Targets, in particular those listed in Table 2.

As with each of the Programme Areas, it is important to reiterate that the SDGs should not be used as a directly attributable short-term metric for the 2017–2020 intersessional period. Such metrics will be based on the Sub-Results and Targets.

Global Result 2. Natural resource governance at all levels enables delivery of effective conservation and equitable social outcomes by integrating good governance principles and rights-based approaches.

Scaling-up focus on imperative of governance of natural resources. This global result aims at scaling-up IUCN's work started during the 2013–2016 intersessional period with regard to promoting and supporting effective and equitable governance of natural resources. Governance comprises laws, regulations and policies, together with institutional frameworks and processes. Good governance is essential to achieving biodiversity conservation and ensuring ecosystem integrity while enhancing equity and social justice. Therefore, good governance of natural resources is also necessary to comply with international commitments, including the achievement of each of the SDGs, given the interconnectedness between the three dimensions of sustainable development.

Progress towards reaching this Global Result will be achieved through the pursuit of three Sub-Results: 2.1 generation of knowledge/methodologies, 2.2 work on national and subnational governance, and 2.3 work on transnational, regional and global governance. The set of IUCN Targets for 2020 and their indicators are designed to ensure close interconnectedness among these 3 Sub-Results.

Sub-Result 2.1. **Credible and trusted knowledge for assessing and improving natural resource governance at all levels is available from IUCN.**

The overall focus of the Sub-Result is on generating, documenting, disseminating and using knowledge and evidence for assessing and improving governance of natural resources**.**

More and better tools on governance/biodiversity intersect. The development of tools and methodologies is essential for undertaking analysis and assessment of current governance mechanisms and systems and their impact on biodiversity. IUCN and its Members have invested in the development of various tools and methodologies relevant for governance of natural resources (e.g. NRGF, Environment and Gender Information platform, ECOLEX, Assessment and Evaluation of Protected Area Governance, Transboundary Water Assessment Programme) and this work will be continued to enable uptake by key actors and policy makers.

This Sub-Result will be achieved through three Targets focusing respectively on i) gathering knowledge to be used for assessing and improving natural resource governance, ii) conducting assessments of governance systems and developing improvement plans, and iii) promoting the recognition of community-led best practices in natural resource governance.

- **Target 13: IUCN tools, methodologies and approaches for assessing and improving natural resource governance are available and used.**

- **Target 14: Natural resource governance systems assessed (through testing of methodologies) under different management regimes, including protected areas, and corresponding improvement plans developed.**

- **Target 15: Community-led, cultural, grassroots or protected area governance systems that achieve the effective and equitable governance of natural resources are recognised (as best practices/pilot testing), supported and promoted, while respecting the rights of nature.**

Sub-Result 2.2. **Governance at national and subnational levels related to nature and natural resources is strengthened through the application of the rights-based approach, and incorporation of good governance principles.**

Operating at the national level. The emphasis in this Sub-Result is on enhancing national legal and institutional frameworks for conservation.

A rights-based approach. This Sub-Result will seek to implement a rights-based approach to conservation and sustainable development at local and national levels. It will enhance national governance systems in conservation landscapes (e.g. clarity in legislation and allocation of rights and responsibilities, access to justice to enforce such legislation). Traditional governance arrangements will be an important element considered here. This Sub-Result will generate knowledge and action feeding into a number of goals/targets of the SDGs framework. It will also aim at increasing equity, including gender equality.

This Sub-Result will be achieved through the delivery of a further three Targets focusing respectively on rights, institutional capacity and strengthening implementation and/or enforcement.

- **Target 16: Intervention points in which rights regimes related to natural resources are clear, stable, implementable, enforceable and equitable have increased and are effectively integrated with other rights regimes – particularly for women, indigenous people, youth and the poor.**

- **Target 17: The capacity of institutions (including protected area and customary institutions) to undertake decision making in a participatory, inclusive, effective and equitable manner is enhanced, especially for facilitating the active participation of women, youth and indigenous peoples as key stakeholders.**

- **Target 18: Intervention points in which natural resource governance has the capacity to halt illegal natural resource use, through the promotion of rule of law and access to justice, have increased.**

Sub-Result 2.3. **Regional and global governance systems for conservation of nature and natural resources are established, supported and strengthened.**

Operating at multi-country level. The emphasis of this Sub-Result is about conservation of nature and natural resources in areas that require the intervention of more than one national jurisdiction, and regional and/or international cooperation.

Focusing on shared natural resources and global commons. Some of the activities that will contribute to this Sub-Result are: a) influencing of global policy processes such as those related to the governance of high seas and addressing climate change; b) supporting programmes and initiatives such as those addressing shared river basins and other biomes that fall under more than one jurisdiction (e.g. Antarctica). These activities will be undertaken by applying Rights-based approaches and promoting good governance principles.

This Sub-Result will be achieved through the delivery of a third set of three Targets focusing respectively on: i) supporting the development and/or strengthening of effective governance for transboundary areas, ii) supporting the development of effective governance for marine areas beyond national jurisdiction and in polar regions, and iii) promoting accountability of governments with regard to global governance of natural resources.

- **Target 19: Legal and institutional frameworks for an increased number of transboundary areas, including protected areas, are established and deliver effective and well-implemented natural resource governance.**

- **Target 20: International governance mechanisms for marine areas beyond national jurisdiction, Antarctica and the Arctic are strengthened, including the establishment of marine protected areas.**

- **Target 21: The accountability of governments in relation to their commitments under environmental agreements and related policy frameworks is enhanced.**

VI. Programme Area 3: Deploying nature-based solutions to address societal challenges

a) Background

The world is in urgent need of solutions to some of its most pressing problems, including climate change, food and water security, human health and well-being, and economic and social development. The Fifth Assessment Report of the Intergovernmental Panel on Climate Change (IPCC) estimated that the lowest-cost route to avoid dangerous climate change would be for global greenhouse gas emissions to peak by 2020. Land degradation and loss of supporting ecosystem functions now impact 24% of the global land area, equivalent to foregoing the production of 20 million tonnes of grain per year. The costs of lost agricultural productivity, deforestation and the wider impacts of land degradation are EUR 1.5 to 3.4 trillion, or approximately 3.3% to 7.5% of global GDP. Water security for billions of people is also under pressure, with the water crisis a top-ranked global risk. One-third of the world's population live in water-stressed regions, but this is likely to grow to 50% by 2050. Nature's services not only help people cope with these trends but are also

indispensable to reversing them. Decisions society takes about how to protect, manage and restore ecosystems therefore have implications beyond the conservation of the intrinsic values of nature; they extend to how we can find solutions in nature to address the risks and pressures we face on a day-to-day basis.

Nature-based solutions (NBS) contribute to solving major societal challenges. IUCN has shown how NBS can contribute to restoring landscapes, replenishing river flows and re-connecting fragmented ecosystems. Through the application of the Union's knowledge of ecosystem management, forest conservation, gender-responsive approaches and protected areas, environmental law or sustainable business strategies, NBS help to make agriculture more sustainable, protect cities from flooding, absorb carbon emissions, conserve habitats and promote social justice and gender equality. Nature-based solutions replenish societies' stock of natural capital and help direct it to flow fairly and effectively through the economy, they sustain and protect ocean resources vital to coastal and island livelihoods and they bring security to people vulnerable to climate change. Over the last four years, NBS has thus evolved from a concept, used broadly to represent the utility of nature for human benefit, to a more precise and robust articulation of how well-managed or restored ecosystems provide effective and efficient solutions for some of the highest priority challenges in sustainable development. As a result, the concept of NBS is gaining acceptance outside the conservation community[27,28,29,30]. Adoption of the term by the Union in its 2013–2016 Programme and the subsequent work of Commissions, Secretariat, Members and partners has been instrumental in advancing application of NBS in the field and in national and international policy fora.

IUCN will spearhead application and scaling-up of NBS in the post-2015 agenda. IUCN will use the 2017–2020 Programme to put NBS at the centre of strategies for implementing the Aichi Targets and the SDGs, and for taking action under the Paris Agreement on Climate Change. IUCN will also support action under the Sendai Framework by applying nature-based solutions to disaster-risk reduction, and assisting governments and communities to implement agreements on water cooperation by using natural infrastructure for water security and resilience to climate change. IUCN will ensure that the role of protected areas in NBS is fully documented and promoted. From the steps taken under this Programme, IUCN will work to ensure that NBS are woven through the plans and investments that will drive forward the agenda for SDG implementation and climate action through to 2030, to ensure that there are long-term strategies for scaling-up of NBS. Using IUCN's framework and principles for NBS will reduce the drivers of biodiversity loss and thus contribute to advancing the Aichi Targets as a key to achieving sustainable development.

IUCN's knowledge, capacities and experience drive NBS with tangible benefits for human well-being and biodiversity. IUCN Commissions, Secretariat and Members combine their globally recognised expertise, skills and networks in understanding how natural and modified ecosystems function[31] to develop, test and scale-up NBS. Critical capacities mobilised through IUCN include how to sustainably manage ecosystems within their biophysical limits[32] how ecosystem functionality can be assessed and understood from

[27] United Nations Office for Disaster Risk Reduction 2015 .Sendai Framework for Disaster Risk Reduction 2015-2030.
[28] European Commission. 2015. Towards an EU Research and Innovation Policy Agenda for Nature-Based Solutions & Re-Naturing Cities. Brussels.
[29] Reference to Cancun declaration on REDD+
[30] Pearce J, Khan S, Lewis P (2011) Medmerry managed realignment–sustainable coastal management to gain multiple benefits. ICE Coastal Management. Innovative Coastal Zone Management: Sustainable Engineering for a Dynamic Coast. Belfast, UK.
[31] Laffoley, D., Baxter, J. M., Thevenon, F. and Oliver, J. (editors). 2014. The Significance and Management of Natural Carbon Stores in the Open Ocean. Full report. Gland, Switzerland: IUCN. 124pp.
[32] Pirot, J-Y. 2000. Ecosystem management lessons from around the world: a guide for development and conservation practitioners. Gland: IUCN.

different perspectives[33], how to strengthen the implementation of laws and policies that reflect these ecosystem values[34]; how to facilitate equitable and just agreements among stakeholder and rights holder groups[35,36,37] how the benefits should be shared[38] how to identify durable and democratic institutional arrangements to manage natural resources[39]; how to adapt management to changing circumstances[40], and how to improve the resilience of ecosystems and the livelihoods of the women and men who depend on them.[41,42]

IUCN is accumulating the know-how to enable up-scaling based on science and evidence of impact. Over the last four years, IUCN has invested in and developed additional tools and other science-based mechanisms to support the implementation of NBS at scale. These include:

- Comprehensive methodological frameworks such as Restoration Opportunities Assessment Methodology (ROAM) designed to undertake an interdisciplinary assessment of national restoration potential and opportunities.[43]
- Independent scientific and technical advisory panels and other working groups composed of leading conservation and social scientists from IUCN Commissions to provide rigorous independent advice.[44]
- A methodological framework for the implementation of multi-level water governance reforms, including associated tools to help optimise investment flows in both built and natural water infrastructure.[45,46,47,48,49]
- The six IUCN knowledge products, all of which have direct application in either helping to identify and assess NBS opportunities or establishing metrics to track their implementation.
- The Panorama of Protected Area Solutions, designed to document and promote peer-exchange and learning.

[33] Davidson-Hunt, I. et al. 2012. Biocultural Design: A New Conceptual Framework for Sustainable Development in Rural Indigenous and Local Communities. S.a.P.I.En.S 5 (August): 33–45.
[34] Pérez, A. et al. 2010. Building resilience to climate change: ecosystem based adaptation and lessons from the field. Gland: IUCN.
[35] Maginnis et al. 2014. Restoration opportunities mapping and assessment methodology. Gland: IUCN and the World Resources Institute; UNEP-DHI Partnership- IUCN- TNC. 2014. Green Infrastructure Guide for Water Management: Ecosystem-Based Management Approaches for Water-Related Infrastructure Projects.
[36] Aguilar, L. et al. 2002. In search of the lost gender: equity in protected areas. San Jose: IUCN.
[37] Aguilar, L. 2013. Framework for conducting gender responsive analysis. Washington: IUCN.
[38] The Forests Dialogue. 2014. Country options for REDD+ benefit-sharing: insight from TGD's multi-stakeholder Dialogue Initiative. New Haven, USA: TFD Publication #8.
[39] Responsive Forest Governance Initiative Working Paper Series. In press. IUCN, University of Illinois and CODESRIA. Dakar: Council for Social Sciences in Africa. (20+ papers).
[40] Garcia, S.M., Cohen, H., Freestone, D., Martinez, C., Oral, N., Rogers, A., Verlaan, P.A. and Vousden, D. (2013). An Ecosystem Approach to Management of Seamounts in the Southern Indian Ocean. Volume 4 – A Road Map towards sustainable use and conservation of biodiversity in the Southern Indian Ocean. Gland, Switzerland: IUCN. 32 + ivpp.
[41] Herrera, PM, J. Davies, P. Manzano. 2014. The governance of rangelands: collective action for sustainable pastoralism. Routledge.
[42] Dyson, M. et al. 2003. Flow: the essentials of environmental flows, 2nd edition. Gland: IUCN.
[43] Maginnis, S. et al. (2014). A guide to the Restoration Opportunities Assessment Methodology (ROAM): Assessing forest landscape restoration opportunities at the national or sub-national level. Working Paper (Road-test edition). Gland, Switzerland: IUCN. 125pp.
[44] IUCN. 2014. Procedures for Establishing and Managing IUCN-supported Independent Scientific & Technical Advisory Panels. Gland: IUCN.
[45] Sandoff, C. et al. 2008. Share: managing water across boundaries. Gland: IUCN.
[46] Iza A, Stein R. 2009. RULE: Reforming Water Governance. Gland: IUCN.
[47] Dore J, Robinson J, Smith M. 2010. NEGOTIATE: Reaching Agreements Over Water. Gland: IUCN.
[48] United Nations Environment Programme. 2014. Green Infrastructure Guide for Water Management: Ecosystem-based management approaches for water-related infrastructure projects. IUCN and The Nature Conservancy.
[49] Emerton L. Bos E. 2004. VALUE: Counting Ecosystems as Water Infrastructure. Gland: IUCN.

- The Environment and Gender Information (EGI) platform, a peer-reviewed[50], global database that analyses variables to help determine countries' progress in meeting commitments to gender mainstreaming in the environmental arena and specifically address the role women in designing and implementing NBS.

b) Situation Analysis

Ecosystems provide important services to humanity, including the regulation of climate and water. Both the Millennium Ecosystem Assessment and the Intergovernmental Platform on Biodiversity and Ecosystem Services have highlighted the importance of ecosystems and the services that they provide.

Yet ecosystem services remain undervalued and under-appreciated, providing IUCN and its Members with the challenge of scaling-up approaches that are based on ecosystem services. Furthermore, the status of the world's ecosystems ranges from intact to near collapse.[51] These ecosystems can be threatened by a variety of pressures, including climate change, deforestation[52] and changes in productivity of land-use systems,[53] all of which, in turn, create or contribute to major societal challenges. Therefore while the degradation of ecosystems can exacerbate societal problems, the conservation, management and restoration of these same ecosystems present opportunities for improving the well-being and resilience of local communities and indigenous peoples in addition to helping address major societal challenges. Cities, urban dwellers and industries also stand to benefit directly from NBS that will strengthen the sustainability of ecosystem services and of the production systems that rely on them.

Recent research indicates that the threat to biodiversity posed by climate change may soon equal if not overtake the impacts from more established drivers of loss such as habitat conversion and invasive species.[54,55,56,57] Climate change also has increasing impact on the livelihoods of people who live in close proximity to, or are directly dependent on, natural resources by *inter alia* increasing the frequency and exacerbating the effects of extreme weather events such as coastal flooding[58] and threatening the stability and security of food production systems.[59] While well-managed and restored ecosystems by themselves cannot curtail these impacts, they have the potential to slow climate change trajectories at local and global levels[60] by slowing the impact on biodiversity, sequestering atmospheric carbon and providing additional, effective options for increasing the resilience of vulnerable people and communities. Although the necessary decommissioning of carbon-intensive energy generation facilities requires decades of planning and programming, a global push for the protection and restoration of ecosystems can start immediately.

[50] The EGI has undergone a pre-audit from the Econometrics and Applied Statistics Division of the European Commission's Joint Research Centre.
[51] Keith et al. 2013. Scientific Foundations for an IUCN Red List of Ecosystems. PLoS One.
[52] Hansen, M.C. et al. 2013. High-Resolution Global Maps of 21st-Century Forest Cover Change. Science 342(6160): 850-853.
[53] Ellis, E.C. et al. 2014. Used planet : a global history. Proceedings of the National Academy of Science 110(20): 7978-7985.
[54] Michela P., et al. 2015. Assessing species vulnerability to climate change. Nature Climate Change.
[55] IPCC Summary for Policymakers in Climate Change 2013: The Physical Science Basis (eds Stocker, T. F. et al.) (Cambridge Univ. Press, 2013).
[56] Thomas, C. D. et al. Extinction risk from climate change. Nature 427, 145–148 (2004).
[57] Mantyka-Pringle, C S. 2012. Interactions between climate and habitat loss effects on biodiversity: a systematic review and meta-analysis. *Glob. Change Biol.* 18, 1239–1252.
[58] Woodruff, JD, JL Irish and SJ Camargo. 2013. Coastal flooding by tropical cyclones and sea-level rise. Nature 504: 44-52.
[59] Mohamed-Katere, JC and M Smith. 2013. The role of ecosystems in food security. Unasylva 64: 14-22.
[60] Stern, N. 2006. Stern review: the economics of climate change. Government of the United Kingdom.

The link between poverty and natural resource use needs to be better understood. According to World Bank statistics, the global poverty rate has declined from an estimated 43% in 1990 to 14.5% today. There is evidence demonstrating that degraded ecosystems[61,62] – terrestrial, freshwater and marine – frequently undermine development gains made and act as a direct contributor to increased societal stress and poverty, as productivity dwindles due to loss of soil fertility, water quality and quantity, marine over-exploitation or droughts. Further, it is clear that poor people tend to have a more direct and intimate material and cultural relationship with natural resources. The Poverty Environment Network coordinated by the Center for International Forestry Research (CIFOR) estimates that an average of 28% of income in tropical countries is derived directly from the environment.[63] While conservation can make some contribution to poverty reduction[64], greater emphasis needs to be given to understanding the nature of the relationship poor people have with natural resources and how this can be constructively and positively optimised to support their development trajectories. As a step towards this, IUCN's Commission on Environmental, Economic and Social Policy (CEESP) has been working on the development of a People in Nature (PIN) assessment framework.

IUCN is working to accelerate the effective use of nature-based solutions. Our work is aimed at improving the understanding of what constitutes a robust operational framework for NBS. IUCN is leading the way in identifying and testing the key operational parameters that improve the efficacy of NBS as the next necessary step in promoting NBS uptake and up-scaling. From the analysis of the scientific literature three important aspects to understanding NBS have emerged[65]:

- At the heart of NBS lie well-managed social-ecological systems, where risks and opportunities are defined in the context of ecosystem management and people's well-being. This includes relatively untouched natural ecosystems, actively managed and modified ecosystems, and new or restored ecosystems; they can be found in protected areas, agricultural and urban environments, and a very diverse range of other settings.
- The following five emerging parameters appear to determine effectiveness of an NBS: (i) diversity, (ii) societal value, (iii) adaptive governance, (iv) time, and (v) scale.
- As NBS rely on functioning ecosystems, they lend themselves to on-going improvement and adaptive management over time, unlike some hard infrastructure and engineering options. This means that unlike built infrastructure, the value of well-managed ecosystems can appreciate over time as ecosystem services yield increasing benefits for society in the form of NBS.

c) Justification

NBS builds on IUCN's extensive work on ecosystem management and is underpinned by a mandate from over 200 IUCN Resolutions that relate to the societal contributions from well-managed ecosystems, including their role in Disaster Risk Reduction,[66] Ecosystem-

[61] United Nations. 2014. World Urbanisation Prospects. Department of Economic and Social Affairs, Population Division.
[62] But see: Sendzimir, J., Reij, C. P. & Magnuszewski, P. Rebuilding Resilience in the Sahel. Ecol. Soc. 16, (2011).
[63] Angelsen, A. et al. 2014. Environmental Income and Rural Livelihoods: A Global-Comparative Analysis. World Development 64: S12-S28.
[64] Fisher, B. et al. 2008. Linking conservation and poverty reduction: landscapes, people and power. London: Earthscan.
[65] Lamarque, P. Cohen-Shacham, T. Brooks, S. Maginnis, C. van Ham, G. Walters. In prep. Concepts and tools supporting regulating ecosystem services in a changing global environment.
[66] WCC-2012-Res-058-EN. Ecosystem management for disaster risk reduction (DRR).

based Adaptation,[67] food security,[68] gender equity and equality, and in advancing the role of NBS to climate change.[69]

NBS – what have we learned? During the 2013–2016 intersessional period, IUCN learned that in describing to a broader audience the role of nature as a 'solution' to societal challenges, we need to:

- Keep the message clear and focus on the role (and the limits) of nature in solving specific challenges within defined geographic, political and socioeconomic contexts.
- Acknowledge that NBS work best in combination with other non-conservation policy and technical interventions.
- Provide robust, evidence-based, analytical work that reflects how different parts of society value and benefit from ecosystem services.
- Articulate how legal and policy frameworks can recognise, encourage and enable NBS to meet societal challenges.
- Recognise that the use of natural resources is often contested, reinforcing the need for a rights-based and gender-responsive approach, clarity on tenure and stewardship in indigenous peoples' territories and other community lands, and inclusive policies.
- Integrate measures for promoting gender equality and empowerment of women, fostering inclusion of women and providing equal opportunities for women and men to derive social and economic benefits from NBS.

Now is the time to scale up on nature-based solutions. Four years ago the debate centred on whether NBS provided effective contributions to resolving societal challenges and whether they made a net positive contribution to biodiversity conservation. Experience and evidence garnered by IUCN and its Members increasingly suggests that this is the case.[70,71,72]

IUCN now anticipates that specific NBS will be mainstreamed in national and international policies and programmes over the next four years, as evidenced by the following progress:

- The increasingly accepted role of NBS in climate-change policy, law, infrastructure investment and financing mechanisms. This includes the increased profile of ecosystem-based disaster-risk reduction in the post-2015 United Nations Office for Disaster Risk Reduction (UNISDR) framework, the focus on forest conservation and restoration as a partial response to climate change and managed realignment (which mixes hard and 'green' infrastructure), and the recognition of the importance of water-related natural infrastructure and ecosystem services to address the major challenge of water security.
- The adoption of NBS by the European Commission's Directorate General for Research and Innovation.
- Explicit recognition in national water policies of the role of nature in securing water supplies.
- Investments in NBS during 2013 totalling USD 12.3 billion for the rehabilitation and/or

[67] WCC-2012-Res-084: Promoting ecosystem-based adaptation.
[68] WCC-2012-Res-104-EN. Food security, ecosystem restoration and climate change.
[69] WCC-2012-Res-083-EN: Advancing the role of nature-based solutions to climate change mitigation and adaptation and their potential to contribute to the global climate change regulatory regime.
[70] Murti, R. and C. Buyck. Safe Havens. Gland: International Union for the Conservation of Nature.
[71] Dudley, N. et al. 2010. Natural Solutions: protected areas helping people cope with climate change. WWF: Gland.
[72] Rendaud et al. 2013. The role of ecosystems in disaster risk reduction. Tokyo: United Nations University Press.

protection of more than 365 million hectares of water-critical ecosystems worldwide.[73]

- Bonn Challenge commitments covering 92 million hectares.[74]
- Evidence from the IUCN World Parks Congress 2014 for the role of well-governed protected and conserved areas as part of productive landscapes, seascapes and watersheds,[75] and on links between healthy ecosystems and human health, welfare and well-being.
- The inclusion of NBS-type interventions in over seventy INDCs submitted to the UNFCCC ahead of COP21 (Paris, 2015).

NBS links closely with Programme Area 2 on equitable governance. In accordance with prevailing IUCN Resolutions, the application of NBS should be guided by the principles of environmental law, the principle of non-regression[76] and a rights-based approach.[77] NBS can be used in protected areas, indigenous peoples' territories and areas managed by local communities and private interests. They can also link to large-scale urban, industrial and agricultural activities. NBS accommodate both local community and expert-driven approaches.[78,79.] This Programme Area therefore interfaces intimately with the Programme Area on effective and equitable natural resource governance.

d) Approach

NBS – A comparative advantage for IUCN. In the same way that IUCN can stake a claim to global leadership in systematically assessing and addressing the threats to species and Key Biodiversity Areas, it has a similar comparative advantage in supporting, encouraging and influencing society on how ecosystems can be effectively and sustainably managed and restored to contribute to the resolution of key societal challenges.
During the 2017–2020 intersessional period IUCN will:

- **More systematically capture and present the evidence for NBS** including developing, testing, applying and refining analytical tools and methodological frameworks that help build the case for NBS and provide for their application.
- **Support capacity building among, and learning from, IUCN Members** with an emphasis on hands-on, experiential transfer. Regional and Global Thematic Secretariat programmes will work directly with IUCN Members in the application of NBS-related tools and methods, including the establishment of compelling cases and advocating for the adoption of NBS in relevant international, regional and national laws, judicial decisions, policies and programmes.
- **Enable on-going technical support**, advice and monitoring of 'on-the-ground' application of NBS. The ultimate test of the NBS framing is its application at scale and documented evidence of how NBS performance can be improved. Working closely with its State and Government Agencies in particular, IUCN will support nationally-led programmatic initiatives to roll out NBS on the ground. Emphasis will be placed on scaling-up and on implementing NBS in the contexts of climate change, food and water security and local and national economic development.

[73] Forest Trends report on state of watershed investment in 2014: http://www.forest-trends.org/documents/files/SOWI2014.pdf
[74] http://www.bonnchallenge.org/
[75] http://worldparkscongress.org/about/promise_of_sydney.html
[76] IUCN. 2012. WCC-2012-Res-128-EN. "Need for non-regression in environmental law and policy".
[77] IUCN. 2008. Resolution 4.056 "Rights-based approaches to conservation".
[78] Sendzimir, J., Reija, C. P. & Magnuszewski, P. Rebuilding Resilience in the Sahel. Ecol. Soc. 16, (2011).
[79] Indrawan, M., Yabe, M., Nomura, H. & Harrison, R. Deconstructing Satoyama - The socio-ecological landscape in Japan. Ecol. Eng. 64, 77–84 (2014).

- **Promote engagement with key land-use and natural resource sectors**, including on the issue of agriculture and biodiversity, to identify and collaborate on evidence-based solutions that address relevant policy, social and market-based trends.
- **Engage with sectors such as health and urban development** to promote the role that NBS and protected areas can play in supporting healthy societies.
- **Support the role played by the business sector** in developing, testing and promoting business solutions that build on NBS.

The priorities for further development of NBS by IUCN in 2017–2020 are set out in the Global Result and Sub-Results below. By achieving these, IUCN will build a long-term path for ensuring that NBS contribute effectively and at scale to the implementation of the SDGs and the post-2015 agenda, as summarised in the box below:

How IUCN's work on 'nature-based solutions' will contribute to achieving the SDGs

The activities to be carried out under Programme Area 3 will contribute directly to the successful implementation of the following Sustainable Development Goals and specified targets (as further detailed in Table 3):

SDG 1 End poverty in all its forms everywhere (target 1.5);

SDG 2 End hunger, achieve food security and improved nutrition and promote sustainable agriculture (target 2.4);

SDG 3 Ensure healthy lives and promote well-being for all at all ages (targets 3.4 and 3.9);

SDG 4 Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all (target 4.7);

SDG 5 Achieve gender equality and empower all women and girls (target 5a);

SDG 6 Ensure availability and sustainable management of water and sanitation for all (targets 6a, 6b, 6.3, 6.4, 6.5 and 6.6);

SDG 11 Make cities and human settlements inclusive, safe, resilient and sustainable (targets 11.3, 11.4, 11.5);

SDG 12 Ensure sustainable consumption and production patterns (targets 12.b, 12.2, 12.6, 12.8);

SDG 13 Take urgent action to combat climate change and its impacts (target 13.1);

SDG 14 Conserve and sustainably use the oceans, seas and marine resources for sustainable development (targets 14.1, 14.2, 14.7);

SDG 15 Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss (targets 15.a, 15.1, 15.3, 15.4, 15.5, 15.9);

SDG 16 Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels (targets 16.6 and 16.7).

In particular, the achievement of the Programme Area 3 Targets by 2020 would represent a significant contribution towards the following SDG-related impacts by 2030, *inter alia*:

- Increases in sustainable food production attributable to nature-based solutions (NBS)-related programmes and policies, with particular emphasis on small-scale producers, women, family farmers and indigenous peoples (contribution to SDGs 1, 2 and 5);

- Increased number of beneficiaries having access to NBS-supported sustainable water supplies (quantity and quality) by 2030 (contribution to SDGs 5 and 6);
- Increased sequestration, attributable to NBS, of global carbon dioxide emissions (GtCO2e per year) by 2030 (contribution to SDGs 11 and 13);
- Documented reduction, attributable to NBS-supported climate adaptation programmes and policies, in the number of casualties and the magnitude of economic losses due to natural disasters (contribution to SDGs 11 and 13); and
- Decrease in area subject to desertification and other forms of land and soil degradation by 2030 (contribution to SDG 15).

This Programme Area will also continue to enable IUCN's contribution, on-going from the 2013–2016 Programme period, to the achievement of the Aichi Biodiversity Targets listed in Table 3.

Global Result 3: Societies recognise and enhance the ability of healthy and restored ecosystems to make effective contributions to meeting societal challenges of climate change, food security, human health and well-being, and economic and social development.

Mainstreaming nature-based solutions to meet societal challenges. This Global Result focuses on scaling up NBS, so that key players, particularly from outside the conservation community, proactively embrace and implement specific gender-responsive nature-based solutions as part of national and sub-national responses to major societal challenges. This Global Result also reflects a clear interface with the implementation of a number of SDGs beyond Goals 14 (life below water) and 15 (life on land) and it contributes to several specific goals, targets and commitments embodied within the three Rio Conventions. Gender-responsive NBS can, for example, make great strides toward meeting targets of SDG 5 on gender equality, recognising and realising the rights of women and girls, including the right to a safe and sustainable environment.

In operational terms, IUCN's third Global Result will be achieved through the direct and attributable achievement of the following Sub-Results and Targets to which the Secretariat and Commissions will be held accountable:

Sub-Result 3.1: Credible and trusted knowledge on how NBS can directly contribute to addressing major societal challenges is available and used by decision makers at all levels.

IUCN will provide technical and analytical underpinnings for adoption of NBS. Central to upscaling NBS is that decision makers, particularly those outside the conservation community, adopt reliable strategies that incorporate and invest in well-managed and restored ecosystems as a component for addressing some of the major challenges that confront their constituents. IUCN will seek to provide government agencies, communities and the private sector with credible and robust analysis and relevant decision-support frameworks necessary for NBS implementation. Specifically, it will aim to:

- **Target 22: Equip IUCN, its Members and partners with the means to systematically collect, compile and interpret data concerning the material benefits and cultural values that currently flow from ecosystems.** This is a fundamental step to deploying NBS as the use and management of natural resources can quickly become contested and progress stalled if the *de facto* use and rights of current users and rights-holders is

not fully understood and accommodated. The People in Nature (PIN) framework, in addition to other tools, will support delivery of this area of work.

- **Target 23: Ensure that IUCN, its Members and partners have a robust and scientifically credible framework (and tools) to guide the effective targeting of NBS and assessment of its effectiveness, particularly with respect to contributing to relevant SDGs at national or sub-national level.** While the concept of NBS has now gained increasing recognition it can still be misunderstood, misapplied or even abused. There is an urgent need to develop a robust operational framework as a precursor to ultimately establishing practical standards for the deployment and evaluation of NBS.

- **Target 24: Provide the means for key NBS interventions by IUCN to be underpinned by a systematic assessment of the requisite in-country enabling frameworks for implementation, including legal, customary, institutional and resourcing mechanisms.** NBS rely on the effectiveness of the legal, policy and institutional arrangements that shape land, water and ecosystem management. Too often, different sectoral laws and policies are contradictory, or good laws exist that could facilitate NBS deployment but there is little effective implementation and/or enforcement. As standardised practice in its NBS interventions, IUCN will establish a framework that will help countries to identify and analyse the strengths and weakness for the promotion of NBS in their legal, regulatory and institutional arrangements. Such knowledge will inform work towards Sub-Result 3.2 below.

Sub-Result 3.2: Inclusive governance and resourcing mechanisms to facilitate the effective deployment of NBS are tested and adopted by decision makers and diverse stakeholders at all levels.

IUCN will provide support to test and implement effective governance and resourcing mechanisms for NBS. Better knowledge, insights and standards as described above lay the foundations for upscaling NBS, by helping to shape evolving governance and resourcing arrangements. IUCN will use experience gained in several fields of ecosystem governance, such as transboundary water governance, to support member and partner government agencies, as well as other stakeholders, to test and put in place effective and inclusive implementation mechanisms for specific NBS interventions. Specifically IUCN will:

- **Target 25: Work with government Members and partners to pilot legal, policy and institutional mechanisms that recognise, support and reward the stewardship of local communities and other resource managers for the delivery of NBS interventions.** As NBS require the proactive conservation, management and restoration of ecosystems it is imperative that legal, policy and institutional mechanisms create fair and equitable arrangements to incentivise and recognise the key role of local rights-holders and resource managers in delivering the associated societal benefits in protected areas and in production landscapes and seascapes.

- **Target 26: Establish and promote mechanisms that facilitate the active participation of women, youth and indigenous peoples as key stakeholders, rights-holders and agents of change in the design and implementation of specific NBS interventions.** The SDGs and several other international commitments now recognise the ethical and practical imperative for inclusive approaches to implementing sustainable development. Upscaling will be more effective and equitable if key actors can seize the opportunity to shape – and find themselves in – implementation strategies. This is particularly important given the history of exclusion of women, indigenous peoples and youth in natural resource decision-making processes.

- **Target 27: Work with key international partners and national governments to help facilitate the establishment or strengthening of dedicated financial mechanisms that enable the deployment of NBS.** Upscaling requires dedicated resourcing. IUCN will work with its Members and partners to help ensure that financial support is available and appropriately targeted, drawing on past and recent experience such as the creation of the Komadugu Yobe Trust Fund in Nigeria, collaboration with Rwanda's national environment and climate change fund (FONERWA), work with the Global Environment Facility to establish the ten-country Restoration Initiative, as well as regular engagement with other thematic and global climate finance mechanisms.

Sub-Result 3.3: Intact, modified and degraded landscapes, seascapes and watersheds that deliver direct benefits for society are equitably protected, managed and/or restored.

IUCN will work towards achieving tangible results on the ground. Ultimately upscaling must lead to the creation of place-based activities and the delivery of results on the ground. IUCN will work with Members and partners across a wide range of ecosystem types and states, building on established mechanisms such as the Bonn Challenge and Mangroves for the Future and capitalising on pilot lessons from eco-Disaster Risk Reduction and Ecosystem-based Adaptation to help accelerate the delivery of implementation on the ground at a scale that has the potential to make a difference over the forthcoming decade. As it is important to demonstrate that NBS can be delivered irrespective of the state of individual ecosystems IUCN will:

- **Target 28: Work with government Members and other partners (including spatial planners and the private sector) to support the effective implementation of national, sub-national or corporate planning and investment frameworks within productive ecosystems so that they contribute to NBS.** IUCN will build on its established activities in 'working landscapes' particularly those facing rapid developmental changes such as economic growth corridors, to put in place tangible ecosystem protection, management and restoration plans that help contribute to SDG objectives such as 'land degradation neutrality' while maintaining and enhancing the productivity of these landscapes, watersheds and seascapes.

- **Target 29: Capitalise on the Union's global leadership in terms of ecosystem restoration, notably – but not restricted to – the Bonn Challenge and Mangroves for the Future, by working with Members and partners to make demonstrable contributions to the restitution of key ecosystem services across 200 million hectares of degraded landscapes, watersheds and seascapes.** Since 2011 IUCN has been a global leader in promoting and facilitating arrangements to secure 150 million hectares undergoing landscape restoration. Tools and methods have been developed and applied and the development of a global tracking system is underway. While this work has, to date, primarily focused on restoring the functions of forests and trees across degraded and modified landscapes, IUCN will now extend these lessons to other degraded ecosystems including wetlands, drylands, riparian systems and coral reefs and other coastal ecosystems.

- **Target 30: Work with government and NGO Members and other partners to enable the effective protection and management of intact, natural and semi-natural ecosystems through a range of mechanisms so that they continue to deliver key nature-based solutions to society.** Some of the most effective approaches to upscaling NBS is to work with and safeguard the natural infrastructure that is already in place – protected areas, primary forests, intact wetlands and coastal systems. There are several well-established examples of intact ecosystems safeguarding the water supply

for large urban areas or mitigating the impacts of downstream flooding. IUCN and its Members will highlight where this is the case and work to ensure that appropriate decision making and resourcing arrangements exist for continued delivery of these societal benefits.

VII. One Programme Approach for the 2017–2020 Programme

Working together. The One Programme Charter states that the different parts of IUCN – government and NGO Members, Council, National and Regional Committees, Commissions, and the Secretariat – work together to develop, implement and advance IUCN's Programme.

The One Programme Principles. The following principles guide the way all components are committed to working together in the implementation of the IUCN Programme:

- To deliver the Programme at the most appropriate level, using the best-placed part(s) of the Union to deliver national, regional or global results;
- To cooperate and not compete for roles and resources;
- To allocate resources to the part(s) of the Union responsible for delivery;
- To communicate openly and transparently to keep each other informed of plans and activities.

Our strength: One Union – One Programme. The strengths of IUCN – as a Union – derive from the reach and influence of the Membership combined with the recognised knowledge of the Commissions and the technical and political capabilities of the Secretariat, including its UN Permanent Observer status. This combination results in a respected, credible and capable Union of experts, scientists, practitioners, decision makers and managers.

The Union has a culture of delivery. IUCN shares expertise, develops and strengthens capacities, engages in partnerships and provides strategic leadership in the conservation of nature, from local to global settings, contributing to the realisation of human aspirations and sustainability. To this end, it provides appropriate mechanisms for the inclusion of perspectives and contributions from women, youth and indigenous peoples.

One Programme – built by all parts of the Union and resonating a strong Member voice. In keeping with the One Programme Charter, the 2017–2020 Programme has been developed with the input of Members, in particular through the Regional Conservation Fora and other consultation mechanisms. Members will further contribute by indicating where they "intend to commit knowledge, expertise or resources and participate in Programme implementation". A series of Resolutions and Recommendations to be approved at the 2016 World Conservation Congress will further strengthen the 2017–2020 Programme.

A new Membership Strategy. Finally, delivering the IUCN Programme 2017–2020 might require more than an improvement in how the current constituents of the Union work together. New expertise, new partners and new approaches may be required. Similarly, new ways and means may be needed to inspire a new generation that has a deeply personal stake in the future of our shared planet. Accordingly, the IUCN Secretariat will work to develop an updated Membership Strategy to help address such new requirements.

VIII. Programme Monitoring and Reporting Framework

Measuring impact – being accountable for results. The draft IUCN Programme 2017–2020 Results Framework will be structured around the intended Results/Sub-Results,

Targets, indicators and baselines of the three Programme Areas. It is 'work in progress' as a basis to refine the metrics that will adequately and optimally capture the work across all components of IUCN willing to contribute to the implementation and delivery of this Programme, and allow the Union to report to the world on its influence. High-level, long-term impact indicators have also been identified per Programme Area, reflecting the need to measure progress against the longer timeframe usually required for impact to be achieved and demonstrated. This would help to assess IUCN's contribution towards impact in a progressive way. Inputs from the Secretariat, Commissions and potentially from Members will be collected on an annual basis to assess progress towards IUCN's four-year Sub-Results and Targets.

Results and impact indicators. The monitoring and reporting of the IUCN Programme 2017–2020 will be conducted through a small number of result and impact indicators related to biodiversity elements, ecosystem integrity and services, rights and equity and livelihoods.

Alignment with the SDGs. IUCN's global indicators are fully aligned with the indicators used to measure progress against the SDGs and the Aichi Biodiversity Targets. This will allow IUCN to draw data from publicly available datasets. Some of the proposed SDG indicators and data are generated by IUCN and partners, such as the *Red List Index* and protected area measures reported in *Protected Planet*.

Baselines and targets being developed. Early in the intersessional period, baselines will be established for each indicator, drawing on the SDGs and Aichi Targets datasets and also data drawn from IUCN's project portfolio. Exact targets are dependent on the baseline measure, the commitments made by Members at the Hawai'i Congress (the 'Hawai'i Commitments') and the resourcing situation that IUCN faces.

Reporting against global indicators. Each project run by the Secretariat and Commissions will report against the global indicators that are most relevant to its work through the IUCN Project Portal. Some indicators – youth engagement, for example – will be treated as cross-cutting indicators and will be a shared responsibility for reporting.

Voluntary reporting will be enabled for Members and Member Committees during the intersessional period in order to capture Members' contributions to the IUCN Programme and the achievement of the SDGs and the Aichi Targets.

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