

Danish Organisation Strategy for IUCN 2025-2029

Introduction:

The International Union for Conservation of Nature (IUCN) is one of the key international organisations working with nature, people and development. It has a vast network of members including Governments, civil society and academia, which put it in a unique position to create evidence on the state of nature and biodiversity, and with this knowledge to inform and implement solutions for sustainable management of natural resources. It has an annual turnover of CHF 165 million, is accredited to GEF, GCF and EU, and has globally a strong presence on the ground, including in most African countries.

Key results:

The Danish support will contribute towards the following overall impacts of IUCN:

- Conserving biodiversity effectively
- Addressing the nature-climate nexus
- Advancing a more just and equitable society

Justification for support:

The Danish support to IUCN aligns with the Danish objective of strengthening actions to support climate change adaptation/action, nature, the environment and resilience in the poorest and most vulnerable countries. It aligns with the strategy of strengthening partnerships, particularly in the Global South and Africa. The funding will help advance IUCN's goals of biodiversity conservation, addressing the nature-climate nexus, and promoting equity, while contributing to SDGs 1, 13, 14, 15, and 17.

How will we ensure results and monitor progress:

There will be bi-annual consultations with IUCN, where Denmark will discuss progress and effectiveness of the implementation of IUCN Work Programme (in 2025 with focus on results in the last year of the current programme period and from 2026 on the new work programme 2026-2029). The discussion will be based on monitoring results from IUCN M&E system (to be further improved in the next WP phase 2026-29) as well as dialogue with the management at HQ. The Danish core support will have special attention on the quality of results reporting, including from decentralized regional and country offices and affiliated project activities. To this, Denmark will contribute to - and engage in - regular reviews and evaluation of IUCN's performance. It will be considered if a Danish secondment should be put in place, preferable to work with IUCN on regional level.

Risk and challenges:

In general, environmental, political, financial and operational risks threaten the effectiveness of conservation efforts. Habitat loss, climate change, political instability, and funding instability can undermine progress. Challenges such as practical difficulties, insufficient stakeholder engagement, may influence effectiveness. A key organizational challenge relates to the need for ensuring greater impacts in the regions and below.

File No.	24/07111				
Responsible Unit	KLIMA				
<i>Mill.</i>	2025	2026	2027	2028	2029
Commitment	50	50			
Projected ann. Disb.	20	20	20	20	20
Duration of strategy	2025-2029				
Previous grants	Yes. Support IUCN 2020-2024				
Finance Act code.	06.34.01.75				
Desk officer	Henning Nøhr				
Head of unit	Karin Poulsen				
Reviewed by CFO	Jacob Strange-Thomsen				

SDGs relevant for Programme

 No Poverty	 No Hunger	 Good Health, Wellbeing	 Quality Education	 Gender Equality	 Clean Water, Sanitation
 Affordable Clean Energy	 Decent Jobs, Econ. Growth	 Industry, Innovation, Infrastructure	 Reduced Inequalities	 Sustainable Cities, Communities	 Responsible Consumption & Production
 Climate Action	 Life below Water	 Life on Land	 Peace & Justice, strong Inst.	 Partnerships for Goals	

Budget

Total (core support):	DKK 100 million
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Danish involvement in governance structure

Denmark is engaged with the IUCN Governance Council through the Ministry of Environment and Gender Equality being the Danish national member of the IUCN Council.

Denmark will participate in the World Conservation Congress, taking place every four years and where the Work Plans and Strategies for IUCN is approved. Next WCC will be in October 2026 where the Work Programme 2026-2029 is expected to be approved.

Denmark will engage with the other framework and core funding donors to IUCN within the Framework donor coordination group who meets bi-annually to have strategic discussions with the IUCN cooperative management on progress and strategic challenges.

As IUCN is accredited to a number of global environment and climate funds such as GEF, GCF, AF and is pillar assessed by EU, Denmark will follow the performance of IUCN in these fora.

Strat. objective

To support IUCN's mission to influence, encourage, and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable. And to support IUCN's vision of a just world that values and conserves nature.

Priority results

Strengthening IUCN's work on Indigenous Peoples, across the organisation and in national implementation.

Continue development of Nature-Based Solutions (NbS), with an emphasis on how they are applied in sectors and projects.

IUCN enhances monitoring and reporting on outcomes and impacts at the overall programme level.

Core information

Established	1948
HQ	Gland, Switzerland
Human resources	1,000 staff in 50 countries
Partner countries	160 countries with 1,400 members
Funding amount by target	100% nature conservation and climate
IUCN portfolio 2021-2024	1271 programmes
Results 2021-24	Portfolio 2021-2024 directly benefitting 7.2 million people, 14.6 million ha nature with improved management, 4.0 million ha nature restored and 750 regulative framework created or improved.

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Organisation Strategy for IUCN 2025-2029

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List of Abbreviations

BBNJ - Biodiversity Beyond National Jurisdictions

CBD - Convention on Biological Diversity

CHF - Swiss Franc

COP - Conference of the Parties

DAC - Development Assistance Committee

DKK - Danish Krone

ERM - Enterprise Risk Management

ERMS - Enterprise Risk Management System

EU - European Union

FP - Framework Partner

GCF - Green Climate Fund

GESI - Gender Equality and Social Inclusion

GEF - Global Environment Facility

IUCN - International Union for Conservation of Nature

KLIMA - Denmark's Climate and Environment Department

LDCs - Least Developed Countries

M&E - Monitoring and Evaluation

MEL – Monitoring Evaluation and Learning

MFA - Ministry of Foreign Affairs (Denmark)

MOU - Memorandum of Understanding

NbS - Nature-based Solutions

NBSAPs - National Biodiversity Strategies and Action Plans

NGOs - Non-Governmental Organisations

ODA - Official Development Assistance

SDGs - Sustainable Development Goals

TOC - Theory of Change

UN - United Nations

UNFCCC - United Nations Framework Convention on Climate Change

USAID - United States Agency for International Development

I. Objective

This Strategy for the cooperation between Denmark and IUCN¹ forms the basis for the Danish contributions to IUCN, and it is the central platform for Denmark's dialogue and partnership with IUCN for the period 2025-2029². It sets up Danish priorities for IUCN's performance within the overall framework established by IUCN's vision and strategy (see below). In addition, it outlines specific goals, results and priority themes vis-à-vis IUCN that Denmark will pursue in its cooperation with IUCN. Denmark will work closely with like-minded countries, especially other framework donors to IUCN, towards the achievement of results through its efforts to pursue specific goals and priorities.

The Organisational Strategy includes a proposed budget for Denmark's contribution of DKK 100 million for the years 2025-2029 (five years). This follows the programmatic cooperation between Denmark and IUCN for the period 2020-2024, which had a total value of DKK 80 million. The 2021-2024 work programme of IUCN will be extended for one year, through the end of 2025, after which a new programme for 2026-2029 will take effect. While the 2026-2029 programme has been developed, it still remains in draft form.

The five-year timeframe of the Strategy will ensure continued Danish engagement with IUCN, avoiding a gap in funding in 2025, and will align Denmark's funding cycle with IUCN's programme period (2026-2029).

II. The organisation

2.1 Mission and Mandate

IUCN focuses on promoting the conservation of nature and ensuring that human societies can thrive sustainably. Its mission is to influence, encourage, and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable. IUCN's vision is "a just world that values and conserves nature".

IUCN is a world-leading sustainable development and nature conservation organisation, centrally placed in the quest for a greener and fairer global future. IUCN plays a key role as a convener and builder of partnerships, developer of policies and standards, 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. Overall, IUCN aims to unite organisations and individuals to achieve these goals for the benefit of people and the planet.

Key Mandates of IUCN include:

1. *Conservation*: Protecting ecosystems, species, and natural resources.
2. *Sustainable Development*: Promoting practices that balance human needs with environmental health.
3. *Knowledge and Expertise*: Providing a platform for research, policy development, and sharing of best practices.
4. *Partnerships*: Collaborating with governments, NGOs, and the private sector to achieve conservation goals.
5. *Global Leadership*: Leading global efforts in biodiversity conservation and climate change adaptation.

¹ IUCN is the International Union for Conservation of Nature

² The support is for five years and will end at the end of the IUCN programme period 2026-29

2.2 Strategic framework

The "Unite for Nature: On the Path to 2045" long term strategic vision of IUCN was adopted at the World Conservation Congress in September 2021. This vision outlines the IUCN's goals and priorities for conservation efforts over the next two decades. The 20-year vision will continue IUCN's core conservation work while recognizing the deep interconnection between people and nature. Addressing the intertwined crises of biodiversity and climate change is at the centre in the Vision. The vision calls for renewed commitment and innovative approaches to create a world that values and conserves nature. The box below presents key features of the Vision.

IUCN's 20-year vision, identified eight key transformational changes for IUCN and its partners to address, keeping in mind our binding aim to reverse the loss of nature and our global biodiversity: 1) Aligning financial and economic systems with nature. 2) Climate change adaptation and mitigation. 3) Food systems and sustainable agriculture. 4) One Health. 5) Green, just energy transition. 6) Sustainable cities. 7) Regenerative blue economy. 8) Water security and stewardship

And the Vision focuses on key change processes that are deemed to be of key importance. They are: Scaling Up: Enhance actions to protect genetic diversity, species, and ecosystems through equitable stewardship. Transforming Key Sectors: Mainstream conservation in areas like finance, climate action, sustainable agriculture, and energy transition. Mobilizing: Support ambitious solutions to pressing challenges through multi-stakeholder dialogues and resource mobilization. Enabling: Unite and expand membership to engage diverse stakeholders, fostering a collaborative approach to conservation. Resourcing: Secure new and sustainable resources, diversify funding, and leverage partnerships to enhance IUCN's impact.

IUCN's work is medium termed guided by its Nature 2030 Strategy, and looking forward it will be guided by the 2026-29 Work Programme³ under this Strategy. The Nature 2030 Strategy has several key impact areas that are critical for advancing global conservation efforts and ensuring sustainable use of natural resources. Overall, the Nature 2030 Strategy aims to create a more sustainable and resilient world by integrating biodiversity conservation into all aspects of development and human well-being. The Danish Organisation Strategy for the support to IUCN is based on the Nature 2030 Strategy as well as on the 2026-29 Programme. Key expected impact areas of the Nature 2030 Strategy are given in the box below:

Key impact areas of IUCN Nature 2030 Strategy:

People Impact Targets:

- Fully realised rights, roles, obligations, and responsibilities to ensure just and inclusive conservation and sustainable use of nature.
- Equitable and effective governance of natural resources at all levels to benefit people and nature.
- Enhanced realisation and enforcement of the environmental rule of law.

Land Impact Targets:

- Ecosystems are retained and restored, species are conserved and recovered, and key biodiversity areas are safeguarded.
- Thriving production landscapes are sustainable, and nature's value and benefits are safeguarded in the long term.
- Nature and people thrive in cities while delivering solutions for urban challenges and a sustainable ecological footprint.

³ The 2026-29 Work Programme is still a draft, but the final version is expected to be close to the existing draft. It is supported by a results framework that is also still a draft version. The support from Denmark will primarily support and fund into the implementation of the upcoming 2026-29 Programme, expected to be finally approved by IUCN Council at the WCC in October 2025.

Water Impact Targets:

- The loss of freshwater species and decline of freshwater ecosystem health is halted, and restoration is initiated.
- Equitable access to water resources and all associated ecosystem services are secured.
- Water governance, law, and investment decisions address the multiple values of nature and incorporate biodiversity knowledge.

Ocean Impact Targets:

- The loss of marine species and decline of marine ecosystem integrity is halted, and restoration is initiated.
- Uses of marine natural resources generate overall positive biodiversity outcomes and sustain livelihood benefits for coastal communities.
- Ocean and coastal processes are maintained as a key foundation for planetary stability.

Climate Impact Targets:

- Countries use Nature-based Solutions to scale up effective adaptation to the impacts of climate change.
- Countries scale up Nature-based Solutions to reach climate mitigation targets.
- Responses to climate change and its impacts are informed by scientific assessment and knowledge to avoid adverse outcomes for nature and people.

The 2026-2029 Work Programme has three impact areas, namely: (1) *Conserving biodiversity effectively*. (2) *Addressing the nature-climate nexus*. (3) *Advancing a more just and equitable society*. It has 12 outcomes, where four of these are about scaling up work on Land, Water, Oceans, and People in support of just, equitable conservation of nature at scale. Another eight outcomes are related to the eight global transformations for nature and people that IUCN focuses on. These outcomes aim to promote a holistic and inclusive approach to conservation, ensuring that both people and nature thrive together. The box below states the outcomes of the 2026-29 programme.

Outcomes of the IUCN 2026-2029 Programme

1. *People*: Equity and justice for sound environmental governance have been enhanced in every aspect of scaling up conservation on land, freshwater and oceans
2. *Land*: The effective conservation and restoration of areas of importance for terrestrial key biodiversity areas, and other areas important for biodiversity, ecosystems, and species have been achieved equitably and inclusively to reach global targets
3. *Water*: The effective conservation and restoration of freshwater key biodiversity areas, and other areas important for biodiversity, ecosystems, and species has been achieved equitably and inclusively to reach global targets
4. *Ocean*: The effective conservation and restoration of marine key biodiversity areas, and other areas important for biodiversity, ecosystems, and species has been achieved equitably and inclusively to reach global targets
5. *One Health*: Sustainable pathways to environmental and human health have been established
6. *Realign Financial and Economic Systems*: Economic and financial systems have been refocused to reflect dependencies and impacts on nature (including a focus on equitable stewardship of nature and natural resources)
7. *Sustainable Food and Agriculture Systems*: Significant progress in establishing sustainable and nature-positive contribution of multifunctional agricultural landscapes has been achieved
8. *Sustainable Cities*: Sub-national planning processes integrate biodiversity, ecological footprints and nature into urban planning and infrastructure development, demonstrating improvements in citizen well-being and mitigation of urban challenges.
9. *Water Stewardship and Security*: Policy frameworks, regulations, spatial planning processes and water cooperation agreements improve the governance of water resources.
10. *Regenerative Blue Economy*: A framework for developing a regenerative blue economy, focusing on sustainable and equitable marine resource utilisation is incorporated into national and regional development strategies.
11. *Climate Change Adaptation and Mitigation*: National and international climate strategies, frameworks and actions optimise the role of Nature-based Solutions while avoiding adverse biodiversity impacts from novel climate technologies

12. <i>Green, Just Energy Transition</i> : Global installed renewable energy generation and distribution capacity is trebled within a socially equitable and nature positive framework.

The draft results framework for 2026-29 Programme is presented in Annex 2. In addition to the impacts and the outcomes, it also contains 6 Catalytic roles of IUCN and 21 Output measures. It has preliminary indicators for various outcomes, roles and outputs. Also, a draft TOC for the Work Programme is presented in the Annex 1.

2.3 Organisation and Management

IUCN's reach is global, vast, and diverse, with members that transcend all sectors of society, presence in +150 countries, and uniting +1,400 states, government agencies, national and international civil society organisations, Indigenous Peoples' organisations, and +16,000 volunteer experts. This diversity of members under the shared mission gives IUCN its neutral, but politically powerful position, which enables it to lead collective action across the international landscape. Its organisational structure is designed to facilitate collaboration and effective decision-making across its diverse membership and programs.

IUCN is governed by a multi-layered structure that accommodates its diverse membership and mix of democratic, scientific, and project-management functions. IUCN's governance is facilitated through a quadrennial *World Conservation Congress*, where members vote on resolutions and elect the Council, which oversees the organisation between congresses. The *Council* consists of elected members who represent diverse regions and expertise. The IUCN *Secretariat* is headquartered in Gland, Switzerland. It implements the decisions of the World Congress and the Council and manages the day-to-day operations of IUCN. It operates 5 Centres with different thematic focus areas, a global network of 12 Regional Offices, and Corporate Services. IUCN has six *Commissions* made up of volunteer experts who provide scientific and technical advice on various areas of conservation.

The Secretariat is IUCN's operational arm and implements the Global Thematic and Regional Programmes - the backbone of Nature 2030. Its corporate services include constituency support, strategic partnerships and donor relations, communications, human resources, legal, finance, global convenings and events, and knowledge and information management. The Secretariat includes around 1,000 staff in over 50 countries. The Secretariat receives the funding provided by Framework Partners and allocates this funding, including the proposed Danish support, exclusively to the Global Thematic, Regional, and Union/programme-support budget-lines.

Specifically, IUCN Regions operates through tailoring strategies to local contexts while aligning with global conservation goals. The regional offices facilitate the implementation of IUCN's programs and initiatives, often in partnership with governments, local communities, and other organisations. Country offices report to regions.

IUCN has, in several respects, undergone transformation over the last years. While it continues to perform its roles of policy influence, standard setting, scientific assessment, and convening actors, its project-activities has been significantly scaled up - and it has shifted towards playing the role of "implementing agency", where - on behalf of multilateral institutions - it acts as provider of grants and projects for execution by partners and members. IUCN is an accredited entity for GEF and GCF. Simultaneously, IUCN's revenues have shifted to less core-funding due to changes in donor priorities.

On a key point – strengthening regional implementation – IUCN is in a process that will gradually ensure that the emphasis on more empowered regions, as expressed in the 20-year Vision, is becoming a reality. The role of regional offices in coordinating work will be enhanced and regions capacity to do this will be strengthened partly through staffing and partly through ensuring that IUCN global centres increasingly are tailoring their support to needs in regions. IUCN work and strategies will increasingly ensure that

different regional contexts are reflected in how work is being organised. To this end, IUCN has established “*Principles of engagement for IUCN Regions and global thematic Centres*”, where it is clear that regions will be at the centre of decision making in terms of activities in the regions.

In the short-term and next four-year Programme 2026-29, there are four key areas where the Secretariat will strengthen regional implementation and enhance regional presence in the processes: *Strategic alignment* – creating greater impact by ensuring operational alignment across regions and thematic centres (and focused around the future eight transformational areas). *Strengthening institutional work-planning and prioritisation* – enhancing year on year programme planning that reflects the mandate and the priorities of the Union. *Operational and control* – ensuring that IUCN has more effective people, processes, systems and technology to support its work. *Innovation* – creating new ideas and innovation for members, commissions and delivery. IUCN is planning to use core funding to support the process of strengthening regional implementation.

2.4 Financial management

IUCN faces a complex financial situation, relying on a mix of funding sources, including membership fees, grants, and partnerships. While it has secured various international funds for conservation projects, it often grapples with financial sustainability and the need for diversified revenue streams. Economic fluctuations and increased competition for funding can also impact its ability to carry out its mission effectively. Overall, IUCN has managed to enhance its financial resilience while continuing to address global environmental challenges. Further work on financial resilience will be ongoing.

In 2023, IUCN's total income was CHF 164 million, of which CHF 34 million was unrestricted and CHF 130 million was restricted funding. Of the CHF 34 million in unrestricted funding, CHF 13 million came from framework donors, with the remainder mainly from membership fees. In 2023, about 20% of IUCN's budget was derived from unrestricted funding. Unrestricted funding is critical for the organisation, as it allows flexibility in responding to emerging conservation needs and priorities. The annual budgeted income for 2024 is CHF 187 million, with the amount of unrestricted funding expected to remain unchanged. IUCN's annual income aligns well with the projected income outlined in the 2021-2024 programme budget.

The increase in project funding directed to IUCN is positive but is only possible because some donors (framework partners) contribute to covering IUCN's core expenses. Core funding is under threat, and the imbalance between core and project funding continues to be a challenge. The Danish core funding allocation for the 2021-2024 programme has been distributed as follows: approximately 30% to Regional Offices (those relevant to ODA), around 60% to HQ, including centres and thematic programmes, and around 10% to corporate services.

The expected budget for IUCN's 2026-2029 Programme is projected to be approximately CHF 800 million for the four years. This budget will focus on advancing global conservation efforts, addressing biodiversity loss, and promoting sustainable development initiatives. IUCN is well-positioned to secure the planned funding for the 2026-2029 Programme.

Unrestricted revenue is critical for enabling IUCN to play its global role in policy influence, union support, and other activities. Moreover, unrestricted funding – including framework partner contributions – also helps “leverage” earmarked projects. This means the additionality of framework funding comes from how it is allocated across programmes to leverage particular areas. Looking ahead, the proposed Danish contribution of core funding and its role as a framework partner will remain central to supporting a well-functioning IUCN.

A Pillar Assessment Report (EU) from September 2022 concludes that IUCN has satisfactory internal control systems, accounting systems, independent external audit systems, grant management systems,

procurement systems, and information and data management systems. Likewise, the accreditation processes for GCF and GEF funding have confirmed that IUCN's financial systems are robust.

A recent Danish financial monitoring report on IUCN⁴ found that the Danish funds are administered in compliance with the requirements outlined in the grant agreement for Danish funding to IUCN for the 2020-2024 period. It also noted that better reporting on how core funding is used is needed and that the soft earmarking in the 2020-2024 agreement with Denmark has not been accompanied by financial reporting. The report highlighted two areas for immediate action: first, that a direct link be established on IUCN's website for reporting fraud, and second, that internal oversight be improved. Both issues are reportedly being addressed by IUCN in 2024.

2.5 Danish and framework partner collaboration with IUCN

IUCN's success in mobilizing substantial funding for its programme is built on both earmarked and unrestricted (core) funding. Core resources are essential for the organisation to function effectively and leverage its diverse membership of governments, Indigenous Peoples, and NGOs. These funds support IUCN in three key areas: strategic investments, generative innovation, and ensuring operational quality and fiduciary compliance. Core funding allows IUCN to invest in emerging priorities such as youth engagement, partnerships with the private sector, and aligning socio-economic systems with nature. It also helps match donor funding to scale projects and drive long-term policy change. Furthermore, core resources enable IUCN to explore new areas of work and develop innovative solutions. Core funds are also critical for maintaining IUCN's fiduciary responsibilities, ensuring quality control, and investing in infrastructure, including IT systems. These resources also allow flexibility in responding to new challenges, ensuring effectiveness and compliance, and improving operational excellence.

IUCN's framework partners provide a critical part of the multi-year core support that enables IUCN to deliver on its four-year programme, innovate, and provide critical thought leadership. Framework partners contribute to every result and every success across the entire Union. IUCN's framework partners include the governments of Denmark, Finland, France, the Republic of Korea, Luxembourg, Norway, Sweden, Switzerland, and the United States of America. IUCN's framework partners drive progress across the Union, enhancing performance and benefiting from IUCN's knowledge and science. They join IUCN as thought leaders and have access to a strategic dialogue to exchange learning and experiences from the implementation of nature and development projects with peer governments, IUCN management, and leading experts.

Denmark has participated as a framework partner since its re-engagement with IUCN in 2020. Danish support began effectively in early 2021 and runs until the end of 2024 (with DKK 80 million in funding). During this period, Denmark has participated in various processes and meetings between the framework partners and IUCN. Most years, there have been two meetings annually between IUCN and its framework partners, one of which has been on-site in regional locations. This arrangement will continue in the upcoming programme period. Overall, the IUCN dialogue with framework partners has been satisfactory and has improved compared to before the 2021-2024 period, although there has been limited time for the various donors (including Denmark) to engage substantially in dialogues with IUCN. A Danish secondment to IUCN HQ strategic partnership unit 2022-2023 supported increased dialogue between Denmark and IUCN, despite it was in tumult times with Covid-19, travel ban and new management at IUCN.

During the 2021-2024 programme period, Denmark has had soft earmarking for some thematic areas (water, Indigenous Peoples, NbS, and monitoring/results frameworks) and has received some reporting on these thematic priorities. The soft earmarking did not involve specific budgetary allocations, and

⁴ IUCN – Financial Monitoring Report, Tana, Copenhagen, June 2024

IUCN has treated the Danish funding as unrestricted. The lesson is that core funding without earmarking, but with priority themes for dialogue, appears to be the most effective way of supporting IUCN.

III. Lessons learnt, key strategic challenges and opportunities

In summary, the analysis made for the preparation of the Organisation Strategy has found that IUCN has developed positively as an organisation, with improved capabilities for delivering its mandate. It also found that IUCN demonstrates significant strength in fulfilling its mandate and performs well in terms of the DAC criteria of relevance, coherence, effectiveness, efficiency, impact, and sustainability. IUCN has a clear niche and strong comparative advantages. However, as an organisation, IUCN is also facing some key challenges, including needs for improving overall programmatic guidance, difficulties in properly reporting on impacts, and need for improved mainstreaming of gender equality and social inclusion across the organisation and its partners.

3.1 IUCN developments

In the 2021-24 programme period, IUCN has seen several important developments. IUCN has grown significantly in terms of projects being implemented. It has changed leadership with a new director general coming in in October 2023 and several changes in top management and management structure. And importantly, IUCN underwent a significant restructuring to enhance collaboration among its previously siloed teams, creating five thematic Centres to streamline efforts. Each Centre focuses on specific aspects, such as resource mobilization, governance, conservation actions, scientific data, and international policy engagement. Although the restructuring was disruptive and led to personnel changes, some view it positively for fostering integrated workstreams. The new operational plan aims to optimize organisational structures to better support programmatic goals, and IUCN has seen addition of new thematic areas in its programme such as agriculture and urban issues.

3.2 Strength and lessons learned

Overall, IUCN's strengths and impacts can, in accordance with recent reviews and reports, be summarised as follows:

- *Impact on Global Conservation:* IUCN has made significant contributions to global conservation efforts, influencing policies and practices at both national and international levels.
- *Impact from Setting Global Standards and Developing Concepts:* IUCN plays a crucial role in setting global conservation standards and rolling out concepts for conservation and sustainable development. This includes the Red List, which is a critical tool for assessing the conservation status of species, guiding conservation efforts, and raising awareness about endangered species. It also includes the Green List of Protected and Conserved Areas, Protected Planet, the Bonn Challenge Barometer, and concepts and standards like Nature-Based Solutions.
- *Impact Related to Strengthening Biodiversity and Ecosystem Resilience:* The organisation has been effective in promoting biodiversity conservation and enhancing ecosystem resilience, particularly through its scientific research and advocacy. IUCN has emphasised the importance of integrating ecosystem health into development planning, which helps to balance conservation with economic growth.
- *Specific Impact on Improving Protected Area Management:* IUCN has supported the establishment and effective management of protected areas in many different ways, which are essential for preserving ecosystems and wildlife.
- *Impact from Improved Collaboration, Partnerships, Research, and Knowledge Sharing:* IUCN's ability to foster multi-stakeholder collaboration has been a key asset, facilitating effective partnerships across various sectors, including governments, NGOs, and the private sector. Its convening role has delivered impact, with members appreciating the voice IUCN gives them globally. IUCN has facilitated

collaboration among scientists, practitioners, and policymakers, promoting evidence-based decision-making in conservation.

- *Impact on Improved Community Engagement and Social Inclusion:* IUCN has effectively promoted participatory approaches, ensuring that local communities are involved in conservation efforts and benefit from sustainable resource management. The inclusion of women and marginalised communities, including Indigenous Peoples, has been promoted by IUCN.
- *Impact from Strengthening Capacity Building:* IUCN plays a key role in enhancing the capacity of its members and local organisations, enabling them to implement more effective conservation strategies. Through training and resources, IUCN enhances the capabilities of governments, NGOs, and local communities to implement conservation initiatives.

Recent evaluations and reviews of IUCN concern the programme implementation period 2021–2024⁵, a period that also covers the Danish support to IUCN. These reviews/evaluations concluded that, while IUCN has made progress under the Nature 2030 Programme, adjustments are needed in a number of areas, as outlined in the box below on key findings and lessons learned:

1. *Relevance:* The Nature 2030 Programme was developed through extensive consultations, reflecting IUCN's diverse constituency's priorities. While feedback indicates room for more engagement, especially given IUCN's complexity, project designs typically engage local stakeholders effectively. Further emphasis on ensuring regional/local implementation and impacts are important for continued relevance.
2. *Coherence:* Nature 2030 aligns well with global conservation agendas and integrates efforts across IUCN's various bodies. However, the programme tends to be descriptive, focusing on broad alignment rather than directive, leading to localized adaptations rather than adherence to specific programme guidance. There is a need for realignment in strategic planning and clearer pathways for implementation to effectively guide project implementation.
3. *Effectiveness:* IUCN has successfully aligned its actions with the Programme's objectives, evidenced by effective conservation efforts and strong policy influence. However, its adoption of emerging technologies in conservation remains limited.
4. *Efficiency:* IUCN is improving its resource management and financial sustainability, but further progress is necessary. Supporting accountability, improved monitoring and reporting practices are needed, which will also improve IUCN's overall effectiveness. The absence of a clear Theory of Change limits IUCN's ability to link outputs to outcomes and impacts, hindering assessments of progress. Ongoing management reforms are expected to enhance monitoring and evaluation systems.
5. *Impact:* IUCN has significant international influence and directly impacts local communities. However, it struggles to demonstrate clear links between its projects and the broader Impact Targets of Nature 2030 due to inadequate reporting mechanisms.
6. *Sustainability:* There's a growing demand for IUCN's conservation expertise. While steps have been taken towards financial sustainability, enhanced systems for reporting results and managing risks are needed.
7. *Gender Equality and Social Inclusion (GESI):* IUCN shows a commitment to GESI, but implementation is inconsistent due to cultural and structural challenges. Improved monitoring and targeted strategies are necessary for effective integration.

IUCN has been able to deliver significant results in the 2021–2024 Work Programme. The report "*IUCN in Numbers*"⁶ provides a good overview of the many results achieved through the various projects that IUCN has been implementing. However, it does not show how these results relate to the targets set in the 2021–2024 programme, nor does it present results at the programme level or in terms of global

⁵ External Review, IUCN Programme 2021-24, February 2024. Aleph Strategies Ltd, and Independent Evaluation of IUCN's Influence on Policy, June 2024, SOPHOI

⁶ IUCN Programme 2021-2024 in numbers, IUCN 2024

impacts and outcomes. Reportedly, this is something that IUCN will focus on more intensively in the coming programme period.

Selected key lessons learned from IUCN's work are presented in the box below. These lessons emphasise the importance of a comprehensive and inclusive approach to conservation that balances ecological, social, and economic factors.

1. *Integration of Biodiversity and Climate Action:* There is growing recognition that biodiversity conservation and climate change mitigation must be addressed together. Strategies that integrate these two areas are more effective in achieving sustainable outcomes. Incorporating climate change considerations into conservation planning is essential for building resilience in ecosystems.
2. *Global Cooperation and Frameworks:* The need for global collaboration and partnerships among governments, NGOs, and the private sector has become increasingly evident. Collective action is essential for tackling transboundary environmental issues. International agreements and frameworks, such as the Convention on Biological Diversity, provide vital structures for coordinated conservation efforts.
3. *Community Engagement and Indigenous Rights:* Engaging local communities and respecting Indigenous rights are crucial for successful conservation efforts. Community-led initiatives often lead to better conservation outcomes and empower local populations. The progress on IUCN work on Indigenous people is significant, and future work on this will need to focus further on mainstreaming of Indigenous Peoples rights into IUCN projects and programmes.
4. *Data, Monitoring, and Science:* Robust data collection and monitoring systems are critical for understanding biodiversity trends and evaluating the effectiveness of conservation strategies. Improved data accessibility can enhance decision-making. Evidence-based decision-making is crucial. Combining scientific research with policy initiatives helps create effective conservation strategies.
5. *Nature-Based Solutions:* Implementing nature-based solutions (NbS) has proven effective in addressing environmental challenges, such as climate change and disaster risk reduction, while simultaneously benefiting biodiversity. Recognising the interdependence of biodiversity and ecosystem services highlights the need for holistic management of natural resources. IUCN's work on NbS has progressed well and in future be further translated into actual implementation in the regions and below.
6. *Adaptive Management:* The importance of flexible and adaptive management approaches has been highlighted, as ecosystems and socio-economic conditions are continually changing. Flexibility in conservation strategies allows for adjustments based on new information and changing environmental conditions.
7. *Financial Investment:* Securing adequate funding for conservation initiatives remains a challenge. Innovative financing mechanisms and increased investment in nature conservation are necessary for sustainable outcomes. Developing sustainable funding models is vital for the long-term success of conservation initiatives.
8. *Policy Influence:* IUCN succeeds in relationship-building and providing scientific evidence, particularly in initiatives like NbS and BBNJ⁷. However, policy work needs to shift from project-based efforts to integrated policy programmes with clear objectives. IUCN's policy influencing has long-term impacts, but results often take decades, as seen with NbS and the BBNJ treaty. IUCN should develop a unified policy theory of change, and the immense amount of scientific knowledge across the Union needs improved centralised coordination for enhanced policy influence.

3.3 Niche and comparative advantages

IUCN is the global authority on the status of the natural world and the measures needed to safeguard it. IUCN plays a critical role in global environmental governance, with several niches and comparative advantages. As a leader in the global conservation community, it drives initiatives that protect biodiversity and promote sustainable development.

IUCN provides a global network, with a vast membership base that includes government agencies, NGOs, scientists, and indigenous communities. This diverse network enables it to leverage a wide range

⁷ BBNJ – Biodiversity Beyond National Jurisdiction

of expertise and resources. It has scientific expertise and is recognised for its scientific research and data on biodiversity, conservation strategies, and ecosystem management. It has policy influence, engaging with international treaties and organisations to help shape global conservation policies. Its status as an observer in the UN and other bodies allows it to advocate for effective environmental governance. IUCN also plays an important role in promoting capacity building, providing training, tools, and guidance to help countries and organisations develop their conservation strategies. The promotion of an ecosystem approach is another key advantage of IUCN. This holistic approach to conservation recognises the interconnectedness of species and habitats and helps in developing sustainable solutions to environmental challenges. Furthermore, a key niche and comparative advantage of IUCN is its position and efforts in fostering collaboration and partnerships across sectors, connecting governments, civil society, and the private sector to enhance conservation efforts. Lastly, it promotes adaptation to local contexts by tailoring its strategies to local needs, ensuring that conservation efforts are relevant and effective in different environments and cultures.

These comparative advantages of IUCN, combined with its strong mandate in conservation and sustainable development in the Global South, as well as its established collaboration with donor partners, make it a solid choice for Danish ODA collaboration that seeks to promote integrated solutions to conservation, sustainable development, poverty reduction, and climate action in the Global South.

3.4 Key strategic challenges

Overall, IUCN faces a number of key strategic challenges. One of the most pressing issues is continued biodiversity loss, which requires the organisation to further develop effective strategies to promote conservation while balancing development needs. Climate change presents another critical challenge, necessitating both adaptation and mitigation efforts. IUCN needs to integrate climate resilience more deeply into its conservation strategies and collaborate across various sectors to enhance ecosystem-based approaches.

Securing adequate funding for conservation projects remains an ongoing concern. To address this, IUCN must continue to diversify its funding sources and clearly demonstrate the impact of its conservation efforts to attract investment. Global governance also plays a significant role; engaging effectively in international agreements and negotiations related to biodiversity and sustainable development is essential, and IUCN must maintain its influence and credibility in global forums to remain successful.

Stakeholder engagement is vital, as IUCN must collaborate with a diverse array of stakeholders, including governments, local communities, and the private sector. Balancing these varied interests can be complex and requires effective communication and negotiation strategies. In terms of monitoring and reporting, IUCN must enhance its effectiveness and further invest in systems for monitoring biodiversity and for reporting and sharing knowledge. Capacity building is another important area, as strengthening the capabilities of local communities and organisations in conservation practices is essential for sustainable outcomes. IUCN faces the challenge of scaling up these efforts globally and ensuring that they are sufficiently implemented in the regions.

The IUCN's management response to the External Review referred to in chapter 3.2. emphasises a commitment to strengthening its 2026-2029 Work Programme based on the review's recommendations. Key points include:

- **Recognition of Programme Alignment:** IUCN appreciates the review's acknowledgment of the Programme's relevance and effectiveness in addressing global conservation goals.
- **Action Plan Development:** Management plans to implement various recommendations over the next two years, focusing on improving clarity in the Programme's purpose, creating a Theory of Change, and enhancing accountability.

- **Prioritisation and Consultation:** IUCN intends to recalibrate its Programme areas through consultations with its members, streamline the structure for better coherence, and incorporate foresight strategies for future planning.
- **Monitoring and Reporting Enhancements:** There is a commitment to improve monitoring and reporting practices, including the development of an aggregated reporting system for better alignment across IUCN's components.
- **Strengthening Gender and Social Inclusion (GESI):** IUCN aims to strengthen GESI practices by integrating them into its operations and ensuring systematic training and resource allocation.
- **Framework for Operationalisation:** The next Programme will include a section outlining how different constituents will contribute, alongside aligning budgetary support with Programme goals.

Specifically, regarding challenges in monitoring and reporting, IUCN has improved its monitoring and evaluation systems in recent years and, looking forward, will be able to monitor and report more effectively at the project level. However, results at the overall Programme and global centre level still need to be further improved, and this, as stated above, is part of what IUCN management aims to address. Regarding challenges in ensuring regional impact, although this has been raised before, IUCN still needs to improve how well it delivers at the regional level. IUCN recognises this and is working to enhance regional implementation and its impacts. In terms of challenges related to working with Indigenous Peoples, and in line with the challenges concerning GESI, there is a specific issue with mainstreaming Indigenous Peoples' work more broadly throughout the organisation, the Programme, and the projects.

3.5 Opportunities for synergy

During the programme period 2021-24, there has been some synergy between the work of IUCN and Danish development assistance. Some embassies have collaborated with IUCN in promoting Nature-based Solutions (NbS) and an ecosystem approach to development. In particular, with regard to NbS, IUCN has participated in processes in Denmark aimed at promoting NbS as part of Danish development assistance.

Looking ahead, opportunities for creating synergies with Danish development assistance will continue to arise through collaboration between embassies/Danish-supported programmes and IUCN's regional/national offices. Additionally, there remain important opportunities for synergies to be developed in terms of inviting IUCN's input into programming and capacity development within the Ministry of Foreign Affairs (MFA). This should be done to strengthen future work on biodiversity conservation and its integration with sustainable development and climate action. It should also be considered whether there are opportunities to second staff to work with the IUCN Secretariat during the 2026-29 Work Programme. This could be in relation to one of the key regional offices in Africa (East/South or West/Central).

The Danish Ministry of Environment is the formal member of IUCN and represent Denmark in the IUCN Council. As the engagement with IUCN concerns issues of general interest for the two Danish ministries, e.g. biodiversity, protected areas management and nature-based solutions, coordination synergies between the two administrations should be pursued under the whole-of-government agenda.

Another option to consider is the possibility of involving IUCN in the planned meetings and processes related to the multilateral Green Funds that KLIMA supports, which include the embassies and relevant national authorities. The KLIMA-established Green Funds Contact Group should take this into account. It will align with the key role of global and national alliances and collaboration with key stakeholders, as expressed in Denmark's new Africa Strategy.

In general, framework donors to IUCN have several key opportunities for synergy that can enhance conservation efforts and maximise impact. These include aligning donor goals with IUCN's strategic priorities (e.g., biodiversity, climate change), co-financing and co-designing projects, and leveraging IUCN's expertise for effective project monitoring and evaluation. Donors can also collaborate on capacity-building initiatives, tapping into IUCN's technical knowledge and network to strengthen local conservation efforts. Additionally, donors can engage in multi-stakeholder dialogues facilitated by IUCN, fostering public-private partnerships and scaling innovative conservation solutions. By supporting joint advocacy and policy influence, donors can amplify their impact on global environmental policies.

IV. Justification, priority areas and results to be achieved

4.1 Justification for the support

IUCN is the world's leading multilateral, member-driven organisation supporting biodiversity conservation and its integration with sustainable development and climate action. It is considered to be relevant and effective, and it creates tangible impacts. Justification for funding IUCN as a framework donor (such as Denmark) includes the following:

1. **Global Impact:** IUCN has a broad reach and influence in biodiversity conservation, making it an effective partner for achieving global environmental goals.
2. **Scientific Expertise:** IUCN is recognised for its scientific research and expertise in conservation, which helps inform policy decisions and promotes evidence-based practices.
3. **Network of Stakeholders:** IUCN has a vast and diverse network of members, including governments, NGOs, and indigenous groups, facilitating collaborative efforts and amplifying impact.
4. **Sustainable Development:** IUCN aligns conservation efforts with sustainable development, helping donors achieve their own sustainability objectives.
5. **Innovative Solutions:** IUCN works on innovative conservation strategies that address pressing environmental challenges, making it a valuable ally in tackling issues such as climate change and habitat loss.
6. **Monitoring and Reporting:** IUCN provides robust monitoring and evaluation frameworks in several areas, ensuring accountability and transparency in implementation.

The overall aim of Danish support to IUCN is to contribute to the three key impacts that IUCN is working towards in the 2026-2029 Programme, namely: (1) Conserving biodiversity effectively; (2) Addressing the nature-climate nexus; and (3) Advancing a more just and equitable society. The support to IUCN is fully aligned with the Danish strategy for development cooperation, *The World We Share*, and its objective: "Strengthen action to support climate change adaptation, nature, the environment and resilience in the poorest and most vulnerable countries". This objective is reflected in the action: "Denmark will strengthen biodiversity and promote nature-based solutions, partly through support for protecting, preserving, and restoring natural resources, such as forests, freshwater systems, coastal and wetland areas, as well as ensuring the sustainable management and use of ecosystems".

The support to IUCN is also in line with Denmark's *Global Climate Action Strategy: A Green and Sustainable World*, where one of the strategic directions is: "To work for initiatives that promote and coordinate climate, environment, and biodiversity considerations".

A significant share of the core funding from Denmark will be targeted at supporting regional implementation in the Global South, especially on the African continent. It is therefore important to note that Danish support to IUCN aligns with the Danish Government's *Strategy for Strengthened Danish Engagement with African Countries: Africa's Century*, which calls for enhanced partnerships and "increasing

support for climate adaptation in African countries, with a focus on climate-adapted agriculture and food production, water resources, and the protection and restoration of forests, biodiversity, etc.”

The support to IUCN will specifically contribute to achieving SDGs 1, 13, 14, 15, and 17. The contribution is in line with the Government’s Priorities for Danish Development Cooperation 2024, where a substantial amount (35%) is allocated for the green transition, including support for various forms of sustainable and pro-poor nature and biodiversity conservation initiatives.

4.2 Overall results to be achieved by the Danish support

With core funding support, Denmark will contribute to the overall impacts that IUCN seeks to achieve in the 2026-2029 Programme, namely:

1. **Conserving biodiversity effectively:** Biodiversity (ecosystems, species, and genetic diversity) will be effectively conserved, protected, and restored across land, freshwater, and maritime realms, and mainstreamed across sectors.
2. **Addressing the nature-climate nexus:** The effective conservation of biodiversity and ecosystem services will contribute significantly to addressing the biodiversity and climate nexus through nature-based solutions for ecosystem and societal resilience, and by mitigating the risks to nature posed by climate responses.
3. **Advancing a more just and equitable society:** The equitable, legitimate, legal, and sustainable use of nature and natural resources will contribute to a just and sustainable society.

The 2026-2029 Draft Programme has not yet progressed to the stage of setting indicators, baselines, and targets for the impact areas. Denmark will also support the twelve outcomes of the 2026-2029 Draft Programme but has selected the following six outcomes for focused support:

- **People:** Equity and justice for sound environmental governance will be enhanced in every aspect of scaling up conservation across land, freshwater, and oceans.
- **Land:** The effective conservation and restoration of areas of importance for terrestrial key biodiversity areas, and other areas important for biodiversity, ecosystems, and species, will be achieved equitably and inclusively to meet global targets.
- **Water:** The effective conservation and restoration of freshwater key biodiversity areas, and other areas important for biodiversity, ecosystems, and species, will be achieved equitably and inclusively to meet global targets.
- **Realign Financial and Economic Systems:** Economic and financial systems will be realigned to reflect dependencies and impacts on nature, with a focus on equitable stewardship of nature and natural resources.
- **Water Stewardship and Security:** Policy frameworks, regulations, spatial planning processes, and water cooperation agreements will improve the governance of water resources.
- **Climate Change Adaptation and Mitigation:** National and international climate strategies, frameworks, and actions will optimise the role of nature-based solutions while avoiding adverse biodiversity impacts from novel climate technologies.

Indicators for these outcomes are still being developed. During 2025, one indicator per outcome will be selected as input for monitoring the Danish support to IUCN.

4.3 Priority areas for the Danish support

Based on core funding, Denmark fully supports the mandate of IUCN. In addition, it aims to enhance the overall performance and impact of IUCN through four priority areas. These priority areas will guide

Denmark's partnership and dialogue with IUCN, building on the synergies between Denmark's and IUCN's strategic priorities and achievements. The box below provides an overview of the priority areas.

The four priority areas for Denmark's core contribution to IUCN during the period 2025-2029 are:

1. Strengthening IUCN's work on Indigenous Peoples, with a focus on how the inclusion of Indigenous Peoples is being integrated across the organisation and in regional and national implementation.
2. Continued development of Nature-based Solutions (NbS), with an emphasis on how they are being applied across various sectors and projects.
3. IUCN enhances monitoring and reporting of outcomes and impacts at the programme and global levels.
4. Strengthening regional implementation, with an increased focus on creating impacts at the regional, national, and field levels (locally-led approach)

1) Strengthening IUCN's work on Indigenous Peoples, with a focus on how the inclusion of Indigenous Peoples is being integrated across the organisation and in regional and national implementation.

IUCN actively promotes the rights of Indigenous Peoples, advocating for their involvement in conservation initiatives and ensuring their voices are heard in policymaking. IUCN recognises the central importance of Indigenous knowledge, community-led conservation, and equity in conservation. It emphasises the key role that Indigenous communities play in the stewardship of critical ecosystems.

Although significant progress has been made in IUCN's work on Indigenous Peoples, there remains more to be done to roll out the inclusion of Indigenous Peoples across the organisation, particularly in ensuring their proper inclusion in the actual projects implemented in the regions, countries, and field sites. Indigenous Peoples were included in the softly earmarked funding from Denmark during the 2020-24 support period, and good progress was achieved. IUCN is now better positioned to embark on a more effective integration of Indigenous Peoples' inclusion across its projects and throughout the organisation. A recent good example is the Podong Indigenous Peoples Initiative, launched at COP28 in Dubai.

The priority area is part of IUCN's Strategy and Programme. Based on the draft results framework for the 2026-29 Work Programme, progress in this priority area will be assessed under the impact area: Advancing a more just and equitable society, and more specifically in the outcome area: People: Equity and justice for sound environmental governance in every aspect of scaling up conservation on land, freshwater, and oceans. Further, it will be assessed in relation to the Output: Respecting the rights and agency of Indigenous Peoples and environmental defenders. Several indicators are being developed, including the total number of Indigenous communities engaged, as well as those related to knowledge and policy gaps, contributions to monitoring and accountability frameworks, and protection mechanisms. It will also assess IUCN's policy impact regarding Indigenous Peoples' issues. The Danish priority area will focus on how well Indigenous Peoples' issues are promoted and implemented across IUCN. Delivery will be supported through dialogues between Denmark and IUCN, both through the framework partners' meetings and through bilateral discussions.

2) Continued development of Nature-based Solutions (NbS), with an emphasis on how they are being applied across various sectors and projects.

IUCN's work with Nature-based Solutions (NbS) has progressed well and has had a wide influence on how NbS is being addressed globally. Looking ahead, IUCN will continue to work extensively with NbS, establishing regional NbS hubs and strengthening the application of NbS in specific countries and sectors. IUCN will also focus on using NbS to break down silos across biodiversity, environmental, climate, and other sectors. The reason for making NbS a priority area for Danish support lies in the importance of maintaining close working relations with IUCN on the use of NbS in Danish development cooperation.

Additionally, it is crucial to closely follow how IUCN can practically apply NbS in various sectors and projects, including the implementation of regional NbS hubs. NbS was one of the focus areas for Danish support to IUCN in the 2020-24 period, and it makes sense to continue this focus.

This priority area is part of IUCN's Strategy and Programme. Based on the draft results framework for the 2026-29 Programme, progress in this priority area will be assessed according to the impact areas: *conserving biodiversity effectively* and *addressing the nature-climate nexus*, and more specifically, in the outcome area: *Climate change adaptation and mitigation*. This will assess whether national and international climate strategies, frameworks, and actions optimise the role of NbS while avoiding adverse biodiversity impacts from novel climate technologies. Further, it will relate to the output: *Scaling up Nature-based Solutions*. This includes the adoption of high-integrity NbS by the public and private sectors in the design, implementation, and assessment of actions and initiatives to deliver the eight global transformations. Several indicators are being developed and will likely include: the generation of guidance for the effective application of the IUCN Global Standard for NbS, enhanced availability of NbS knowledge, tools, metrics, and financial instruments, and the number of practitioners and policymakers using the IUCN Global Standard for NbS.

The Danish priority area will focus on how well NbS is being applied in various sectors and projects at the regional level and below. Delivery within this priority area will be supported by incorporating NbS into the dialogues Denmark will have with IUCN, both through framework partner meetings and bilateral discussions.

3) IUCN enhances monitoring and reporting on outcomes and impacts at the overall programme and global level

This is one of the priority areas related to organisational effectiveness. IUCN has made significant strides towards improving its monitoring, results framework, and reporting at the project level. This is a major achievement, but there is still a need to ensure that the organisation is able to monitor and report on outcomes and impacts at the aggregate global level, as well as for the activities undertaken by the global centres. This was highlighted in the latest external review and is also addressed in the management response. Improved monitoring and reporting at this level will continue to be of central importance for the framework partners, including Denmark, so that it becomes clearer what the framework partners receive in terms of impact from their support. Enhanced monitoring and reporting at this level will also be linked to a more robust results framework for impacts, outcomes, and results at the programme and global levels. Steps have already been taken in IUCN to address this, and further developments are planned. While specific results are not yet included in the draft results framework for the 2026-29 programme, this is stressed as a key area that IUCN management will focus on (as noted in the management response to the 2024 external review). Specific results should be included in a plan for delivery by the IUCN Secretariat.

Denmark will work to support, promote, and enhance IUCN's efforts to improve monitoring and reporting of outcomes and impacts at the programme and global levels. This process will be closely followed, and the issue will be an integral part of the ongoing dialogue between Denmark and IUCN. It will also be reported as part of the Secretariat's reporting to the framework partners and will be a topic of discussion during bilateral meetings between Denmark and IUCN.

Monitoring and reporting were part of the softly earmarked funding provided through Danish support to IUCN from 2020 to 2024. During this period, progress was made, particularly in project-level monitoring and reporting. However, less progress was made in terms of monitoring and reporting at the overall programme and global levels, specifically related to those outcomes and impacts.

4) Strengthening regional implementation, with an increased focus on creating impacts at the regional, national, and field levels

This priority area is also related to organisational effectiveness. Although it has been raised before, IUCN still needs to improve how well it delivers at the regional level. IUCN recognises this and is actively working to improve regional implementation and its impacts. The organisation has embarked on a process that will gradually ensure more emphasis is placed on empowering regions. This is also reflected in the 20-year Vision. The role of regional offices in coordinating work will be strengthened, and their capacity to do so will be enhanced, partly through staffing and partly by ensuring that IUCN global centres increasingly tailor their support to the needs of the regions. IUCN's work and strategies will increasingly ensure that different regional contexts are clearly reflected in how work is organised.

To ensure that Danish core funding supports actual changes towards more equitable and sustainable conservation on the ground in the Global South, it is crucial that the process of strengthening regional implementation and impacts remains a significant focus. Furthermore, recognising that this process is not straightforward and can become complex, it has been selected as a priority area for Danish support. The results to be achieved are not directly part of the draft results framework for the 2026-29 programme, but communications from the Secretariat emphasise it as a key area that IUCN management will address. Specific results related to this priority area should be included in a future plan for delivery by the IUCN Secretariat.

Denmark will work to support, promote, and enhance IUCN's efforts towards improved regional implementation and regional impacts. The process of regional strengthening will be closely monitored, and this issue will be a key topic in the ongoing dialogue between Denmark and IUCN. It will also be included in the Secretariat's reporting to the Framework Partners and will be discussed during bilateral meetings between Denmark and IUCN.

V. Danish approach to engagement with the organisation

Denmark will continue to be part of the framework partner group and will adhere to the principles and procedures established for framework partners in managing and engaging with IUCN regarding support. The framework partner group currently includes Denmark, Finland, France, the Republic of Korea, Luxembourg, Norway, Sweden, Switzerland, and the USA. Denmark will participate in the two annual meetings between the framework partners and the IUCN Secretariat, one of which is typically held at an IUCN regional office. These meetings will provide an opportunity to discuss progress, partly based on the Annual Report and partly on the thematic focus areas of the various donors.

The Framework Partner group, which includes the Nordic countries (Norway, Sweden, and Finland), offers a valuable opportunity to strengthen Nordic cooperation and align common positions in the dialogue with IUCN. Previously, framework partner group meetings were held at irregular intervals and often served as preparation for meetings with IUCN. However, these meetings have now been discontinued, and it should be considered whether Denmark should take the initiative to convene an annual framework partner meeting.

In addition to the framework partner meetings with IUCN, Denmark expects to hold one annual bilateral meeting with IUCN to discuss Danish support and priority areas. The bilateral meeting will include a specific focus on progress in the implementation of IUCN's programmes in East and South Africa, as well as West and Central Africa.

Further, Denmark will encourage relevant Danish embassies to meet with IUCN's regional offices. KLIMA will share information and coordinate with relevant embassies and other departments within the Danish Ministry of Foreign Affairs (MFA) to enhance understanding and synergies between other Danish-funded multilateral and bilateral programmes and IUCN's regions and projects. It will also be considered whether IUCN should be included in the coordination and communication of Denmark's engagement across the Green Funds.

As part of Denmark's support to IUCN, there will be consideration of funding a secondment to the IUCN Secretariat, starting in 2026 with the new 2026-2029 Work Programme. This secondment could

potentially be at one of IUCN's regional offices in Africa. The secondment would support IUCN as a whole while specifically contributing to strengthening implementation and impacts at the regional level (and below).

Further involvement of Danish civil society in providing input to the Danish support for IUCN will also be pursued. To the extent possible, this support will be integrated into the dialogues that the MFA has with Danish civil society. Seeking input from the Danish national IUCN Committee may also be part of this process as well as dialogue with the Ministry of Environment on key issues to be decided by the World Conservation Congress (WCC), nor at least the IUCN Work Programme 2026-2029.

Monitoring of Denmark's support will be based entirely on IUCN's monitoring and reporting system, which is continuously evolving. Reviews of the support will be based on IUCN's system of external reviews, in which framework partners can provide key inputs. Denmark will ensure that specific concerns are addressed in the Terms of Reference for the external reviews. Denmark will rely on IUCN's risk management system to address risks, including anti-corruption measures; however, Denmark will maintain a zero-tolerance policy for corruption or fraud.

The Danish MFA will receive audited organisational accounts annually, and no later than 30th June for the former activity year. The Danish contribution must be reflected in these accounts.

It is important that Denmark's engagement with IUCN is allocated sufficient human resources within KLIMA to fully utilise the opportunities available to framework partners for influencing and learning from IUCN. It should also be considered whether consultancy resources from outside the MFA should be used to review IUCN documentation and prepare KLIMA staff for their meetings and interactions with IUCN. Denmark will have the right to carry out monitoring missions to the organisation.

VI. Budget

In 2023, the total income of IUCN was CHF 164 million, of which CHF 34 million was unrestricted and CHF 130 million was restricted funding. Of the CHF 34 million in unrestricted funding, CHF 13 million came from framework donors, with the remainder primarily from membership fees. The budget for the coming years (2025–2029) is expected to be around CHF 190–200 million annually, with the amount of funding from framework donors remaining unchanged at CHF 13 million (or around DKK 103 million) per year.

The Danish contribution will be provided as core funding of DKK 100 million over five years. This funding will constitute approximately one-fifth of the annual unrestricted funding from the framework partners. The amount of DKK 100 million will be disbursed as follows:

DKK mil.	2025	2026	2027	2028	2029	Total
Disbursement	20	20	20	20	20	100

VII. Analysis of major risks, risk responses, and assumptions

The overall risks faced by IUCN can be summarised in the box below.

Environmental Risks: Habitat loss, climate change, invasive species, and biodiversity decline pose significant threats to integrated conservation efforts.

Political and Social Risks: Changes in government policies, political instability, and social conflicts can undermine the implementation of sound conservation practices and alter the momentum for a green transition.

Financial Risks: Instability in funding sources and over-reliance on donations can jeopardise the sustainability of conservation projects and initiatives.

Operational Risks: Challenges in the implementation of IUCN's diverse range of projects, such as practical difficulties, insufficient stakeholder engagement, and unrealistic work plans or objectives, can derail initiatives.

In addressing these overall risks, IUCN uses the following strategies: A) Stakeholder Engagement: Involving local communities, governments, and other stakeholders helps ensure that conservation efforts are culturally relevant and widely supported. B) Adaptive Management: Implementing flexible strategies that can be adjusted based on monitoring and evaluation allows for responses to unforeseen challenges. C) Diversifying Funding Sources: Developing multiple funding streams helps mitigate financial risks and ensures project sustainability. D) Capacity Building: Training local personnel and strengthening institutional capacities enhances the effectiveness and resilience of conservation initiatives. E) Risk Assessment Frameworks: Establishing clear frameworks for identifying, assessing, and prioritising risks enables proactive management.

IUCN has a well-developed enterprise risk management system in place, which helps identify, assess, and mitigate organisational risks across strategic, operational, financial, and compliance areas. It involves a comprehensive, systematic approach to risk management, starting with risk identification and progressing through risk assessment, prioritisation, and mitigation.

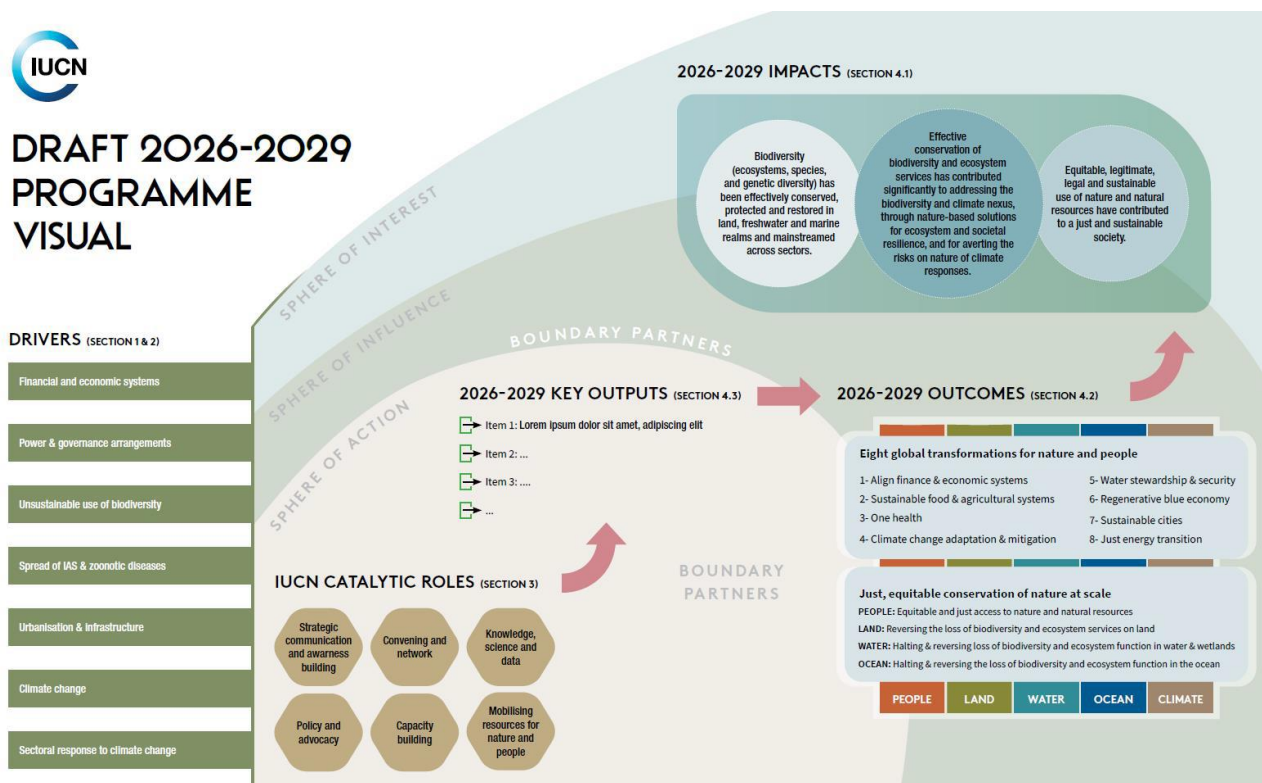
Key features include the integration of risk management into governance structures, continuous monitoring and review, and proactive planning for business continuity and crisis management. The system fosters a culture of risk awareness across the organisation, promoting staff engagement and transparency. Risk appetite and tolerance levels are clearly defined to balance innovation with caution. Regular risk reporting, stakeholder engagement, and the use of technology tools ensure that risks are monitored and managed effectively. Ultimately, the system enhances IUCN's ability to respond to risks and seize opportunities, while safeguarding its mission and long-term sustainability.

Below are selected key risks, identified in the IUCN enterprise risk register and adapted for this Organisational Strategy. These are risks that should be monitored as part of the Danish support to IUCN. Please note that these risks are programmatic and institutional risks that are relevant for monitoring IUCN's performance. Hence, contextual risks for IUCN will be monitored as part of individual IUCN projects and programmes. They are not possible to monitor meaningfully at the global level or as part of the Danish support.

Risk factor	Risk response	Likelihood	Impact	Residual risk
Portfolio pipeline risk – <i>deviation from planned portfolio pipeline undermining programme implementation</i>	Throughout the organisation ensure a focus on ensuring the pipeline	Likely	Significant	Minor
Information and data risk – <i>ineffective data and information is provided to guide management of IUCN and insufficient monitoring of impact and outcomes is being made at the global/programme level</i>	Several actions to improve data management including data management group and data management governance	Almost certain	Significant	Minor -Major
Shift in funding risk- <i>impacting financial sustainability as donors may redefine their funding strategies towards IUCN – also includes the risk of relative decrease in unrestricted funding to operate IUCN</i>	Ensure a close contact to donors and adaptation to donor priorities	Unlikely	Significant	Minor
Talent retention & attraction risk – <i>IUCN might become uncompetitive on the job market impacting its performance – this has process has already been noted in the organisation</i>	Ensure that all across the organisation there is a focus on ensuring an attractive work environment and competitive condition for staff	Likely	Major	Minor
Programme implementation (downstream partners) risk – <i>risk include poor capacity of partners implementing project, but it also includes that regional implementation has to be strengthened in order to improve regional outcomes and impacts</i>	Ensure an improved wetting process for downstream partners and ensure a process of improved regional implementation	Almost certain	Significant	Minor to Major
Financial mismanagement risk – <i>these include direct mismanagement, and it includes misstatements</i>	Continue rolling out IUCN policies and procedures re. financial management and ensure the oversight committee works as effectively as possible	Unlikely	Major	Minor

VIII. Annexes

Annex 1: Visual representation of the TOC re. the IUCN 2026-2029 Programme



Core Principles of the IUCN TOC:

- **Integration of Biodiversity and Human Well-being:** A key part of IUCN's TOC is that conservation is not just about protecting nature for nature's sake; it is closely tied to the well-being of human communities, especially those that rely on natural resources for their livelihoods.
- **Inclusive Decision-making:** The TOC highlights the importance of involving a broad range of stakeholders, including Indigenous Peoples, local communities, governments, and the private sector, in the decision-making process.
- **Transformative Change:** The ultimate goal is to create **transformative change**, which involves shifts in policies, behaviours, and practices at global, national, and local levels.

Annex 2. IUCN's 2026-2029 Programme – Draft Results and Accountability Framework

1. Introduction

The external review of Vision2030, and the IUCN's Programme 2021-24 highlighted that while evidence of IUCN's work and impact on nature was strong, the measurement of results needed to improve. At the same time The Secretariat has been drafting a 20-year Vision for the Union, which includes a need to improve monitoring and results measurement across the Union's work. This includes Members, Commissions, as well as the work of the Secretariat. Initiatives such as 'Contributions to Nature' is capturing project by project evidence, so we can aggregate the change we create from a bottom-up approach, meanwhile we need a results framework with which to measure from a top-down perspective. This is work in progress and will be updated towards its finalisation in January 2025, as part of the Programme 2026-29 planning. It will also be nested in the 20-year Vision. IUCN is taking these first steps towards a unifying results framework, and we hope it is realised that this is work in progress. ***This is a draft document which will be updated fully in the next few months (autumn-winter 2024-25) as discussed below.***

2. Methodology

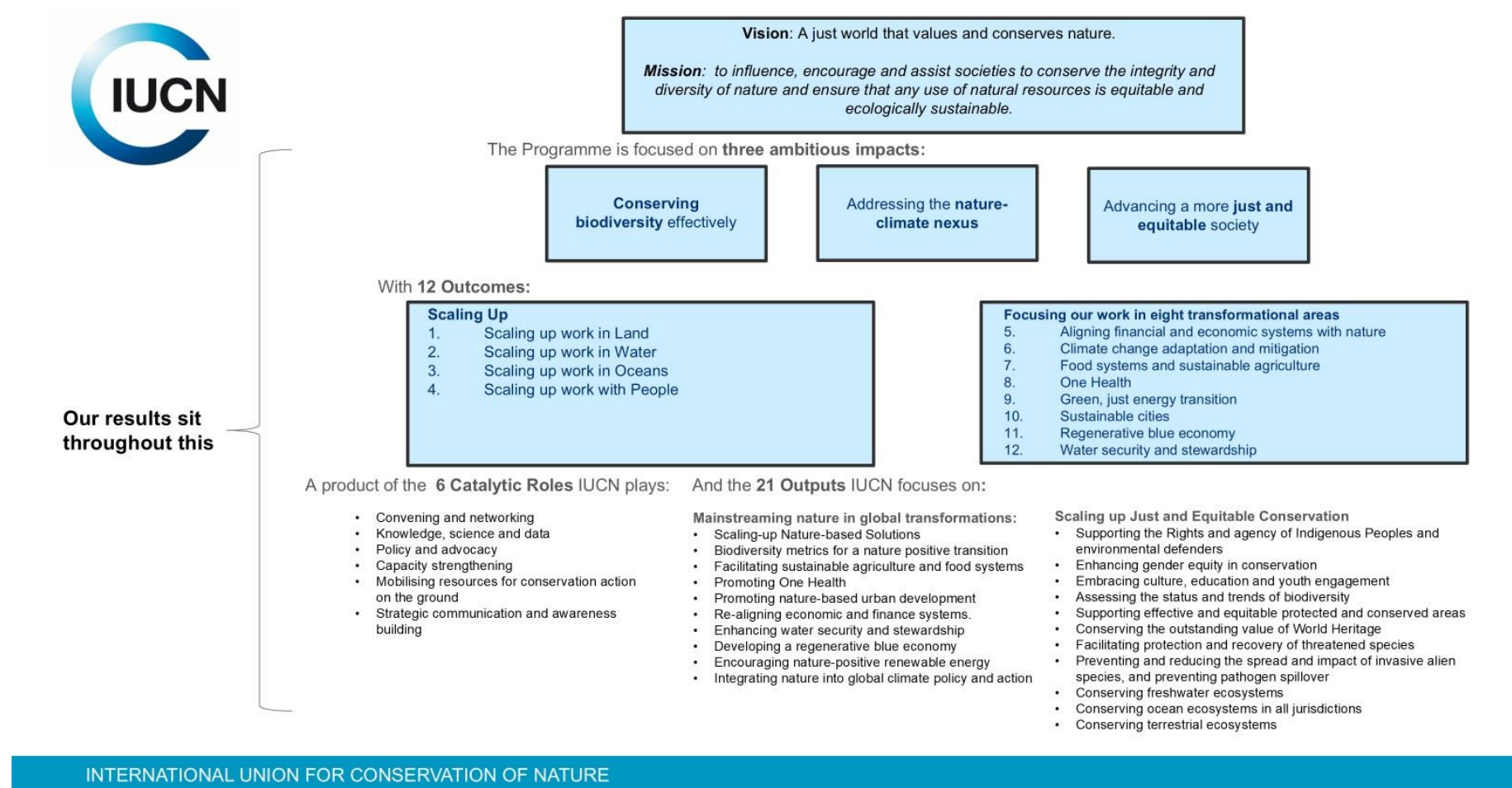
We look at our results framework in two ways. The first, is a theory of change approach where activities lead to outputs, which leads to outcomes, and eventually impact. We also look at the full list of outputs we could achieve and decide which areas we need to work in directly and which our members, partners and peers will focus on. The Programme 2026-29 has therefore defined the following framework for our results:

- **3 Impact** measures linking to our vision and mission
- **12 Outcome** measures; and
- **The 6 Catalytic roles** we play in making change happen, and **with 21 Output** measures
- **A results framework which sits throughout this.**

This is shown over the page in figure 1.

The second is the spheres of action, influence, and interest. Which is described later.

Figure 1: Results framework focused on a Theory of Change Approach



3. Results Framework

Outcomes

This is a draft and indicative framework. Will be adjusted as member feedback have been received. Outcomes will be monitored using two approaches:

1. Meta indicators¹ (automatically aggregated through the portfolio atlas of indicators and the portal master data management) – [marked as blue](#)
2. Data collector manually through ‘owners’, such as individuals (‘institutional indicators’)

Outcome statements	Results Indicators
Just, equitable conservation of nature at scale²	
4.2.2.1 PEOPLE Equity and justice for sound environmental governance has been enhanced in every aspect of scaling up conservation on land, freshwater and oceans	These sit across all of our scaling up efforts across People, Land, Water and Oceans (as applicable): *Total number of assessments delivered (meta indicator) *Total number of plans or strategies delivered (meta indicator) *Total number of hectares of landscapes under improved management to benefit biodiversity (qualitative assessment, non-certified) (meta indicator) *Total number of area of landscapes that meets national or international third-party certification and that incorporates biodiversity considerations (meta indicator) *Total number of hectares of landscapes under sustainable land management in production systems (meta indicator) * Total number of hectares of degraded agricultural lands under restoration (meta indicator) * Total number of hectares of forest and forest land under restoration (meta indicator) * Total number of hectares of natural grass and shrublands under restoration (meta indicator) * Total number of hectares of wetlands (including estuaries and mangroves) under restoration (meta indicator) * Total number of livelihood interventions (meta indicator) <ul style="list-style-type: none"> • Number of direct beneficiaries (differentiated by men / women) • Number of indigenous communities engaged • Number of women and girls • Number of youth
4.2.2.2 LAND The effective conservation and restoration of areas of importance for terrestrial key biodiversity areas, other areas important for biodiversity, ecosystems and species has been achieved equitably and inclusively to reach global targets	
4.2.2.3 WATER The effective conservation and restoration of freshwater key biodiversity areas, other areas important for biodiversity, ecosystems and species has been achieved equitably and inclusively to reach global targets	
4.2.2.4 OCEAN The effective conservation and restoration of marine key	

¹ Meta indicators are composite measurements that aggregate multiple individual indicators into a single, broader metric. They are used to provide a high-level summary or overview by combining data from various sources or intervention types. In this accountability framework, meta indicators are often used to track overall performance, trends, or progress.

² The majority of indicators included under this section can be disaggregated by outcome (not valid for some knowledge products)

<p>biodiversity areas, other areas important for biodiversity, ecosystems and species has been achieved equitably and inclusively to reach global targets</p>	<ul style="list-style-type: none"> • Number of policies, laws and regulations supported (engaged with/ influenced??) * Total number of people trained on equity and justice for sound governance * Total number of organisations that received technical assistance on equity and justice for sound governance * Total unique count of adults with protected natural resources access and use rights (meta indicator) * Total unique count of community members consulted (meta indicator) * Total unique count of direct beneficiaries (meta indicator) * Total unique count of people trained (meta indicator) * Total number of protected and conserved areas listed in the Green List * Total number of IUCN ISBN publications and translations (incl. Altmetric Attention Scores) * Total number of publications downloaded * Total number of species added to Red List * Total number of Green Status species added * Total number of invasive alien species accounted for in the GISD * Total number of EICAT assessments for invasive species submitted for approval AND number of these that are approved * Total number of km2 of the world's ecosystem re-assessed or * Total functional ecosystem types systematically addressed through RLE * Total number of KBA assessments * Total number of protected planet records (updated or verified) * Total number of Global Standard for Nature-based Solutions™ users * Total number of STAR reports downloaded * IUCN Restoration Barometer – Total number of countries with data submitted and validated
The eight global transformations for nature and people	
<p>4.2.1.1 ONE HEALTH Sustainable pathways to environmental and human health have been established</p>	<ul style="list-style-type: none"> * Number of one health policies, targets and operational frameworks promoted (or promulgated) by government agencies * Number of new partnerships created (meta indicator) * Amount of CHF mobilized (meta indicator) Other indicators TBC
<p>4.2.1.2 REALIGN FINANCIAL AND ECONOMIC SYSTEMS Economic and financial systems have been refocussed to</p>	<ul style="list-style-type: none"> * Number of public and private sector actors that have initiated assessing, reported and/or set targets on the alignment of economic and financial systems with nature * Number of companies and regulators using biodiversity (species and ecosystems)

reflect dependencies and impacts on nature (including a focus on equitable stewardship of nature and natural resources)	metrics, data and tools to enable standardized, robust, and comprehensive measurement and disclosing of nature-related impacts, risks, and dependencies * Other indicators TBC
4.2.1.3 SUSTAINABLE FOOD AND AGRICULTURE SYSTEMS Significant progress in establishing sustainable and nature-positive contribution of multifunctional agricultural landscapes has been achieved	* Number of solutions contributing to sustainable and nature-positive multifunctional agricultural landscapes implemented * Other indicators TBC
4.2.1.4 SUSTAINABLE CITIES Sub-national planning processes integrate biodiversity, ecological footprints and nature into urban planning and infrastructure development, demonstrating improvements in citizen well-being and mitigation of urban challenges	* Total number of sub-national planning processes influenced * Number of sub-national planning processes incorporating nature-based solutions (meta indicator) * Other indicators TBC
4.2.1.5 WATER STEWARDSHIP AND SECURITY Policy frameworks, regulations, spatial planning processes and water cooperation agreements improve the governance of water resources	* Total number of frameworks, regulations, spatial planning processes and/or water cooperation agreements improved (meta indicator) * Other indicators TBC
4.2.1.6 REGENERATIVE BLUE ECONOMY A framework for developing a regenerative blue economy, focusing on sustainable and equitable marine resource utilisation is incorporated into national and regional development strategies	* Total number of national and regional development strategies influenced (meta indicator) * Other indicators TBC
4.2.1.7 CLIMATE CHANGE ADAPTATION AND MITIGATION National and international climate strategies, frameworks and actions optimise the role of Nature-based Solutions while avoiding adverse biodiversity impacts from novel climate technologies	* Total carbon sequestered (meta indicator) * Total Emissions avoided (meta indicator) * Total amount (CHF) mobilised (meta indicator) * Public and private finance catalysed by IUCN projects for climate action or biodiversity purposes (in CHF) (meta indicator) * Public and private finance mobilised by IUCN projects for climate action or biodiversity purposes (in CHF) (meta indicator) * Other indicators TBC
4.2.1.8 GREEN, JUST ENERGY TRANSITION Global installed renewable energy generation and distribution capacity is trebled within a socially equitable and nature positive framework	* Number of regulators and companies that have set targets and/or reported progress on nature-positive measures in the permitting and installation of renewable energy schemes and transmission grids. * Other indicators TBC

4.2 IUCN catalytic roles

Catalytic roles will be reported on automatically leveraging the IUCN indicator atlas (portfolio) AND the monitoring of key outputs in the following section.

IUCN catalytic role	Definition	Indicator
Convening and networking	Bringing together a wide range of actors for dialogue, discussion, and debate to identify, agree and address the necessary long-term transformational changes	<ul style="list-style-type: none"> * Total number of new partnerships created (both innovative and more standard interventions) (meta indicator) * Total number of convenings organised or * Total number of stakeholders brought together (meta indicator) * Total specialists groups brought together e.g. Private Sector
Knowledge, science and data	Guiding conservation with robust science, data and multi-disciplinary evidence	<ul style="list-style-type: none"> * Total number of assessments delivered (meta indicator) * Total number of methodologies delivered (meta indicator) * Number of knowledge, science or data material (incl. Guidance, methodologies and tools) developed or promoted (meta indicator)
Policy and advocacy	The ability to create change for nature from the local to the global level.	<ul style="list-style-type: none"> * Total number of policy influence products delivered (meta indicator)
Capacity strengthening	Empowering and helping others to change (deepening learning, and making this more relevant for Members)	<ul style="list-style-type: none"> * Number of people with strengthened capacities (meta indicator) * Number of Members/organisations/ institutions that received technical assistance (meta indicator) * Total number of trainings delivered (meta indicator)
Mobilising resources for conservation action on the ground	Brokering partnerships with, and through, Members and partners to support focused and innovative conservation action.	<ul style="list-style-type: none"> * Total amount of CHF mobilised (meta indicator) * Total number of conservation plans or strategies delivered (meta indicator) * Total number of livelihood support initiative delivered (meta indicator)
Strategic communication and awareness building	This also speaks to an ambition to grow IUCN work in education	<ul style="list-style-type: none"> * Total number of communication products delivered (meta indicator) * Total education indicators * Total Youth intervention measures

Outputs

The following outputs are in draft results framework for the 2026-2029 Work Programme. Indicators and targets have at this point been partially developed for the outputs. Adjustments of the outputs must also be expected:

- **Scaling up Nature-based Solutions:**

Adoption of high-integrity Nature-based Solutions by the public and private sector in the design, implementation and assessment of actions and initiatives to deliver the eight global transformations

- **Biodiversity metrics for a nature positive transition**

Adoption of Nature-Positive approaches and metrics by the private sector, government and civil society, to deliver the eight global transformations

- **Sustainable food and agricultural systems**

Conservation and food and agricultural systems actors (government, producers, companies, civil society) have co-designed and implemented solutions contributing to sustainable and nature-positive multifunctional agricultural landscapes

- **One Health**

Policymakers, public health experts, and conservation professionals set targets and integrate health and conservation aspects, reporting progress in combating zoonotic diseases and improving health outcomes

- **Nature-based urban development**

State and sub-national authorities effectively deploy biodiversity management and Nature-based Solutions to increase access to green and blue spaces in urban areas and manage ecological footprint

- **Re-aligning economic and financial systems**

Public and private sector actors, including countries and corporations, have initiated assessing, reporting and setting targets on the alignment of economic and financial systems with nature by measuring, monitoring and disclosing nature-related impacts, dependencies, risks and opportunities

- **Water security and stewardship**

States, corporations, and communities mobilise freshwater ecosystem restoration, governance and stewardship

- **A regenerative Blue Economy**

Regenerative Blue Economy models that incorporate State, private sector, and local community ownership and investment have been established

- **Nature-positive renewables and grids**

Regulators and companies have set targets and reported progress on nature-positive measures in the permitting and installation of renewable energy schemes and transmission grids

- **Integrating Nature into Global Climate Policy and Action**

Global and national climate policies, strategies and frameworks address, incorporate and safeguard the role of nature in adaptation and mitigation responses and investment

- **Respecting the rights and agency of Indigenous Peoples and environmental defenders**

Environmental initiatives prioritise and advance the agency and leadership of and Indigenous Peoples and environmental defenders towards their safety and protection and strengthening access to justice

- **Gender equality in conservation**

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

- **Assessing the status of biodiversity**

IUCN standards and tools on species, ecosystems and key biodiversity areas have informed and guided implementation and monitoring of the Global Biodiversity Framework

- **Effective and equitable protected and conserved areas**
National and sub-national governments, Indigenous Peoples and local communities have been supported to implement plans for fair and effective systems of protected and conserved areas, in line with the Target 3 of the Global Biodiversity Framework (GBF)
- **Conserving the outstanding universal value of natural World Heritage**
The world's most significant natural and cultural areas are protected and conserved through the maintenance of their outstanding universal value through equitable, effective and inclusive governance and management
- **Recovery of threatened species**
The human-induced extinction of targeted threatened species has been halted and reversed, contributing to enhanced ecosystem integrity and human livelihoods and well-being in land, freshwater and marine areas
- **Preventing and reducing the spread and impact of invasive alien species**
Countries, companies and civil society have taken measures to reduce the introduction, establishment and spread of invasive alien species (IAS), and implemented actions to eliminate, reduce or mitigate their impacts in priority sites
- **Conserving freshwater biodiversity**
Governments and the private sector have used data and tools mobilised through IUCN standards to incorporate freshwater biodiversity into decision-making processes for effective and equitable conservation, water governance and management
- **Conserving the ocean and areas beyond national jurisdiction**
The global ocean will have achieved 30% protection in protected and conserved areas, and other area-based management tools and threats and systematic approaches to address stressors to the integrity of marine biodiversity, including ecosystem functions and services have been identified and being implemented
- **Conserving and restoring terrestrial ecosystems**
Collaborative multi-stakeholder ecosystem conservation and restoration at landscape scale have engaged government, private sector, and non-government actors to advance conservation and restoration of priority forest and grassland ecosystems benefitting associated human well-being and livelihoods
- **Placeholder (Culture, education and youth)**
This output has to be developed