Danish Support to the International Union for Conservation of Nature (IUCN) 2020-24

Key results:
- IUCN is a science-based organisation, mobilising over 17.000 experts, and a global authority on nature conservation and natural resources.
- Composed of over 1.400 Members (states, public entities, NGOs and indigenous peoples' org.) IUCN's convening role has delivered impact, with members appreciating the voice IUCN gives them globally.
- IUCN is recognised as a solid, neutral science- and knowledge-provider, rolling out concepts, tools and standards, incl. Red Lists (Threatened Species; Biodiversity), Green List Protected and Conserved Areas; Protected Planet, Bonn Challenge Barometer.
- IUCN is present in 160 countries implementing a range of projects on equitable and just protection, conservation and restoration of nature.

Justification for support:
- DK has been a Member since 1951 and a Framework Partner from 2001-2016.
- IUCN directly addresses and integrates the SDGs, Paris Agreement and post-2020 framework for biodiversity.
- *Nature 2030* will put people further at the centre to deliver strongly in terms of linking poverty reduction, sustainable development and conservation of the natural resource base allowing for future green transformation.
- IUCN promotes Danish policy priorities for inclusive, climate resilient societies that integrate green COVID-19 recovery and delivers on *The World 2030* and the government's long-term strategy for global climate action.
- Delivers specifically on the Danish commitment for a strengthened support to access to water, climate adaptation, gender equality, with a special focus on countries in Africa, by reinforcing IUCN's thematic activities and synergies with other Danish green engagements.

File No.	2020-16202					
Country	Global					
Responsible Unit	Department for Green Diplomacy (GDI)					
Sector	Climate, nature and sustainability					
Partner	IUCN					
DKK mill.	**2020**	**2021**	**2022**	**2023**	**2024**	**Tot.**
Commitment	40	40				80
Projected ann. disb.	20	20	20	20		80
Duration	4 years					
Previous grants	Framework funding since 2001, latest DKK 50 mill in 2015-16.					
Finance Act code	06.34.01.75					
Head of unit	Rasmus Abildgaard Kristensen					
Desk officer	Maiken Rasmussen					
Reviewed by CFO	YES: Christina Hedegård Hyttel					

Relevant SDGs

Strategic objectives:

Overall: Contribute to building low-carbon, inclusive, climate resilient societies based on transformative and inclusive green growth. Specifically: Contribute to IUCN's Programme 2021-24 to mobilise collectively on delivering a clear and demonstrable contribution to the SDGs, the post-2020 global biodiversity framework and the Paris Agreement in developing countries.

Justification for choice of partner:

IUCN's work on tackling challenges for people and nature to create a more prosperous, just, and equitable world. IUCN plays a key role as a convener and builder of partnerships, developer of policies and standard, global authority on the state of the natural world and as implementer of projects and programmes related to a global green and fair transformation. IUCN is positioned as the key institution addressing sustainable development integrated with nature/ecosystem conservation.

Summary:

To achieve the objective, the DKK 80 million is split in core funding for *Nature 2030*, and programmatic funding for the thematic areas 1) access to water, 2) climate adaptation, and 3) gender responsiveness and inclusion of indigenous peoples. In addition, DK will engage actively in the IUCN Framework Partner group to guide IUCN towards increased Programme effectiveness and efficiency as well as strengthened monitoring and evaluation. DK will engage in dialogue on priority issues, and provide a secondment for promoting these and enhancing synergies with DK and relevant actors such as UNEP, GEF, GCF, WB etc.

Budget:

Core support for IUCN's Strategic Programme 2021-24, *Nature 2030*	DKK 40 mill.
Programmatic support for Impact Target P.1: Inclusion of indigenous peoples and gender	DKK 13,5 mill.
Programmatic support for Impact Target W.2: Equitable access to water resources and all associated ecosystem services	DKK 13 mill.
Programmatic support for Impact Target C.1: Nature-based solutions and innovations in financing to scale up effective adaptation to impacts of climate change.	DKK 12,5 mill.
Reviews and monitoring	DKK 1 mill.
Total	**DKK 80 mill.**

Project Document

Support to the International Union for Conservation of Nature 2020-24

13-10-20

Final Version

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Acronyms

CBD	UN Convention on Biological Diversity
CHF	Swiss franc
CIF	Climate Investment Funds
DKK	Danish Kroner
DSIF	Danida Sustainable Infrastructure Development
Eba/EcoDRR	Ecosystem-based disaster risk reduction
EPA	(Danish) Environmental Protection Agency
ESMS	Environmental and Social Management System
GCF	Green Climate Fund
GCF	Global Climate Fund
GEF	Global Environment Facility
GEF	Global Environment Facility
GGGI	Global Green Growth Institute
IIED	International Institute for Environment and Development
IPBES	The Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services
IPLC	Indigenous Peoples and Local Communities
IPPC	The Intergovernmental Panel on Climate Change
IUCN	International Union for Conservation of Nature
IWGIA	International Work Group for Indigenous Affairs
MFA	Ministry of Foreign Affairs
M&E	Monitoring and Evaluation
NbS	Nature-based solutions
NDC Partnership	Nationally Determined Contributions Partnership
PD	Project Document
SDG	Sustainable Development Goals
SSC	Strategic Sector Cooperation
ToC	Theory of change
ToR	Terms of Reference
UN	United Nations
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNGC	United Nations Global Compact
WRI	World Resources Institute
WWF	World Wildlife Fund

1. Introduction

This Project Document (PD) outlines Denmark's engagement as Framework Partner with the International Union for Conservation of Nature (IUCN) for 2020-2024, resuming the partnership after Denmark's previous, long-standing funding for IUCN was terminated in 2016 with the overall reduction in Danish development assistance that year. Up to 2016, Denmark had core funded IUCN as Framework Partner in 15 years (2001-16), while Denmark has been member of IUCN continuously since 1951[1].

By reengaging with IUCN, Denmark intends to fulfil its strengthened commitment to engage internationally for a green and sustainable world, with increased priority for promoting the role of nature in combatting climate change and promoting sustainable development – areas where IUCN is a primary actor, with a long record of engagement and impact.

In short, the objective is to support IUCN's efforts to mobilize its members, scientific networks, and organization in collective efforts to deliver a clear and demonstrable contribution to the SDGs, the post-2020 global biodiversity framework and the Paris Agreement in developing countries.

The support consists of DKK 80 million in four tranches, divided in DKK 40 million in overall core support for IUCN's 2021-24 Strategic Programme *Nature 2030 – One Nature, One Future*, and DKK 40 million in programmatic support for *Nature 2030*'s programmatic areas of Danish priority, namely: Equity in access to water resources, climate adaptation through nature-based solutions (NbS), and gender responsiveness and indigenous peoples.

In addition, the proposed support will put Denmark back into the group of Framework Partners, providing Denmark with the potential to influence the work of IUCN. Denmark will take active part in the Framework Partner group's dialogue with emphasis on the priority issues and special focus on IUCN's monitoring and management of results.

Preparation of the PD is based on documentation available on *Nature 2030* and related planning and budget frameworks, supplemented by meetings with IUCN. However, the postponement of IUCN's World Conservation Congress due to COVID-19 implies that *Nature 2030* and certain documentation will not be finalized until 2021. Consequently, the PD is based partly on preliminary information. A Danish inception review will be fielded in 2021 for a final technical assessment and design. The PD also reflects comments by the Danish Programme Committee and recommendations by the appraisal.

2. The key issues – transformative change for people and nature

With the adoption of the 2030 Agenda for Sustainable Development and the Paris Agreement in 2015, the world faced an unprecedented opportunity to align the climate and development agendas to transform to sustainable low-emission, climate resilient inclusive societies to the benefit of people, planet and future generations. Concurrently – and as clearly recognized by the Danish government –

[1]Represented by the Danish Agency for Environmental Protection.

the world is facing several natural crises: climate change, loss of biodiversity and the degradation of environment and nature.

Denmark's reengagement with IUCN is based on the ascertainment of the planet's state of natural crises, a situation caused by unsustainable and escalating levels of unsustainable production and consumption levels, where population growth and inequality are key factors. At current trends, the Sustainable Development Goals (SDGs) concerning the environment will not be achieved by 2030, while the SDGs depending on the environment are at great risk. Addressing planetary boundaries and promoting an equitable sustainable development while conserving natural resources and ecosystem are fundamental aspects of a greener and fair global future.

The crises have multiple, interlinked dimensions – climate change, declining biodiversity, escalating pressures on the oceans, loss and degradation of land, and overexploited water resources, as summarized in Box 1. Conserving nature is therefore fundamental to achieving both the SDGs and Paris Agreement, while ensuring no one is left behind.

Box 1: The challenges facing people and planet[2]

- The world's **biodiversity** is in crisis. Ecosystems are degrading globally, the diversity of genes and species decline, and wild nature and ecosystems disappear due to land-use change, habitat fragmentation, illegal wildlife trade, invasive species, pollution, and climate change. This causes massive loss in nature's intrinsic value and eco-system services for food security and freshwater resources etc. It threatens rural populations – the majority of the poor – who depend most on nature for productivity and food security, in particular.

- **Climate change** and air pollution add to the pressures on ecosystems. It reduces arable land and freshwater and is the main, future cause of species extinction. Loss of biodiversity in turn amplifies vulnerability to climate change. Air pollution is the largest environmental contributor to global disease burden, with massive economic costs. These trends affect especially low-income countries, where they exacerbate poverty and inequality, and sets back years of development and SDG progress.

- The health of **oceans** is at great risk from past decades' rising human pressures, with chronic bleaching of coral reefs in many places close to irreversible, and marine plastic litter everywhere in the marine ecosystem. The full extent of the damages are yet unknown, but cause loss in fisheries, tourism, livelihoods and habitats and impacts on human health.

- One-third of all **land** on earth is degraded, mainly from agriculture and forestry to meet demands for food and natural resources. The spread of monoculture has led to biodiversity loss and price volatility for crops. Urbanization has drastically changed water balances, soils, temperatures, and led to major waste management problems. With current land management practices, we cannot avoid negative impacts of climate change, loss of ecosystems and nature, and ensure food and water security. Since land is most people's main asset, inequality in land ownership and access affect particularly the poor, indigenous peoples, women and landless, with threats for food security, livelihoods, and equality.

- **Fresh water resources** have become increasingly overexploited and polluted. Freshwater is now both a public good and multiplier of risks to humans and ecosystems via the pollution it carries. The per capita availability of freshwater continues to decline due to population growth, industrial and agricultural use, and climate change induced drought. 2.3 billion people have no access to safe sanitation. The rapidly disappearing freshwater ecosystems are followed by major loss of biodiversity and ecosystems services, especially wetlands affected by urbanization and agricultural expansion. The consequences are water scarcity, droughts, and famine, conflicts and migration due to scarcity, causing deaths and disease to millions.

[2] UNEP, State of the Environment, 2019

IUCN's mission and aim center on tackling this range of challenges for nature and people to create a more prosperous, just, and equitable world. The Union plays a key role as a convener and builder of partnerships, developer of policies and standard, provider of global authority on the state of the natural world and as implementer of projects and programmes related to a global green and fair transformation. In this effort, IUCN confronts a range of crosscutting concerns and needs:

COVID-19 has amplified and made the above-mentioned challenges more difficult to tackle. The pandemic has also underscored the increased risks of zoonotic diseases spreading to humans caused by limited wildlife habitats and weakened ecosystems resilience. Though COVID-19 has comprehensive and widespread consequences on health and economies as well as numerous negative side-effects, setting back many years' of developmental progress, the recovery after COVID-19 offers a chance to rebuild and strengthen ecosystems by *building back better and greener*, which aligns with the integrated approach to people and nature in IUCN's programmes.

The **strong poverty and inequality** dimensions are evident in these challenges for people and planet. Loss of ecosystems and natural resources have the strongest impacts on people with the least resources and highest vulnerability, the majority of which depend primarily on natural resources to sustain their livelihoods. They are least able to cope with shocks from natural disaster, loss of land, price fluctuations, and they generally reside in the areas with highest risk exposure to climate change, land degradations, and biodiversity loss. *Nature 2030* represents an adjusted approach of IUCN towards further putting people at the centre when addressing conservation, and in this way, it further emphasizes the importance of linking conservation of nature with poverty reduction, sustainable development and upholding of human rights.

Indigenous peoples and local communities (IPLC) suffer disproportionally from the natural crises. They make up 6 pct. of the global population, but account for almost 19 pct. of the extreme poor. Depleting and limiting IPLC natural areas have immense negative effect on those least able to cope, spoils options for future generations, and often involves significant human rights violations. At the same time, indigenous peoples are an integral part of the solutions. IPLCs hold and manage 37,9 million km^2 land containing more than 80 pct. of global biodiversity, while at least 24 pct. of global carbon is stored above ground in the world's tropical forests, managed by IPLCs. Thus, IPLCs are not only the most vulnerable to the impacts of climate change and natural degradation, they are also stewards of important ecosystems and forests biodiversity important to capture and store carbon emissions and increase climate resilience. They play a key role in biodiversity protection and contribute to adaptation and mitigation efforts through bottom-up, self-driven initiatives[3]. IUCN collaborates with IPLC's organizations, and places high focus on context sensitivity and respect for the integrity of indigenous peoples' territories and application of free, prior and informed consent. Aligned with Denmark's priorities, *Nature 2030* directly addresses the rights and roles of IPLCs in natural conservation.

Gender equality and rights are core dimensions of conservation and sustainable development, and major gender gaps exist in access and control over land and other natural resources, information, and technology, with impacts on women's agricultural productivity and poverty. Conservation and sustainable

[3] The important role of IPLCs in efforts to address climate change as well as the need to direct development efforts towards IPLCs is also recognized in the Danish contribution to IWGIA 2021-2023, currently under formulation.

development initiatives therefore require protecting and promoting women's rights and advancing gender equality, while at the same time such efforts provide significant potential to accelerate progress toward gender equality. Gender responsiveness therefore is also a special focus of *Nature 2030*, and a Danish priority for the support.

Loss of biodiversity and climate change strongly influence **incomes and jobs for young people** below 25 years of age, who make up almost half the world population. Young people also make up both most of the labour force and of the unemployed and low-income earners, due to gaps in skills, knowledge, livelihood sources, access, and participation. Many sustain their lives through deforestation for farming, poaching, and unsuitable fishing and farming methods. Targeting and training youth in conservation efforts and sustainable land use is key to addressing poverty, migration, conflict, and unsustainable use of natural resources. By helping to preserve ecosystems and biodiversity, IUCN safeguards the productive basis for jobs and incomes with a special focus on youth. Through *Nature 2030*, IUCN will actively invest in youth and intergenerational partnerships to foster the future generation of conservation leaders. It will improve the outreach to young people to fully integrate the partnerships into the work of the Union and to enhance youth engagement in policy advocacy and programme implementation.

The effects of natural resource decline and climate change on poverty and unemployment, migration, and conflict are especially pronounced in **Africa** – the most impoverished continent that also has some of the most valuable biodiversity, while the majority of people depend on nature for incomes and food and water security. This underscores the importance of the programmes of IUCN's two African regions 1) East and South Africa and 2) West and Central Africa, focusing on green inclusive growth, food and water security, women's rights and participation in farming and natural conservation, and climate resilience among others.

3. Key institutions – and IUCN's positioning

Significant international and national efforts have been made in recent decades to tackle both the degradation of nature and climate change as shown by the examples of major conventions and platforms in Box 2. These efforts play critical roles in halting the degradation and decline of nature and preserve the healthy planet for people and equity – with IUCN taking a leading role in several of the processes.

Box 2: Key international frameworks and conventions

- The Convention on Biological Diversity (CBD), with National Biodiversity Strategies and Action Plans
- The Strategic Plan for Biodiversity 2011-20 – with the Aichi targets for biodiversity under the CBD
- The Cartagena Protocol on Biosafety to the Convention on Biological Diversity
- The Nagoya Protocol on Access and Benefit sharing (of genetic resources)
- Intergovernmental System for Biodiversity and Ecosystem Services
- Convention on International Trade in Endangered Species
- World Heritage Convention (UNESCO)
- Ramsar Convention on Wetlands
- The post-2020 Global Biodiversity Framework
- United Nations Sustainable Development Goals
- United Nations Framework Convention on Climate Change (UNFCCC)
- United Nations Convention to Combat Desertification (UNCCD)

- Marrakech Partnership for Global Climate Action
- The Sendai Framework for Disaster Risk Reduction

As a result of such collective international efforts, gains have been made in halting the degradation and loss of nature – especially, the global network of protected areas has expanded significantly. Yet, biodiversity decline and climate change continue escalating, and there is recognition that urgent action is needed to strengthen development and implementation such international frameworks and activities.

Key to the collective effort is negotiated solutions between actors across states, civil society, and the private sector, through democratic and transparent processes, based on neutral, scientific assessment on the state of nature and the environment. At the center of facilitating this collective action, is the international system of "environment" institutions. Box 3 lists some of the key actors in this vast and complex system, embracing states, civil society, communities, the private sector, and other actors and sectors, all with great variety in purpose, power, interests, and capacity.

Box 3: Key international environment actors

Overarching normative and monitoring frameworks/entities

- The Intergovernmental Panel on Climate Change (IPPC)
- United Nations Environment Programme (UNEP) (*)
- United Nations Global Compact (UNGC)(*)
- The Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES)
- UN Food and Agriculture Organization (FAO)(*)
- OECD DAC

Global climate funding and investment instruments

- Green Climate Fund (GCF) (*)
- Climate Investment Funds (CIF)
- Global Environment Facility(*)

Global collaboration and country level policy and institutional development

- International Institute for Environment and Development (IIED)
- GGGI (*)
- NDC Partnership (*)
- New Climate Economy (*)
- African Ministerial Conference on the Environment
- African Union (*)
- World Resources Institute (WRI)(*)
- World Wildlife Fund (WWF)
- World Business Council for Sustainable Development

(*)Partnership with Denmark

While on numerous occasions this blend of actors manage to collaborate, obstacles to agree are often huge – especially in the context of recent years, where multilateral institutions have come under increased pressure and the international cooperation they facilitate is threatened. More than ever, there is need to bolster the platforms and processes for collective action for people and planet.

IUCN plays three crucial roles in this international set-up as it:

- Convenes and builds multi-stakeholder partnerships for action, as members democratically develop and implement policies and standards that drive global conservation efforts, especially

through the IUCN Congresses' work on the major conventions. Further establishes and facilitates platforms for action that help deliver on international commitments;

- Serves as global authority on the state of the natural world and for standards, measures, and tools to safeguard it, and as Official Observer at the UN General Assembly and its Commissions, providing facts- and science base for negotiations and political decision-making, and acts as custodian agency for SDG indicators 14.5.1, 15.1.2, 15.4.1, 15.5.1 and 15.8.1;

- Implements and manages nature conservation-projects, a role it is now expanding, especially for the Global Environment Facility (GEF) and the Global Climate Fund (GCF).

4. IUCN's trajectory and achievements

IUCN's reach is global, vast, and diverse, with members that transcend all sectors of society, presence in +160 countries and uniting +1.400 members consisting of states, government agencies, national and international civil society organizations, indigenous peoples' organizations, and 17.000 independent experts. This diversity of members under the shared mission – *"to influence and assist societies to conserve nature, and equitable and ecologically sustainable use of natural resources*" – gives IUCN its neutral, but politically powerful position, which enables it to lead global collective action across the international landscape, even as international systems are weakened. Further, IUCN has a strong local presence with high credibility and context sensitivity, including in Denmark's priorities countries, making it a strong vehicle for creating impact on the ground and synergies between initiatives by different partners. An overview of IUCN as a partner is presented in Annex 1.

4.1 Organization and management

IUCN is **governed by a multi-layered structure** that accommodates its diverse membership and mix of democratic, scientific, and project-management and implementation functions. This comprehensive structure has proven critical for enabling its members to unite and deliver under the shared commitment to the global frameworks for people and nature. The set-up also faces challenges, as highlighted in the recent Governance Review, especially on the clarity of roles, the smooth interaction between the bodies, the Council's ability to set strategic direction, and member inclusion. These issues are presently being addressed by the Secretariat but realistically will not be fully solved in the short term. Denmark will follow progress on the recommendations during the support period.

The **Secretariat is IUCN's operational arm** and implements the Global Thematic and Regional Programmes – *Nature 2030*'s backbone – and receives the funding provided by Framework Partners. Besides implementing these programmes, the Secretariat provides for the union's needs, services the Commissions, and manages the corporate functions. The corporate functions and Global Thematic-programmes are managed at headquarters in Gland, Switzerland, while 11 regional offices manage, develop, and implement the Regional Programmes, and country offices report to regions. IUCN allocates the Framework Partner funding, including the coming Danish support, exclusively to the Global Thematic, Regional, and Union/programme-support budget lines, which makes these central to the Danish supported priorities and results.

In several respects, IUCN has been undergoing a **transformation** in recent years. While the Union continues to fulfil its functions of policy influence, standard setting, scientific assessment, and convening stakeholders, project activities have been scaled up significantly. IUCN is expanding its role as project execution and implementing agency, where – on behalf of multilateral institutions – the Union increasingly acts as provider of grants and projects for execution by partners and members, as opposed to own execution (from retail to wholesale). In this respect, IUCN is in the process of shifting its modus operandi from execution of individual projects by the Secretariat to an at-scale and programmatic implementation model whereby the Secretariat offers quality assurance, safeguards and implementation oversight and "on-the-ground" execution is delegated to IUCN members and partners. These shifts in functions are largely enabled by IUCN's recently acquired status as accredited entity for GEF and project agency for GCF, which is set to reach up to 40 pct. of IUCN's project funding. Simultaneously, IUCN's revenues have shifted to less core-funding due to changes in donor priorities.

In sum, IUCN's focus and operations are expected to be increasingly occupied with "implementation management" and to adjust to less unrestricted funds in the budget. In relation hereto, IUCN has increased its internal scrutiny on alignment of potential projects and initiatives to IUCN's programmatic outcomes, its rigour in accountability for delivery against an institutional results framework, and has more demanding requirements on internal project proponents that they systematise and proactively managed for key safeguards, including gender mainstreaming, respect for the integrity of indigenous peoples territories and application of free, prior and informed consent. One result of this is greater programmatic coherence and reduced risk of perceived mission creep.

With around 800 staff (of which 150 are at headquarters), the Secretariat is largely perceived as well functioning. Currently it is **adjusting the organization**, centralizing functions, and rationalizing the administrative and programme support functions in order to adapt to its new roles and reduce costs in response to less core funding and to COVID-19. The staff has been reduced from almost 900 in 2017, especially at headquarters. The implementation of the One Programme approach[4] and shift to "implementation mode" is causing capacity challenges, since the changes require new staff competences and delivery systems, including implementation-oriented tasks, project management and oversight, coordination, monitoring and risk management. Yet it is the perception that professionalization and efficiency of the systems have improved in recent years, with new standards and procedures, especially driven by the engagements with GEF and GCF. The financial management procedures are perceived as robust[5], and IUCN's received an opinion with no qualifications in the 2019-audit report. No recent organizational and financial assessment of the Secretariat exists.

4.2 Achievements and results

IUCN's achievements are well documented and of enormous importance. The 2020-External Review highlights the impacts, which include convening stakeholder, influencing global policy and governance processes, and roll-out standards, concepts, and tools (see box 4). IUCN's diversity makes it difficult to capture its achievements in a few measures, but Annex 4 shows selected key accomplishments. Examples

[4] IUCN's One Programme Approach was endorsed by the Council in 2011 and approved by the members at the World Conservation Congress in 2012.
[5] 2020 External Review.

of the many on-the-ground results include the Bonn Challenge on Forest Landscape Restoration; Mangroves for the Future; support to countries' target-setting and action for Land Degradation Neutrality; support for countries' Climate Change Action Plans – and importantly, promoting the Global Standard for Nature-based Solutions, launched in July 2020, to guide nature-based responses to societal challenges linked to water and food security, human health, disaster risk, and climate change.

IUCN seems largely to deliver expected programmatic results: Out of the 30 targets in the 2017-20 Programme, in 2019 10 were already met and 13 were on-track[6]. Reasons given by IUCN for delays in earlier years are: Difficulties with implementing policy reform, low awareness of tools, delayed adoption of standards, funding constraints – and that delivery depends on all members following the One Programme approach. However, there is recognition that IUCN's result-monitoring does not capture global-level programme results well and that on-going steps to rectify this are key for adequate management and reporting of results and accountability.

Box 4: IUCN's major impacts according to the 2020 External Review

- Its convening role has delivered impact, with members appreciating the voice IUCN gives them globally.
- Through rolling out concepts – such as the Nature based-Solutions, adopted at 2016 Congress and now widely used by conservation communities globally, and global NbS standards, launched in 2020.
- Its widely used conservation tools and standards, such as the RedLists (Threatened Species; Biodiversity) and Green List Protected and Conserved Areas; Protected Planet; Bonn Challenge Barometer.
- Influence on global policy and governance processes at global level, as through the IUCN Resolutions.

The 2020-External Review found that despite improvements, IUCN's **monitoring and evaluation** (M&E) systems need further strengthening, including ensuring sound linkages between results at overall programme and the Global Thematic and Regional results frameworks, resourcing of M&E, and systematic collection of lessons learned. IUCN's monitoring and results-system is currently being strengthened to improve accountability, transparency, risk management, but fully rectifying the weaknesses may be a medium-term process and will need attention and support.

IUCN's **2021-24 budget** envisages a significant scale-up in funding and activity to CHF 659 million, a 28 pct. increase from 2017-2020[7], mainly driven by earmarked funding (and spending), while unrestricted revenues are stabile, indicating that IUCN's financial future is overall secure (see also section 9). Of the CHF 131 million in unrestricted funding, CHF 55 million is allocated to corporate functions, servicing the union, etc., and CHF 76 million is allocated to supplement the earmarked programme funding of CHF 528 million. Consequently, the unrestricted revenue is critical for enabling IUCN to play its global role of policy influence, union support, etc., but unrestricted funding revenue – including the framework partner funding – also contributes to leverage earmarked projects. This implies that the framework funding's additionality derives from how it is allocated across programmes to leverage particular areas[8].

[6] draft Annual Report, 2019
[7] IUCN Financial Plan, 2020.
[8] The Danish programmatic funding will be counted as part of the unrestricted income in IUCN's budget system, since it will be programmatic.

The **year 2021 is a landmark** for IUCN with several major events that set the Union's course over the support period: The World Congress 2021 will elect a new Council and adopt *Nature 2030*. Due to COVID-19, the Congress has been postponed from January to a later, unannounced, date in 2021, however, IUCN plans to have *Nature 2030* finalized by Members by online consultations through October-December 2020, in order to have Members adopt the final version *Nature 2030* virtuallt mid-January 2021. Supporting documentation, such as the Theory of Change, results framework, and documentation describing the Global Thematic/Regional Programmes will be finalized late 2020/early 2021. The Secretariat's 2021 budget will be finalized by late 2020 and its 2021 workplan by early 2021. Overall, the implication is that some documentation will not be available to enable the final details of the Danish support to be designed before presenting the PD for approval. To address this, a Danish inception review will be carried out in early 2021 to finally assess and detail the support (see section 8).

5. IUCN's programme – *Nature 2030*

IUCN's Strategic Programme, ***Nature 2030*, 2021-24** is a roadmap, which provides an overarching thematic framework and process to guide the operational programmes, budgets, and workplans of the Secretariat and the union's members. The Secretariat's Global Thematic and Regional Programmes, supported through Framework Partner funding, are a main part of *Nature 2030*. The Programme was developed with the ambition of maximum ownership by IUCN's diverse membership and was prepared with several rounds of consultations at all levels.

With *Nature 2030*, IUCN puts people further at the center and will be delivering strongly in terms of linking poverty reduction, sustainable development and conservation of the natural resource base allowing for future green transformation. This adjusted approach is making Danish support to IUCN even more central and aligned with making Danish development cooperation greener and highly relevant in relation to Danish global commitments to deliver on the SDGs and the Paris Agreement.

Nature 2030's **ambition** is the "global, collective mobilization of all IUCN's members, scientists, and Secretariat around the *Nature 2030* agenda, and the commitment to deliver a clear and demonstrable contribution to the SDGs, the post-2020 global biodiversity framework, and the Paris Climate Agreement". To achieve this, IUCN will build partnerships and coalitions of action, across all society's sectors, and with indigenous peoples and local communities – and IUCN commits to report progress on this ambition at the 2024 World Conservation Congress. The five thematic programme areas, **people, land, water, oceans, climate,** mirror the major challenges facing nature and people (see 2.1) and Box 5 shows IUCN's ambition that for each area will focus the collective action.

Box 5: *Nature 2030*'s programme areas and stated ambitions

Programme area	***Nature 2030* ambition**
People	A world in which a dynamic and inclusive conservation movement, effective and equitable natural resource governance, and the environmental rule of law and obligations protect and sustain healthy biodiversity while contributing to the realization of human rights, social equity, gender equality, good health and well-being, prosperity, respect for the rights of nature, resilience to climate change, and a just transition to sustainability.
Land	By 2030, the status of biodiversity is stabilized across intact, production and urban landscapes. Conventional models of land and natural resource exploitation, and perverse incentives including

	property rights without recognition of obligations, are replaced by integrated conservation and sustainable use frameworks that effectively respect and balance the needs of people and nature.
Water	By 2030, freshwater systems support and sustain biodiversity and human needs.
Oceans	By 2030, a healthy ocean supports nature and people, governed by strengthened national and international legal frameworks and sustainable investments that retain and restore ocean and coastal biodiversity and associated services for future generations.
Climate	A world that limits temperature rise to 1.5°C through ambitious measures to mitigate climate change and enables effective adaptation in a changing world

In line with the people centered focus, *Nature 2030* expresses a strengthened ambition for **gender equality and social inclusion** in IUCN's initiatives. Aspects of gender responsiveness, indigenous peoples and their organizations are specified *Nature 2030*'s Impact Targets, and an Environmental and Social Management System (ESMS) is established as an integral part of the project cycle. It ensures that roles and rights of women and indigenous peoples and other affected groups are addressed in IUCN projects by systematically screening of potentially negative impacts at an early state of design of all projects. The ESMS-system is part of the GEF/GCF accreditation and screenings has been mandatory for all projects since 2016. It will be important to ensure overall management of the ESMS is adequately resourced.

Implementation of the Global Thematic and Regional programmes under *Nature 2030* by the Secretariat will be based on a Financial Plan and Implementation Plan, including a portfolio result framework. The implementation will be driven jointly by divisions in Gland and outposts for the Global Thematic Programmes and by regional and country offices for the Regional Programmes. The Global Programmes bring in the thematic expertise and their coherent, cross-regional learning and analysis while the Regional and Country Offices use their networks to ensure alignment with country priorities, mobilisation of IUCN networks for delivery and quality assurance with respect to delivery.

Resources for implementation is derived primarily from the project portfolio. In addition to the operationally "restricted" funding, IUCN also allocates a limited amount of unrestricted programmatic funding to the various global thematic and regional programmes. They cover some of the additional programmatic costs that cannot legitimately be recovered from projects but are required to ensure coherence in delivery. Meanwhile, while 77 pct. of the budget is earmarked, only 23 pct. will be subject to discretionary allocation of expenditure and flexible planning. Even so, the budget, workplans and additional documentation with respect to focus, structure, content, budgets, and actors is currently being developed on course for finalisation by late 2020/early 2021 and will form the basis for finally assessing the implementation framework for *Nature 2030* and detailing the design of the Danish support.

6. Strategic considerations and justification

6.1 Danish interest, strengths, and opportunities

Based on the overall Danish objective to promote carbon-neutral, inclusive, climate resilient societies based on transformative and inclusive growth, the primary Danish **interest** underpinning the support is to ensure a neutral, global platform for negotiation- and science-based solutions to ensure global green transformation, including more pronounced integration of poverty reduction in conservation of the natural resources, better addressing climate adaptation and stronger emphasis on sustainable

development. Supporting IUCN is an effective and efficient way of supporting a green transformation that impacts positively on poverty reduction and equitable sustainable development in the global South. Moreover, Denmark has strong interests in partnering with a substantial international ally like IUCN in advancing the role of nature and adoption of NbS in climate action initiatives, in support of Danish policy priorities to advance the role of nature conservation climate action and the green agenda.

The support will build on Danish **strengths** in the form of long-standing relations and a solid understanding of IUCN from decades of collaboration, based on Denmark's membership since 1951 and funding since the 1980s, including the 15 years as framework partner up to 2016 (2001-16). The Danish IUCN members[9] are actively engaged in the Union and their knowledge and efforts will be important for reinforcing the Danish involvement to achieve *Nature 2030*'s results. The strong Danish resource base in water and natural resource management, promoting gender equality and working from a whole-of-society approach can be mobilized to support the partnership with IUCN.

IUCN's local and national presence in priority countries where Denmark is engaged will enable synergies with relevant Danish-supported initiatives and partners – especially in African countries where Denmark has bilateral development programmes. The Danish engagements and instruments at country-level can serve as platform for integrating NbS, whether through Danish bilateral development engagements in e.g. green growth, vocational training and jobs, water management and sustainable food production, or other instruments like Danida Sustainable Infrastructure Financing (DSIF), Strategic Sector Cooperation (SSC), or other.

Moreover, Danish presence and development assistance, especially in African countries enables Denmark to follow IUCN in terms of lessons learned and progress with results on the ground to feed into the dialogue on IUCN's overall processes for results management and monitoring. This will require increased anchoring of IUCN in the Danish representations, with special attention to the climate front posts and representations in countries where Denmark has development programmes.

Based on the above, the **opportunities** of the support include:

- Above all, to deliver on the Danish government's global green ambitions, as presented in the government's long-term strategy for global climate action, where IUCN is a cardinal international actor in promoting the link between people, nature, and climate – especially leading up to the UN Biodiversity Conference COP 15 in 2021, and building momentum towards UNFCCC COP26.
- Delivering on *The World 2030*[10] and on the government's priorities on access to water, green jobs, promoting gender equality and integrated solutions.
- Promoting NbS in climate mitigation and adaption by supporting IUCN's agenda-setting role – especially ensuring NbS integration in climate change agreements, incl. UNFCCC COP26.

[9]IUCN has eight Danish members: including Ministry of Environment and Food, Danish Society for Nature Conservation (a founding Member, Danish Ornithological Society, Danish Outdoor Council, Nordic Hunters' Alliance, Forests of the World, World Wide Fund for Nature Denmark and the Copenhagen Zoo. The National Committee was established in 2005 and acts as forum for Danish Members to exchange and coordinate on IUCN related initiatives and themes relevant to Denmark.

[10] The Danish strategy for development cooperation and humanitarian action 2017-2020

- Utilizing the renewed partnership with IUCN as a global platform to guide and inform a stronger focus on "green solutions" within Denmark's green diplomacy and development cooperation policy around the shared priorities of climate action, equitable access to clean water from resilient sources, clean energy strategies, gender equality, indigenous peoples, NbS, and green jobs – especially for young people in Africa.
- Bolster partnerships and knowledge sharing between IUCN and its Danish IUCN members via the National Committee and closer cooperation with the Danish Environmental Protection Agency (EPA).
- Improving impacts of GEF and GCF, by generating a project pipeline and addressing issues by supporting and engaging with IUCN in its role as accredited entity to these funds.
- Stronger country-level impacts of Danish development assistance, by promoting synergies between projects and expertise of IUCN and Danish instruments, like Danish development engagements, Strategic Sector Cooperation (SSC), Danida Market Development Partnerships (DMDP), Danida Sustainable Infrastructure Finance (DSIF), Green Strategic Partnerships, and other.
- Wider possibilities for more systematic incorporation of NbS Danish development cooperation and initiatives to support sustainable development, guided by IUCN's global standard.

6.2 Results and lessons learned

As section 4 highlights, IUCN shows seven decades of achievements in shaping the international conservation agenda, and the value of IUCN's results is well-recognized and of central importance in a Danish perspective. Of particular significance, is IUCN's achievement in informing and influencing the environmental dimensions of international frameworks, global policies and conventions, and providing science- and fact-based platforms for policy making.

The main lesson is to give focussed attention and support to IUCN's effort to strengthen the documentation and monitoring of results, both country-level result achievement and global-level outcomes and impacts, both for better management of results and accountability.

6.3 Relevance and justification

The support to IUCN for implementation of *Nature 2030* is directly **relevant** to **Denmark's policy priorities** on development cooperation and the government's global green ambitions for promoting carbon-neutral, inclusive, climate resilient societies based on transformative and inclusive growth – with direct emphasis on concerns for nature and focus on NbS. Further, *Nature 2030*'s ambitions for global, collective action to deliver the SDGs, the post-2020 global biodiversity framework, and Paris Climate Agreement fully aligns with the Danish government's long-term strategy for global climate action[11].

The engagement directly supports objectives of the *The World 2030* for an inclusive, sustainable growth and development, with focus on climate action, water, food, gender equality and indigenous peoples for creating sustainable societies especially for the planet and future generations. *Nature 2030*'s programmatic focus – people, water, land, oceans, and climate – underpin these specific Danish priorities. The Danish

[11] "En Grøn og Bæredygtig Verden"

priority on youth is addressed through IUCN's commitment to improve its outreach to young people in its work at all levels, union, policy advocacy, and the programs on the ground, and including on the African continent. The fact that poverty reduction, gender and inclusion of indigenous peoples have become central aspects in the IUCN Programme and integrated with the conservation of biodiversity and management of natural resources puts IUCN more directly in the position of recipients of funding from development assistance budgets.

Nature 2030 is directly relevant for and comprehensively addresses the major challenges facing nature and people, as highlighted in section 2. IUCN's focus on convening stakeholders for collective action and providing neutral, science-based situation analysis fulfills a crucial need for progress to happen on effective negotiation- and scientific fact-based solutions.

Above all, *Nature 2030* is directly relevant for the SDGs, by assuming a lead role in implementing SDGs on Life below Water (SDG 14) and Life on Land (SDG 15), and especially contributing with knowledge and action to deliver on Gender Equality (SDG5), Clean Water (SDG 6), Climate Action (SDG 13), Peace, Justice, and Strong Institutions (SDG 16).

The support will be **effective** based on the expectation that IUCN will implement the programmes underpinning *Nature 2030* with emphasis on delivering their stated operational outcomes, and that IUCN continues to strengthen its monitoring of results and capacity for project implementation to enable tracking of progress and "management for results" during implementation. It is further expected that IUCN will continue to deliver processes and products of critical importance for nature and people, such as science-based standards, tools and guidelines, policy influence, and its critical multi-stakeholder convening role, which will continue to be effective in generating important impacts.

Meanwhile, the Danish support will include certain elements to further help the effective achievement of expected results, including: Active dialogue with special focus on IUCN's efforts to improve results-monitoring; provision of a secondment; programmatic funds to the Danish priority issues combined with active follow-up and dialogue on those issues. The inception review will help identify more detailed issues which are key for ensuring the effectiveness of the support.

Denmark will engage in IUCN's budget to ensure allocations are **efficient** across main priority areas. Denmark will also focus on efficiency improvement of the IUCN Secretariat's structure and work processes, including headquarter/regional-level structures. This will be based on the budgets and workplans for the programmes under *Nature 2030* once they are finalized.

The support will have **impact** by contributing to improved conservation of nature and rights and equality of people from the negotiation-based and democratic international resolutions, application of science-based solutions, tools, and concepts. This results from enabling IUCN to play its role of convening diverse stakeholders for action on climate, conservation, and people, the adoption of tools and concepts it develops, and the influence on policy and governance.

The outputs delivered by IUCN under *Nature 2030* will primarily be **sustainable** through the tools, concepts, and guidelines; scientific assessments and status; capacity development; and policy inputs, as confirmed in the External Review 2020 on the current strategic programme. To ensure IUCN's financial

sustainability, Denmark will engage in dialogue with IUCN and Framework Partners on a funding strategy and expenditure management. This will consider the IUCN Secretariat's work on the resource mobilization strategy, which will focus on increasing the core/earmarked funding ratio through broadening and diversification of donors and exploring innovative funding sources. It will also consider expenditure management and efficiency measures, as noted in IUCN's Financial Plan.

6.4 Synergies to humanitarian, security, and fragility issues

Loss and degradation of nature and biodiversity are major drivers of humanitarian crisis from famine and drought, conflict, and instability – and humanitarian contexts exacerbate food and water insecurity, climate change and disaster. With 50 million more refugees expected the next decades, nature related crises and conflicts over scarce natural resources will expand. *Nature 2030*'s objectives therefore also serve to manage and mitigate humanitarian crisis and conflict, thus addressing on the water-food-climate-security nexus. Moreover, humanitarian responses – like managing refugee flows and settlements – need solutions that are sustainable for biodiversity and natural resources. IUCN already works to integrated NbS in humanitarian response and refugees settlements, working with UNHCR.

6.5 Aid effectiveness considerations

The allocation of the DKK 40 million in core funding represents the most aid effective way to support the Secretariat's implementation of the *Nature 2030*, since the funds and reporting are fully integrated in IUCN's systems. The Secretariat by default assigns Framework Partner funding to certain spending areas, namely programmes and support functions to programmes and the union.

The DKK 40 million in programmatic funding will be assigned to areas in IUCN's global/regional programmes that deliver on the Impact Targets prioritized by Denmark. This will ensure a "soft earmarking", respecting the need for IUCN to maintain and enforce a strong focus on the Union's strategic priorities and avoid mission drift. Reporting will be based on IUCN's monitoring and reporting mechanisms. By relying on IUCN's reports on progress, results, and financial accounting, transaction costs are minimized.

7. Theory of change and key assumptions

As Framework partner to IUCN, Denmark will support the Theory of Change (ToC) for *Nature 2030* to achieve its objectives for people, land, water, oceans, and climate, as measured by the impacts and operational outcomes for *Nature 2030* (see Annex 2).

IUCN is currently in the process of finalizing the *Nature 2030* ToC, which in response to the External Review will more clearly show linkages between the Strategic Programme and IUCN's Global Thematic and Regional Programmes and impacts. This will have two parts, one covering the level from programme outcomes to *Nature 2030*'s objectives (Strategic ToC, from outcomes to impacts), and the other covering the level from projects and other sub-programme activities to programme-outcomes (operational ToC, outputs to outcomes). The ToC will further reflect links between the "outcome-to-impact" ambitions of the Union-wide programme and the output-to-outcome delivery of the Secretariat's result framework, which in turn will define the ToC "limits of accountability".

While the ToC has not been finalized, *Nature 2030* already provides a framework of impacts and outcomes for people, land, water, oceans, and climate and defines the main pathways to guide the actions under each area, towards transformative change, which represents a sound, preliminary framework for change. The final ToC will be assessed under the inception review to verify soundness and decide on any potential implications for the design of the Danish support.

In addition, the Danish support will include elements to reinforce these outcomes with emphasis on results linked to special Danish priorities on climate adaptation through NbS, water resources, gender responsiveness, and rights and inclusion of indigenous peoples. On that basis, the overall ToC guiding the Danish support is as follows:

- *If* Denmark provides core funding for IUCN's implementation of Global Thematic and Regional programmes under *Nature 2030*, based on the Secretariat's budget;
- *And if* IUCN implements *Nature 2030* according to its upcoming ToC, based on demands and needs in the relevant contexts;
- *Then* then the Secretariat is fully able to implement these programmes, planned outputs and outcomes on people, land, water, oceans, and climate will be achieved;
- *Moreover, if* Denmark earmarks funds within IUCN's regional or thematic programmes on areas that have most direct and strongest focus on climate adaptation, access to water resources, and gender and indigenous peoples;
- *And if* Denmark focuses the dialogue, follow-up, and monitoring of results linked to these programmatic areas;
- *Then* programmatic initiatives on climate adaptation, access to water resources, and gender and indigenous peoples will have the requisite funding and management attention for their effective implementation, and improved outcomes will be achieved;
- *And if* IUCN continues to develop and implement efforts that strengthen monitoring and results-frameworks to most accurately capture progress, results, lessons learned, and risks, *then* IUCN will more accurately track progress, address deviations, and adapt based on lessons learned;
- *And if* Denmark engages actively with IUCN through dialogue and inputs from a secondment and through active involvement in the Framework Partner group on improving IUCN's overall results-monitoring, *then* IUCN will achieve relevant results more effectively.

8. Objectives, contribution outline, and summary results framework

The Danish engagement with IUCN has the overarching purpose of supporting IUCN's Programme 2021-24 in realising its call to action by all IUCN's Members, scientific network and Secretariat to mobilise collectively on delivering a clear and demonstrable contribution to the SDGs, the post-2020 global biodiversity framework and the Paris Agreement in developing countries.

Under this purpose, the **objective** of the development cooperation among the parties is: IUCN's global thematic and regional programmes have achieved their intended results for people, land, water, oceans, and climate, especially on climate adaptation, improved access to water resources, gender equality, and rights and inclusion of indigenous peoples.

Further, the support will focus on developing countries and encompass engagements supporting *building back better and greener* from COVID-19 with special attention on Africa. In support of the objective and priorities, the support package is composed of the elements in Table 1.

Table 1: Main elements in Denmark's engagement with IUCN 2020-24

Element of engagement	Opportunity targeted/effect	Requirements and process
1. Core funding (DKK 40 mill.) support for implementation of the *Nature 2030* Programme, 2021-24.	Contributes to IUCN achieving the outcomes overall defined for people, land, water, climate, and oceans.	The funds will be part of IUCN's Framework funding, contributing to implement and support the Global Thematic and Regional Programmes under *Nature 2030*. Descriptions of the Global/Regional Programmes, ToC, budgets, work plans, and results-framework finalized during 2021 are a key basis for assessment of progress, results, and accountability.
2. Programmatic funding (DKK 13,5 mill.) for equitable access to water resources and securing of all associated ecosystem services.	Ensures additionality and contribution of Danish funding to achievement of outcomes linked to equitable access to water resources.	The funds will be "softly earmarked" to relevant programmatic areas under IUCN's Global/Regional programmes that significantly contribute to deliver the defined outcomes for equitable access to water resources and securing of associated ecosystem services. (*) Key impact area in *Nature 2030* will be W2. (**)
3. Programmatic funding (DKK 13 mill) for countries' use of nature-based solutions and innovations in financing to scale up effective adaptation to impacts of climate change.	Ensure additionality and contribution of Danish funding to achievement of outcomes linked to adaptation to impacts of climate change.	The funds will be "softly earmarked" to relevant programmatic areas under IUCN's Global/Regional programmes that significantly contribute to deliver the defined outcomes for countries' use of nature-based solutions and innovations in financing to scale up effective adaptation to the impacts of climate change. (*) Key impact target in *Nature 2030* will be C1. (**)
4. Programmatic funding (DKK 13,5 mill.) for gender responsiveness and inclusion of indigenous peoples.	Ensures additionality and contribution of Danish funding to achievement of outcomes linked to gender responsiveness and inclusion of indigenous peoples.	The funds will be "softly earmarked" to relevant programmatic areas under IUCN's Global/Regional programmes that significantly contribute to deliver the defined outcomes for gender responsiveness and inclusion of indigenous peoples. (*) The key impact target in *Nature 2030* will be P1. (**)
5. Danish engagement in the Framework Partner group with focus on IUCN's effectiveness and efficiency and selected priority issues.	Promotes the Secretariat's attention to ensure progress and results and to address issues affecting achievement of results in the priority areas. Will contribute to strengthening IUCN's overall effective and efficient functioning.	Dialogue focused on: • Closer collaboration on using IUCN's science/knowledge to help inform relevant policy making; • Develop stronger links for joint programme delivery at the field level and capacity building; • Progress and efforts to strengthen IUCN's monitoring and evaluation; • Secretariat's organizational effectiveness and efficiency; • Synergies between GEF, GCF, and IUCN's programmes; • Strategic issues and progress on programmes for access to water, climate adaptation, gender and indigenous peoples.
6. Secondment to the IUCN Secretariat to strengthen linkages between IUCN as implementing partner to Danish development programmes and engagements in global environment funds (GCF, GEF, WB interventions	Contributes to strengthen IUCN's delivery on priority areas, monitoring and aggregating results, promote synergies between IUCN and Denmark priority areas.	Proposed for a 2-year period with possible 1-year extension. ToR, position and placement of secondment as well as financing will be agreed with IUCN after approval of the appropriation. Expected approval and recruitment by end of 2021.

etc.) and promote Danish priority areas.		

(*)The earmarking will be general for the programmatic areas to be defined, not for specific projects or activities. The final earmarking will be decided based on descriptions of IUCN's global/regional programmes once they are finalized.
(**) Table 2 defines the outcomes and indicators that will be a main basis for assessing progress, results achievement, and accountability.

In addition, efforts will be made to strengthen IUCN's collaboration with the Danish public authorities and NGOs in the Danish National Committee, with the aim to broaden the ownership and strengthen ties between Denmark and IUCN more widely.

As presented, an **inception review** will be fielded during which the final details of the design will be specified. *Nature 2030* is expected to be adopted by Congress in January 2021. Followingly, the documentation on the global thematic and regional programmes, ToC, budgets, and workplans; and results frameworks will be finalized. The inception review will be conducted as soon as the Strategy and associated work programme have been finalised, approved and operationalised and as soon as the election and appointment related to the key IUCN governance structures have been concluded.

Based on this final documentation, the purposes of the inception review will be to:

- Finally design the programmatic funding, based on the Global Thematic/Regional Programme documentation incl. results framework;
- Revisit as needed the results indicators and targets for the Danish support (Table 2);
- Assess and verify the soundness of the final Programme documentation.

Progress will be measured based on IUCN's results framework and monitoring and reporting system. Meanwhile, a finally developed version of Table 2 will specify the sub-set of indicators that reflect Denmark's special priorities for following progress on results, dialogue with IUCN, and which will be the basis for reporting and accountability in the Danish system. At present stage, the indicators and targets in Table 2 are preliminary, since IUCN is still finally developing the results framework for *Nature 2030*. The final version of Table 2 will be based on IUCN's final results framework. The indicators for the support will be selected as linked to *Nature 2030*'s "operational outcomes" which link to the Secretariat's deliverables under *Nature 2030*.

Hence, for Danish reporting purposes the following outcome and output indicators have been selected to document progress:

Table 2: Results framework (indicators linked to Danish priorities)

Title		Support to the International Union for Conservation of Nature	
Outcome		To deliver a clear and demonstrable contribution to the SDGs, the post-2020 global biodiversity framework and the Paris Agreement	
Outcome indicator		*To be developed based on the operational plan of Nature 2030*	
Baseline	Year	2021	*Tbd.*
Target	Year	2024	*Tbd.*

Output 1 (Under Impact Target W.2: Equitable access to **water** resources and all associated ecosystem services are secured)		Nature-based solutions in the water sector are mainstreamed and deployed (IUCN outcome W2.1)	
Output indicator 1		Level of water stress: Freshwater withdrawal as a proportion of available freshwater resources (SDG 6.4.2)	
Baseline	2021	*Tbd.*	
Target	2022	*Tbd.*	
Target	2023	*Tbd.*	
Target	2024	*Tbd.*	
Output 2 (Under Impact Target W.2: Equitable access to **water** resources and all associated ecosystem services are secured)		Infrastructure investments prioritise nature-based solutions (IUCN outcome W2.2)	
Output indicator 2		Change in the level of water-related ecosystems over time (SDG 6.6.1)	
Baseline	2021	*Tbd.*	
Target	2022	*Tbd.*	
Target	2023	*Tbd.*	
Target	2024	*Tbd.*	
Output 3 (Under Impact Target C.1: Countries use nature-based solutions and innovations in financing to scale up effective adaptation to the impacts of **climate change**		Resilience of climate vulnerable people/communities through Ecosystem-based disaster risk reduction (Eba/EcoDRR) interventions increased (IUCN outcome C1.1)	
Output indicator 3.1		*# of (direct) beneficiaries disaggregated by gender supported to adapt to climate and to increase their resilience*	
Output indicator 3.2		*IUCN will work with relevant international institutions to define measure of progress*	
Baseline	2021	*Tbd.*	
Target	2022	*Tbd.*	
Target	2023	*Tbd.*	
Target	2024	*Tbd.*	
Output 4 (Under Impact Target C.1: Countries use nature-based solutions and innovations in financing to scale up effective adaptation to the impacts of **climate change**		NbS for adaptation is integrated within key international, regional, national and sectoral climate change policies and agendas (IUCN outcome C1.2)	
Output indicator 4.1		*# new/improved international, regional, national and sectoral policies, strategies or plans that prioritise EbA and EcoDRR*	

Output indicator 4.2		*# countries that prioritise EbA and EcoDRR within their Nationally Determined Contributions (NDCs), National Adaptation Plans (NAPs), National DRR strategies and other subnational/ sectoral plans.*	
Baseline	2021	*Tbd.*	
Target	2022	*Tbd.*	
Target	2023	*Tbd.*	
Target	2024	*Tbd.*	
Output 5 (Under Impact Target P.1: Fully realized rights, roles, and obligations and responsibilities to ensure **just and inclusive conservation** and sustainable use of nature)		The rights and roles of indigenous peoples are advanced in conservation and sustainable use of natural resources, in keeping with UNDRIP and the IUCN IPO member strategy (IUCN outcome P1.1)	
Output indicator 5		Proportion of total adult population with secure tenure rights to land, (a) with legally recognized documentation, and (b) whow perceive their rights to land as secure, by sex and type of tenure (SDG 1.4.2)	
Baseline	2021	*Tbd.*	
Target	2022	*Tbd.*	
Target	2023	*Tbd.*	
Target	2024	*Tbd.*	
Output 6 (Under Impact Target P.1: Fully realized rights, roles, and obligations and responsibilities to ensure **just and inclusive conservation** and sustainable use of nature)		Gender-responsive action is recognized, enhanced and integrated in environmental policies and programmes (IUCN outcome P1.2)	
Output indicator 6		Number of countries that have adopted legislative, administrative and policy frameworks to ensure fair and equitable sharing of benefits (SDG 15.6.1)	
Baseline	2021	*Tbd.*	
Target	2022	*Tbd.*	
Target	2023	*Tbd.*	
Target	2024	*Tbd.*	

9. Budget and inputs

Budget Nature 2030 incl. funding (CHF million)

	2021	2022	2023	2024	Total
Grand total					**659**
Nature 2030-Programme areas					604
Land	50	53	55	58	216
Water	14	15	18	21	68
Oceans	14	16	18	20	68
Climate	28	31	33	36	128
People	27	29	32	36	124
Corporate, union, reserves (incl. regional structures)					55
Income					**659**
Un-restricted funding					131
Restricted funding					528
Denmark's contribution in CHF	*2,9*	*2,9*	*2,9*	*2,9*	*11,6*

DKK/CHF: 6,9

Danish contribution (DKK million)

Total	**20**	**20**	**20**	**20**	**80**
Core funding	10	10	10	10	40
Programmatic funding for Impact Target P.1: Inclusion of indigenous peoples and gender responsiveness	3,5	3,5	3,5	3	13,5
Programmatic funding for Impact Target W.2: Equitable access to water resources and all associated ecosystem services	3	3,5	3	3,5	13
Programmatic support for Impact Target C.1: Nature-based solutions and innovations in financing to scale up effective adaptation to impacts of climate change	3	3	3	3,5	12,5
Reviews and monitoring	0,5		0,5		1

Note: In IUCN's Financial Plan, framework partner funding includes unrestricted programmatic income and thematically restricted income, but not operationally or geographically restricted income.

Funding for the Danish secondment to IUCN will either be funded through the MFA general funds for multilateral advisors for 2021 or otherwise prioritized within the Danish contribution to IUCN.

10. Institutional and Management arrangement

The parties have agreed to the following management arrangement with the aim to ensure adequate dialogue and timely decisions about this program.

In addition to Denmark's state Membership of IUCN, managed by the Danish EPA, Denmark will be part of the Framework Partner group and will follow the principles and procedures established for the Framework Partners in managing and engaging with IUCN on the support. The Framework Partner group (currently Finland, France, Korea, Norway, Sweden, Switzerland, USA) interacts with IUCN through its Global Strategic Partnership Unit, and Denmark will participate in its annual meeting with IUCN where the Annual Progress report to review and discuss for the Annual Report, as main basis for monitoring. In addition, an annual bilateral meeting between Denmark and IUCN will be held to further cover Danish priorities areas. An initial plan for the Danish following and communicating results and learnings is summarised in Annex 5.

The monitoring will be based on IUCN's monitoring and evaluation system (see Box 6). IUCN continues to develop its **monitoring system,** partly in response to recommendations for better reporting For *Nature 2030*, the results framework will enable separate monitoring of the Secretariat's components.

Box 6: IUCN Monitoring and evaluation

- The Secretariat is accountable for a results framework which is structured along *Nature 2030*'s five programme areas. Each is assigned three "Impact Targets", and each of these has another two "Operational Outcomes", which the Secretariat will monitor, report, and be held accountable for.
- A Planning, Monitoring, Evaluation and Risk unit exists at headquarters in addition to M&E officers in other units or at regional level
- External Reviews every four years inform on the IUCN programme's achievements, results, and lessons, and make recommendations for next programme phases. The 2020-External Review focused on the of the IUCN Programme 2017-2020 programme under the Secretariat
- The External Review found the "traffic light"-system does not allow aggregation of results by members at global programme level, which hinders assessment of IUCN's effectiveness in results-achievement

A mid-term review will be conducted early in 2023, either as a Danish or as joint Framework Partner review.

Denmark will rely on IUCN's risk management system to address anti-corruption, however, Denmark will apply a zero-tolerance to cases of corruption or fraud. IUCN's corruption management is covered by the IUCN Anti-fraud policy and the IUCN Code of Conduct and Professional Ethics. A summary of cases of misconduct and investigations is shared with Framework Partners annually. Fraud cases that directly involving the use of framework funds are communicated once substantiated.

11. Financial Management, planning and reporting

The contribution will be fully managed within the existing IUCN administrative and financial management systems and procedures of the Secretariat. Under the assumption that the audited annual accounts specifies spending for each of the three programmatic areas supported by the Danish grant, Denmark will not require separate reporting or accounting but will rely on IUCN's reporting and financial management accounting.

Denmark will receive the IUCN Annual Progress Reports as well as audited annual accounts, which provide information on programme implementation, project portfolio and programme delivery models,

financial and organisational updates. In following progress on *Nature 2030*'s implementation, Denmark will pay special attention to programme areas central for Danish priorities.

The first disbursement will be made after signing the donor agreement (expected by end 2020) and remaining tranches, expected to follow on an annual basis, will be clarified in the donor agreement.

The responsible MFA unit will have the right to carry out any financial or technical mission considered necessary to monitor implementation of the Danish support for the programme. After the termination of the programme support, the MFA reserves the right to carry out evaluation in accordance with this article.

12. Risk Management

The main pillar for managing risks is IUCN's Enterprise Risk Management Policy, approved in 2018, which focusses on corporate level risks, including strategic, financial, operational, compliance, reputation, and external. A Risk Appetite Statement is reviewed annually by the Council, and a Risk Management Committee exists at corporate level. In addition, project-level risk management will be based on the ESMS which assesses environment and social risks. Both the corporate and project-level risk management systems are under introduction, and Denmark will follow their implementation.

Since 2019, the implementation of a systematic risk management framework is performed. IUCN recognizes that the challenge is to firmly embed these practices in routine operations and strategic discussions. The main focus has been on building a risk culture. This has taken place through several workshops and capacity building events organized across the Secretariat to raise awareness about risk management.

From a Danish perspective, the main risks are the following:

The **context** risks are:

- Political sentiments in some countries and at the international level turn away from green and inclusive policy choices and reforms leading to low political will and funding. Risks continue for global economic downturn and trade competition, which could push priorities for green transition into the background, yet public concerns for environmental sustainability and climate change is expected to remain strong. Support to IUCN is part of mitigating this risk, by strengthening the contribution from neutral, science-based assessment and providing a platform for advocacy and negotiation for collective outcomes.
- COVID-19 slows down activities of IUCN's programmes and projects incl. the adoption of *Nature 2030* and key IUCN planning and budget-documentation due to the postponement of the World Conservation Congress in 2021. However, the adoption of *Nature 2030* is planned to take place in January 2021 in virtual format. The inception review will finally assess the *Nature 2030* documentation to ensure its soundness and address any technical gaps and design issues critical for the support. The project level implementation risks will be addressed by IUCN through careful, adaptive planning.

The **programmatic** risks are:

- The clear strategic focus on *Nature 2030*'s objectives and results during implementation is weakened by IUCN's diverse organization and programmatic structure combined with the increasing reliance on earmarked funding. The Union's size, diversity, and several central/regional/country-level entities could complicate a focused and streamlined design of the Global Thematic and Regional Programmes. To a certain extent the risk is acceptable since it reflects the diversity of IUCN, but minimizing any diversion in strategic focus from the earmarked funding will be important. The responsible MFA unit will engage with IUCN on the focus of programme implementation. The inception review will examine any additional risk and mitigation strategies of the final Programme.
- The organization's effectiveness and efficiency to run its programmes and achieve strategic outcomes is weakened from a rising imbalance between core- and earmarked revenues and shift in roles. The project portfolio is expanding, while the administrative and programme-support functions are rationalized due to less unrestricted revenue. This could negatively influence the effective and efficiency implementation of programmes. In addition, gaps in competences of IUCN's staff and systems for fully managing the role of implementing agency could also impair project implementation, results, and accountability. The responsible MFA unit will follow IUCN's organizational change-processes and impacts on the effective and efficient running of the programmes.
- Weaknesses identified in regard to IUCN's results monitoring are not adequately addressed leading to weak accountability, tracking of progress, and managing for results and risks, including at global outcome levels and on gender equality and inclusion of indigenous peoples. Though IUCN's vast organization makes rapid resolution of these weaknesses difficult, IUCN is committed to address them and several initiatives have already started. To mitigate the risks, Denmark along with the other Framework Partners will closely follow and engage with IUCN on its progress in addressing the weaknesses.

The **institutional** risks are:

- Inadequate strengthening of the Council's role to fulfil its mandate of ensuring a united strategic and operational direction for the Union. The main response is to follow the Secretariat's implementation of the recommendations by the External Review and address gaps in the dialogue with IUCN, but a certain level of risk remains due to the complexity of the challenge.
- Lack of an independent ethics oversight mechanisms or weak project-risk management mechanisms enable fraud, corruption, or misuse of funds. Denmark together with Framework Partners to push for adequate anti-corruption measures, including project level risk management. This will be key item in the follow-up and dialogue with IUCN.

The risk management is elaborated in Annex 3.

Annex 1: Partner overview

Mission, vision, foundation

- IUCN is a membership Union composed of both government and civil society organisations.
- Has more than 1,400 Member organisations and the input of more than 17,000 experts.
- Recognized as global authority on the status of the natural world and the measures needed to safeguard it.
- Vision: A just world that values and conserves nature
- Mission: 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.
- Present in 160 countries.

Works on variety of themes:

- Business and biodiversity; climate change; ecosystem management; environmental law; forests; gender; global policy; governance and rights; protected areas; marine and polar; nature-based solutions; science and economics; species; water; world heritage

11 regional offices and projects in 50 countries

- Asia; Eastern And Southern Africa; Eastern Europe And Central Asia; Europe; Mediterranean; Mexico, Central America And The Caribbean; Oceania; South America; Washington D.C. Office; West And Central Africa; West Asia

6 commissions of independent experts

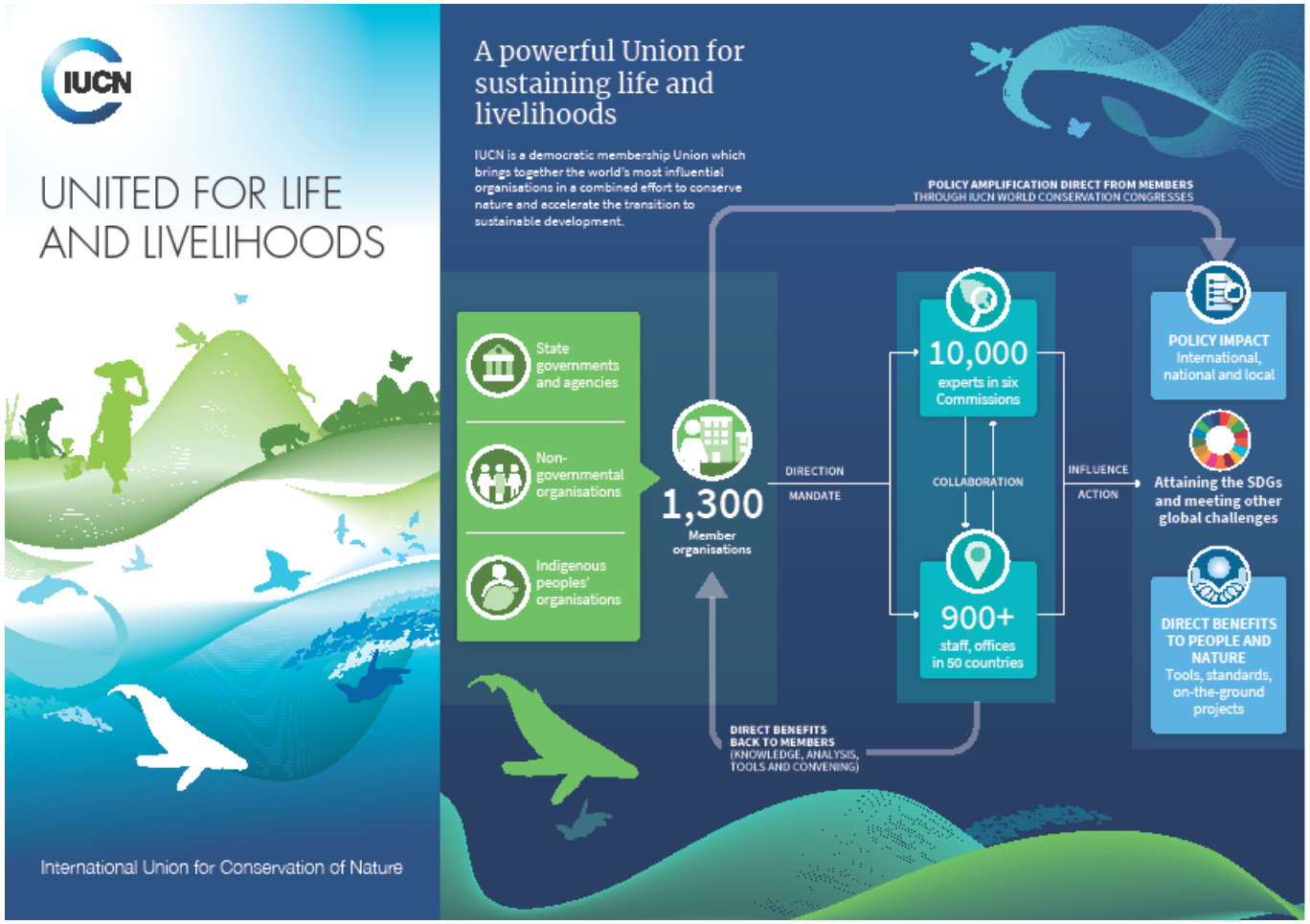
- Commission on Education and Communication
- Commission on Ecosystem Management
- Commission on Environmental, Economic and Social Policy
- Species Survival Commission
- World Commission on Environmental Law
- World Commission on Protected Areas

Governance bodies

- The IUCN World Conservation Congress – the **Congress** - is IUCN's general assembly, composed by all its members. It convenes every four years with main tasks to set the international conservation agenda for the upcoming period, pass resolutions for the Secretariat's work, and approve the four-year strategic programme. The next Congress will be held in 2021.
- The **Council** is the principal governing body between the Congress' sessions, headed by a President, and composed of member-elected representatives and the Chairs of the Commissions. The Council gives strategic directions and policy guidance, oversees the Secretariat, and fulfills responsibilities and account to the union's members. The Council also engages in communicating IUCN's objectives, policy, and programmes to the world together with the Director General. The Bureau acts on behalf of the Council between its sessions.
- The **Secretariat** is the executive body, responsible for implementing a major part of IUCN's global programme, led by a Director General, with headquarters in Gland, Switzerland, and a decentralized structure with 11 regional and associated project offices around the world.
- The six **Commissions** are IUCN's prominent platforms for generating its knowledge-based inputs and policy advice for nature conservation and sustainable development. Each addresses a critical conservation theme. They are composed of networks of scientists and experts. The Secretariat supports the work of the Commissions.

Current and future programmes

- Current: IUCN 2017-2020 Programme focus on 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
- Upcoming: *Nature 2030*, 2021-2024, focus on five areas – people, land, water, oceans, climate. The Programme covers the period 2021-2024, but sets the direction for the Union's work towards 2030. Expected to be approved by IUCN Members in January 2021.



Seven decades of vision and impact

IUCN is a membership Union composed of both government and civil society organisations. It harnesses the experience, resources and reach of its 1,300 Member organisations and the input of more than 10,000 experts. IUCN is the global authority on the status of the natural world and the measures needed to safeguard it.

1948
established as the International Union for the Protection of Nature

1950s
flagged the **damaging effects of pesticides** and promoted **environmental impact assessments**

1960s
raised alarms about **climate change** and established the **IUCN Red List of Threatened Species™**

1970s
was fundamental in the creation of the **Ramsar Convention** on Wetlands, the **World Heritage Convention** and the **Convention on International Trade in Endangered Species (CITES)**

1980s
published the ***World Conservation Strategy**** which helped define the concept of '**sustainable development**' and shaped global conservation for the following decade

1990s
published ***Caring for the Earth**** which guided the creation of Rio Conventions on biodiversity (CBD), climate change (UNFCCC) and desertification (UNCCD); granted official observer status to the United Nations

2000s
prioritised **business engagement** to ensure natural resource use is equitable and ecologically sustainable; pioneered **nature-based solutions** to address global challenges

2010s
champions nature-based solutions as key to implementing international agreements such as the Paris climate change agreement and the **2030 Sustainable Development Goals**

*Published in partnership with the UN Environment Programme (UNEP) and the World Wildlife Fund (WWF)

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Annex 2: *Nature 2030* draft results framework

2021 -2024 Portfolio Results Framework – *Zero* Full Draft

October 2020

PEOPLE

"A world in which a dynamic and inclusive conservation movement, effective and equitable natural resource governance, and the environmental rule of law and obligations protect and sustain healthy biodiversity while contributing to the realisation of human rights, social equity, gender equality, good health and well-being, prosperity, respect for the rights of nature, resilience to climate change, and a just transition to sustainability".

Impact Target P1 ***Fully realised rights, roles, obligations and responsibilities to ensure just and inclusive conservation and sustainable use of nature***

Impact Indicators

- ✓ SDG 1.4.2 Proportion of total adult population with secure tenure rights to land, (a) with legally recognised documentation, and (b) who perceive their rights to land as secure, by sex and type of tenure
- ✓ SDG 15.6.1. Number of countries that have adopted legislative, administrative and policy frameworks to ensure fair and equitable sharing of benefits

Operational Outcomes	Possible Outcome Indicators	Key signature outputs	Output indicators (to be added)
P1.1: The rights and roles of indigenous peoples and local communities are advanced in conservation and sustainable use of natural resources, in keeping with UNDRIP and the IUCN IPO Member Strategy	# of new/ improved strategies, policies, or regulatory frameworks to protect and advance the rights and roles of indigenous peoples and local communities in conservation and sustainable use of natural resources # IPLCs with improved rights in the conservation and sustainable use of natural resources	**P 1.1.1. Promoting IPs rights and participation.** The advancement of Indigenous people and local communities' rights and roles in conservation and sustainable use of natural resources promoted at subnational, national, regional and global levels across the IUCN portfolio ***Policy influencing and policy implementation*** **P.1.1.2. Strengthening IPOs and CBOs**. Strengthened knowledge and capacity of partner IPOs and CBOs to engage in sub-national, national and international policy -making processes to advocate for their own rights and priorities in conservation and sustainable use of natural resources	

		Knowledge and capacity building
P 1.2: Gender-responsive action is recognised, enhanced and integrated in environmental policies and programmes.	# of new/ improved strategies, policies, or regulatory frameworks that have mainstreamed gender-responsive actions (national, regional or global level) # women with improved rights, roles or capacities in the conservation and sustainable use of natural resources	**P 1.2.1. Promoting women's rights and participation.** Women's full and effective participation, rights and roles in conservation and sustainable use of natural resources at the global, national and subnational levels promoted through gender-responsive actions across the IUCN portfolio ***Policy influencing and policy implementation*** **P 1.2.2. Building gender-responsive capacity.** Strengthened knowledge and capacity of IUCN Members, partners and women's organizations to facilitate the active participation of women and enhance the implementation of gender-responsive policies and initiatives at the global, regional and national levels
		Knowledge and capacity building
P1.3: Intergenerational equity and the role of youth is recognised, enhanced and integrated in environmental governance, policy and programmes	# youth (or youth organisations) enabled to have a leading role environmental governance, policy and programme decision making and implementation # of new/ improved strategies, policies, or regulatory frameworks that actively engage youth as catalyst of change in environmental governance, policy and	**P.1.3.1 IUCN Youth Strategy launched and informing IUCN policy work and programme on youth.** IUCN strategy and approach to promote and support the role of youth and intergenerational equity in conservation and sustainable use of natural resources defined and informing IUCN projects and policy influencing work ***Policy influencing*** **P.1.3.2. Building knowledge on best practices on youth engagement** Best practices to engage youth and youth organisations as catalyst of change for conservation and sustainable use of natural resources identified, documented and disseminated ***Knowledge and capacity building***

	programmes national, regional or global level)	**P.1.3.3**. **Engagement with and capacity building of youth and youth organisations.** Increased engagement with youth and youth organisations to support and enhance youth voice and youth engagement in sustainable development policy advocacy and programmes at all levels (subnational to international) ***Knowledge and capacity building***	
Impact Target P2. ***Equitable and effective governance of natural resources at all levels to benefit people and nature*** **Impact Indicators** ✓ *SDG 15.6.1. Number of countries that have adopted legislative, administrative and policy frameworks to ensure fair and equitable sharing of benefits* (this one should be under this impact) ✓ SDG 16.7.2 Proportion of population who believe decision making is inclusive and responsive, by sex, age, disability and population group			
Operational Outcomes	**Possible Outcome Indicators**	**Key signature outputs**	**Output indicators (to be added**
P2.1. **Governance equity and effectiveness is increasingly benchmarked, with a view to improving decision-making processes, in natural resource policy and regulation.**	# documented cases of local, national, regional or international agencies that have used approaches consistent with IUCN NRGF to assess natural resources governance equity and effectiveness # new/improved strategies, policies, or regulatory frameworks implemented to improve natural resources governance equity and effectiveness *# [number of geographical areas]* ***OR*** *[ha of land and/or waters] in which governance improvements – including conflicts over natural*	**P.2.1.1. Benchmarking and improving governance through IUCM supported interventions** Governance equity and effectiveness is assessed and improved in IUCN-led interventions through mainstreaming rights-based governance approaches, methods and tools consistent with NRGF (Natural Resources Governance Framework) ***Policy implementation*** **P.2.1.2. Scaling up NRGF** - IUCN Members and partners -including decision-makers, right holders and practitioners – capacitated and supported to assess and improve NRG, through application of NRGF- consistent methodologies, tools and approaches ***Knowledge and capacity building***	

	resource governance - have been documented [and benchmarked where possible] ***simplified version****: ha of land (and/or water) under improved governance*	
Outcome P2.2: The equitable sharing of multiple benefits from the conservation and sustainable use of nature is increasingly promoted and generated enhanced in public, private and individual decision making at all levels.	# new/improved strategies, regulatory frameworks or financial mechanisms that effectively facilitate fair and equitable sharing of multiple benefits from nature # companies/private sector actors with investments that promote fair, equitable sharing of benefits from nature # of people benefiting from improved livelihood through better sharing of multiple benefits from nature – disaggregated by gender	**P.2.2.1. Identifying, piloting and documenting effective approaches for equitable sharing of benefits**. Effective approaches and methodologies to promote the equitable sharing of multiple benefits from the conservation and sustainable use of nature are designed, piloted and documented with a view to inform and influence decision makers in the private and public sector, at all levels ***Knowledge and capacity building and policy implementing (pilots)*** **P.2.2.2. Scaling up effective mechanisms for equitable sharing** Public and private actors engaged to design and implement policies, regulatory framework and financial mechanisms that promote fair, equitable sharing of multiple benefits from nature and natural resources ***Policy influencing***

Impact Target P3 Enhanced realisation and enforcement of the environmental rule of law **Impact Indicators** ***None suggested***			
Operational Outcomes	**Possible Outcome Indicators**	**Key signature outputs**	**Output Indicators**
P.3.1. Principles and standards on the environmental rule of law are incorporated into legal and	# of countries adopting principles and approaches to strengthen and enforce the environmental rule of law	**P.3.1.1. Enforcing the environmental rule of law.** The principles and standards of the environmental rule of law rule promoted through facilitating the integration and enforcement into sound legal frameworks ***Policy influencing***	

institutional frameworks and fairly and effectively enforced for the conservation of nature and natural resources by the judiciary and public prosecutor	# of international legal bodies who recognised rights of nature and human rights as the basis for environmental conservation and security	**P.3.1.2 Capacity building on the environmental rule of law.** Capacities of judges, prosecutors, public interest lawyers and compliance and enforcement officials to implement the environmental rule of law strengthened. ***Knowledge and capacity building***
	# of supported judicial decisions and administrative acts that applied the principles of the environmental rule of law	**P.3.1.3 Increased accountability**. Civil society -particularly environmental defends – supported and equipped to demand accountability for and prosecution of environmental crimes - including illegal wildlife trafficking, through access to information and to judicial institutions ***Knowledge and capacity building, policy influencing***

LAND

"By 2030, the status of biodiversity is stabilised across intact, production and urban landscapes. Conventional models of land and natural resource exploitation, and perverse incentives including property rights without recognition of obligations, are replaced by integrated conservation and sustainable use frameworks that effectively respect and balance the needs of people and nature"

Impact Target L1. Ecosystems are retained and restored, species are conserved and recovered, and key biodiversity areas are safeguarded

Impact Indicators

- ✓ SDG 15.5.1 Red List Index (terrestrial species)
- ✓ SDG 15.1.2. Proportion of important sites for terrestrial biodiversity that are covered by protected areas, by ecosystem type

Operational Outcomes	Possible Outcome Indicators	Key signature outputs	Output Indicators
L.1.1. Pressures on wild fauna and flora recognised, effectively addressed and reduced	# countries that have adopted science-based strategies and targets to halt and reverse loss of biodiversity, as reflected in NBSAPs and other relevant documents	**L.1.1.1. Red Lists** Global assessments of threats to biodiversity and the risk of extinction of at least 160,000 animal, fungus and plant species (*Red list of threatened species*) and of the risk of collapse of at least XX (%) of the world ecosystems (*Red List of Ecosystems*) completed - including re-assessments.	
	# countries initiating actions aimed at	***Knowledge and capacity building***	

	the eradication and control of invasive alien species based upon EICAT assessments	**L.1.1.2. EICAT.** Impact of invasive alien species are documented through EICAT
		Knowledge and capacity building
	# countries that are reporting progress in halting and reversing the loss of biodiversity as reflected in national reports (e.g. on the implementation of commitments under biodiversity related conventions) or other public reports	**L.1.1.3 Catalysing action and defining targets for (terrestrial) biodiversity.** Members and partners engaged to develop, pilot and scale up science-based policies, targets and strategies to address threats and halt and reverse loss of biodiversity
		Policy influencing and policy implementation
		KBAs Assessment of terrestrial sites contributing significantly to global persistence of biodiversity (BAs) completed by 2024 and regularly maintained (updated?)
L.1.2. (Terrestrial) sites of particular importance for biodiversity (KBAs) are recognised and their status enhanced using PAs and other effective area-based conservation measures (OECMs)	Ha of terrestrial protected areas (PAs) newly created [including World Heritage Sites, Ramsar Sites, and another international PA designation]	***Knowledge and capacity building***
		PAs and OECMs Formulation of strategies and intervention to protect terrestrial KBAs facilitated and accurate and current documentation are maintained for all terrestrial Protected Areas (PAs) and advanced for Other Effective Area-based Conservation Measures (OECMs) by 2024
	Ha of terrestrial KBAs under OECMs	***Knowledge and capacity building***
	Ha of terrestrial protected areas (*or ha of KBAs if this might include also areas that do not have PA status*) under improved management effectiveness to benefit biodiversity	**Standards for Effective Management of Protected and Conserved Areas** Countries and sites supported to adopt strategies and tools to protect and effectively manage terrestrial ecosystems and species that comply with *the Green List of Protected and Conserved Areas standard*
		Policy influencing and policy implementation

Impact Target L2. ***Thriving production landscapes are sustainable, and nature's value and benefits are safeguarded in the long term.***

Impact Indicators ✓ SDG 15.2.1. Progress towards sustainable forest management ✓ SDG 15.3.1. Proportion of land that is degraded over total land area			
Operational Outcomes	**Possible Outcome Indicators**	**Key signature outputs**	**Output indicators**
	# new or improved policy frameworks, strategies or plans developed to promote and implement terrestrial landscapes restoration	**L.2.1.1. Generating knowledge and capacity on landscape restoration.** Knowledge and tools to assess, design and track restoration strategies and progress and to evaluate their socio-economic and biodiversity impacts developed and disseminated - also building upon indigenous and local knowledge	
		Knowledge and capacity building	
L.2.1. Deforested and degraded terrestrial landscapes are restored and their services enhanced.	Ha of land committed to Bonn Challenge, by xx countries (target – 350 million by 2030)	**L. 2.1.2. Recognition, cooperation and support for restoration catalysed.** Restoration of deforested and degraded landscapes promoted in key national and international policy fora as key NbS to regaining ecological functionality and enhancing human well-being	
		Policy Influencing	
	Ha of land under restoration, disaggregated by type[1]	**L.2.1.3. Implementing Restoration.** IUCN Members and Partners engaged to identify, pilot and scale up restoration opportunities, mobilise funding for restoration and develop restoration plans, policies and strategies	
		Policy influencing and policy implementation	
L.2.2. Critical ecosystems that support land-based activities and land and soil productivity	# new or improved policy frameworks, strategies or plans developed to promote the sustainable management of productive land	**L 2.2.1. Generating knowledge to promote sustainable land-use and agriculture.** Knowledge and tools based upon NbS Standard to assess, design and track progress on land-based activities that support rural livelihoods without compromising biodiversity developed and disseminated - also building upon indigenous and local knowledge	

[1] 7 types of FRL defined in Bonn Challenge (1) planted forests and woodlots, 2) natural regeneration, 3) silviculture, 4) agroforestry; 5) improved fallow, 6) mangrove restoration, and 7) watershed protection and erosion control). GEF core indicator 3 asks to distinguish between 1) area of degraded agricultural lands restored; 2) forest and forest land; 3) natural grass and shrublands; 4) wetlands (including estuaries and mangroves)

are sustainably managed	# people directly supported to adopt sustainable land management practices that enhance their livelihoods, disaggregated by gender	***Knowledge ad capacity building*** **L.2.2.2. Recognition, cooperation and support for sustainable land-based activities.** Adoption of sustainable landscape-based production systems and agroecological approaches promoted in key national and international policy fora a as key NbS to regaining ecological functionality and enhancing human well-being
	Ha of productive land under sustainable land management practices, by type of land (forests, agricultural lands, grasslands….)	***Policy influencing*** **L.2.2.3 National implementation** IUCN Members and partners supported to identify, pilot and scale up sustainable land-based production systems and agro-ecological approaches that benefit from biodiversity, maintaining land health and managing soil as a living ecosystem
		Policy implementation
L.2.3. Corporate policies, financing conditionalities and regulatory approaches promote land degradation neutrality and overall biodiversity gain	Amount in USD of private investment mobilised/leveraged for Nbs that promote and degradation neutrality and overall biodiversity gain	**L.2.3.1. Generating knowledge on viable land-based NbS investment models.** Knowledge and tools to design, assess and document viable investment models that promote LDN and overall biodiversity gain in terrestrial production landscapes developed and disseminated ***Knowledge ad capacity building***
	# companies investing in and implementing sustainable use and management of land resources	**L 2.3.2. Piloting and scaling up innovative Nbs investment models** Investment models generating equitably shared benefits from the conservation and sustainable use of land piloted and documented through IUCN supported interventions and promoted for scaling up ***Policy implementation***

L..2.3.3. **Mitigating risk to biodiversity** Companies operating in land-based production and extraction actives supported to assess and mitigate their risks to biodiversity though the use of the mitigation hierarchy framework

Policy influencing

Impact Target L3. ***Nature and people thrive in cities while delivering solutions for urban challenges and a sustainable ecological footprint***

Impact Indicators NONE

Operational Outcomes	Possible Outcome Indicators	Key signature outputs	Output Indicators
L3.1: Nature-based solutions to urban challenges, including access to safe green spaces and their benefits to human health, are systematically integrated into urban planning and decision-making.	Number of cities that have embedded nature-based solutions into long-term city planning, investment, development and management Number of people benefiting from NbS that enhance cities' resilience and improved urban living	**L.3.3.1. Identifying and piloting Nbs for Urban Challenges.** NbS to address urban challenges identified, piloted by cities with IUCN support and documented ***Knowledge ad capacity building/policy implementation (pilots)***	
		L.3.3.2. **Urban Nature Index**. Urban Nature Index (Indices?) developed and cities supported to apply and track it (them) to determine the relative health of their stock of natural resources and possible interventions ***Knowledge ad capacity building***	

WATER

"By 2030, freshwater systems support and sustain biodiversity and human needs".

Impact Target W1. ***The loss of freshwater species and decline of freshwater ecosystem health is halted, and restoration initiated.***

Impact indicators

- ✓ SDG 15.5.1. Red List Index (freshwater species)
- ✓ SDG 15.1.2. Proportion of important sites for freshwater biodiversity that are covered by protected areas, by ecosystem type

Operational Outcomes	Possible Outcome Indicators	Key signature outputs	Output indicators
	# countries that have adopted science-based strategies and targets to halt and reverse loss of biodiversity, as reflected in NBSAPs and other relevant documents	**W.1.1.1 Red Lists** Global assessments of threats to biodiversity and the risk of extinction of at least 160,000 animal, fungus and plant species (*Red list of threatened species*) and of the risk of collapse of at list XX (%) of the world ecosystems (*Red List of Ecosystems*) completed - including re-assessments.	
W.1.1. Species and habitats of wetlands, lakes and rivers are maintained and restored	# new TDA-SAPs adopted that include science-based approaches to enhance conservation and sustainable management of freshwater species and ecosystems	***Knowledge and capacity building*** **W.1.1.2. International fresh water ecosystems and species.** Transboundary Diagnostic Analysis/Strategic Action Programme (TDA/SAP) facilitated by IUCN to include science-based approaches to enhance conservation and sustainable management of freshwater species and ecosystems	
	Ha wetlands under improved conservation practices	***Policy influencing*** **W.1.1.3. Catalysing action and defining targets for the conservation of wetlands.** National action and international cooperation for the protection of wetlands mobilised and supporting through IUCN scientific and technical assistance to Ramsar parties and management support to the Ramsar convention	
W1.2. Important sites for freshwater biodiversity are conserved and restored	Ha off freshwater protected areas (PAs) newly created [including World Heritage Sites, Ramsar Sites, and another international PA designation].	***Policy implementation and policy influencing*** **W.1.2.1 KBAs – Freshwater ecosystems–** Assessment of freshwater ecosystems contributing significantly to global persistence of biodiversity (KBAs) completed by 2024 and regularly maintained (updated?) ***Knowledge and capacity building***	

		W.1.2.2. Creating knowledge and capacity on assessing and protecting freshwater KBAs. Formulation of strategies and intervention to protect freshwater KBAs facilitated using evidence-based tools and methodologies (such as IWAT) and accurate documentation maintained.
	# ha freshwater ecosystem KBAs under improved management effectiveness to benefit biodiversity	***Knowledge and capacity building and policy implementing***
		W.1.2.3. IUCN Green List of Protected and Conserved Areas Members and relevant stakeholders engaged to apply strategies and tools protect freshwater ecosystems and species that comply with *the Green List of Protected and Conserved Areas standard*
		Policy influencing and policy implementation

Impact Target W2. ***Equitable access to water resources and all associated ecosystem services are secured.***

Impact Indicators

- ✓ SDG 6.4.2. Level of water stress: freshwater withdrawal as a proportion of available freshwater resources
- ✓ SDG 6.6.1. Change in the extent of water-related ecosystems over time

Operational Outcomes	Possible Outcome Indicators	Key signature outputs	Output indicators
W2.1: Freshwater resources and ecosystems **are sustainably used and managed to support freshwater dependent livelihoods while protecting freshwater biodiversity**	# new or improved policy frameworks, strategies or plans developed to promote the sustainable management and use of freshwater ecosystem and resources	**W 2.1.1. Generating knowledge to promote sustainable management of freshwater resources and water security.** Knowledge and tools based upon NbS standards to assess, design and track viable strategies that support water-based activities and livelihood without compromising freshwater biodiversity and water security developed and disseminated - also building upon indigenous and knowledge	
	# people directly supported with sustainable access and security of water resources, disaggregated by gender	***Knowledge and capacity building*** **W.2.1.2. Supporting implementation of NbS in water resources management plans** Members and partners supported to design, pilot and scale up approaches for sustainable use and management of freshwater ecosystems and resources that	

		enhance livelihood ad access to safe water while maintaining biodiversity and enhancing freshwater ecosystem services
	# new regional/international agreements that support Nbs for the management of transboundary freshwater ecosystems	***Policy influencing and policy implementation*** **W.2.1.3. Promoting NbS for sustainable management of shared freshwater ecosystems.** Nbs promoted and facilitated for cooperative, sustainable management of transboundary freshwater ecosystems
W.2.2. Water infrastructure investments prioritize nature-based solutions	# water and water related infrastructure projects (and/or investment decisions) that integrate NbS (that meet NbS standards)	***Policy influencing*** **W 2.2.1. Generating knowledge to promote NbS for water infrastructure.** Knowledge and tools to identify, assess, and document viable NbS for water infrastructure identified, documented and disseminated - also building upon traditional and indigenous knowledge
	# financial mechanisms, regulations and investment schemes that prioritize NbS for water infrastructure	***Knowledge and capacity building*** **W.2.2.2. Piloting NbS solutions for water infrastructure.** NBS for sustainable water infrastructure piloted and assessed through ICUN projects in priority sites ***Policy implementation*** **W.2.1.3. Scaling up NbS for water infrastructure** Partnerships established with key decision makers/actors engaged in water-related infrastructure to promote and invest in NBS solutions
	Amount of public and private investment mobilised for NbS for water infrastructure	***Policy influencing***

Impact Target W3. Water governance, law and investment decisions address the multiple values of nature and incorporate biodiversity knowledge.

Impact Indicators

- ✓ *SDG 6.5.1. Degree of integrated water resources management implementation (0-100)*
- ✓ *SDG 6. b.1. Proportion of local administrative units with established and operational policies and procedures for participation of local communities in water and sanitation management*

Operational Outcomes	Possible Outcome Indicators	Key signature outputs	Output indicators
Outcome W3.1: Biodiversity knowledge incorporated alongside socioeconomic analysis in water management decision-making processes	# into water governance planning processes and management regulations that integrate biodiversity assessments and knowledge # water legislations and regulatory frameworks that incorporate biodiversity knowledge	**W.3.1.1 H2KNOW Platform** Key Biodiversity knowledge – including indigenous and local Knowledge – related to water- shared and disseminated through H2KNOW platform ad knowledge events ***Knowledge and capacity building*** **W.3.1.2. Promoting integrated water management and governance at the appropriate scale.** Responsible authorities supported to manage water at the appropriate scale(s) within integrated basin governance systems and to reflect local conditions, and foster co-ordination between the different scales ***Knowledge and capacity building, policy influencing***	

OCEANS[2]

"By 2030, a healthy ocean supports nature and people, governed by strengthened national and international legal frameworks and sustainable investments that retain and restore ocean and coastal biodiversity and associated services for future generations".

Impact Target O1. ***The loss of marine species and decline of marine ecosystem integrity is halted, and restoration initiated.***

Impact indicators

- ✓ SDG 15.5.1. Red List Index (marine species)
- ✓ SDG 14.5.1. Coverage of protected areas in relation to marine areas

[2] As for international agreed language, Oceans refer to both marine and coastal ecosystems

Operational Outcomes	Possible Outcome Indicators	Key signature outputs	Output indicators
	# countries that have adopted science-based strategies and targets to halt and reverse loss of biodiversity, as reflected in NBSAPs and other relevant documents	**O.1.1.1 Red Lists** Global assessments of threats to biodiversity and the risk of extinction of at least 160,000 animal, fungus and plant species (*Red list of threatened species*) and of the risk of collapse of at list XX (%) of the world ecosystems (*Red List of Ecosystems*) completed - including re-assessments.	
O.1.1. The health of Marine species and ecosystems are recovered and maintained	# of new/enhanced transboundary or regional agreements facilitated or established to enhance management and conservation of costal and marine ecosystems and species health	***Knowledge ad capacity building*** **O.1.1.2. Transboundary (International waters?) ocean ecosystems and species.** Effective tools, methodologies and approaches identified and promoted to enhance management and conservation of species in transboundary marine ecosystems for the of marine and coastal species and ecosystems (e.g. MSP, PAME…)	
	# companies adopting SBT and best practices to halt and reverse the loss of marine species and ecosystems	***Knowledge ad capacity building/policy influencing*** **O.1.1.3. Catalysing private sector to protect oceans** Best practices including science-based targets (SBT) for ocean-based industries to value oceans health and halt and reverse the loss of marine species and ecosystems identified, piloted and documented	
O.1.2 Marine and coastal areas of particular importance for biodiversity recognised and protected through an expanded network of MPAs (including MPAs in Exclusive	Ha of MPAs created [including World Heritage Sites, Ramsar Sites, and another international PA designation].	***Knowledge ad capacity building/policy implementing*** **O.1.2.1 KBAs – marine ecosystems** New marine KBAs identified through new and updated assessments of marine sites completed by 2024 ***[do we have a target?]*** ***Knowledge and capacity building*** **O. 1.2.2. MPAs and ABMTs** New Marine Protected Areas (MPAs) and ABMTs facilitated and accurate documentation maintained	

Economic Zones) and other "area-based management tools" (ABMTs)	Ha of marine and costal KBAs under effective management practices to benefit biodiversity	***Knowledge and capacity building and policy influencing*** **O.1.2.3. IUCN Green List of Protected and Conserved Areas** Members and relevant stakeholders engaged to apply strategies and tools (e.g. PAME, METT, MSP) to protect marine ecosystems and species that comply with *the Green List of Protected and Conserved Areas standard* ***Policy influencing and policy implementation***	
Impact Target O2. ***Uses of marine natural resources generate overall positive biodiversity outcomes and sustain livelihood benefits for coastal communities.*** **Impact Indicators** ✓ SDG 14.4.1 Proportion of fish stocks within biologically sustainable levels ✓ SDG 14.6.1 Degree of implementation of international instruments aiming to combat illegal, unreported and unregulated fishing			
Operational Outcomes	**Possible Outcome Indicators**	**Key signature outputs**	**Output indicators**
O.2.1: Living and non-living ocean Resources are sustainably used and managed to sustain economic development and the livelihood of coastal communities, while preserving the health of the Ocean.	# new or improved policy frameworks, strategies or plans developed to promote the sustainable use and management of ocean resources # people directly supported with sustainable access and security of water resources, disaggregated by gender # companies implementing sustainable use and management of ocean resources (*or effectively implementing the mitigation hierarchy but that is aiming at sustainable use of ocean resources)*	**O.2.1.1. OPM knowledge.** Science-based knowledge on Ocean Policy and Management (OPM) that align with NbS standards and combines innovative science with traditional and indigenous knowledge produced and disseminated to promote the sustainable use of ocean resources while preserving the health of the Ocean ***Knowledge and capacity building*** **O.2.1.2. National implementation** Members and partners supported to design, implement and monitor regional and national management plans that support the sustainable use of ocean resources ***Policy influencing and policy implementation*** **O.2.1.3. Mitigating risk to biodiversity** Ocean -based companies supported to assess and mitigate their risks to biodiversity though the use of the mitigation hierarchy framework	

		Policy influencing	
0.2.2. Innovative financial mechanisms integrate NBS principles into the Blue Economy	Amount in USD of state/ private investment mobilised/leveraged for NbS (Natural Blue Capital?) that promote the sustainable use of coastal and marine resources # companies investing in Blue Natural capital # financial mechanisms, regulations and investment schemes that prioritize Natural Blue capital	**0..2.2.1. Generating knowledge on Blue Natural capital.** Documentation on Blue National Capital approaches and initiatives that support economic development and improved livelihoods while preserving the lath of the Ocean produced and disseminated to inform state and private sector stakeholders' investment decisions ***Knowledge and capacity building*** **O.2.2.2. Piloting and scaling up innovative Blue Natural capital investment models** Ocean-based NbS investment models formulated and piloted through IUCN projects and scaled up in national policies and investment strategies ***Policy influencing and policy implementation***	
Impact Target O3. ***Ocean and coastal processes are maintained as a key foundation for planetary stability.*** **Impact Indicators** *NONE*			
Operational Outcomes	**Possible Outcome Indicators**	**Key signature outputs**	**Output Indicators**
O.3.1: Emerging ocean threats are identified, understood and addressed	Global Monitoring and Reporting System for Ocean Deoxygenation and other mechanisms for assessing and monitoring the impact of emerging ocean threats established and functional	**O.3.1.1. Global Monitoring and Reporting System for Ocean Deoxygenation** Establishment of a *Global Monitoring and Reporting System for Ocean Deoxygenation* promoted through the *UN Decade of Ocean Science agenda* ***Policy Influencing*** **O.3.1.2. Assessing and tracking emerging ocean threats.** Harmonised protocols and methodologies for assessing and monitoring the impact of emerging ocean	

	# countries including reduction of ocean deoxygenation into their NDCs	threats - including marine pollution such as plastics - developed and agreed by countries
	# new or improved cross-sectoral policies, strategies, plans adopted by countries and partners to address the ocean stressors across different sectors (*agriculture, transport, tourism, waste and sewage management…)*	***Knowledge and capacity building*** **O.3.1.3. Piloting and scaling up cross sectoral responses to ocean stressors** Cross-sectoral and cross-disciplinary approaches to address ocean stressors/ emerging ocean threats and their cumulative effects on ocean health formulated and piloted through IUCN projects and scaled up in relevant policies and investment strategies ***Policy influencing and policy implementation***
O.3.2: Ocean Policy and management (OPM) informed by innovative science that integrates indigenous and traditional knowledge on marine and coastal processes	High Seas BBNJ official documents refer to IUCN generated knowledge and science	**O 3.2.1. Influencing High Seas BBNJ Treaty** High Seas BBNJ Treaty negotiation process informed and influenced by IUCN generated knowledge ***Policy influencing***
	# new/improved national and subnational coastal and marine plans and strategies that include actions to mitigate and adapt to the impact of climate change on ocean process	**O.3.2.2**. **Identifying, piloting and scaling up EbA interventions to reduce climate change impacts on ocean processes** EbA interventions in marine and costal ecosystems identified, piloted through IUCN projects and scaled up to address climate change impacts on oceans processes. ***Policy influencing and policy implementation***

CLIMATE

"A world that limits temperature rise to 1.5°C through ambitious measures to mitigate climate change and enables effective adaptation in a changing world".

Impact Target C1. ***Countries use Nature-based Solutions and innovations in financing to scale up effective adaptation to the impacts of climate change.***

Impact indicators **None**

Operational Outcomes	Possible Outcome Indicators	Key signature outputs	Output Indicators
	# (direct) beneficiaries disaggregated by gender supported to adapt to climate and to increase their resilience	**C1.1.1: Creating knowledge on and piloting EbA and EcoDRR** Standardised knowledge **on climate risks** and EbA/Eco-DRR (guidance, assessments, methodologies, best practices, tools, etc.) is developed, disseminated and applied in IUCN to supported interventions, and to systematically assess and record its benefits	
C1.1: Resilience of climate-vulnerable people/communities is increased through NbS for adaptation interventions	Amount in USD of funding by source (public, private multilateral etc …), mobilised to support the implementation of EbA and EcoDRR	***Knowledge and capacity building; policy Implementation*** **C1.1.2: FEBA**. IUCN's Friends of EbA (FEBA) network and other IUCN-led/supported partnerships are established or strengthened to help build global awareness, capacity and investment to support scaling up of EbA/Eco-DRR	
		Knowledge and capacity building, policy influencing **C1.1.3: Mobilising resources for EbA and ecoDRR.** Increased finance is mobilised through the Global EbA Fund and other sources (public, private, multilateral, etc.), to support EbA/EcoDRR	
C1.2: NBS for adaptation [EbA/ecoDRR] are integrated within key international, regional, national and sectoral climate change policies and agendas.	# new/improved international, regional, national and sectoral policies, strategies or plans that prioritise EbA and EcoDRR # countries that prioritise EbA and EcoDRR within their Nationally Determined Contributions (NDCs), National Adaptation Plans (NAPs), National DRR strategies and other subnational/sectoral plans.	***Policy influencing*** **C.1.2.1. Awareness raising**. Awareness and capacity of key international, regional, national and sectoral policymakers on EbA/Eco-DRR is enhanced through engagement, IUCN's guidance, knowledge products and networks, including through FEBA	
		Knowledge and capacity building **C1.2.2: Scaling up NbS for adaptation.** Global, regional, national and subnational/ sectoral commitments to NBS for adaptation promoted and enabled by IUCN, including through FEBA and the Global EbA Fund	
		Policy Influencing	

Impact Target C2. ***Countries scale up Nature-based Solutions to reach climate mitigation targets.*** ***Impact indicators*** **None**			
Operational Outcomes	**Possible Outcome Indicators**	**Key signature outputs**	**Output indicators**
C2.1: Documented carbon emissions avoided or stored/sequestered through increased ecosystem-based GHG storage and sequestration	Amount of climate financing mobilised towards ecosystem-based GHG storage and sequestration from various sources (public, private, etc.) # tonnes Greenhouse Gas emissions mitigated (avoided or stored/sequestered) in project/programme area (as tons of Cos)	**C2.1.1: GHG mitigation assessment methodology.** Methodology and reporting mechanism in place and mainstreamed in IUCN supported interventions to estimate carbon emissions avoided or stored/ sequestered through NbS[3] ***Knowledge and capacity building*** **C2.1.2: Piloting and documenting NbS for mitigation.** IUCN-led field initiatives on NBS for mitigation are implemented and promoted for scaling up, with their mitigation benefits measured and documented ***Policy Implementation*** **C2.1.3. Mobilising resources for mitigation** Increased finance is mobilised ~~to~~ support NBS for mitigation from various sources (public, private, multilateral and other innovative funding mechanisms)	
C2.2: NBS for mitigation are integrated within key international, regional, national and sectoral climate change policies and agendas.	# new/improved international, regional, national and sectoral policies, strategies or plans that prioritise NBS for mitigation	***Policy Implementation*** **C2.2.1. Creating knowledge on NbS for mitigation.** IUCN assessments and guidance are produced and disseminated to encourage the prioritisation of NBS for mitigation within key international regional, national and subnational/sectoral policies and agendas. ***Knowledge and capacity building***	

[3] These activities would include measures to protect, restore and sustainably manage ecosystems of all types, whether via protected areas (PA) management, forest landscape restoration (FLR), drylands/soil conservation, wetlands (mangroves/salt marshes/peatlands) conservation, watershed management, natural infrastructure, nature in urban spaces, etc.

	# countries that prioritise ecosystem-based GHG storage and sequestration within their NDC, Long-term Low GHG Emissions Development Strategies and other sectoral/ subnational plans and strategies	**Output C2.2.2: Awareness raising**. Awareness and capacity of key international, regional, national and sectoral policymakers on NbS for mitigation is enhanced through engagement, IUCN knowledge products and networks ***Knowledge and capacity building***	
		Output C2.2.3: Scaling up Nbs for mitigation. Global, regional, national and subnational/ sectoral commitments to NBS for mitigation enabled and strengthened by IUCN, including through the Bonn Challenge **Policy Influencing**	
Impact Target C3. ***Responses to climate change and its impacts are informed by scientific assessment and knowledge to avoid adverse outcomes for nature and people*****.** **Impact Indicators** ***None***			
Operational Outcomes	**Possible Outcome Indicators**	**Key signature outputs**	**Output indicators**
Outcome C3.1: Key decision-making processes (business/ governments/investors) commit to minimising negative impact of climate change responses on nature and people	# key decision makers – by type - that commit to address negative impacts of climate change responses	**C3.1.1: Creating knowledge on the potential negative impact of climate change response**. IUCN studies and methodologies developed to assess the potential for negative impacts of climate change responses on nature and people and to suggest possible safeguards and precautionary measures ***Knowledge & capacity-building*** **C.3.1.2. Creating commitment.** Key decision-makers (business/ governments/investors) engaged and supported to assess the potential for negative impacts of climate change responses, and to define mitigating measures ***Policy Influencing***	

Outcome C3.2: Application of evidence-based and science-led safeguards and precautionary measures to minimise the adverse impacts of some types of climate change responses on nature and people	# applications of science-led safeguards and precautionary measures – by public and private actors	**C3.2.1: Science-led approach to minimise adverse effects** New IUCN science-based guidance produced to help minimise adverse effects of climate change responses on nature and people ***Knowledge & capacity-building*** **C.3.2.2. Pilot and scale up.** key stakeholders engaged to pilot and scale up sound safeguards and precautionary measures to minimise the adverse impacts ***Policy implementation and policy influencing***

Annex 3: Risk management matrix

Contextual risks

Risk Factor	Likelihood	Impact	Risk response	Residual risk	Background to assessment
Political sentiments in some countries and at the international level turn away from green and inclusive policy choices and reforms leading to low political will and funding;	Likely	Major	Support to IUCN represents a response to manage the risks	A noteworthy residual risks will remain but is acceptable.	The risks continue for global economic downturn and trade competition which could push priorities for long-term green transition in the background to favour short-term economic and social priorities in the countries; but public concerns for environmental sustainability and especially climate adaption is expected to remain strong. Also, support to IUCN itself helps address the risk by strengthening its role neutral, science based assessments that highlight environmental, social, and economic costs of inaction, and by providing a platform for advocacy, negotiation, and policy dialogue to address the issues collectively.
Weak national environmental agencies fail to safeguard and maintain environmental initiatives, natural protection, and restorations projects, which reduces the sustainability and impact of IUCN's projects and programmes on the ground	Likely	Major	IUCN's efforts on capacity development of national institutions address part of the risk. More widely, Denmark's wider engagement in selected countries on strengthening "green" enabling frameworks combined with Danish policy dialogue at national level and in international forums in support of	The risks will remain but be country specific and acceptable.	Especially in developing countries, many environmental agencies, environment ministries, and other national institutions with mandates for safeguarding and maintaining environmental initiatives, natural protection, restorations projects suffer from weak capacity and limited political power – especially as their mandates cut across other often stronger sector ministries. This can limit both the impacts and sustainability of IUCN (supported)-projects on the ground

			biodiversity protection and climate change help address this risk.		
The effects of Covid-19 slow down activities of programmes and projects and delay finalization and adoption of Nature 2030 and its supportive programme-planning and budgeting documentation	Highly likely	Minor	A Danish inception review in 2021 will finally assess the Nature 2030-programme documentation to ensure its soundness and address any technical gaps as basis for the support. The project level implementation risks will be addressed by IUCN to the extent possible through careful, adaptive planning.	The remaining risks concerning Nature 2030 and the final planning documentation are limited and acceptable. The project implementation risks will remain, but be very country specific, and they are acceptable.	Covid-19's creation of general obstacles for logistics, engaging, meeting, etc. could lead to Congress and other key governance processes to be postponed, thus delaying formal approval of Nature 2030, policy/strategy-level decisions, budgets, and key planning-documentation as basis for the support. Also, Covid-19 due may hamper project/programme implementation on the ground, which will delay progress and achievements of projects and programmes, including IUCN project spending.

Programmatic risks

Risk Factor	Likelihood	Impact	Risk response	Residual risk	Background to assessment
IUCN's diverse and complex implementation structure for programmes make strategically focussed implementation of objectives more difficult and complicate achievement of	Likely	Minor	Clarify understanding of linkages between Nature 2030, underlying programmes, and IUCN's budget and implementation framework to identify issues and opportunities to optimise alignment and achievement of global level results; use dialogue with IUCN to	Some risk will remain, but is acceptable - considering IUCN with its diverse membership by nature will remain a complex organization with a multilayered implementation set-up - provided opportunities for greater alignment may be identified.	The diversity and size of the Union – its main asset – is also a challenge for ensuring clearly defined roles and responsibilities among actors in delivering on Nature 2030, hence to ensure ownership and delivery of its Impact Targets. Moreover, achievement of the Nature 2030-outcomes that are the responsibility of the Secretariat is influenced by how directly the Secretariat's Global Thematic and Regional Programmes are designed to deliver on these

expected global level impacts and outcomes			raise concerns; use Inception Review to assess risks and decide mitigation measures in more detail.		outcomes, and this linkage may not be fully direct, since the focus/designs of these programmes are also driven by other factors, such as regional/country-level opportunities and the the focus of earmarked GEF/GCG-projects, etc. Especially with GEF and GCF funding make up around 40 pct. of IUCN's project portfolio in value, IUCN must ensure that the execution of GEF and GCF projects follow its Programme and its strong suits rather than vice versa
An increasing imbalance between core- and earmarked funding weakens the organization's capability to run its programmes to achieve its strategic outcomes	Likely	Minor	GDI to give special attention to IUCN's budgeting, planning, and programming and organizational changes and follow implications for internal organizational effectiveness/efficiency and the overall, realized focus of its programme portfolio vis a vis strategic goals. Use dialogue (also with FW partners) to raise concerns in dialogue with IUCN.	Some level of risk will remain, but is acceptable provided there is continued focus in the dialogue with IUCN on its organizational effectiveness/efficiency and strategic focus on its overall goals	The reduced core funding has led IUCN to rationalize administrative and programme support functions across the Secretariat over the past Programme cycle. At the same time, the project portfolio is expanding considerably. In combination, this may impact the Secretariat's effectiveness and efficiency in running its programmes (also earmarked funded projects) and to achieve its strategic outcomes.
Weaknesses identified in regard to IUCN's results-monitoring are not adequately addressed leading to weak	Likely	Minor	Denmark (and FW partners) will have specific focus in the dialogue on IUCN's efforts to strengthen its monitoring system, and Denmark will provide a	A limited risk will remain, also owing to the complexity of IUCN's programmes as a whole and the challenges of capturing global results in simple indicators and targets; but IUCN shows clear	As identified in the draft 2020 External review, IUCN's M&E system suffer from weaknesses, including a need for mechanisms to aggregate results to outcome level for tracking Programme impact. This matters especially for monitoring progress and results on gender equality and IP

accountability and tracking of progress and managing for results			technical adviser to reinforce these efforts.	commitment to move forward on addressing the issue. The remaining risk is acceptable.	inclusion, and for ensuring accountability and credibility risks. IUCN commits in its management response to address the weaknesses during 2021-2024 and has started a number of initiatives to this end.
IUCN fails to systematically move to 'do good' in its integration and impacts through strategic and mainstreamed inclusion			Focus on this through efforts to follow and strengthen IUCN's monitoring systems, also through technical adviser. Raise overall gaps or constraints in the dialogue with IUCN.	A certain risk will remain, given since it will naturally take time to integrate the new approaches and culture shift, but is acceptable, as long as concerted effort and progress can be observed.	Despite continued improvements on gender responsiveness and inclusion of indigenous peoples, a union-wide shift to from 'do no harm' to 'do good' will require a massive organizational change effort, which requires substantial resources and technical and leadership involvement

Institutional risks

Risk Factor	Likelihood	Impact	Risk response	Residual risk	Background to assessment
Inadequate strengthening of the Council's role to fulfil its mandate of ensuring a united strategic and operational direction for the Union	Likely	Minor	The main response is to follow the Secretariat's implementation of the recommendations by the external review and address gaps in the dialogue with IUCN.	A certain level of risk will remain, because of the complexity of the challenge, but is accepted.	The role of the Council must be strengthened according to its mandate to ensure a united strategic and operational direction for the Union, as discussed in the external governance review.
Lack of an independent ethics oversight mechanisms or weak project-risk management mechanisms enable fraud,	Likely	Minor	Denmark together with FW partners to push for adequate anti-corruption measures, including project level risk management. This will be key item in	Some risk will remain, but it is expected IUCN will put strong emphasis on following up on the issue, noted in the governance review.	In accordance with the 2019 external governance review, there is an increased risk of fraud due to lack of an independent ethics oversight mechanisms; Moreover, IUCN's increasing role as implementing agency requires fully developed and capacities and competence for managing grants to ensure effective and accountable

corruption, or misuse of funds.			the follow-up and dialogue with IUCN.		project management, which still are in process of being developed.

Annex 4: IUCN selected achievements and results

Gender:

- Worked with 23 countries to develop Climate Change Gender Action Plans (ccGAPs), building on countries' national development and climate change policies and strategies, and identify gender-specific issues in each priority sector.
- Partner with UN Environment Programme and governments of Mexico, Lao People's Democratic Republic and Kenya to provide guidance to governments on incorporating gender-responsive statistics in their work to achieve the Sustainable Development Goals.
- Supporting USAID with a ten-year programme to increase the effectiveness of USAID's environment programming through the integration of gender considerations, improving gender equality and women's empowerment
- Partner with African Development Bank and Climate Investment Fund to develop training materials for their staff on managing gender-inclusive climate change projects, based on successful case studies

Indigenous Peoples

- At the IUCN World Conservation Congress in 2016, IUCN Members adopted a landmark decision to create a new category of IUCN membership for Indigenous Peoples' Organisations (IPO).
- IPO Members have developed a self-determined strategy identifying joint priorities for advancing their rights and issues in conservation and engaging with each other and within IUCN moving forward.
- Includes actions to increase indigenous participation in IUCN's governance, participate in IUCN's global policy engagement processes, promote the recognition of rights in relation to lands, territories and natural resources as well as cultural resources and heritage
- Produced a map (with support from Danida) of Indigenous Peoples, Protected Areas and Natural Ecosystems in Central America. (https://www.iucn.org/content/map-shows-indigenous-peoples-guardians-central-american-ecosystems), which is widely used as a tool and information for advocacy.

Nature-based Solutions

- Approved by the IUCN Council in February 2020 and launched in July 2020.
- Provides a common framework for benchmarking nature-based responses to key societal challenges, such as water security, food security, human health, disaster risk reduction and climate change.
- Will increase the reach of NbS into non-conservation sectors, particularly the business community, by demonstrating the role and cost-effectiveness of nature in achieving development goals.
- Shown global leadership in Ecosystem based Adaptation (EbA), a nature based solution for climate change.
- Secretariat for the Friends of EbA (FEBA), a collaborative network of more than 80 organisations comprising government ministries and sub-agencies, UN bodies and conventions, NGOs, research centres, and other institutions, facilitating the development of the CBD Voluntary Guidelines EbA and Disaster Risk Reduction and Guidebook for Monitoring and Evaluating Ecosystem-baed Interventions.
- In 2019, IUCN and UNEP launched the Global Fund for Ecosystem-based Adaptation, a 20 million Euro grants facility which provides targeted and rapid support mechanisms through seed capital for innovative and catalytic approaches to scale up adaptation through nature based solutions.

The Bonn Challenge

- Launched by Germany and IUCN, provides a key platform for Forest Landscape Restoration (FLR) as a nature-based solution for achieving international targets (SDGs, LDN, NDCs).
- Commitments surpassed the 150 million hectare milestone and, as of July 2020, stood at 172.82 million hectares.
- The Bonn Challenger Barometer, a restoration progress tracking protocol developed by IUCN, was launched and endorsed by over 40 countries and regional bodies and is now available to all pledgers through a new online tool.

Restoration Opportunities Assessment Methodology

- Produced "ROAM" (with the World Resources Institute), a framework for countries to rapidly identify and analyse areas where forest landscape restoration (FLR) can generate social, environmental and economic benefits
- Between 2017-2020, IUCN and partners implemented 48 ROAM processes in 35 countries, covering almost 500 million hectares of degraded and deforested lands

Water Governance

- Currently works in 12 transboundary river and lake basins in six regions of the world with stakeholders from more than 32 countries and local, national, transboundary, regional and international organisations and institutions
- Focus: To catalyse sustainable water resources development, including progress on safe water supply and sanitation, sustainable watershed management, biodiversity conservation and transboundary cooperation
- Since 2014, support inclusive green growth in Africa, linking economic growth, ecosystem resilience and social prosperity, through a programme (2014-2019) in Tanzania and the Zambezi Valley in Mozambique.
- Support to countries in adopting national water and wetlands policies (eg. Guinea, Niger, Benin and Togo) and established 11 water catchment management plans and 7 water catchment management conventions to support successful deployment of integrated water resources management in Africa.

Red List of Ecosystems

- Continuous progress in the implementation of the Red List of Ecosystems (RLE), a global standard for assessing and monitoring ecosystem conservation status.
- Between 2017 and 2020, a total of 15 RLE assessments were carried out – 7 strategic (a single ecosystem) and 8 systematic (landscape level) - bringing the overall total since 2014 to 2800 ecosystem units evaluated.
- Completed assessments are increasingly being conducted to inform management plans and conservation and restoration decisions in various contexts,
- Highly relevant when ecosystem health is key to community resilience to disasters and climate change while providing biodiversity benefits. The objective is to assess all of the world's freshwater, marine, terrestrial and subterranean ecosystem types by 2025.

Marine Plastics

- Solutions to close the plastic tap and tackle plastic pollution at its source, through mobilisation of governments, industries and society, research, and compilation of the latest science and data on the issue.
- Projects in Asia, Africa, the Mediterranean and Baltic seas to improve how sources of plastic pollution are assessed, notably with the development of the Plastic Footprint calculator
- Collaborate with UNEP to develop a plastic leakage hotspot methodology and launched policy, legal and economic assessments to identify plastic leakage hotspots and remediation options.
- Work with small island developing states (SIDS) to reduce plastic leakage to the ocean - with the aim to repurpose waste into commercially viable products, thereby generating job opportunities and income for local communities
- Contribution to the UNCCD's Scientific Conceptual Framework for Land Degradation Neutrality and support to 81 countries in establishing their national voluntary targets for Land Degradation Neutrality and 10 countries in mobilising implementation funds and action, benefitting ast 600 million people

Coastal resilience - Mangroves for the Future (supported by Danida).

- Worked in 11 countries in South and Southeast Asia with more than 250 institutional partners represented at the National Coordinating Bodies and at the Regional Steering Committee - with direct policy influence across a total coastline of 75,000 km.
- The Programme provided medium and small grants (over 600 projects) to CSOs totalling more than US$14mio with a further US$5mio co-financing. Over 60% of projects addressed improving livelihoods, and for those in which changes in income levels of beneficiaries was measured, the average increase in incomes was 31%.

Business engagements

- Worked with leading businesses to improve biodiversity conservation and making transformative change within their operations
- Focus interventions in three key areas valuing biodiversity, promoting biodiversity net gain and investing in nature. It does so by ensuring that business impacts and dependencies on biodiversity are integrated into business decision making
- With the support of civil society and regulators, IUCN helps business demonstrate the benefits of a biodiversity net gain goal in and around their operations, by applying the "mitigation hierarchy",
- Works with regulators and civil society to strengthen the enabling environment, and develop new knowledge and tools, such as the IUCN policy on biodiversity offsets and new guidelines for business operating in and around Key Biodiversity Areas
- Partner with EDF, EDP and Shell to establish the best available measures to mitigate impacts on biodiversity associated with solar and wind power, in both on-shore and off-shore projects.

- Key role in leading a multi-stakeholder process that created the first-ever Performance Standard for the aluminium industry and continues to serve on the Board and Advisory Committee of the independent Aluminium Stewardship Initiative (ASI).

Growing GEF and GCF portfolios

- Since becoming GEF Project Agency in 2014 and GCF Accredited Entity in 2016, IUCN developed a portfolio of GEF/GCF projects above USD 180 million.
- Recognized as credible supplier of projects -prepared and endorsed by, or at the request of, Governments (often State Members).
- GEF/GCF portfolio has spearheaded the development of synergies and collaborations with other agencies in the specific contexts of forest landscape restoration, indigenous people, land restoration, as well as coastal and fresh water resources management.
- Main focus on applying landscapes approaches to environmental threats or climate change related problems.
- Strong emphasis on mobilizing the private sector in providing solutions to these threats and making the initiatives sustainable.

Annex 5: Plan for communication of Results and Learnings

The Communications opportunities will be identified on an ongoing basis with advanced planning on a semestrial basis. Below overview is thus indicative and subject to specific agreement on each item.

What? (the message)	**When?** (the timing)	**How?** (the mechanism)	**Audience(s)**	**Responsible**
Results and impact stories in selected countries in Africa where Denmark has bilateral development programmes – possibly based on collaboration initiatives between Danish embassies and IUCN at country level Thematic focus: - Cases showing what in practice nature-based solutions is, how it works, and the benefits it results in - Emphasis on gender aspect - Emphasis on indigenous peoples - Emphasis on water resources and climate adaptation	Between end 2020-2021	MFA SoMe & webpage Relevant Embassy SoMe & webpages MFA public diplomacy Denmark Daily newsletters, MFA SDGs Magazine, etc.	Two main audiences: Danish citizens – especially young people, schools ("folkeskole/gymnasium") Green leadership incl. think tanks and mayors, and population in target countries.	MFA/GDI and Public Diplomacy Team MFA IUCN HQ DK embassies in relevant countries to be selected
Larger results and impact stories related to global climate ambition	Leading up to COP26 and SDG7 ministerial conference	Same channels as above but adding relevant international	Same as above but adding relevant international audiences	MFA/GDI and Public Diplomacy Team MFA GGGI HG

media
platform/s.

Annex 6: Summary of Appraisal recommendations

Title of (Country) Programme	**Danish support to IUCN 2021-2024**
File number/F2 reference	**F2 2020-16202**
Appraisal report date	**7-10-2020**
Council for Development Policy meeting date	**28-10-2020**
Summary of possible recommendations not followed GDI overall agrees with the recommendations presented in the appraisal. With regards to the secondment, GDI fully agrees with the value and relevance of a secondment to IUCN as well as the time frame. However, GDI propose that the function of the secondment primarily focuses on promoting Danish political priority areas and enhancing the Danish profile within the priority areas as well as strengthen the linkages between IUCN as an implementing partner to Danish development programmes and Danish engagements in global environmental funds such as GCF, GEF and the World Bank. Thus GDI does not oppose the appraisal recommendation 3, rather GDI wishes to change the emphasis in the secondment's function.	
Overall conclusion of the appraisal The proposed support to IUCN is relevant, and it is an effective and efficient way of supporting a green transformation that is impacting positively on poverty reduction and equitable sustainable development in the global south. The final draft of the Project Document is a solid document that contains all the relevant information and descriptions needed to form the basis for the agreement between Denmark and IUCN. A few adjustments to the Project Document are recommended by the Appraisal Team. The Appraisal is positive, and it is recommended that the support to IUCN should progress in the planned approval process while addressing a number of adjustments in the project document as recommended in the appraisal report.	
Recommendations by the appraisal team	**Follow up by the responsible unit**
1. The Appraisal is positive, and the support to IUCN should progress in the planned approval process while addressing a number of adjustments in the project document as recommended in the appraisal report.	GDI agrees and will progress with the planned approval process. GDI will consider each of the suggested adjustments and incorporate them in the final PD.
2. The PD should further include a description of opportunities and commitment to promote synergy and dialogue with IUCN. This could include the following: How the setting aside funding of DKK 1 million for reviews can be utilised as an avenue for dialogue and engagement. Describing that further engagement and dialogue with the framework donors is part of the future plans of IUCN and describing that there will be a strong Danish commitment to actively engage in the framework donor group. Describing further how a Danish secondment to IUCN can be utilised as an avenue for Danish engagement with IUCN.	GDI agrees on the importance of utilizing the opportunities of the contribution to increase synergy with IUCN. GDI will set aside part of the contribution for the inception and mid-term review and reach out to Framework Partners regarding conducting the inception review jointly. GDI will explore options for increased engagement and synergy through dialogue with members of the Danish IUCN national committee, the climate front posts and representations in countries where Denmark has development engagements as well as through a secondment to IUCN. Concrete outputs or potential relevant trajectories will be introduced in the final PD.

3. MFA should start the process of ensuring that an adviser be seconded to IUCN for a period of two years, with options of extension to three years, and starting in end of 2021. The profile of the adviser could be related to results monitoring and to equitable management of natural resources within the thematic focus areas of the Danish support. This adviser should also be given an active role in promoting synergies between IUCN and Denmark. The PD should adjust the description of this secondment to reflect the above on profile and role.	Overall, GDI agrees on the relevance of a secondment to IUCN in relation to the Danish contribution. GDI proposes that the secondment's profile and function would support one of the Danish thematic priorities, supporting the implementation and awareness on the priority area, creating a strong network on relation hereto and promote the Danish profile. In dialogue with IUCN, GDI will look into scope and funding options for a secondment. The PD will reflect the resulting setup.
4. The PD should more clearly expresses the advanced status of the Nature 2030, its importance as a marker of a more people centred approach of IUCN and therefore its relevance as basis for the Danish support to IUCN.	GDI agrees and will incorporate recommendation to emphasize the status and importance of *Nature 2030* in the final PD.
5. An inception review should be undertaken in 2021 soon after finalisation, approval and operationalisation of Nature 2030 and soon after IUCN elections and appointments to the relevant governance structures have been finalised. To the extent possible, this inception review should be undertaken as a joint framework donor review.	GDI will explore options for conducting a joint Framework Partner inception review.
6. The results framework should be adjusted to clarify further the outcome/outputs/targets and indicators. The adjustment could be made in the way suggested in the results framework included in the appraisal report.	GDI agrees and will adjust the results framework in the final PD. The results framework for the Danish contribution will be finalized on basis of the inception review, covering all relevant documentation.

I hereby confirm that the above-mentioned issues have been addressed properly as part of the appraisal and that the appraisal team has provided the recommendations stated above.

Signed in Copenhagen on the 12th October 2020

Henning Nøhr, ELK, (Appraisal Team leader)

I hereby confirm that the responsible unit has undertaken the follow-up activities stated above. In cases where recommendations have not been accepted, reasons for this are given either in the table or in the notes enclosed.

Signed in Copenhagen on the 12th October 2020

Rasmus Abildgaard Kristensen, Head of Department for Green Diplomacy (GDI)