



# Catalysing State and non-State actors for nature

Mapping coalitions and their potential contribution to reduce pressures on biodiversity

Florence Curet and Philippe Puydarrieux



INTERNATIONAL UNION FOR CONSERVATION OF NATURE

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# Foreword

It is increasingly clear that biodiversity conservation must be integrated into the global economy, and into society as a whole, if the vital ecosystems on which human life depends are to be preserved. Yet, despite progress, the trends in biodiversity loss are alarming and show that much remains to be done to mainstream biodiversity into all economic sectors. Conservation works – but it urgently needs to grow in scale and scope, with both states and non-state actors engaged, to tackle the root causes of biodiversity loss and to limit pressures on nature.

Partnerships, cooperative initiatives and coalitions bringing together a diversity of groups – from governments to indigenous peoples' organisations to private companies – can help us reach these objectives. Many such partnerships aim to further the Sustainable Development Goals; many encompass activities related to natural resource or land use, such as agriculture, infrastructure, or climate change mitigation, with direct impacts on biodiversity. Mobilising these existing coalitions could help spark innovative, environmentally sound solutions, and secure a more prominent place for biodiversity conservation across a range of economic sectors.

This IUCN report opens the door to fully harnessing the potential of coalitions for nature, by mapping existing coalitions with direct relevance to biodiversity around the globe. This is particularly timely as the world gears up for the United Nations Decade on Ecosystem Restoration 2021–2030, with calls for cooperative restoration efforts intensifying. For the first time, this report evaluates the level of ambition of existing initiatives towards conserving biodiversity, with special attention to non-state partnerships, and assesses the potential contributions they could make to the emerging post-2020 global biodiversity framework. The report features a number of examples and case studies that help grasp the diversity of the landscape and the common patterns that emerge.

Nevertheless, cooperative action around the world faces a number of challenges, as this report demonstrates. More than ever, coalitions need to embrace holistic approaches, clear science-based targets to enable transparent reporting and effective monitoring, and more inclusive governance structures in order to design sustainable solutions incorporating diverse stakeholders' perspectives.

Beyond cooperative initiatives themselves, this report reminds us that both state and non-state actors have the power to create change at their level, as members, partners or stakeholders of coalitions.

We sincerely hope that this report will guide and propel effective cooperative action towards preserving the diversity of life on which our livelihoods and our wellbeing depend, over the coming decade and beyond.

**Bruno Oberle**

Director General

International Union for Conservation of Nature

**Barbara Pompili**

Minister of Ecological Transition

France

# Executive summary

In recent decades, partnerships and cooperative initiatives of State and non-State actors have been increasingly called upon by the United Nations to contribute transformative solutions to the challenges of sustainable development. Many of such initiatives strive to end hunger, mitigate climate change or build sustainable cities, and are most deeply connected to natural resources and land use to achieve their objectives. The mobilisation of such existing partnerships for biodiversity could, more than ever, inspire and accelerate decisive contributions to reverse biodiversity loss by 2030 and advance the sustainable development goals. In addition, their commitments could support an ambitious post-2020 global biodiversity framework.

In this perspective, the present mapping draws a comprehensive landscape of 208 global coalitions undertaken by States and/or non-State actors, whose different missions drive direct and indirect impacts on biodiversity, harmful or restorative. Based on online coalition information<sup>1</sup>, it seeks to assess who coalitions are, what objectives they strive to achieve, where they stand on biodiversity issues and whether their monitoring and reporting, inclusiveness and transparency practices fit their purposes. Results highlight common patterns among coalitions with similar membership composition and gaps that need to be bridged in order to support the post-2020 global biodiversity framework. Recommendations aim to inspire coalitions with new or enhanced commitments for biodiversity, adapted to their initial awareness and commitments, and highlight a set of best practices for coalitions and their members to accelerate biodiversity mainstreaming.

## The key findings of the study of 208 coalitions are:

- Coalitions involving **public actors and civil society organisations** (CSOs), such as IUCN, are responsible for most commitments and projects dedicated to or in favour of biodiversity. These coalitions own the expertise and knowledge of biodiversity mechanisms such projects demand
- Biodiversity remains poorly mainstreamed among coalitions of **corporate actors**, whose commitments to environmental sustainability are often limited to climate change, water and waste management, despite the pressures on biodiversity driven by their members' businesses. Such coalitions show a limited awareness of biodiversity.
- **Voluntary certification schemes** (VCS), who are specific coalitions involving corporate actors and conservation NGOs in most cases, create a much-needed space where economic entities with nature-dependent business models can engage with conservation experts and seek to advance the cause of biodiversity with zero-deforestation pledges and other sustainable use commitments.

## The major gaps and challenges are:

- About one third of corporate actor coalitions declare an objective to contribute to one or several of the sustainable development goals (SDGs). However, they **rarely embrace the systemic perspective** promoted by the SDGs framework and rather focus on their priorities, with little consideration for collateral impacts on other SDGs and biodiversity.

<sup>1</sup> Online data collection of website and existing annual reports was performed from October 2018 to March 2019, followed by the analysis phase.

- **Inclusiveness and bottom-up solutions** to complex issues remain relatively uncommon among global coalitions involving corporate actors. They engage more often with peers and other global partners than with local communities, and less with the most vulnerable ones. This gap, important for all coalitions, is particularly critical for coalitions developing VCS.
- **Monitoring, reporting and verification (MRV)** remain insufficient for most of the coalitions. Faced with the inherent complexity of biodiversity and the current lack of a common global science-based target, such as an increase of 1.5° C for global warming, coalitions of non-State actors, including VCS, tend to develop their own frameworks or standards, adapted to their sectors or purpose. These may not be designed to achieve a no net loss of biodiversity. In addition, objectives and impacts remain insufficiently monitored and communicated in quantitative terms. The weakness of the existing reporting systems may also contribute to the lack of mainstreaming of proven best practices.

### The main recommendations are:

- **To States:**

**Adopt a shared global vision and set-up science-based targets.** Science-based targets should be disaggregated at national and sub-national scales. This is crucial to support coalitions and their members – including companies, local governments, finance institutions, local communities, indigenous peoples and NGOs – in designing their own targets and MRV systems. States should support voluntary efforts made by existing coalitions by an appropriate policy mix and support launch new coalitions filling gaps for biodiversity and sustainability.

- **To coalitions and their members:**

**Embrace a systemic approach of sustainability integrating biodiversity conservation targets.** Coalitions (including VCS) and their members (including local governments, companies and finance institutions) should **adopt a systemic perspective by integrating biodiversity objectives as a support to achieve other targets.** This implies **integrating best practices** in their own business, including impact assessment, inclusiveness and transparency, Nature-based Solutions and ecosystem-based approaches. Businesses should involve their whole value chain in VCS including minor players. That also means using **international frameworks and objectives more systematically as a reference:** SDGs, biodiversity global targets, Paris Agreement on climate change, land degradation neutrality. It further implies **setting up SMART (Specific, Measurable, Achievable, Realistic and Timely) targets** for biodiversity and **designing efficient MRV systems.**

- **To the conservation community:**

**Disseminate outside conservation.** Experts and conservation CSOs should **represent biodiversity more largely outside the conservation community** by joining or contributing to coalitions, especially in business fora, and sharing their unique expertise as advisors on tools for systemic approaches and best practices. The contribution and traditional practices of Indigenous Peoples, whose knowledge related to the sustainable management and use of biodiversity and natural resources has no equivalent, should be recognized, shared and scaled up.



# Key findings and recommendations

Based on a multi-criteria mapping, the report draws the landscape of cooperative initiatives called ‘coalitions’ and highlights their current positions with regard to biodiversity, as well as the dynamics between the different coalition profiles.

The study focuses on 208 global ‘coalitions’, defined in this report after analysing criteria identified in literature. As such, coalitions are voluntary initiatives undertaken by governments and/or relevant stakeholders, which aim at public policy or topics, involve transnational interactions and adopt a participative governance of all actors. As existing partnerships include those already committed to conservation and those who mostly lead activities driving pressures on biodiversity, the identification among them of the final 208 coalitions combined several sources to portray such diversity.

Direct threats driven by specific human activities have been first identified by the IUCN Red List of Threatened Species™, the results of which guided the online research of coalitions relative to the most important pressures. Keywords, literature review and interviews with experts helped complete the sample with coalitions involved not just in best practices in conservation and restoration, but also in policy, research and other activities able to influence the adoption of best practices for nature.

For the purpose of the analysis, selected coalitions were organised by themes and according to their impact, either direct or indirect. Themes with a direct impact, be it positive or negative, include i) urban and land-use planning; ii) commercial and sectoral land use; iii) nature-friendly economic land use; iv) ocean activities; and v) climate and land conservation activities. Themes with an indirect influence cover vi) policy, rights and stewardship; vii) science, knowledge and research; viii) certifications and reporting; and ix) financial mechanisms. The mission, objectives, projects and annual reports of the 208 coalitions were screened to identify who they were, what they do, where and how, in terms of their commitment to biodiversity, impact and effectiveness.

Results are presented using the ‘governance triangle’ framework, which makes it possible to position coalitions according to the composition of their membership into three major vertices: Public, CSOs and Firms (see [Figure a](#)). The triangle, further divided into seven possible combinations of the three types of stakeholders/coalitions, helps in displaying the dynamics at stake between actors and trends. However, it is not in itself a gauge to infer the actual impact or effectiveness of coalitions, of which a substantiated analysis would require other analytical models beyond the scope of the study.

All the figures and percentages in this paper refer to the sample of 208 coalitions.

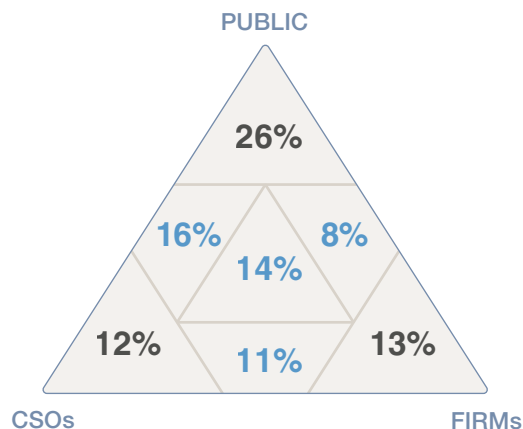
Figure a | Diagramme showing key results of the mapping

The governance triangle organises coalitions according to the composition of their membership in seven combinations and zones.

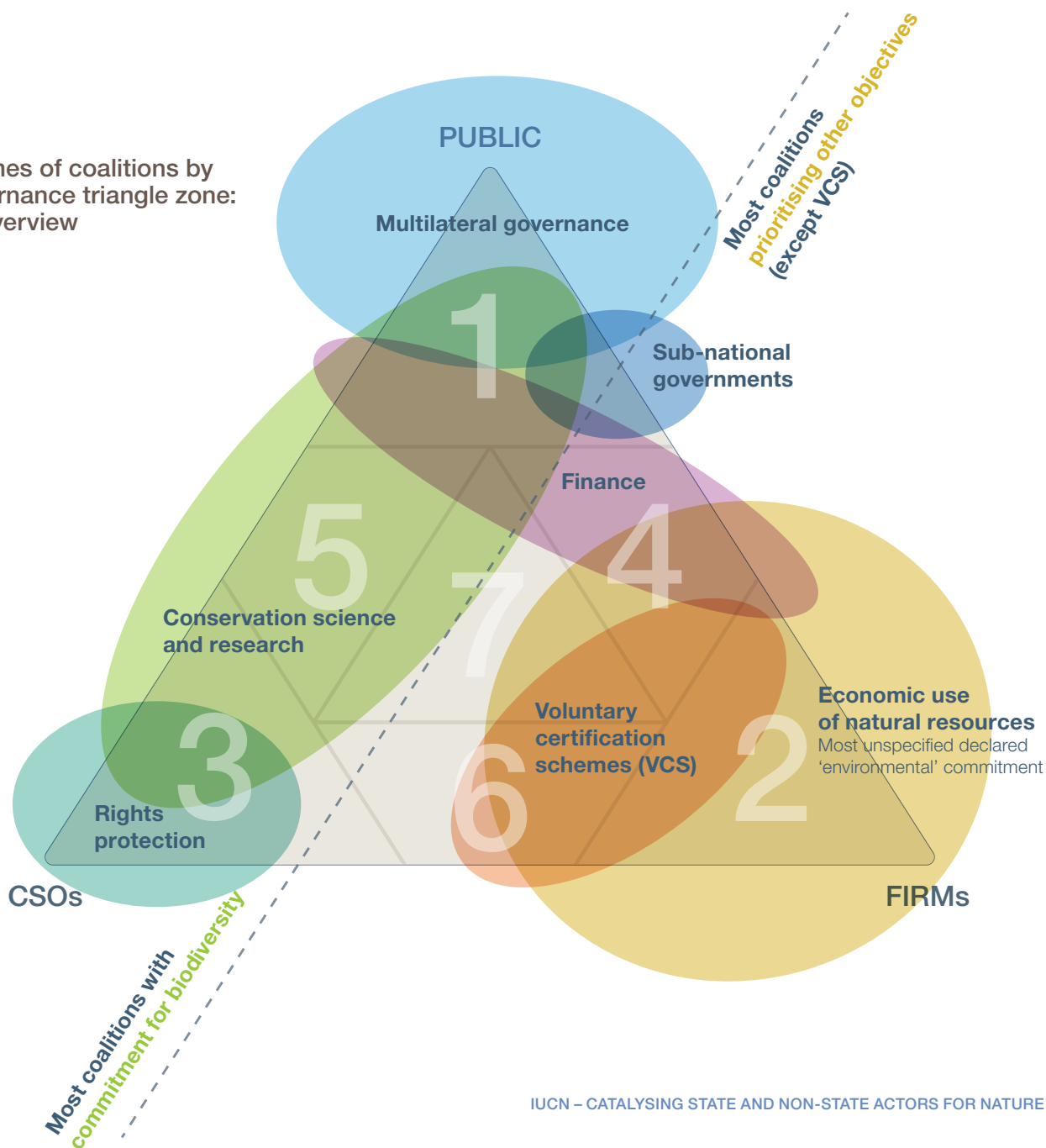
Percentage of coalitions by zone



Note: See Figure 2 for an explanation of the triangle.



Themes of coalitions by governance triangle zone: an overview



## Drawing the contours: key findings

The mapping finds the following key results and elements of discussion:

- 1. Despite the common will to develop multi-actor partnerships, coalitions between actors of the same type remain the majority in our sample** (51% governed by one vs 15% involving all *three* types). This result is partly driven by the strong representation of multilateral organisations (26% coalitions of public actors). Two constraining factors could explain the relative under-representation of business coalitions (13%): first, the collaboration between companies is strictly regulated by the laws prohibiting anti-competitive practices; second, only large companies may have the resources to engage in coalitions. With the exception of voluntary certification schemes (VCS) involving actors of all sizes in a value chain, small and medium players are not very represented.
- 2. A majority of coalitions (57%) aim to influence policy and practices in favour of biodiversity** (through policy, stewardship, research, certifications, etc.), mostly on the Public-CSOs axis. This axis also includes most coalitions for conservation. On the opposite, **the minority of coalitions (43%) related to direct harmful impacts on biodiversity over-represent Firms**. Thus, the highest potential for increased mobilisation for biodiversity is in this vertex of the triangle (see [Figure a](#)).
- 3. The study found a clear attempt by businesses to engage in developing their own standards and self-labelled better practices, often by joining a voluntary certification scheme built with peers only or with conservation NGOs.** While on average 28% of coalition develop this approach, Firms coalitions and Firms+CSOs coalitions adopt it in respectively 38% and 50% of cases. By developing such standards, they endorse an important role of global biodiversity governance, usually devolved to the States (see [Figure a](#)).
- 4. While developing the standards, the coalitions tend to work outside international frameworks, such as the Aichi Targets.** This could be due as much to the complexity of biodiversity itself, which prompts actors and coalitions to design tailored frames suiting their needs, as to the absence of a globally agreed scientific target.
- 5. Coalitions dedicated to funding conservation or sustainable nature-friendly projects represent only 12% of the sample.** They are made up of public institutions – such as the Global Environment Facility (GEF) or the International Finance Corporation (IFC) – but also involve private initiatives. The public-private World Economic Forum (WEF) initiated several coalitions, playing an important catalytic role between public and private actors – among which major foundations.
- 6. The activities of more than 75% of global coalitions are mostly focused on three major regions – East Asia, Latin America and sub-Saharan Africa – all home to megadiverse ecosystems.** It is noteworthy that **only 20% of coalitions address issues related to oceans and seas**, which rank lowest on the agenda of global coalitions and remain at a regional level.
- 7. Only a relatively small group of coalitions (17%) explicitly refer to the SDGs, and 168 neither mention them nor the global biodiversity targets at all.** It is interesting to note that 33% of the Firm

coalitions declare a contribution to the SDGs, while the coalitions of public actors are only 11% to do so. Unfortunately, few coalitions truly embrace their systemic vision. In particular, information pertaining to firms fall short of mentioning an integrated perspective although many indicate their intention to improve the business-as-usual approach on a few priorities strategic to their business.

**8. Only 18% of coalitions are committed to biodiversity and actively seek to achieve a ‘positive impact’ through activities supporting restoration or regeneration.** They are mostly represented on the Public-CSOs axis and many of them involve IUCN and its constituencies (see Figures a and 13).

**9. Twice as many (39%) declare an objective of ‘no negative impact’, often in the form of a zero deforestation pledge.** This group is represented all over the triangle. Global conservation organisations, such as the World Wildlife Fund (WWF), Conservation International (CI) or The Nature Conservancy (TNC), all IUCN Members, are involved in most of these initiatives. They demonstrate that the involvement of environment and conservation experts and NGOs is a critical factor for the adoption of good approaches for nature. The example of VCS, involving Public and CSOs like WWF, CI and TNC, is particularly representative in this regard (see Figure 1).

**10. The remaining 43% – mostly on the Public-Firms axis – prioritise ‘other objectives’, without particular consideration for the preservation of life on lands and in oceans.** Among these other priorities identified are: agriculture and food security; climate action; sustainable production and consumption; infrastructures and cities, all related to SDGs, potentially conflicting with life on land (SDG 15) and life below water (SDG 14). These cases underline the need to promote the nexus analysis of economic and social goals versus biosphere ones, in order to provide thorough assessments of synergies and trade-offs able to inform the strategic choices. The profile of coalitions with little knowledge of biodiversity challenges will need to be addressed with appropriate arguments and concrete value propositions in the post-2020 perspective.

**11. In the group prioritising other objectives than biodiversity, 23 coalitions nevertheless declare a commitment to ‘environmental sustainability’ or to the responsible or sustainable use of natural resources.** Such commitment are either not substantiated, or it is limited to CO<sub>2</sub> emissions and water management objectives. These coalitions have a limited perception of environmental challenges or a limited ability to monitor them, which confirms the persistent and urgent need to mainstream biodiversity beyond the conservation world, in terms of awareness, targets and tools.

**12. The actual impact of coalitions remains difficult to evaluate. Nevertheless, the assessment of key criteria provides information on the effectiveness of coalitions and on their governance.** If almost all coalitions have a clear mandate (93%) and the financial means to sustain their activities (96%), disclosure of reporting and key governance events is effective in only 46% of coalitions and best implemented in the Public and CSOs vertices of the triangle.

**13. Only one in five coalitions (19%) communicates in quantitative terms, while four in five (81%) undertake a qualitative monitoring and reporting, based on accounts on their projects.** Quantitative reporting is a major gap for a large proportion of coalitions, and when it is present, it is most often in relation to GHG emissions. In particular, the original target pursued by the coalition and its significance with regard to the

global agenda is rarely detailed. This is a major hurdle to the evaluation of a coalition's actual contributions, in addition to preventing effective monitoring.

**14. The active engagement with partners and external stakeholders is pursued by two thirds of coalitions (62%).** Such approach creates opportunities of dialogue and innovative solutions meeting diverse perspectives. CSOs and to a lesser extent Firm coalitions report more often such consultation and collaboration with diverse stakeholders.

**15. However, only one third of coalitions (33%) actively ensure inclusiveness and involvement of local communities and indigenous peoples,** which is a critical condition for long-term sustainability. Coalitions involving Firm members using to top-down management models appear the least accustomed to such a bottom-up dialogue with local communities. This represents an important gap for VCS coalitions who do not necessarily include the poorest of the poor farmers. A coalition impact can only be transformative in the long run when all stakeholders, even the most vulnerable, have been involved in the process.

## Changing the course: recommendations

The results of the study reveal complementarities between coalition profiles that give promising reasons to keep the common thread that binds public, CSOs and Firms together to make biodiversity recovery an attainable goal by 2050. The potential is huge, but the need to broaden the mobilisation for biodiversity, scale up efforts and leverage synergies is more important than ever to bring about the transformative change we need.

### A. Mainstream biodiversity in existing coalitions

Coalitions have different levels of awareness of biodiversity issues. Therefore, the way forward **to achieve the mainstreaming of biodiversity and to catalyse voluntary commitments for biodiversity** will take different paths.

**1. Coalitions without any biodiversity objective, but dependant on nature and land, need to adopt a nexus approach to reconcile their objectives with biodiversity** – as they often did with climate change objectives. These coalitions present the most significant potential of progress for nature but their change will take more time. Based on the model of Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) work, trade-offs and synergies between SDGs need first to be analysed to find suitable solutions meeting the needs of ending hunger in agriculture, climate action, sustainable consumption and production, sustainable cities and innovation and infrastructures on the one hand, and life on land and below water on the other.

**2. Coalitions committed to a 'no negative' impact objective like a zero-deforestation pledge have a potential to take additional commitments** – for soil regeneration for instance, waste and water management in specific ecosystems, or by increasing their scope. This is particularly the case of VCS, who could mainstream the sustainable sourcing of commodities, with new actors and territories or levelled-up standards. Collaborating with coalitions delivering positive impacts on innovative projects would be another way forward for them to level up their impact.



**3. Coalitions involved in biodiversity recovery need to join forces with partners in order to create a momentum and bring their impact to scale.** The multiple side-benefits of their approach for climate and development need to inspire others. Their experience need to be showcased in the momentum created by the UN Decade on Ecosystem Restoration 2021–2030, the IUCN World Conservation Congress and the CBD COP15. Similarly, conservation experts and researchers, the CBD, IUCN, and all coalitions and actors willing to advance biodiversity need to take stock of the different insights of existing coalitions. They should build cases for nature based on these insights with very simple narratives, guidelines, rules and trajectories to help advance the awareness and mainstreaming of biodiversity.

## **B. Raise the potential positive impact of coalitions**

Beyond commitments, **the effectiveness and governance of existing coalitions can be raised by promoting the adoption of stronger practices, monitoring and standards** for a positive impact over the next decade.

**1. International frameworks, such as the SDGs and the post-2020 Global Biodiversity Framework, need to become usual reference for coalitions.** This would greatly ease implementation and monitoring at a national level, and overcome the reference to concepts such as ‘environmental sustainability’. The joint adoption of global science-based targets in CBD negotiations would also be decisive to strengthen monitoring. Further bridging the gap between the institutional negotiation process at CBD level and non-State coalitions on the approach to mainstreaming could increase the buy-in sense of ownership and commitment.

**2. MRV processes need to be enhanced in most coalitions for improved transparency and measuring progress.** Quantitative objectives should ideally be set in reference to the global targets, split into sub-goals easier to track, follow a clear time-bound trajectory and be completed with concrete action plans and indicators. Some economic sectors in particular, among which finance, manufacturing and retail, food, beverage and agriculture businesses, should enhance or develop transparency about sustainability. The adoption of a common approach for measuring and integrating biodiversity in business and investment decisions and in environmental, social and governance (ESG) reporting frameworks is a challenge also identified by key actors and coalitions.

**3. Inclusiveness and bottom-up approaches as well as the diversity of members and partners need to be embraced in order to build truly sustainable systems.** Sustainable development cannot be achieved without the active involvement of grassroots organisations, local communities, elderly leaders, women’s groups and Indigenous Peoples, and the variety of perspectives brought by different actors – Public, CSOs and Firms – that fuels the development of innovative solutions. The traditional practices of indigenous peoples for conservation of biodiversity and natural resources worldwide can inspire new and/or strengthen alliances and partnerships to promote shared management and sustainable use of natural resources with a rights-based approach.

**4. The transformative impact of VCS on commodities supply chains could be unleashed if the three above recommendations were fully mainstreamed and implemented.** Granting a certificate to companies who adopt better approaches advances biodiversity, but the pathway towards the gold standard and the

global target needs to be defined, and the monitoring of progress needs to be transparent, independent and ensure traceability. Moreover, given the critical weight of pressures to biodiversity related to small players (i.e. smallholder farmers, small-scale fisheries and informal mining), an extra effort should be placed on facilitating the certification of their activities, for instance by simplifying the creation of cooperatives, through financial and legal support, and capacity building. In addition, opening a dialogue with the public sector to address factors related to land titles, poor access to credit and agricultural inputs can help solve structural issues that prevent the active involvement of smallholders.

## C. Unlock the potential of coalitions to make a change

The success of coalitions depends on the active and consistent involvement of their members, inside and outside the coalition. **Each actor – whether State, sub-national government, CSOs and businesses, financial or not – has a decisive role and responsibilities of its own to become a catalyst of change and to unlock the potential of multi-stakeholder cooperation.** The halting of biodiversity loss and the transformation towards sustainable and resilient societies depends on the ability and commitment of each actor to tackle changes of their sole responsibility.

### 1. States need to leverage their policy-making role to enable change for good by developing the right policy framework blending regulation, incentives and voluntary measures.

- **In multilateral negotiations**, States are responsible for setting-up critical milestones for the next decade, including a common vision, aligned definitions and global science-based targets for biodiversity, a shared MRV mechanism and the corresponding funding plan in order to set the reference framework expected by stakeholders and coalitions.
- **At the national level**, improved landscape and seascape governance call for the adoption of adequate policies and their support of multi-stakeholders efforts for maintaining healthy ecosystems for all. Where relevant, mechanisms to ensure that VCS in agriculture, fisheries, forestry and other economic activities have no negative impact on biodiversity and to support inclusiveness would need to be established. In order to be fully effective, such measures should go with a drastic reform of environmentally harmful incentives and tax policies.
- **In collaboration with economic actors**, the development of environmental reporting standards and disclosure mechanisms for businesses should mainstream such reporting, improve accountability and reduce the possible ambiguities created by voluntary mechanisms. Such standards could be built based on the experience of existing coalitions.
- **Creating enabling conditions for entrepreneurs** of small and medium enterprises (SMEs) would further drive nature-friendly sustainable innovation. In addition, the transition to sustainable development could be supported by unlocking a sustainable and resilient finance with green capital markets, where the environmental risks are properly accounted for.

### 2. States need to support collective voluntary approaches by leading the way to launch new coalitions filling important gaps for the transition to a sustainable economy in harmony with nature.

- **Oceans** offer many opportunities but also face many important threats, which can only be handled with dedicated cooperation and appropriate consultation, potentially leading to new coalitions.

- **Accelerating research** on several critical topics requires joining public and private forces, potentially lead to new coalitions. Critical topics include trade-offs between SDGs, intensive farming transformation, alternative solutions to plastics, etc.

### 3. **Local governments need to accelerate the transformation of their land management in cities and regions in a sustainable and inclusive way.**

Building on coalitions created with the purpose to mitigate climate change, they could adopt and develop Nature-based Solutions to mainstream biodiversity in sustainable cities and produce co-benefits for people.

### 4. **CSOs, including indigenous peoples, need to become the voice of nature in all fora to mainstream biodiversity, leveraging their unique expertise to advise on tools for good and positive methods and approaches.**

- **As scientific or traditional experts of conservation evaluation**, CSOs need to support the adoption of a common scientific standard (or, if relevant, set of standards) to measure impacts of pressures of human activities on biodiversity and alleviation efforts through conservation and restoration. A limited set of standards would ease the conversation with coalitions and actors with little awareness and understanding of biodiversity.
- **As external advisors, partners or members**, CSOs need to further increase their efforts and engagements and multiply their collaborative contributions wherever landscapes and seascapes are at stake. Such efforts should promote nature and biological richness preservation as well as the respect of the rights of indigenous peoples and local communities following the rights-based approach. In the post-2020 era, the ideal coalition should include conservation experts, at least as an advisor or contributing stakeholder, and conservation organisations should do their utmost efforts to engage with businesses and their coalitions to influence their choices for nature.
- **In advocacy**, CSOs need to further promote techniques that work, among which Nature-based Solutions able to deliver co-benefits on several sustainable development challenges. Communication efforts should go as much towards civil society and communities as towards coalitions and businesses looking for solutions reconciling apparently conflicting objectives.

### 5. **Businesses need to tackle the pressures they exert on biodiversity and embrace collaboration with the stakeholders involved in their value chain to develop new solutions.**

- **Concrete targets** should accompany any voluntary commitment and mitigation hierarchy and be followed with regular monitoring of key environmental indicators, as part of an ESG strategy.
- **Collaboration** is a key component of change for good and can be achieved in different ways. Participating in a multi-stakeholder partnership, particularly in recognised VCS aiming for the gold standards is one of the options. Another option is to embrace ‘stakeholder capitalism’ principles and to actively seek collaboration with all stakeholders to develop an integrated approach. Collaborative research projects involving both private and public actors should foster the development of new sustainable and profitable solutions to trade-offs between SDGs.
- **Pursue inclusive business** by engaging with smallholders and small-scale partners while supporting their development can lead to innovation for good. The potential of SMEs and corporate social responsibility (CSR) need to be leveraged to develop such sustainable innovations, through partnerships and investments.

- These three points need to be adopted in all spaces: as the pitfall of business-as-usual reappears around the Blue Economy, it must be remembered that each impact becomes critical in a world of almost 8 billion inhabitants with limited ecosystem boundaries.

## 6. Financial businesses need to integrate nature and its related risks in order to become enablers of change the world need them to be.

- **In terms of vision**, it is time to recognize that environmental risks related to climate and ecosystems growingly expose financing and the entire financial system.
- **The expertise in assessing environmental risks, and particularly biodiversity risks**, needs to be urgently levelled-up and mainstreamed, to ensure thorough risk evaluations of portfolios. This expertise needs to be shared with client investors, for them to assess their own potential impact and risk in full transparency.
- **A reporting of risks and impacts, systematic and adequate**, would greatly increase transparency and accountability on risks of all kinds.
- **Portfolio neutrality** allowing prevention and mitigation of environmental, including biodiversity, risks could be achieved by supporting investment in Nature-based Solutions and other best practices improving nature resilience.

To successfully transition to a living world in harmony with nature, coalitions demonstrate that there is only one path: active collaboration between all actors. By definition, such a paradigm shift means redefining the rules of the global competition on the basis of new criteria, with the objective to ensure the quality of life on Earth. The task is daunting.

Through their multi-stakeholders governance, coalitions facilitate the views and participation of civil society and the corporate world, disseminate information in wider fora and ensure the buy-in and commitment of all stakeholders. The strength of such collaborative and inclusive approaches explains their growing influence in policy formulation. No matter who or where they are, coalitions gradually pave a new way and can become catalysts for change, whether in restoration or conservation of biodiversity.

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# Abbreviations and acronyms

<b>AFOLU</b>	Agriculture, Forestry and Other Land Use	<b>IUCN</b>	International Union for Conservation of Nature
<b>AGRA</b>	Alliance for a Green Revolution in Africa	<b>IVM-VU</b>	Institute for Environmental Studies (IVM)-Vrije Universiteit Amsterdam
<b>BBOP</b>	Business and Biodiversity Offsets Programme	<b>KPI</b>	Key performance indicators
<b>CI</b>	Conservation International	<b>LTAM</b>	Long-Term Approach to Mainstreaming
<b>CBD</b>	Convention on Biological Diversity	<b>MNE</b>	Multinational enterprise
<b>CMP</b>	Conservation Measures Partnership	<b>MRV</b>	Monitoring, reporting, verification
<b>COP14</b>	14 <sup>th</sup> meeting of the Conference of the Parties	<b>MSME</b>	Micro small and medium enterprise
<b>COP21</b>	21 <sup>st</sup> meeting of the Conference of the Parties	<b>MSP</b>	Multi-stakeholder partnership
<b>CSO</b>	Civil society organisation	<b>NbS</b>	Nature-based Solution
<b>CSR</b>	Corporate social responsibility	<b>NGO</b>	Non-governmental organisation
<b>EbA</b>	Ecosystem-based Adaptation	<b>NNL</b>	No net loss
<b>ESG</b>	Environmental, social and governance	<b>NPI</b>	No positive impact
<b>EU</b>	European Union	<b>OECD</b>	Organisation for Economic Co-operation and Development
<b>GDP</b>	Gross domestic product	<b>OFB</b>	Office français de la biodiversité
<b>GEF</b>	Global Environment Facility	<b>RFMO</b>	Regional Fisheries Management Organisations
<b>GHG</b>	Greenhouse gas	<b>RSPO</b>	Roundtable for Sustainable Palm Oil
<b>HCS</b>	High Carbon Standard	<b>SDGs</b>	Sustainable Development Goals
<b>HCV</b>	High Conservation Value	<b>SMART</b>	Specific, Measurable, Achievable, Realistic and Timely
<b>HCVAs</b>	High conservation value areas	<b>SME</b>	Small and medium enterprise
<b>ICMM</b>	International Council on Mining and Metals	<b>TNC</b>	The Nature Conservancy
<b>IDDRI</b>	Institut du développement durable et des relations internationales	<b>UNFCCC</b>	United Nations Framework Convention on Climate Change
<b>IFC</b>	International Finance Corporation	<b>VCS</b>	Voluntary Certification Standard
<b>IDFC</b>	International Development Finance Club	<b>WB</b>	World Bank
<b>IFC</b>	International Finance Corporation	<b>WBCSD</b>	World Business Council for Sustainable Development
<b>IFOAM</b>	International Federation of Organic Agriculture Movements	<b>WEF</b>	World Economic Forum
<b>IGO</b>	International governmental organisation	<b>WWF</b>	World Wildlife Fund
<b>IPBES</b>	Intergovernmental Platform on Biodiversity and Ecosystem Services		
<b>IPIECA</b>	Petroleum Industry Environmental Conservation Association		
<b>IPLC</b>	Indigenous Peoples and Local Communities		

Note: Please see [Annex 4](#) for the complete list of the 208 coalitions, including their acronyms.





**. . . ‘global coalitions’ are defined as voluntary initiatives undertaken by governments and/or relevant stakeholders, such as major groups and institutional stakeholders, aiming at public policy objectives or topics, involving transnational interactions. Their governance must be based on collaboration and coordination among participating actors. . .**



# Introduction

The issue of global governance of biodiversity was traditionally addressed by States under the auspices of the Convention on Biological Diversity (CBD), other biodiversity-related Conventions and multilateral environmental agreements, with substantial contribution and inputs from non-governmental organisations (NGOs). In the recent decades, as States entered into agreements to tackle the challenges brought about by climate change and the decline of ecosystems, the buy-in and commitment of all stakeholders – the private sector, civil society, national and local governments – have become increasingly recognised as being essential to the implementation of biodiversity instruments. This includes a wide range of State and non-State coalitions who impact biodiversity directly or indirectly (Pattberg et al., 2017), such as those focusing on food security, climate change, energy, water or poverty alleviation issues. With their multiple contributions in the agriculture, fishery, forestry, mining or finance sectors, coalitions cut across governments, civil society, businesses, NGOs, foundations and others, and hold key parts of the solution to the decline of biodiversity.

At the 14<sup>th</sup> meeting of the Conference of the Parties (COP14) of the Convention on Biological Diversity (CBD) in 2019, Parties **agreed to encourage State and non-State actors to develop biodiversity commitments** who contribute to the achievement of CBD's objectives and the development of the post-2020 biodiversity framework. The Sharm El-Sheikh to Beijing Action Agenda for Nature and People was launched with the specific objective of catalysing actions from all sectors and stakeholders to support biodiversity conservation and its sustainable use (CBD, 2018). The Action Agenda has three main objectives:

1. Raise public awareness about the urgent need to halt biodiversity loss and to restore biodiversity health;
2. Inspire and help implement Nature-based Solutions to meet key global challenges; and

3. Catalyse cooperative initiatives across sectors and stakeholders in support of the global biodiversity goals.

Existing initiatives well aligned with the current goals of the CBD and the Aichi Biodiversity Targets were previously analysed by Pattberg et al. (2019) and Kok et al. (2019). The authors suggested priorities of action and identified potential challenges, thus laying the ground for an ambitious Action Agenda platform under the CBD. Many questions remain about how to extend the mobilisation ensure that biodiversity restoration by 2050 becomes a realistic target: What new commitments could existing initiatives make to improve their current contribution to nature? How can initiatives active primarily in agriculture, fishery, forestry, mining or finance – all of which are dependent on natural resources and trigger huge pressures on biodiversity – be called upon to join the movement of commitments for biodiversity? What conditions would be required for these initiatives to adopt game-changing practices for biodiversity and alleviate the pressures they trigger, directly or indirectly, as evidenced by The IUCN Red List of Threatened Species™ and the 2019 IPBES report?

With the aim of informing all actors who are mobilising efforts and committing themselves to an ambitious post-2020 Global Agenda for Biodiversity, this report (based on desktop studies, online research and existing literature complemented by interviews of experts) addresses two main research questions and a number of sub-questions:

## **What is the landscape of existing cooperative initiatives and coalitions mobilising State and non-State actors with a potential for biodiversity commitments?**

Defining 'coalitions' as a particular form of cooperative initiative, and using selection criteria and an original methodology set, the study identifies two types of

Since the adoption of the 2030 Agenda for Sustainable Development in 2012 and the Paris Agreement on Climate Change in 2015, the recognition of the increasing complexity and interconnectedness of biodiversity issues has accompanied the gradual transformation of international environmental governance. The involvement of multiple stakeholders is essential to solving the interlinked problems of the agenda reflected in the 17 Sustainable Development Goals (SDGs) and in the multifactorial challenge of halting the current extinction crisis (Selnes & Kamphorst, 2014).

The joint commitments of public and private actors are endorsed by international bodies. At the 10<sup>th</sup> meeting of the COP to the Convention on Biodiversity (CBD) in Aichi, Member States approved 20 biodiversity targets. In particular, Aichi Target 4 affirmed that “By 2020, at the latest, Governments, business and stakeholders at all levels have taken steps to achieve or have implemented plans for sustainable production and

consumption” (CBD, 2010). In another decision, CBD’s COP launched an Action Agenda which includes an invitation for Parties “to strengthen collaboration with Indigenous Peoples and local communities (IPLC), civil society organisations and women’s groups, youth and other relevant stakeholders, including the private sector” (CBD, 2018, p. 2)

In 2015, the United Nations General Assembly approved a common agenda consisting of 17 sustainable development goals (SDG), which also promotes “the global partnership for sustainable development, complemented by multi-stakeholder partnerships...” (SDG 17) (UN, n.d.a).

At IUCN, a number of resolutions and recommendations acknowledge the need for constituencies to collaborate with non-State actors too (see table below).

**Table a | IUCN Resolutions and Recommendations calling for an economy based on sustainable use of natural resources and stakeholders engagement from economic actors to indigenous peoples\***

<b>WCC-2012-RES-097-EN</b>	Implementation of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP)
<b>WCC-2012-RES-106-EN</b>	Safeguarding the contribution of wild living resources and ecosystems to food security
<b>WCC-2012-RES-108-EN</b>	The green economy and corporate, social and environmental responsibility
<b>WCC-2012-RES-109-EN</b>	Green growth as a sustainable strategy for nature conservation and economic development
<b>WCC-2012-RES-123-EN</b>	Advocating private, public, community partnerships (PPCPs) for sustainable development
<b>WCC-2016-RES-062-EN</b>	The 2030 Agenda for Sustainable Development: integration of conservation into development
<b>WCC-2016-RES-066-EN</b>	Strengthening corporate biodiversity measurement, valuation and reporting
<b>WCC-2016-RES-075-EN</b>	Affirmation of the role of indigenous cultures in global conservation efforts
<b>WCC-2016-RES-088-EN</b>	Safeguarding indigenous lands, territories and resources from unsustainable developments
<b>WCC-2016-REC-110-EN</b>	Strengthening business engagement in biodiversity preservation

\* Available in French and Spanish.



coalitions: (i) coalitions whose core mandate does not focus on nature conservation, but have a real potential for including biodiversity in their commitments and actions; and (ii) coalitions who are already involved in safeguarding biodiversity, but have a potential to improve their commitments and actions (section 1). Building on the ‘governance triangle’ framework (Abbott & Snidal, 2009), the study proposes a mapping of existing State and non-State global coalitions who are active on an international scale (section 2).

The identified coalitions were screened and analysed using a list of sub-questions, such as: Who are the actors involved and what are their missions and approaches (section 3)? Where do they operate (section 4)? What is their policy with regard to SDGs, biodiversity and environmental sustainability (section 5)? How do they operate to achieve their intended objectives (section 6)?

The step-by-step assessment revealed several profiles of coalitions – from initiatives already close to conservation networks and using best practices, to initiatives showing a poor level of understanding of biodiversity and who are sometimes responsible for significant destruction. Their profiles therefore reveal a potential for biodiversity threat alleviation ranging from extremely low for conservation-friendly coalitions, to very high for coalitions dependent on the exploitation of natural resources (section 7).

### **What contributions can be catalysed from these initiatives to reduce threats to biodiversity and how?**

After comparing and analysing the data collected from the mapping and existing literature, the study found that there were three main actions which can be undertaken, according to their overall potential of biodiversity threat alleviation and illustrated by concrete examples:

**First**, identify the steps needed to enhance biodiversity mainstreaming in all coalitions to reduce pressures, distinguishing approaches and progress according to the potential of threat alleviation (section 8);

**Second**, determine the steps needed to enhance effectiveness, in terms of monitoring, reporting and verification (MRV), and governance (in terms of inclusiveness) of coalitions, with a focus on voluntary certification standards (section 9); and

**Third**, define the specific contribution that can be provided by each type of actor from States and sub-national organisations, CSOs (including local communities and indigenous peoples) and the corporate sector, in the financial and non-financial areas (section 10). Several IUCN resolutions and recommendations acknowledge the need for IUCN constituencies to collaborate with non-State actors, including the private sector and CSOs (see [Box 1](#)). They are invited to share knowledge and experience, as well as define common frameworks and principles which support objectives for sustainable development in harmony with nature. Beyond IUCN’s network, a number of partnerships involving a variety of stakeholders can help accelerate awareness and action for biodiversity.

As we prepare for the United Nations Decade on Ecosystem Restoration 2021–2030, there are calls for increased cooperation to restore ecosystems. It is hoped that this report will provide guidance to all stakeholders who support biodiversity, and inspire both IUCN constituencies and participants to the IUCN World Conservation Congress 2020 in Marseille, France and CBD COP 15, to pursue and translate their cooperative engagements into a rich and purpose-built Action Agenda for the coming decade and beyond.<sup>2</sup>

<sup>2</sup> At the time of the publication of this report, the IUCN World Conservation Congress 2020 has been postponed indefinitely. The 15<sup>th</sup> meeting of CBD COP is scheduled to take place in the second quarter of 2021.



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# Part I

## Approach and methodology

Section 1 aims to define the concept of ‘coalition’ and present the approach used to conduct the study, including the selection criteria of coalitions and the study’s limitations. Section 2 discusses the methodology used to identify, map and assess the coalitions, as well as the study’s limitations.<sup>3</sup>

<sup>3</sup> Please see Annex 4 for a brief description and websites of the 208 global coalitions mentioned in this report.

# 1 Conceptual framework

## 1.1 Definition of terms

In this study, ‘global coalitions’ are defined as voluntary initiatives undertaken by governments and/or relevant stakeholders, such as major groups and institutional stakeholders, aiming at public policy objectives or topics, involving transnational interactions. Their governance must be based on collaboration and coordination among participating actors.

Since the UN Conference on Environment and Development in Rio de Janeiro, Brazil in 1992 (‘Earth Summit’), partnerships have been part of the global sustainable development movement. However, the concept of partnerships as a recognised element of the global process to implement sustainable development was formally recognised at the World Summit on Sustainable Development in Johannesburg, South Africa in 2002 (UNDESA, 2015). At that meeting, the first guiding principles for partnerships for sustainable development, known as the Bali Guiding Principles, were circulated by the Vice-Chairs of the fourth preparatory committee meeting (PrepCom IV) (UNDESA, n.d.a).

In the post-2015 development era, multi-stakeholder partnerships (MSPs) are recognized as important vehicles for mobilising and sharing knowledge, expertise, technologies and financial resources to support the achievement of the sustainable development goals in all countries, especially in developing countries. In particular, Agenda 2030 for Sustainable Development devotes a specific goal to this end: “Strengthen the means of implementation and revitalise the global partnership for sustainable development” (UNDESA, n.d.b, p. 2).

MSPs share several key characteristics with other forms of partnership (Schäferhoff et al., 2009; Pattberg & Widerberg, 2015; Brouwer et al.,

2016). From a governance perspective, MSPs, like transnational public-private partnerships, represent a “hybrid type of governance, in which non-State actors co-govern along with State actors for the provision of collective goods, and adopt governance functions that have formerly been the sole authority of sovereign nation-states” (Schäferhoff et al., 2009, p. 4). Pattberg and Widerberg identify three characteristics common to transnational MSPs: i) transnationality (involving cross-border interactions and non-State relations); ii) public policy objectives (as opposed to public ‘bads’ or exclusively private ‘goods’); and iii) a network structure (coordination by participating actors rather than coordination by a central hierarchy). As the Sharm El-Sheikh to Beijing Action Agenda for Nature and People calls for ‘cooperative initiatives across sectors and stakeholders’, we propose to build on the key characteristics of partnerships to define such initiatives. For the purpose of this study, the term ‘global coalitions’, or ‘coalitions’ will be used to refer to cooperative initiatives sharing the following characteristics:

For the purposes of this study, in lieu of ‘partnerships’, the term ‘global coalition’, or ‘coalition’, will be used to refer to “voluntary initiatives undertaken by governments and [or] relevant stakeholders, such as major groups and institutional stakeholders” (UNCSD, 2003). The following are some of their major characteristics:

### **1. Global coalitions are voluntary initiatives undertaken by governments and/or relevant stakeholders.**

While the UN’s definition of partnerships (UNCSD, 2003) only recognises partnerships involving cooperation of State and non-State actors, this study considers initiatives which are fully public, private and both public-private. The choice was

guided by the significance of comparing their respective approaches, which will enhance the knowledge and understanding of the diverse types of cooperation, their success factors, potential limitations and synergies. Therefore, a number of institutional references like the environment-related UN Conventions and agencies who act as catalysers of discussion and action are included in the study. However, a broad spectrum of UN Commissions with varying mandates in the fields of oceans, seas, land or species are excluded from the scoping analysis, along with other UN multi-agency mechanisms.

## **2. Global coalitions aim at public policy objectives or topics**

According to the Bali Guiding Principle, coalitions, like partnerships, are to complement multilateral agreed outcomes of the CBD; they are not intended to substitute commitments made by governments. Coalitions should serve as vehicles for the delivery of the commitments by mobilising their capacity to produce action on the ground and achieve the implementation of the SDGs.

## **3. Global coalitions are involved in transnational and non-State relations**

The study focuses on coalitions involving the cooperation of members, including funding partners, from at least *two different continents*. Consequently, the choice implies that coalitions with members from two different continents may be considered, even though they are operating on a single continent. However, regional coalitions with members from one sole continent are not included in the study. This approach fits the global setting of the study and the research question addressed, while recognising the relevant, efficient and transformative work undertaken by local, national and regional coalitions.

## **4. Global coalitions have a structure based on participative coordination rather than a centralised hierarchy**

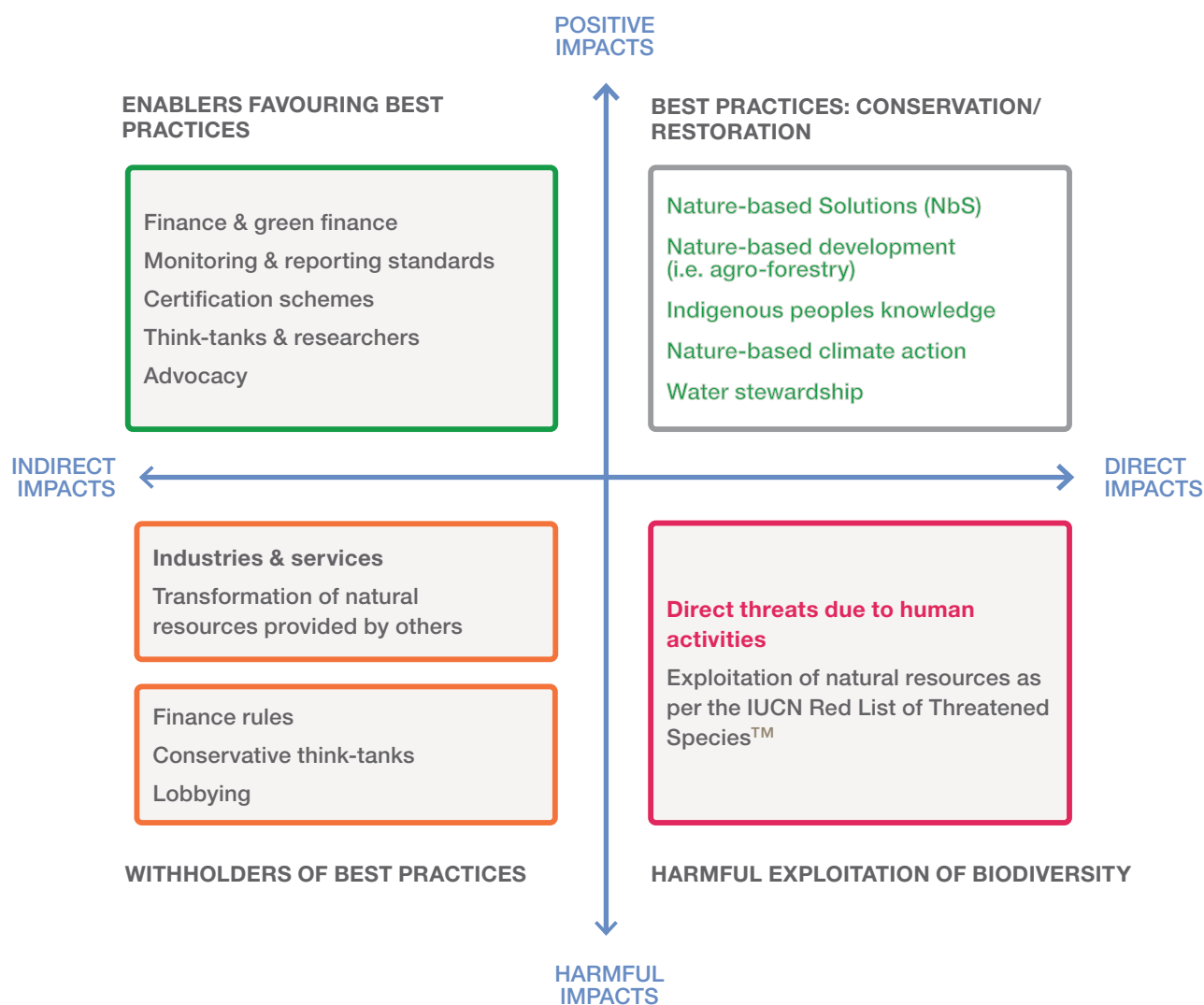
Coalitions have been carefully selected for their governance based on the participation of actors in coordination roles. Such an organisation assumes that members share common goals, work together to achieve them and have a voice in the policy- and decision-making processes of the coalition. Participating actors may be called ‘partners’ in operational multi-stakeholder partnerships. In most cases, they are referred to as ‘members’, when external stakeholders with whom the coalition engages to achieve its objectives are referred to as ‘partners’. Several types of membership encompassing different roles and rights may co-exist, from statutory to observer or associate for instance, but the governance mechanism has to be transparent about these distinctions to be considered a ‘coalition’ in the study. It must be noted that due to this characteristic, the study excludes foundations and organisations sometimes called ‘coalition’ or ‘alliance’, which are in fact centrally led by a leadership team with no democratic membership system.

These characteristics can be met by two kinds of distinct structures: informal arrangements, often called ‘network’, ‘platform’ or ‘forum’, where members share common values and aligned objectives but contribute in an independent manner; and more formal ‘coalitions’, ‘partnerships’ and ‘initiatives’, where decisions are made in assemblies and where a secretariat is mandated to ensure the management of operations.

## **1.2 Selection criteria**

In the first step of the analysis, it was crucial to define an appropriate approach to identify global coalitions leading activities relevant to our research question. The state of biodiversity is impacted by a broad spectrum of human activities and in a number of ways. The impacts of these activities can be positive (restorative) or negative (increasing threats), direct or indirect. Figure 1 illustrates those human activities that can be conceptually organised into four groups depending on their impact on biodiversity.

Figure 1 | Classification of human activities according to their impact on biodiversity



The study used The IUCN Red List of Threatened Species™ to identify and rank the major global threats to species due to harmful exploitation of biodiversity (see [Box 2](#)). An overview of The IUCN Red List ranking of threats for each of the terrestrial, freshwater and marine systems is presented in [Annex 1](#).

Among the threats on species driven by a specific activity, agriculture – both in its smallholder and agribusiness forms – urban and land use planning, fishing and mining stand out. In addition, a few cross-sectoral threats can be caused by different economic sectors and must also be taken into consideration. For example, sea freight and other transport modes

in international trade are likely to be source of dissemination of *Invasive and other Problematic Species, Genes and Diseases* (see table in [Box 2](#)). While pollution co-exists with most human activities, plastic pollution often results from poor disposal of consumer goods. Coalitions active in these different sectors are therefore relevant to our study.

Beyond The IUCN Red List top threats, activities responsible for high global greenhouse gas (GHG) emissions contribute to the acceleration of climate change and its consequences on habitat loss. For instance, the apparel sector highly depends on natural resources and water supply for textile production, and generates various types of pollution

## Box 2 | Threats to biodiversity according to The IUCN Red List of Threatened Species™

As the most comprehensive information source on the global conservation status of animal, fungi and plant species, The IUCN Red List of Threatened Species™ is a critical indicator of the health of the world's biodiversity. It provides information about range, population size, habitat and ecology, conservation actions but also use and/or trade and threats to species.

Direct threats encountered by conservationists worldwide are organised in a standard classification scheme produced by IUCN and the Conservation Measures Partnership (CMP). The study used data from The IUCN Red List (version 2019-01) at a global level to identify and rank the major direct threats for species, in order to prioritise our analysis.

The table below ranks the top 15 direct threats to biodiversity, according to the number of threatened species. To date, several species groups have not been comprehensively assessed.

**Table b | Main direct threats to biodiversity**

Rank	IUCN-CMP Unified Classification		No. of threatened species
	Level of classification	Direct threats	
1	1.1	Residential and commercial development/Housing and urban area	10 896
2	2.1.2	Agriculture and aquaculture/Non-timber crops – Smallholder farming	9 247
3	5.3.5	Biological resource use/Logging and wood harvesting - motivation unknown	8 776
4	8.1.2	Invasive and other problematic species, genes, diseases/Invasive non-native named species	5 317
5	2.1.3	Agriculture and aquaculture/Non-timber crops – Agro-industry farming	5 092
6	3.2	Energy production and mining/Mining and quarrying	4 987
7	2.3.2	Agriculture and aquaculture/Livestock farming and ranching – smallholder	4 646
8	1.3	Residential and commercial development/Tourism areas	4 599
9	9.3.4	Pollution/Pollution agricultural and forestry effluents - type unknown	4 330
10	5.4.1	Biological resource use/Fishing and harvesting aquatic resources – intentional, subsistence	4 060
11	2.1.1	Agriculture and aquaculture/Non-timber crops/shifting agriculture	4 160
12	2.1.4	Agriculture and aquaculture/Non-timber crops – scale unknown	4 015
13	9.3.2	Pollution/pollution agricultural and forestry effluents – soil erosion, sedimentation	3 869
14	8.1.1	Invasive and other problematic species, genes, diseases/Invasive non-native unspecified species	3 821
15	5.3.3	Biological resource use/logging and wood harvesting – unintentional effect, subsistence	3 866

Source: Based on data from The IUCN Red List of Threatened Species™, version 2019-01 (accessed 21 March 2019).



due to both modes of production and consumers' behaviour (Chen & Burns, 2006). Air transport and sea freight have non-negligible impacts in terms of GHG emissions, noise and air pollution, and an indirect impact in the dissemination of invasive alien species (EEA, 2016).

Besides coalitions involved in economic sectors with harmful impacts on biodiversity, it is important to consider coalitions with a positive footprint. Some pursue an objective of nature conservation, restoration or regeneration, while others are involved in nature-based development and mobilisation of indigenous people's knowledge to come up with holistic solutions for nature and people (see [Figure 1](#)). They also consider climate action and water stewardship as side-objectives for a healthy biosphere, for life on land and below water.

Others are involved in sectors with an indirect impact on biodiversity, yet with a crucial role in the enabling and promotion of the adoption and dissemination of best practices. These coalitions include financing or funding groups, those developing monitoring and reporting guidelines or certification schemes, while coalitions of researchers, experts and think-tanks for sustainability and environment provide the knowledge, science-based targets, tools and framework.

In total, for the purpose of this study, 20 sub-themes encompassing both the major threats to biodiversity and good practices were identified. These sub-themes were further classified into nine major themes, either with a direct or with an indirect impact,<sup>4</sup> and finally disaggregated into two groups (see [Table 1](#)).

Five themes have a direct impact on biodiversity and relate either to activities responsible for immediate

threats, or conversely, to conservation, restoration and proven sustainable use:

- i) urban and land-use planning;
- ii) commercial and sectoral land use;
- iii) nature-friendly economic land use;
- iv) ocean activities; and
- v) climate and land conservation activities.

Four themes have an indirect impact on biodiversity and relate to key enablers and drivers:

- i) policy, rights and stewardship;
- ii) science, knowledge and research;
- iii) certifications and reporting; and
- iv) financial mechanisms.

It is worthwhile to call attention to global initiatives related to 'smallholder agriculture', considered as a major threat to biodiversity by The IUCN Red List of Threatened Species™. Such initiatives usually strive to support rural development and improve rural livelihoods, but their approaches can be counterproductive to biodiversity. For example, some are inspired by agribusiness methods involving conventional techniques which can potentially damage soils, while others such as agroforestry or organic agriculture projects use a more regenerative approach.

In the context of the study, instead of creating a theme for 'smallholder farming', the initiatives have been classified either as 'agroecology and forestry' or 'agribusiness', according to their approach and actual impact on the surrounding nature.

[Table 1](#) presents the classification used for the mapping of coalitions (see [Part II](#)).

4 As actual cases may combine direct, indirect or cumulative impacts (Walker & Johnston, 1999), this simplification is intended for the sole purpose of this mapping study in order to organise and structure key conclusions.



**Table 1 | Analysis grid of major and sub-themes used to identify and classify global coalitions**

	MAJOR THEMES*	SUB-THEMES	SCOPE
DIRECT IMPACT ON BIODIVERSITY	Urban and land use planning	Cities/Regions	Specific sub-national forums active around climate action and decision-making related to urban and land use planning
	Oceans activities	Oceanic ecosystems	All activities impact ocean ecosystems, including fishing, extractive activities (oil) and shipping*
	Climate and land conservation actions	Conservation	Biosphere, wildlife, protected areas
		Climate action	Activities are often associated with actions related to forests or land restoration
		Forests	Includes reforestation, stopping deforestation
	Nature-friendly land use	Agro-ecology and forestry	Includes organic agriculture by smallholders
		Nature-based development	Economic initiatives based on nature such as regeneration
	Commercial and sectoral land use	Agribusiness	Agribusiness and smallholder farming initiatives inspired by their methods
		Other sectoral initiative	Includes extractives and energy, apparel, transportation
INDIRECT IMPACT ON BIODIVERSITY	Policy, rights, stewardship	Policy and mitigation	Includes governance, advocacy and capacity building
		Indigenous Peoples	Rights advocacy and territorial rights; often associated with Forests
		Rights	Specific groups, such as women, consumer and workers
		Water stewardship	Governance
	Science, knowledge, research	Research	Includes academics, institutes, agencies, etc.
		Think tank	Refers to other expert groups
	Certifications and reporting	Monitoring, reporting and verification (MRV)	Related to standards definition, measures monitoring, reporting, etc.
		Certification	Private or commonly shared and recognised
	Finance sector	Financing projects	Innovative mechanisms, return on investment (ROI) expected by the investor
		Funding projects	Institutional donors or private foundations
		Other finance projects	Initiatives to develop new mechanisms or guidelines for finance

\* Coalitions dealing with both *Land and Ocean* are classified under *Other Land* activities

### 1.3 Methodology

The selection of global coalitions in the study was performed using existing literature and online research, complemented with interviews of IUCN and external experts.<sup>5</sup>

Institutions related to *biodiversity governance*, listed in Pattberg et al. (2017, pp. 73–81), were compiled with initiatives active in *climate change governance*, listed in Widerberg et al. (2016, pp. 25–33). The resulting list was screened thereafter in the following order:

- Firstly, Commissions and Protocols present in the List 1 were excluded, as they often relate to Conventions, and do not include non-State actors who often remain regional or territorial.
- The remaining initiatives which did not meet our definition and selection criteria were filtered. This led to the exclusion of conservation organisations, such as WWF or the Marine Stewardship Council (MSC), which are centrally-led despite a governance structure involving the consultation of a large number of stakeholders. Nonetheless, these actors are indirectly present in the mapping as active members of other coalitions.

A round of interviews with IUCN experts led to the inclusion of a first set of additional coalitions active in domains affecting biodiversity and already part of IUCN's broad network.

The ensuing revised list was then substantiated by online research of coalitions using keywords (see Annex 2), in order to build a selection representing the themes (see Table 1) and the diversity of existing cooperative initiatives.

In a few cases, despite the relevant keywords, coalitions identified for potential inclusion were re-examined to determine whether they could be

ultimately included based on the review of their impacts on biodiversity and the potential triggers they release.

During the selection process, one of the factors considered was whether the coalition was active and fully operational at the time of the mapping exercise. The focus was therefore on those who had annual reports from 2016 onwards and if the last available report dated back before that year, evidence of activity from publications and newsletters after this date was obtained.

Thus, out of the 315 initiatives pre-selected, a completed list of 204 coalitions was produced and submitted to IUCN experts for review. The final sample consisted of 208 coalitions.

### 1.4 Limitations of the study

Although all human activities can potentially threaten biodiversity through unsustainable natural resources exploitation and poor waste and emission management, this study focuses on the main threats to biodiversity only. Nonetheless, the extent of the positive or negative impact on biodiversity of each coalition is extremely difficult to assess. It was therefore assumed that coalitions active in prioritised sectors would have the most tangible impact. The number of members and partner organisations, as well as their size, also helped to identify coalitions at scale. A few smaller coalitions leading pioneering initiatives were also analysed to get a broad picture of the coalition landscape. This approach enriched the study's outcomes and conclusions.

However, the ever-changing landscape of initiatives creates another challenge: the multi-stakeholder approach is increasingly recognised as the best solution to address complex problems such as climate change and environmental issues, thus

<sup>5</sup> The experts were participants in a workshop organised by PBL Netherlands Environmental Assessment Agency, the Netherlands Ministries of Agriculture, Nature and Food and of Infrastructure and Water Management, with IDDRI, IUCN, IVM-VU and WCMC, on 11–12 April 2019, The Hague, The Netherlands (Kok et al., 2019).

new coalitions and alliances are created regularly. Some may decide to stop their activities once their programmes are completed, such as Business and Biodiversity Offsets Programme (BBOP) who held its last conference in November 2018. Others may suspend or cease their operations for one reason or another, such as non-sustained activities, lack of funding and leadership, without necessarily informing the public. There are also those who evolve and change names, like PROFISH which became PROBLUE, and others who may have been overlooked.

Because coalitions can be set up continuously or disappear for that matter, the sample built for the purpose of this study is by no means exhaustive and perennial. It is rather an attempt to provide a clear overview of all the existing coalitions who are active both in the field of conservation and the identified critical sectors. A comprehensive inventory of *all* those existing coalitions was not feasible within the determined time frame, and for this reason some can be overlooked in the process. Although the use of convenience sampling is not necessarily representative, it provides a good proxy of the current coalition landscape in order to highlight opportunities for leveraging them. However, due to the selection criteria, it must be admitted that the sample over-represents coalitions focusing on *life on land* and *climate action*.

The word and content analysis were contingent on effective disclosure of information on internet in English at the time of the assessment (October 2018–March 2019). Unavailable websites and online information made initiatives automatically ineligible to the analysis, which excludes the coalition from further consideration of its potential impact on biodiversity. The continuously changing landscape of coalitions makes the representativeness of the analysis limited. However, the granularity of the study is sufficient to fit to the research question addressed.

The complete list of the 208 global coalitions is outlined in [Annex 4](#).

## 2 Mapping and assessment

### 2.1 Applying the ‘governance triangle’ framework

The study draws on the ‘governance triangle’ framework developed by Abbott and Snidal (Abbott & Snidal, 2009) and operationalised for environment-related challenges by a group of researchers from the Institute for Environmental (IVM)–Vrije Universiteit Amsterdam. The IVM research group has pioneered studies on climate governance (Widerberg et al., 2016) prior to COP 21 and on constellations of actors active in oceans, fishery, forestry and energy governance (Pattberg et al., 2017). Their studies have been valuable starting points and inspiration which shaped the analysis of this paper.

As illustrated in Figure 2, the triangle helps depict the diversity of coalitions in terms of membership composition between three major vertices – public actors, firms and CSOs – divided into seven sub-zones, each zone representing a combination of actor types. The position of the coalition in the triangle depends on its profile (see Figure b below and Figure 2).

**Figure b | The governance triangle: seven zones according to combinations of members**



*Adapted from Abbott and Snidal (2008, Fig. 1, p. 50).*

The relative number of coalitions in each sub-zone shows the asymmetric participation and influence of different groups of actors. The methodology helps understand how groups cooperate with each other and to what extent.

Coalitions in zones **1**, **2** and **3** are dominated by actors of the **same type**. The Public (1) vertex encompasses coalitions not only of States, like IGOs, but also of sub-national governments and other public institutions. Well-known examples are the CBD, IPBES, GEF and Regions of Climate Action (R20). The World Business Council for Sustainable Development (WBCSD) is a good representative of a coalition of the Firm (2) vertex, while BirdLife International is an example of the CSO (3) vertex.

Those in zones **4** and **6** involve **two types** of actors, and those in the central zone **7** involve **all three types** of actors. Zone **5** brings together members from the State and CSO sectors (for example, IUCN). Zone **4** mixes actors from the public and private sectors (for example, WEF). The Forest Stewardship Council (FSC), for example, is at the crossroads between environmental NGOs and businesses (6), while at the centre of the triangle (7) are combined stakeholders from all sectors such as the World Water Council.

The framework is designed to structure the analysis of a broad spectrum of forms of governance: the position on the triangle reflects the relative ‘share’ each actor-type carries out in the governance structure. It must be emphasised, however, that the boundaries of the zones and the position of acronyms (representing coalitions) are not intended as accurate representations of complex arrangements: the exact position within a zone is less important than the relative location in one zone or the other.

**Figure 2 | The governance triangle showing examples of coalitions**



Note: All triangles and zones mentioned in this paper refer to the governance triangle.

Source: Authors, adapted from Abbott and Snidal (2008, Fig. 1, p. 50)

For these reasons, acronyms (coalitions) have been mostly grouped by themes within a given zone, in order to facilitate the viewing.

The triangle is a heuristic device designed for a structural analysis of varying forms of governance (Widerberg et al., 2016). As such, it provides a snapshot of who is actually engaged in a sector able to impact the state of biodiversity. At the same time, the triangle alone does not facilitate the comparison of coalitions nor does it allow one to draw conclusions concerning their actual impact or effectiveness. In the same way, the mapping exercise by itself is insufficient to support any substantiated arguments on the actual impact of coalitions. It needs to be completed by other analytical paradigms and matched with existing literature.

## 2.2 Assessing the coalitions

The 208 coalitions were assessed using available information online, text mining and analysis. The assessment was based on keywords (see [Annexes II and III](#)) and completed by content analysis, which was performed on the coalitions' statements under one or more of the following tags: 'Mission/Vision'; 'About'; 'Strategy'; 'What we do'; 'Objectives'; 'Function'; 'Operation'; 'Background'; 'Work Areas'; 'Guiding Principles'; and 'Charters'. Annual reports, where available, have also been reviewed to assess activities' results and indicators. They were particularly useful to appreciate the monitoring, reporting and governance approaches.

**The final database covers elements needed to answer our first research question and draw a full landscape of the coalitions:**

1. To describe actors and activities of coalitions (section 3), data include the membership, themes, sectors and functions of coalitions and date of launch;
2. To detail the geographical coverage (section 4), main world regions of operation were searched for;
3. To assess the goals pursued by coalitions and their positions towards biodiversity (section 5): the SDGs addressed explicitly and implicitly by coalitions have been identified. Moreover the status of coalition commitment towards biodiversity was evaluated and organised into three categories, seeking ‘positive impact’, ‘no net loss’ or prioritising other development;
4. To evaluate how they operate in term of monitoring, reporting, verification (MRV) and their approach to inclusiveness and disclosure (section 6), an analysis was performed based on a list of questions (see [Table 3](#)).

The analysis allowed the cross-checking of whether a self-declared coalition purpose was consistent with its actual activities. It was helpful in clarifying coalition approach and values, since keywords such as ‘sustainability’ or ‘environmental’ have become increasingly popular and, depending on the context and actors using them, may not imply the same thing. Reading between the lines of annual reports is crucial to get into the finer details of projects and have a good grasp of the coalition’s scope and commitment for nature.



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# Part II

## Results

The following sections<sup>6</sup> present the landscape of coalitions and its actors ([section 3](#)) and their diversity of profiles and geographic distribution ([section 4](#)).<sup>7</sup> [Section 5](#) further analyses their goals and where they stand on biodiversity issues. Global coalitions are then assessed in terms of how a set of conditions can lead to effectiveness, efficiency and ultimately impact biodiversity ([section 6](#)). Finally, an overview of the conclusions of the study is presented in [section 7](#).

Four major questions are addressed in these sections:

**Who are the actors? What are the missions of coalitions?** These questions help capture the variety of governance profile and membership of coalitions, the theme of their mandate and its related direct or indirect impact on biodiversity, and the role they lead in biodiversity governance.

**Where do the coalitions operate?** Locates the geographic area of operation of coalitions, in terms of project and activity.

**What is their policy with regard to SDGs and how do they stand on issues related to biodiversity?** Provides a mapping of coalitions' statements regarding their contribution to the SDGs, intended impacts on biodiversity and commitment to 'environmental sustainability'.

**How fit-for-purpose are coalitions?** Records how key success factors are met by coalitions in terms of MRV, inclusiveness, disclosure, according to available online information.

6 All results expressed in percentage (%) of coalitions in these sections refer to a percentage of coalition in the sample of 208 coalitions.

7 For a brief description and the websites of the 208 coalitions, please see Annex 4.



## 3 Actors and missions of coalitions

### 3.1 Who are the actors of global coalitions

#### 3.1.1 Key findings

There are three types of actors involved in a coalition: i) public actors; ii) firms and; iii) civil society organisations. A coalition can gather actors from one, two or three types.

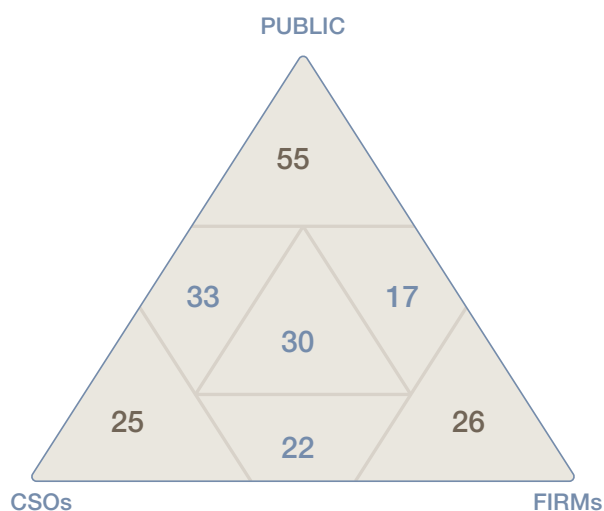
As Figure 3 shows, the **governance profile of the 208 sample coalitions** indicates a strong representation of coalitions involving only public actors, with 55 (26%) out of 208 representatives. This reflects, among others, the vitality of the international dialogue at a State-level, exemplified through numerous UN Conventions and mechanisms, and other instruments focused on specific sectors. The dialogue is supplemented by a series of peer-level coalitions between States, cities, regions, academics and universities, or international financial institutions.

#### 3.1.2 Discussion

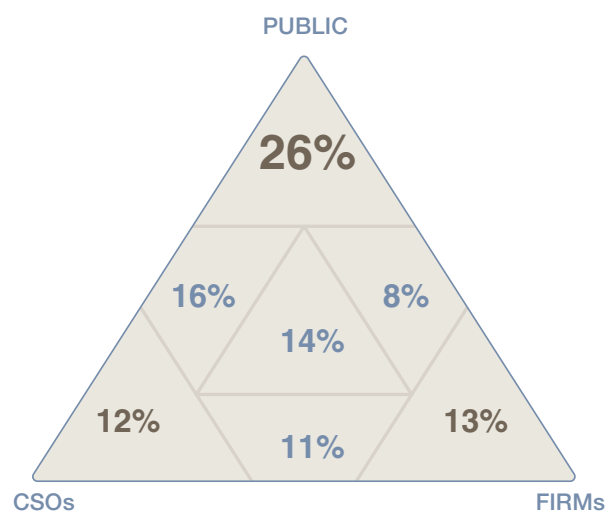
Based on available information, the study finds that sectoral and peer associations are common (13%) in the Firms vertex of the triangle through professional associations sharing common interests and trying to define practices for their industries (for example, the International Chamber of Commerce (ICC) or the International Council on Mining and Metals (ICMM)). Beyond such associations, multinational, large and medium companies are more likely to leverage their in-house expertise and resources to engage in a variety of coalitions and achieve specific outcomes or political objectives. Smaller businesses with limited resources are more likely to participate in coalitions involving their value chain, such as the various 'round tables' dealing with the sustainability certification criteria for strategic agricultural products, since competition and antitrust laws strictly define the conditions under which companies may exchange information in order to prevent anti-competitive conduct.

Figure 3 | Governance profile of 208 coalitions – Number and percentage

#### No. of coalitions



#### Percentage of the sample



In this regard, coalitions in the Firms vertex often adopt a pre-competitive collaboration approach (Scott, 2016). Overall, the coalition approach appears less ‘natural’ in the private sector than for public and CSO actors, who are used to dialogue and consultation, whereas private businesses operate by essence across competitive markets. On the other hand, CSOs tend to create global networks of like-minded local and national NGOs with a view to creating communities of practice while increasing their advocacy strength and visibility in the international fora. This strategy seems particularly relevant to NGOs promoting the rights of specific groups, such as women, youth, Indigenous Peoples and consumers, and for networks supporting nature conservation.

In total, 51% of the sampled global coalitions are associations of peers from the Public, Firms or CSOs

sectors, while 49% involve at least two different sectors engaging in multi-stakeholder partnerships. The figures probably give an underestimated account of the existing dialogue between sectors since the definition of a global coalition in this study was limited to its membership in order to ensure a robust and consistent data. Numerous cases where external stakeholders are involved as board advisors or consultants, without necessarily being members, were not taken into consideration.

## 3.2 Major themes of coalitions

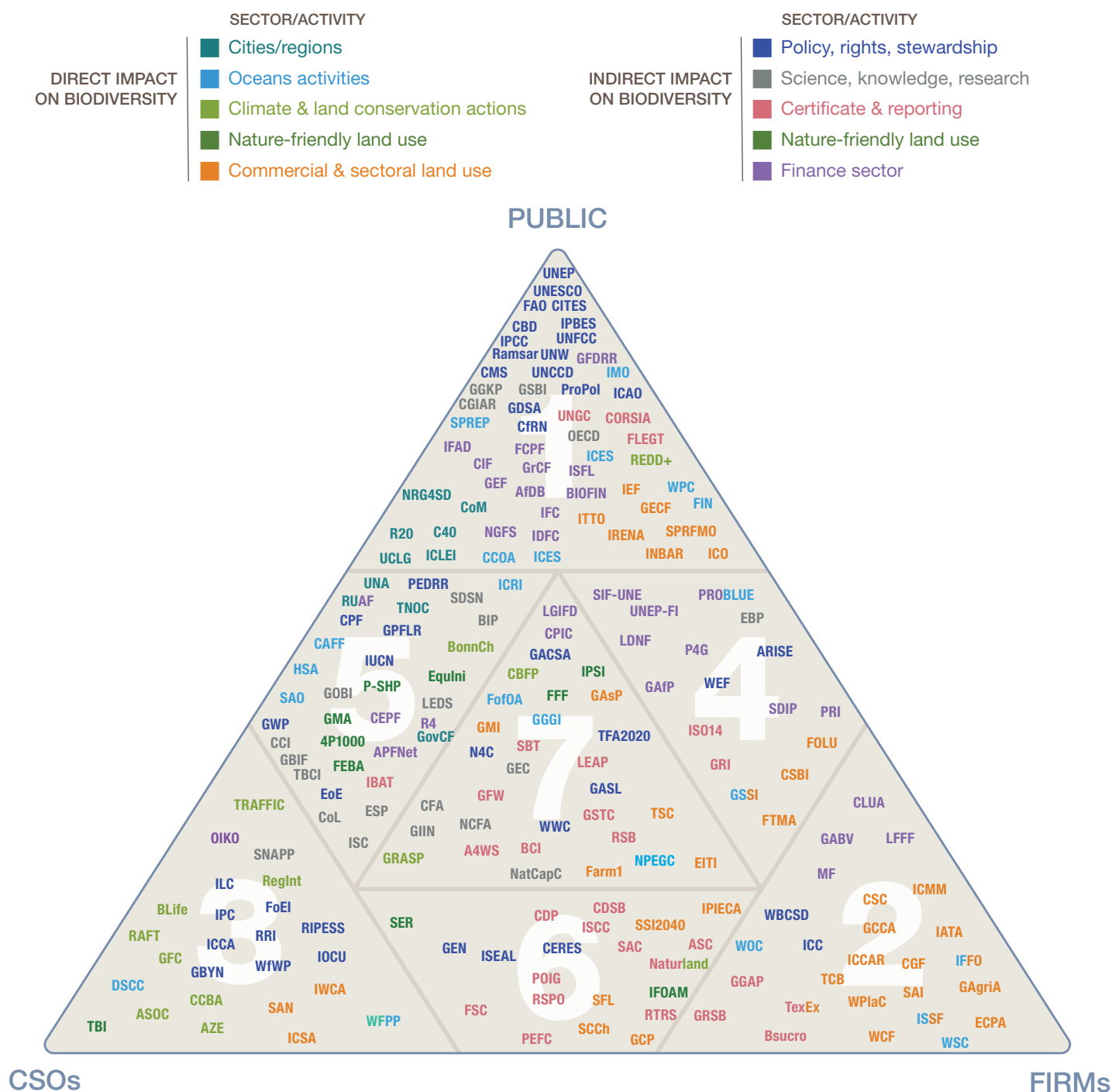
### 3.2.1 Key findings

Based on its declared intended missions and current projects, each coalition is flagged with a combination of up to three themes (see classification defined in [Table 1](#)).

**Figure 4 | Number of coalitions in our sample by themes and sub-themes**

POLICY, RIGHTS & STEWARDSHIP		FINANCE SECTOR		OCEAN ACTIVITIES	SCIENCE, KNOWLEDGE & RESEARCH	
Policy & mitigation 32	Rights 6	Financing projects 14	Funding projects 11	Oceanic ecosystems 21	Research 15	
	Water stewardship 3				Think tank 3	
	Indigenous People 2	Other finance 8				
COMMERCIAL & SECTORAL LAND USE		CERTIFICATIONS & REPORTING		CLIMATE & LAND CONSERVATION	NATURE-FRIENDLY USE	
Other sectoral initiative 20	Agribusiness 14	Certification 15	Monitoring, reporting & verification 12	Conservation 8	Nature-based development 6	Agro-ecology & forestry 4
				Climate action 4	Forests 3	URBAN & LAND USE PLANNING
						Cities/regions 7

Figure 5 | Governance triangle using color-coding reflecting nine major themes

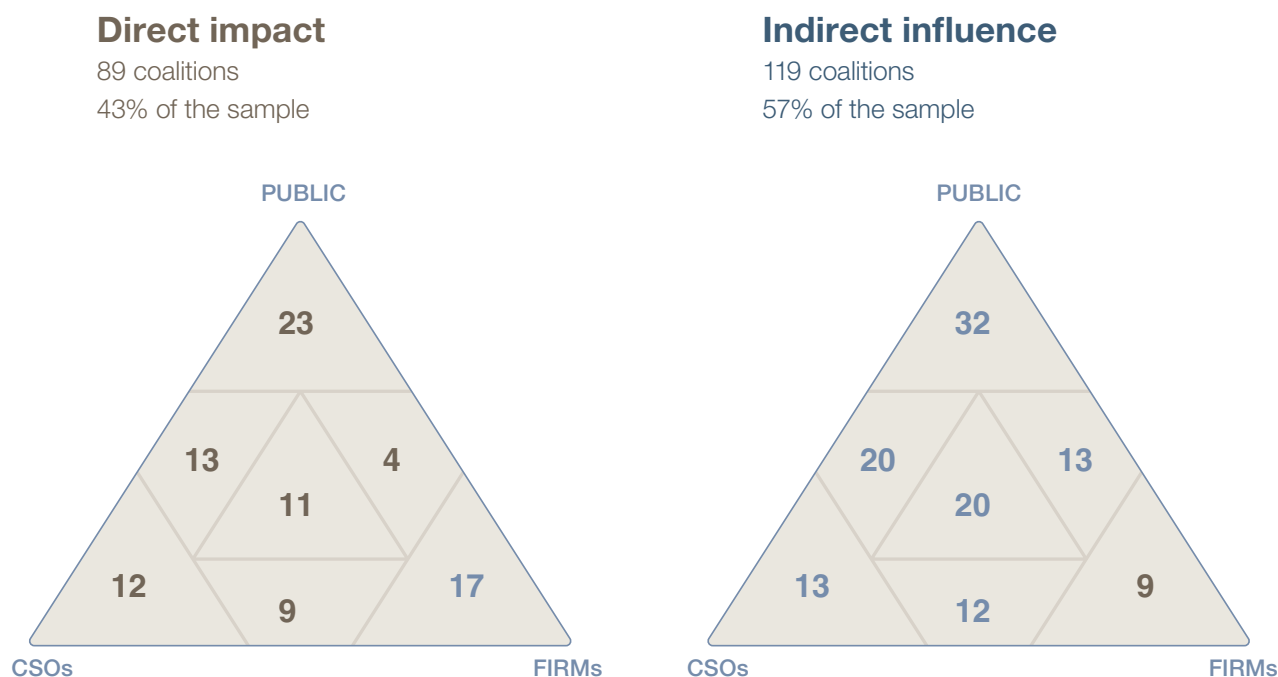


Figures 4 and 5 use the same color-coding applied to the 208 coalitions, which highlights the core themes of each coalition, even when the coalition aims to address several sub-themes belonging to the core themes.<sup>8</sup>

Figure 5 shows discrepancies in memberships' profile, with some themes and sub-themes appearing more often associated to particular membership profiles. Public coalitions (zone 1) address all types of themes, but appear more often focused on *policy, rights and stewardship, financing mechanisms and*

<sup>8</sup> Although it makes it easier to read, the method could lead to a lower level of granularity.

Figure 6 | Number of coalitions with a direct impact (43%) or an indirect influence (57%) on biodiversity\*



\*Based on the classification of core themes.

*urban and land-use planning*. They are less focused on *climate and conservation actions* and *nature-friendly land use*, which are mostly addressed by CSOs and public+CSO coalitions (zones 3 and 5), all of whom are also active in the following core themes: *science, knowledge, research; oceans activities; and policy, rights and stewardship*, as exemplified by IUCN.

The Corporate (Firms) zone (2) encompasses numerous sectoral associations. **Firms** collaborate with CSOs (zone 6) to develop new frameworks and certifications schemes to improve their practices. In zone 4, Firms collaborate with States and public actors in high-level coalitions aiming at development or setting up new financing mechanisms.

The central zone of the triangle (zone 7) remains as the part where all themes are equally distributed.

With regard to the coalitions' direct or indirect influence on the state of biodiversity, **57%** of the sample analysed are facilitators or enablers with

an **indirect impact** (Figure 6). Their main domain encompasses the following: *policy, rights and stewardship* (43 coalitions); *science, knowledge and research* (18); *certifications and reporting* (27); and *finance* (33). Most of the coalitions involve public and CSOs actors.

The remaining **43%**, who have a **direct impact** on nature, are active in the following domains: *commercial and sectoral land use* (34); *ocean activities* (21); and *urban and land-use planning* (7). Most coalitions undertake activities leading to immediate pressures on biodiversity. However, a few develop positive models in the following areas: *climate and land conservation actions* (15); and *nature-friendly economic land use* (10). Coalitions involving CSOs drive most of the projects related to conservation and restoration.

**Firm** coalitions, on the other hand, are more represented among those with activities that trigger direct pressures on biodiversity, such as those resulting from *commercial and sectoral land use*.

In the sample, it is the case of sectoral associations representing businesses highly dependent on natural resources, such as agribusiness and consumer goods, including the fishing industry, textile, extractives, chemical and plastics, building industry and transport sectors (shipping, air freight).

### 3.2.2 Discussion

As demonstrated by Abbot and Snidal (2009), public actors tend to ‘set the agenda’ in policy making with some support from CSOs, while Firms ultimately deal mostly with policies implementation and their potential impact and costs. The relative unbalance is visible on [Figure 4](#). This explains why sectoral associations often represent the common interests of their members and industry when interacting with public authorities in order to anticipate and possibly influence the agenda.

Other than its mandate, Firm coalitions can take a potentially crucial role to ‘bend the curve’ of biodiversity loss. As representatives of business activities considered part of the problem, sectoral associations can be part of the solution by, for instance, providing forums where their corporate

members can discuss the way out of their business-as-usual mode (examples are analysed in sections 3 and 4).

City and regional councils, as public actors responsible for *urban and land-use planning*, and infrastructure and habitat, might be an exception to Abbott’s theory: in some countries, coalitions and members in these fields might have the capacity to both set the agenda for their administration and control most of its implementation, since they are accountable for their direct impact on biodiversity.

### 3.3 Governance roles adopted by coalitions

Coalitions can adopt different ‘governance roles’, or a combination of roles, in the course of their mandate, leading to very different outcomes and contributions to the global biodiversity governance. Following the approach of Abbott and Snidal (2009) operationalised in Pattberg et al. (2017), this study analysed four key governance roles adopted by the sample coalitions, depending on their member profiles (see [Box 3](#)).

#### Box 3 | Governance roles of global coalitions\*

The key governance roles identified in the study and the corresponding activities undertaken are:

**Information and networking** is related to expertise, technical consulting, training and information services to build capacity and share knowledge. This role is present in a variety of configurations and at the core of informal coalitions such as fora.

**Standards and commitments** comprise activities related to mandatory compliance, standards for measurement and disclosure, certification schemes, and voluntary and private standards and commitments. This role is prevalent for coalitions active not only in the certifications and reporting theme, but also in policy, rights, stewardship (such as UN Conventions), urban and land-use planning, and wherever coalitions define their own best practices as standards in the course of their operations.

**Operational activities** are related to biodiversity focus on scientific and technical research and development, pilot projects, project implementation, deployment of activities and best practice dissemination – which may lead to incidental standard setting. Programmes, pilots and field activities belong to this category, which concern all profiles of coalitions.

**Financing** is a specific type of operational activity relating to the actual funding or financing of an activity or a [pilot] project. The coalitions in the finance sector play this role when they fund activities, but another role when they work on commitments or new mechanisms. Non-financial coalitions may also invest and provide funding to support specific projects.

\* See Annex 3 for a list of keywords indicative of each role.

Source: Pattberg et al. (2017).

### 3.3.1 Key findings

For the purposes of easy visualisation, when several roles were involved, the role that related most to the coalition's main contribution was retained. For instance, most coalitions support *information and networking* as their members are usually willing to share their experience and expertise. However, the analysis of the coalitions' statements and mandate finds that this role often supports another more predominant role. Moreover, coalitions working on operational pilot projects and implementation leading to incidental standard settings were considered as operational. Table 2 shows the distribution by role and role combination of the 208 global coalitions (first column) in line with the operationalised triangle of Pattberg et al. (2017).

**Table 2 | Distribution of the 208 coalitions by governance role**

			TOTAL NO. OF COALITIONS	
B	Operational	4	64	31%
E	Operational + Standards & Commitments	23		
F	Operational + Information & Networking	33		
J	Operational + Financing	4		
C	Information & Networking	61	61	29%
A	Standards & Commitments	39	59	28%
H	Standards & Commitments + Information Networking	20		
G	Financing + Information and Networking	6	24	12%
D	Financing	17		
I	Financing + Standards & Commitments	1		

Overall, the distribution between the four key governance roles appears rather balanced with about 30% each for *operational*, *standards and commitments* and *information networking*, while

financing accounts for 12% of the 208 assessed coalitions.

As indicated on [Figure 7](#), the governance roles adopted by the seven groups of coalitions are quite different and appear to be influenced by their membership.

Three of the four key governance roles are quite evenly represented in the study's sample. The *operational* role is taken by 31% of coalitions, 29% engage in information and networking to disseminate ideas and support capacity building, and 28% develop *standards and commitments* (for example, mandatory compliance, standards for measurement and disclosure of activities, certification schemes, and voluntary and private standards and commitments).

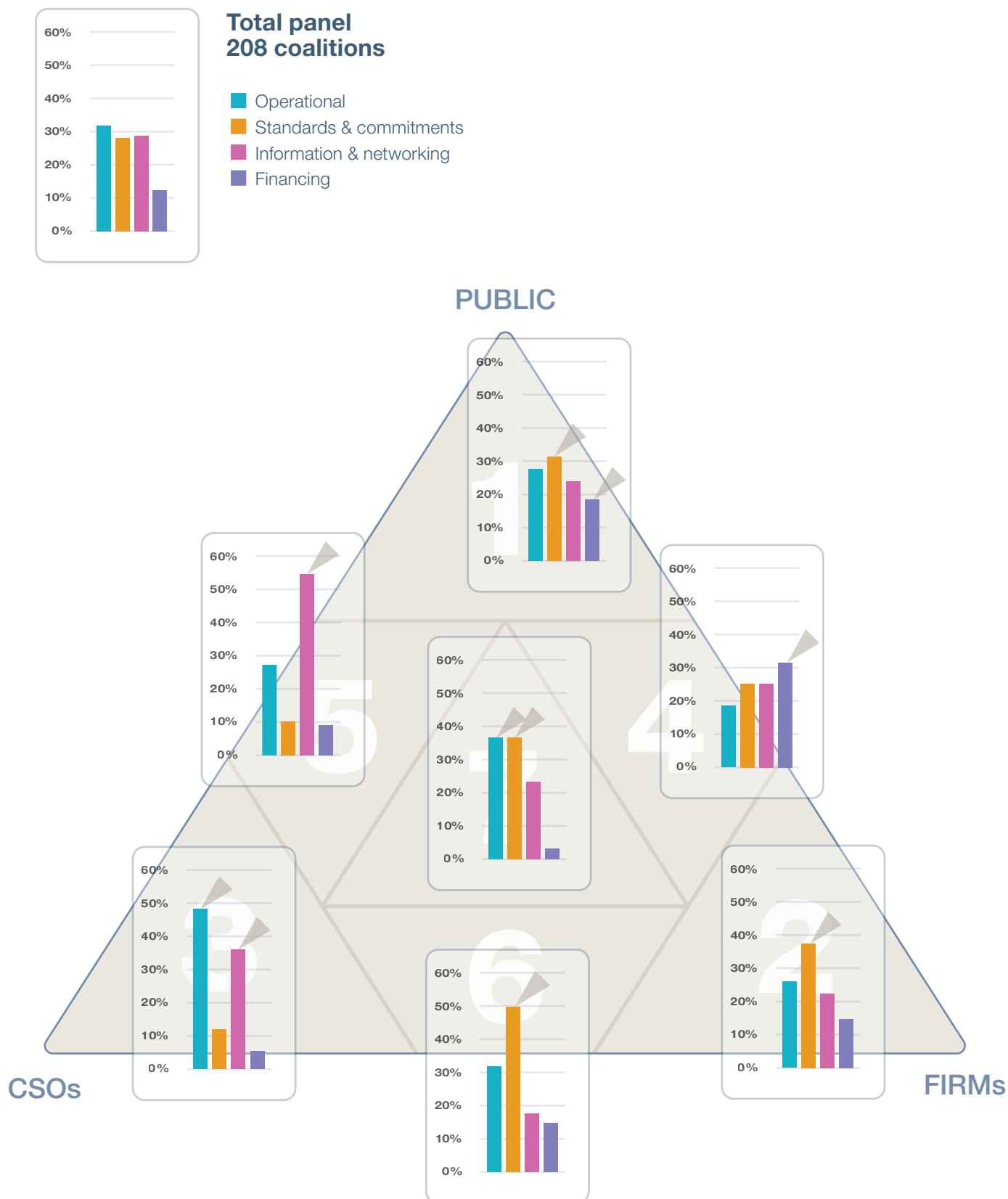
The remaining 12%, who are involved in a *financing* role, are mostly fulfilled by high-level public or private institutions such as the World Bank (WB) or WEF.

The study also finds that should *operational* roles be undertaken by all types of actors, *information and networking* would appear more often among public+CSOs coalitions. Concurrently, *standard and commitments* would be more often an objective for Firms and Firms+CSOs coalitions, partnering to define best-practices or creating their certification schemes in a self-regulation attempt.

### 3.3.2 Discussion

As observed by Abbott and Snidal (2009), the *standards and commitments* role is becoming increasingly developed by coalitions in the private sector. Labelled 'entrepreneurs of regulatory change' by Mattli and Woods (2009), these coalitions have the expertise, resources and interests that make them relevant actors in negotiating details of regulations. However, they may engage in this process for different economic reasons. Some may seek "to adopt more business-friendly rules and procedures,

Figure 7 | Governance roles adopted according to coalition profile





fine-tune rules to their individual *situations*, minimise compliance costs and avoid potentially damaging intrusions by outsiders. In addition, more socially responsible firms may seek mandatory regulation to level the playing field vis-à-vis less socially responsible competitors” (Abbott and Snidal, 2009, p. 16).

Zone 2 of the triangle (Figure 7) shows sectoral associations who define their own sustainability practices and codes of conduct, influenced by the recommendation of external stakeholders. In zones 6 (Firm+CSO) and 7 (Public+Firm+CSO), members from different sectors appear to work together on their own definition of guidelines and best practices for sustainability. Such multi-stakeholder discussions looking for a common ground may result in sharper and more severe codes than initially expected by members (Mattli & Woods, 2009).

*Operational* functions are particularly well represented in coalitions involving CSO actors, whether exclusively or in collaboration with public actors or Firms. While *operational* activities can be found in all zones of the triangle, the nature of projects and activities varies depending on coalitions. They are also relatively less present in zone 2 of the triangle, despite a few pilot projects led by Firm coalitions.

Projects at the centre of the triangle – zone 7 – catalyse actors from different sectors to come together to solve ecosystemic issues. They tend to address the problem in a more holistic and comprehensive way, thanks to the presence of diverse stakeholders.

Once again, it must be noted that the disaggregated results, based on keywords and mission statements, do not allow for a conclusion to be made as to the actual impact of coalitions.

### 3.4 Focusing on coalitions active in finance, reporting and standards setting

Since finance and use of appropriate standards are extremely important in conservation, a deeper qualitative mapping appears necessary beyond the analysis presented in section 3.1. It provides a more detailed understanding of the contribution of the various coalitions to these critical issues.

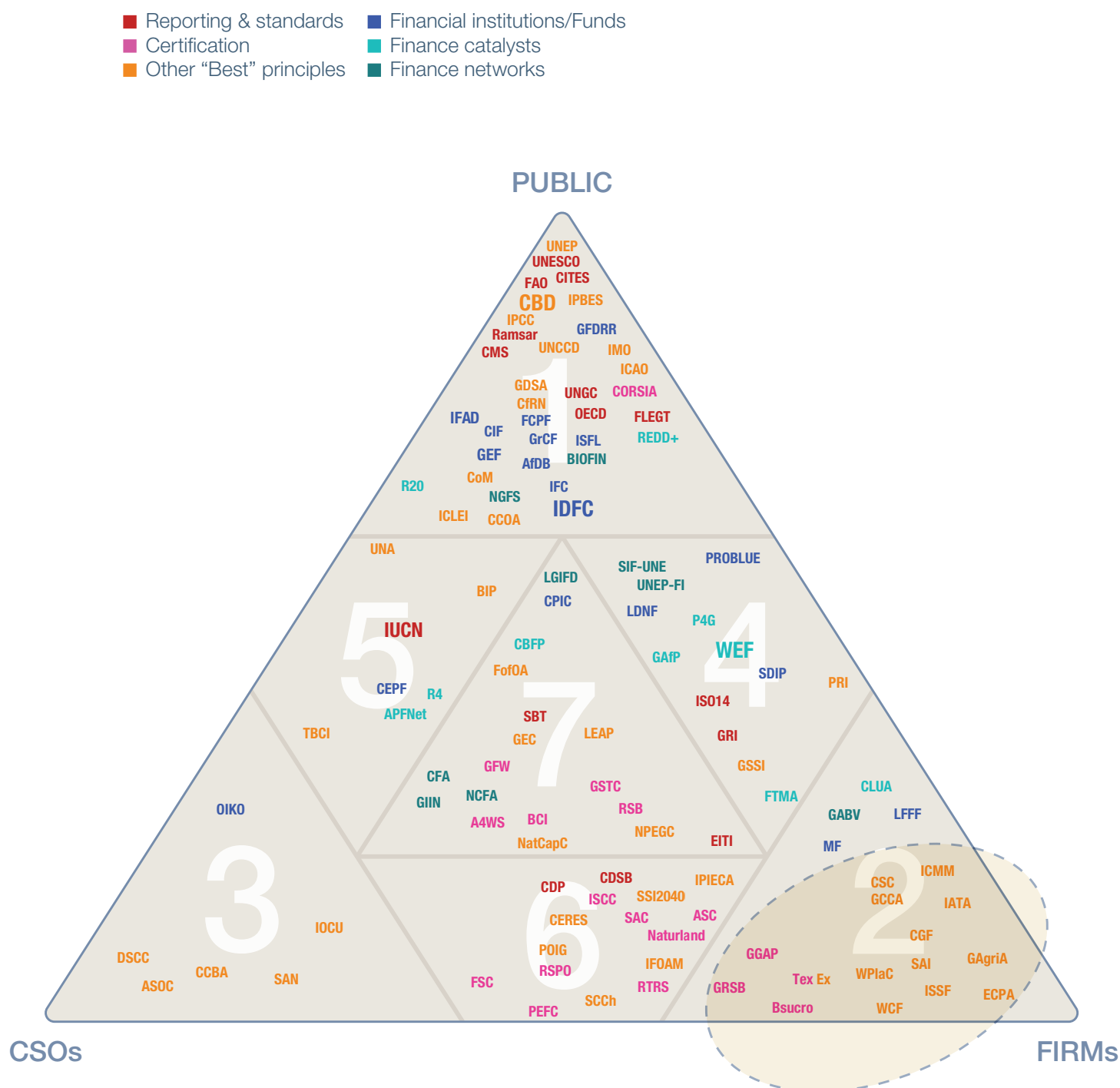
#### 3.4.1 Key findings

Whether the themes are central or only incidental to the mission, a wide range of coalitions and partnerships are active around *finance, reporting and best-practice setting*. Notwithstanding the foregoing analysis focused on main governance roles, the findings include coalition incidental roles, showing the complexity of the landscape with more granularity. In this light, it is interesting to note that of the 208 sample coalitions, six sub-groups have emerged: three correspond to *finance* and three for *reporting and standard-setting* (see Figure 8).

*Finance* coalitions (in blue) are mostly made up of public financial or funding organisations, such as International Development Finance Club (IDFC), International Fund for Agricultural Development (IFAD) or the African Development Bank (AfDB) (zone 1), completed by a few initiatives involving private actors like the Sustainable Development Investment Partnership (SDIP, zone 4) or philanthropic communities, such as churches for OikoCredit (OIKO, zone 3).

In addition, there are also coalitions (for example, WEF (zone 4) or the Food To Market Alliance (FTMA, zone 4) (in turquoise) whose purpose is to help catalyse the financing of projects by bridging the gap between investors and projects holders. The last group (in blue-green) consists of *finance networks*, whose aim is to mainstream sustainability in financial practices or define new financial mechanisms to bridge the funding gap in conservation.

Figure 8 | Coalitions active in finance, reporting and standard-setting, in a central or incidental role



Regarding *standards and reporting*, three groups stand out:

- Coalitions (in **red**) who develop recognised environmental and sustainability standards and/or reporting frameworks, such as: the UNESCO framework for World Heritage landscapes; The IUCN Red List of Threatened Species™; UN Global Compact; OECD Guidelines for Multinational Enterprises; the Global Reporting Initiatives (GRI); the Extractives Industry Transparency Initiative (EITI); or the CDP reporting, which particularly is appreciated by investors.
- Coalitions (in **pink**) who facilitate voluntary certification schemes. Some explicitly refer to one or several of the recognised standards, while others do not.
- Coalitions (in **orange**) who set an objective to adopt ‘best’ or better principles for the environment, such as International Petroleum Industry Environmental Conservation Association (IPIECA) who bases its work and recommendations on approved standards, or International Federation of Organic Agriculture Movements (IFOAM). Some of these coalitions also work to develop future standards, such as the Principles for Responsible Investments (PRI) or the Deep-Sea Conservation Coalition (DSCC).

Moreover, the large number of coalitions dealing with standards, frameworks and self-declared ‘best practices’, as a core or incidental mission, goes far beyond recognised frameworks. This could reflect a perceived gap of standards capturing the complexity of biodiversity by a majority of coalitions and members. At least, it seems likely that existing definitions, targets, tools and measures do not fully meet the needs of coalitions and stakeholders, who try to cope by developing their own approaches.

Coalition-made best practices may be questionable when they come from industry associations in zone 2 (oval shaded area of the triangle) without any involvement and scrutiny from CSOs or public authority representatives. In fact, even for those adopting a rigorous environmental process, the recognised sustainable reference they intend to meet could not always be identified. In the absence of accountability towards legislators, inspectors, independent review boards or whistleblowers, private endeavours should therefore be considered with precaution.

### 3.4.2 Discussion

The foregoing results point to the fact that a limited number of institutions, mostly multilateral development banks, still lead most of financing and funding activities for biodiversity. Very few coalitions with 100% corporate actors include a financing purpose. In this respect, the World Economic Forum, catalysing a number of funding initiatives with multiple stakeholders including major corporations and foundations appears as a very strategic leader to support transformative project holders looking for an investor.

## 4 Geographic distribution of coalitions

As previously stated (section 1.1), the study analyses those coalitions which involve the cooperation of members, including funding partners, from at least two different continents, in order to fit a global perspective. The criteria automatically exclude regional coalitions with members from one single continent. About 10 coalitions addressing issues of common interest, such as scientific research or monitoring tools for policy, were not associated to any specific territory. The definition of regions follows that of the World Bank (n.d.a), except for East Asia and Pacific, which was split into two (East Asia and Pacific, and Oceania) for the purposes of the study.

Any activity, programme or investment in only one country of a given region counts as one operation in that region. Thus, coalitions can be active in several regions at the same time, which explains why the sum of regions exceeds 100%.

As shown on [Figure 9](#), three major world regions stand out: East Asia; Latin America; and sub-Saharan Africa – all home to several megadiverse ecosystems, and where more than three to four coalitions tend to concentrate their efforts.

Europe, in particular Eastern Europe, South Asia and the Pacific regions follow with almost two thirds of the analysed coalitions. It is worthwhile to highlight that only 20% of coalitions mobilise their cause to address issues related to oceans and seas, which rank lowest on the agenda of global coalitions and tend to be left to the governance of regional organisations.

The diversity of the study's samples makes it difficult to find one single explanation for this geographical distribution. As could probably be expected, regions with large areas of global significance for biodiversity conservation and carbon storage are strongly represented (Nature Map Earth, 2019), although other reasons may be possible. For instance, in his study of

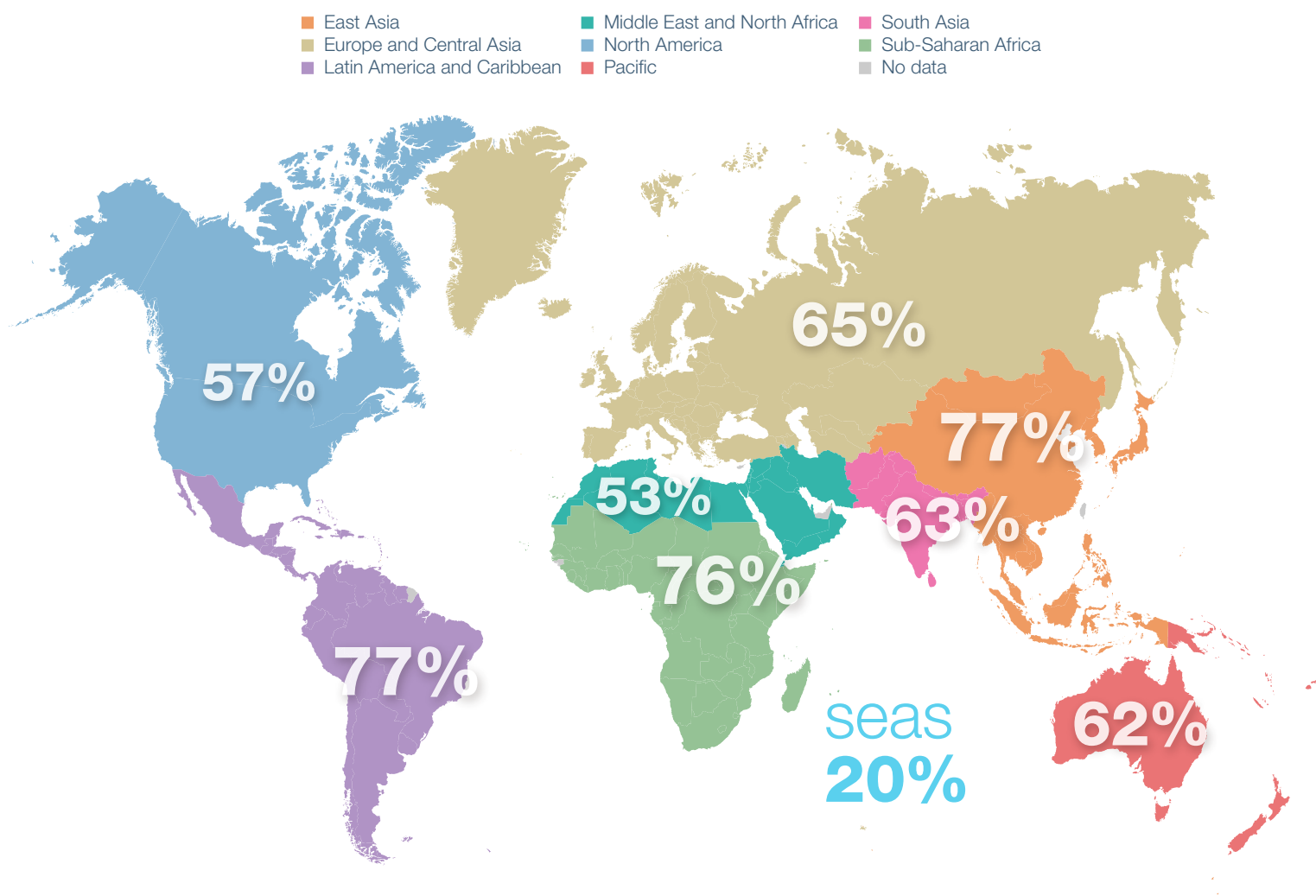
global patterns of international aid linking biodiversity conservation and development goals, Miller (2014) found significant donor selectivity in aid allocation

The results also showed that more than two-thirds of all biodiversity-related assistance was linked to development aid. Not only is it generally directed to biodiversity-rich, well-governed countries, but biodiversity aid is also directed to countries who are able to exert greater political leverage effect (World Bank, n.d.b). If such selectivity applies to public aid, private coalitions are also likely to have their own multifactorial selectivity criteria. In addition, practitioners observe that donors tend to get smarter and choose for what theme and which geographical areas they want to invest in (e.g. illegal wildlife trade in Africa). This tends to increase regionally and country disbursed funding for biodiversity while demonstrating value for money.

North America, the Middle East and North Africa regions are a bit less affected than others by activities led by coalitions acting globally. This relative gap is likely to be compensated by the dynamism of regional coalitions and organisations through projects financed by influential regional private foundations and charities. However, these regional initiatives did not fit in our scope of analysis.

**With only 20% (21) of the sample coalitions mobilised to their cause, oceans and seas seem to be somewhat neglected.** During our research, a number of historical ocean organisations at the regional level came up, who traditionally deal with the use and management of fish, seafood and mineral resources (for example, Regional Fisheries Management Organisations, or RFMOs). As far back as 1974, the United Nations Environment Programme (UNEP) established a Regional Seas Programme. This later led to the creation of 14 regional seas programmes, which work with Regional Fishery

**Figure 9 | Geographical outreach of the 208 coalitions**



Bodies (RFBs) towards the conservation and management of fish stocks. Starting in 2013, a few coalitions with an international membership aimed at preserving the ocean or fighting against plastics and gear pollution started to appear in 2013.

Even among the 1,608 pledges made to the Registry of Voluntary Commitments of the UN Ocean Conference,<sup>9</sup> which addresses SDG 14, less than 4% (59) of the sample coalitions stem from ‘partnerships’

of different actors, which do not necessarily meet this study’s definition of coalition. The large majority of the pledges to SDG 14 still come from individual actors.

<sup>9</sup> For further information, please see: <https://oceanconference.un.org/commitments/>



## 5 Global coalitions: their goals and where they stand on biodiversity issues

### 5.1 Contributing to the Sustainable Development Goals (SDGs)

#### 5.1.1 Key findings

Out of the 208 sample coalitions, 36 (17%) explicitly refer to the SDGs (see [Figure 10](#)), while four (2%) conservation coalitions refer to the Aichi Targets.

There was no established correlation between the year the partnership was launched and the use of SDGs as a framework: out of 36, only four coalitions were founded in 2015 or after, accounting for only 12% of the most recently created coalitions in the sample.

Coalitions involving Firms are the most likely to report on their intended contribution to the SDGs as a

support to their sustainability strategy, while public coalitions refer the least to SDGs.

Among the SDGs explicitly referred to by the 36 coalitions (including IUCN), three groups of SDGs emerge:

- seven SDGs are mentioned by more than 20 coalitions: *life on land* (SDG 15), *climate action* (SDG 13) and *end hunger* (SDG 2), associated with *gender equality* (SDG 5), *clean water* (SDG 6), *decent work* (SDG 8) and *responsible production and consumption* (SDG 12).
- a second group of SDGs is mentioned by between 15 to 19 coalitions: *no poverty* (SDG 1), *good health* (SDG 3), *renewable energy* (SDG 7), *sustainable cities* (SDG 11), *life below water* (SDG 14) and *partnerships for the goals* (SDG 17).

Figure 10 | Mapping of the 36 coalitions (out of 208) explicitly referring to SDGs

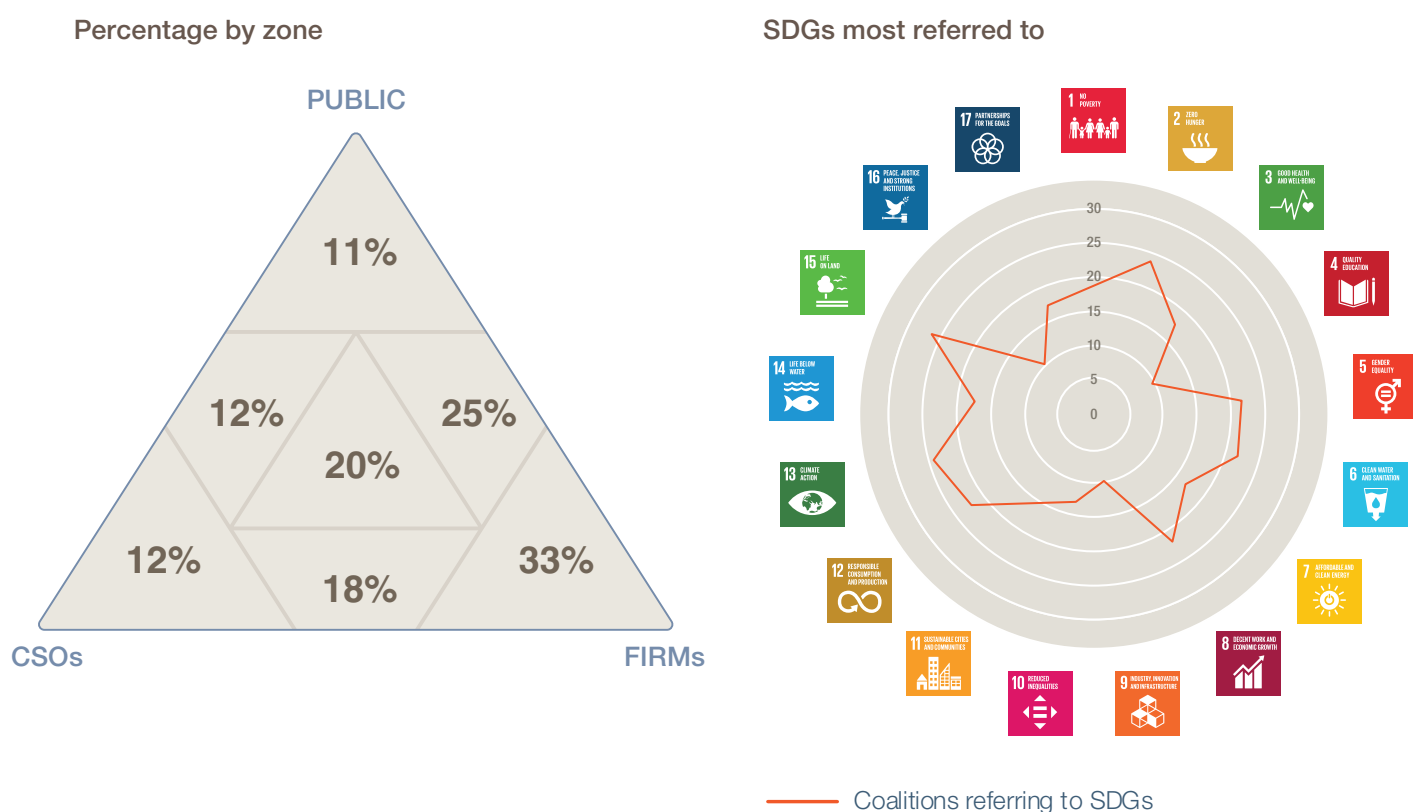


Figure 11 | SDGs impacted by analysed coalitions



- the four least mentioned SDGs are *education* (SDG 4), *innovation and infrastructure* (SDG 9), *reduced inequalities* (SDG 10) and *peace and justice* (1 SDG 6).

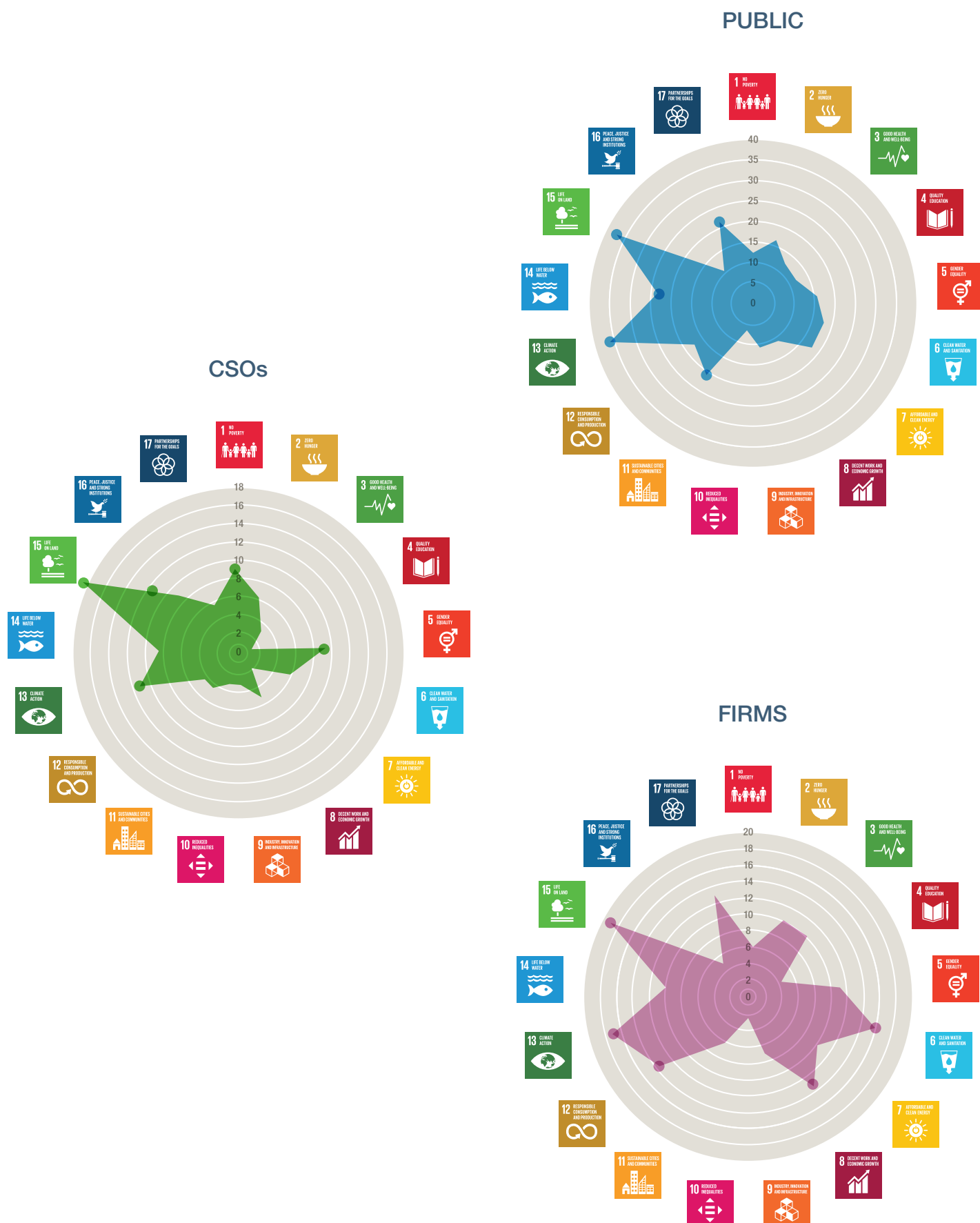
The contribution of the 208 coalitions to the attainment of the SDGs was constituted using the objectives and actual outputs described in their annual reports. Figure 11 illustrates the resulting impact of their projects and activities on SDGs. It shows that there is a significant focus on four SDGs with an impact on biosphere-related issues: i) *life on land* (SDG 15); ii) *life below water* (SDG 14); *climate action* (SDG 13); and *clean water* (SDG 6). In comparison, social and economic SDGs are less prioritised. This can be attributed to the inception and context of the study and sample coalitions, who were selected for their potential impact on nature (see [section 1.4](#)). From the start, the study had endeavoured to look out for coalitions that focus on nature and biodiversity, in particular SDGs 15 and 13.

Coalitions whose memberships are composed of 100% public, firms or CSOs, were also analysed according to pursued SDGs. The results revealed some differences in their agenda. [Figure 12](#) shows the top five priority SDGs by profile of membership.

For all coalitions, the top two priorities are *life on land* (SDG 15), and *climate action* (SDG 13). The other three priorities change with the profile of its members:

- Public coalitions prioritise *sustainable cities* (SDG 11), *life below water* (SDG 14) and *partnerships for the goals* (SDG 17);
- Coalitions of Firms work on *clean water* (SDG 6), *responsible production and consumption* (SDG 12) and *partnerships for the goals* (SDG 17). Coalitions involved in land use and agribusiness mention *end hunger* (SDG 2) as a major goal;
- Coalitions of CSOs target inequalities and vulnerabilities with *gender equality* (SDG 5), *no poverty* (SDG 1) and *peace and justice* (SDG 16).

Figure 12 | Global coalitions – Top five SDGs impacted by membership (Public vs CSOs vs Firms)



The way coalitions use the SDGs framework varies from one to the other, showing different levels of perception: some coalitions tend to choose a few SDGs to which they declare an intention to deliver outputs, while others adopt a more holistic approach in trying to relate their activities to a larger scope of SDGs.

The difference in approach, vision and interpretation is best illustrated by comparing the use of SDGs by two Firm+CSO coalitions dedicated to sustainable forestry: the Forest Stewardship Council (FSC) and the Programme for the Endorsement of Forest Certification (PEFC).

FSC focuses on a total of five SDGs – **clean water** (SDG 6), **renewable energy** (SDG 7), **responsible consumption** (SDG 12), **life on land** (SDG 15) and **partnerships for the goals** (SDG 17) – with no mention of social questions such as decent work.

PEFC intends to contribute to a total of nine SDGs – **end hunger** (SDG 2), education (SDG 4), gender equality (SDG 5), **renewable energy** (SDG 7), **decent work** (SDG 8), **reduced inequalities** (SDG 10), **sustainable cities** (SDG 11), **responsible production and consumption** (SDG 12), **climate change** (SDG 13) and **life on land** (SDG 15).

### 5.1.2 Discussion

The study finds that non-State actor coalitions tend to have their own interpretation of the SDGs. Unlike States who are committed to report on each target and indicator, non-State actors use SDGs on a voluntary basis as a strategic framework to guide their sustainability policies and contributions. Thus, in the corporate sector in particular, Firms may focus on a few SDGs selected after their business priorities (PwC, 2015, p. 12). Such a selective approach seems to reflect on the coalitions in which they engage (Box 4).

The findings confirm that few coalitions truly leverage the systemic perspective provided by the SDG framework, nor embrace its holistic approach and the interconnectivity of the goals. Instead, they often chose to prioritise a few. In particular, firms, which aim to improve their sustainability and meet environmental, social and governance (ESG) standards often lack a truly transformative and systemic approach: reports analysed fail to mention an integrated perspective and many coalitions indicate their intention to improve the business-as-usual approach on one aspect or another.

The awareness that nature underpins sustainable development and is involved in a number of connections with other SDGs still needs to gain traction among coalitions and actors. Given that the 208 coalitions were selected according to their biodiversity impact – positive or harmful – it would appear that ‘nature’-related SDGs is the top priority. However, in reality, 169 coalitions do not refer to SDGs at all.

The overall picture nonetheless confirms the synergies between approach, vision and contribution of the different types of actors, as they each address different sustainable development goals. These complementarities create both opportunities and challenges when these different actors collaborate in coalitions. On the opportunity side, combining their complementary resources and competencies can lead to more innovative, more sustainable, more efficient and/or systemic approaches solutions.

At the same time, as actors come to the table with varying interests, priorities and approaches, as well as different cultures, vocabularies and values, they must be aware of, understand and accept their differences to be able to build mutual trust and engage in a constructive dialogue (The Partnering Initiative, 2016).

The study offers valuable insights on the current degree of awareness of biodiversity and type of commitment of the sample coalitions.

The study finds that global coalitions have different visions and approaches towards biodiversity. Based on declared objectives as well as content analysis of websites and reported activities, three groups of coalitions pursuing three different objectives emerged from the sample (Figure 13):

- Positive impact
- No negative impact
- No/other objective





1. Coalitions with objectives aiming for **positive impact (18%)** includes those striving to 'restore', 'regenerate' ecosystems, 'reforest' or 'extend' protected areas. IUCN belongs to this group;
2. Coalitions with objectives aiming for **no negative impact (39%)** includes those pursuing 'zero-deforestation' or 'zero loss of biodiversity', as well as those working on research or tools for knowledge dissemination to preserve biodiversity. Also included in this group are coalitions of IPLC involved in defending and preserving their territory, except when the objective is to restore territory, in which case the IPLC would fall under the first group;
3. **No/other objective** refers to the remaining coalitions (**43%**): includes coalitions which prioritise objectives other than those related to SDGs 14 and 15, or show a lack of concrete objective related to nature. This group presents a generally lower awareness and/or consideration for biodiversity and ecosystem challenges.

Overall, 57% of the 208 samples – 119 global coalitions – show awareness of biodiversity issues and related objectives, while the remaining 43% prioritise the achievement of other SDGs more than biodiversity-related SDGs.

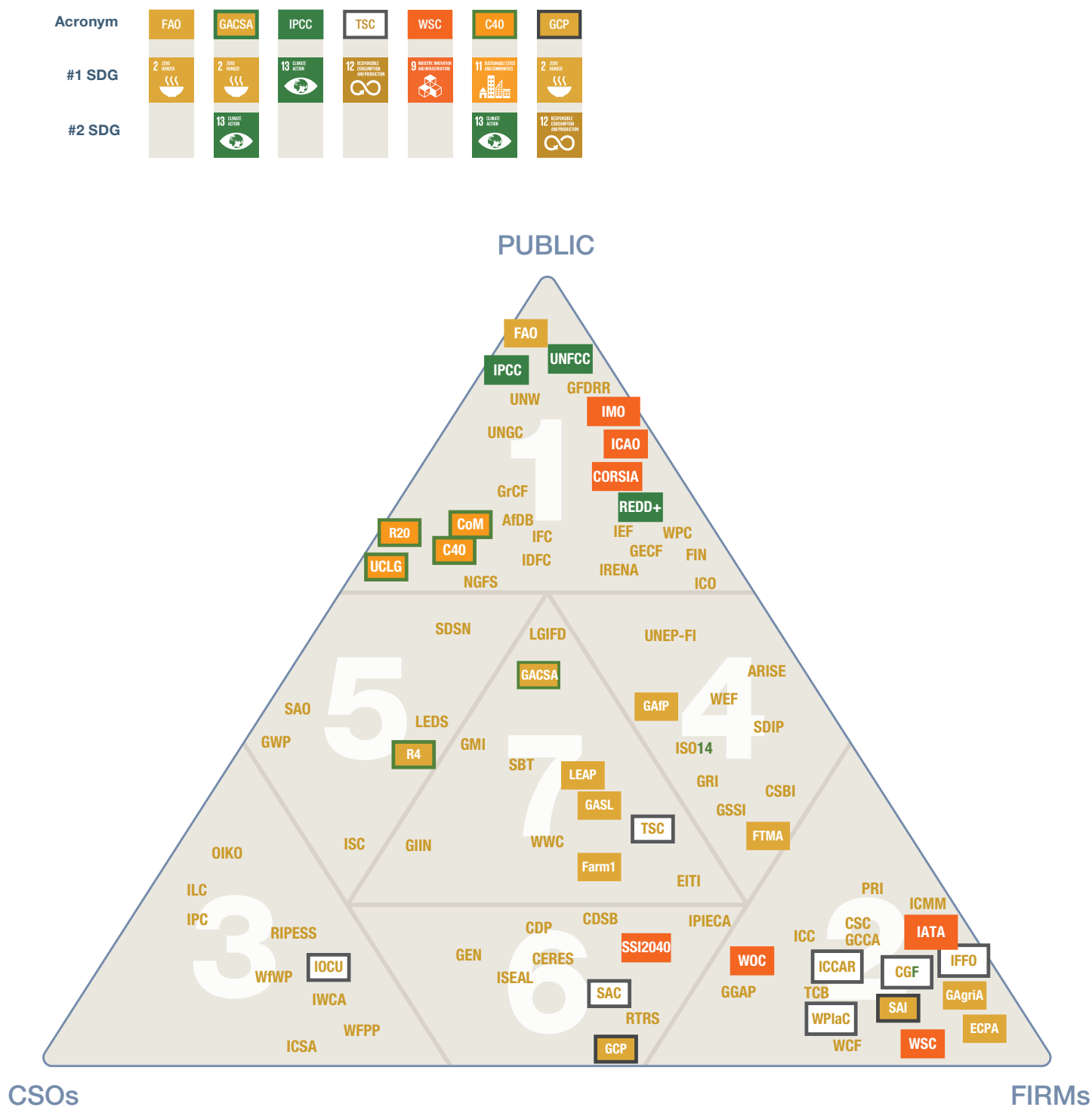
Based on declared objectives, the analysis should not be taken as an assessment of the effective impact of coalitions, which is not measured here. However, it highlights the gaps that exist between the three groups of coalitions – *positive impact*, *no negative impact* and *no/other objective* – in terms of awareness, knowledge and commitment. Two groups are already informed and supportive of nature conservation (*positive* and *no negative impact* groups), although one of them might pursue other objectives which are sometimes at the expense of nature.

In fact, coalitions in the *no/other objective* group have a theory of change prioritising other SDGs. Some may have important impacts on biodiversity without setting concrete objectives for its maintenance and restoration, such as for instance the case of the United Nations Framework Convention on Climate Change (UNFCCC).

In particular, five sub-groups emerge from the analysis of the top two SDGs prioritised by selected coalitions of the *no/other objective group* (Figure 14):

1. An important sub-group of coalitions aims to tackle hunger (SDG 2), such as the United Nations Food and Agriculture Organization (FAO);
2. *Clean water* (SDG 6), *renewable energy* (SDG 7) and *climate action* (SDG 13) are often combined with *end hunger* on the agenda of these coalitions, although this is not depicted in Figure 14. On the other hand, *Health for all* (SDG 3), which is included in the IPBES work programme 2019-2030, appears only as a significantly marginal side-benefit of food security in our sample (IPBES, 2019a);
3. Another sub-group commits to making production and consumption more sustainable (SDG 12), but with solutions that do not allow achieving zero loss of biodiversity;
4. A sub-group active in the shipping and airfreight industry contributes to developing *industry, innovation and infrastructure* (SDG 9); and
5. A few coalitions involving sub-national governments work to reduce their GHG emissions, increase their resilience to *climate change* (SDG 13) and develop *sustainable cities* (SDG 11).

Figure 14 | A selection of coalitions who do not prioritise biodiversity: highlights of their top two prioritised SDGs



The different levels of understanding and declared commitment for nature of the coalitions underline the need to adopt targeted strategies to address such disparate insights.

### 5.2.2 Discussion

Coalitions aiming for **positive impact** tend to be more represented in the axis Public/Public+CSOs/CSOs, which is the natural area of influence of IUCN constituencies. Such coalitions promote solutions

compatible with nature, such as Nature-based Solutions (NbS), agroecology or ecosystem-based adaptation (EbA), to increase resilience and support restoration. However, as [Figure 13](#) shows, there is a lack of sizable business initiatives aimed at regenerating nature.

As shown in Box 5, some coalitions involved in agriculture are already familiar with the notion of 'sustainable use' of nature. However, most agribusiness ones are increasingly challenged

#### Box 5 | Examples of coalitions involving Firms with a positive impact

Among coalitions aiming for a positive impact on biodiversity, a few involve businesses and are worth mentioning. Three of them, with complementary profiles and approaches, stand out:

In zone 6 of the triangle, the International Federation of Organic Agriculture Movements (IFOAM) is probably the most important international umbrella organisation promoting true sustainability in agriculture with an organic vision and a bottom-up approach. Their members combine businesses and NGOs, organic producers, retailers and certification agents. Founded in 1972, IFOAM promotes a new vision for the organic sector, called "Organic 3.0", to bring organic out of a niche into the mainstream and position organic systems as part of the multiple solutions needed to solve the tremendous challenges faced by our planet and species. With sales of organic food multiplied by five between 2000 and 2018 (The Organic & Non-GMO Report, 2019), to surpass US\$ 100 billion sales (Ecovia Intelligence, 2019), this vision is clearly supported by a real market opportunity due to rising consumer awareness and supported by a widening availability.

In 2017, a total of 69.8 million ha were organically farmed, a 20% growth from 2016 figures – the largest ever recorded. Even if only 1.4% of the world's farmland is now organic, there are currently 181 countries publishing data on organics agriculture, compared to 77 in 1999 (Lernoud & Willer, 2019). The global organic food and beverage market is expected to grow 16% per year, to reach US\$ 327 billion by 2022 (OECD, 2018).

In zone 4, the Food and Land Use coalition (FOLU) was founded recently in 2017 with the objective to transform the food and land use systems (FABLE, 2019) to deliver on the SDGs, including ambitious biodiversity targets, and the Paris Agreement. Co-founded by high-level actors, such as AGRA (Alliance for a Green Revolution in Africa), WBCSD (CEO-led council of MNEs with a focus on sustainability) and SDSN (a UN-led coalition of knowledge institutions, including academics, research centres and CSOs), FOLU aims to find and test innovative approaches and new modelling tools. Nineteen countries contribute to develop mid-century national pathways for sustainable growth, in harmony with nature (see Annex 4 for more information on coalitions).

The Livelihoods Funds (LFFF) appear as a pioneering exception in zone 2 of the triangle: supported by private companies, the funds promote farming practices "inspired by the workings of nature itself" among smallholders, in order to increase food production while preserving natural resources. The 12 co-investors\* share knowledge and risks for project implementation and maintenance over periods of between 10 to 20 years. The example of LFFF confirms that some major actors from the business sector are already open to new nature-friendly approaches, but need to build their own experience and test new models before possibly scaling them up.

\* Danone, Schneider Electric, Crédit Agricole S.A., Michelin, Hermès, SAP, Groupe Caisse des Dépôts, La Poste, Firmenich, Voyageurs du Monde, Mars Inc. and Veolia.

by civil society on the significant impacts of long unsustainable use of nature, such as climate change, lack of water or decreasing yields due to soil erosion. This sad reality is expected to accelerate the mainstreaming of eco-friendly practices among conventional agricultural businesses.

The number of **no negative impact** coalitions shown in zone 2 of the triangle further demonstrates the momentum around biosphere issues. This group mixes a wide range of initiatives: from reducing plastics pollution to developing new approaches for the sustainable use of resources, or aiming to halt the loss of a species or the destruction of an ecosystem. The *no negative impact* group of coalitions can be seen as possible partners who already understand and are open to some of the challenges faced by nature, but need guidance to take bolder or additional commitments.

Among them are several Firms or Firms+CSOs coalitions who are currently carrying out work on new certified business practices for strategic agricultural products, with a declared zero deforestation objective: FSC and the PEFC for *forestry*; Roundtable for Sustainable Palm Oil (RSPO) for *palm oil*; Global Roundtable Sustainable Beef (GRSB) for *beef*; BonSucro for *sugarcane*; and Textile Exchange (TexEx) for *cotton*. Some of these initiatives may have faced controversies and criticism of ‘greenwashing’ in the past. Nonetheless, it proves that there is a trend of rising public and business concerns regarding health, quality and ethics of products produced and consumed that can be leveraged for the benefit of nature.

It is also worth noting that the mining sector counts several corporate early adopters of *no net loss* (NNL) or *net positive impact* (NPI) objectives, among which Rio Tinto since 2004. The mining sector is a leader in terms of corporate commitments to biodiversity (see [Box 6](#) next page). However, among the two sectoral coalitions, neither ICMM (zone 2), nor IPIECA, the global oil and gas industry association for

environmental and social issues, mention any pledge at industry level, which is why they are classified in the **no/other objective** group. Both ICMM and IPIECA leave the actual commitments to their individual members, but provide important support regarding the means to improve environmental and social practices by engaging with external experts such as IUCN.

In comparison, the remaining coalitions, which prioritise other objectives and have *no objective for biodiversity*, will probably require convincing to engage for nature. This group tends to be positioned on the opposite side to IUCN and most of the conservation world on the triangle (see the axis going from Public to Firms, [Figure 13](#)).

It is difficult to deny that most of the business world continues on a business-as-usual mode, despite some individual corporate examples of commitments for biodiversity. Short-term profitability remains a major indicator for asset managers and in the finance world (Tang & Greenwald, 2016). Numerous scientific papers from experts in psychology and behavioural change point to a number of psychological barriers explaining resistance and inertia. Gifford (2011) calls the psychological barriers that impede green behaviours as ‘dragons of inaction’, defining seven ‘genera’, each with multiple ‘species’ of barriers to pro-environmental behaviour. Driving change will demand tackling and defeating each of these dragons, starting with a combination of targeted messages, effective leadership and improved technical knowledge.

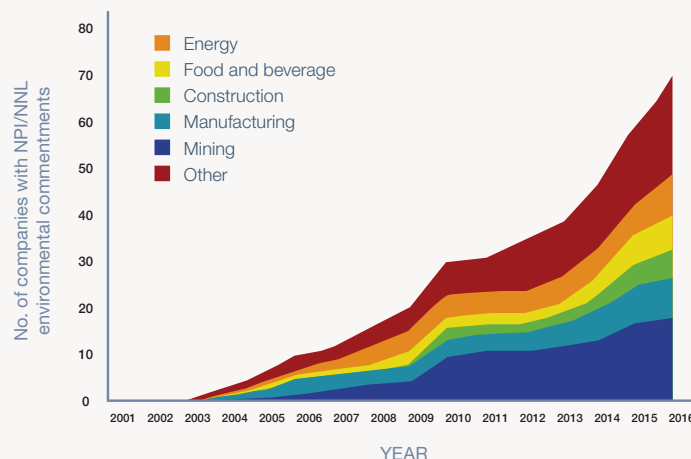
So far, there are indications that concerns for climate and biodiversity have already gained awareness among leaders of the economic world over the last decade. WEF leads a yearly Global Risks Perception Survey among its network of business, government, civil society and thought leaders. According to this survey, from a lower level of likelihood and potential severity in 2010, environmental risks rose to the top 10 risks in 2019 (WEF, 2019). Climate risks of

With the growing application of the mitigation hierarchy – avoid/minimise/compensate – at the operational and site level by businesses since 2000 (BBOP, 2012; BBOP, 2018; Dickie et al., 2018), a number of companies have developed their own biodiversity commitments, including those aiming to achieve a no net loss (NNL) or net positive impact (NPI). de Silva et al. (2019) analysed how the number of commitments by sector changed over the 2001–2016 period, based on 66 commitments in 2016 (see figure).

The figure shows that until 2010, companies making NNL/NPI commitments to biodiversity were primarily from high-risk biodiversity sectors (92%), such as mining, construction, energy, and building materials, accounting for 69% of all commitments, followed by companies from medium-risk sectors, such as finance and retail, accounting for 8%. Between 2011 and 2016, some diversification occurred in the distribution across the biodiversity risk sectors, with a slightly lower proportion of companies making NNL/NPI commitments from high-risk sectors (81%) and a higher proportion of companies from medium-risk sectors (19%). de Silva et al. further noted that companies from high-risk sectors of food and beverage (including their suppliers), as well as forestry and paper, were missing from the list, the notable exceptions being Barry Callebaut and Pukka Herbs (which as of 2018 became a wholly owned subsidiary of Unilever). These sectors have taken a different route to managing risk, one of whom is focused on commodity certification and more recently on zero deforestation commitments (Donofrio et al., 2018; Garrett et al., 2019).

Released in 2019, the Progress Report on Corporate Commitments and their Implementation by Climate Focus for Tropical Forest Alliance 2020, compiles data from several tracking initiatives, among which the CDP (Haupt et al., 2018a). Over the past decade, the number of corporate commitments to address deforestation driven by agricultural commodities grew rapidly to 785

Number of companies making no net loss/net positive impact commitments to the environment and biodiversity between 2001 and 2016\*



\*Including companies that later retracted their commitments

Source: Silva et al., 2019, p. 1485.

(Haupt et al., 2018a), but is now beginning to plateau. The growth rate of new commitments shrank from 132% between 2013 and 2015 to 22% between 2015 and 2017 (Haupt et al., 2018a). Beyond a few international companies embracing sustainability and several commitments, others seem reluctant to endorse efforts such as the New York Declaration on Forests or the Consumer Goods Forum deforestation pledge.

Hardly any new commitments were made in the cattle and soy sectors in 2017 and only a few were made in the palm sector (Haupt et al., 2018a). Commitments to deforestation-free palm oil cover roughly 65% of global palm oil and kernel production. The share of the production of cattle, soy, and pulp and paper covered by deforestation-related commitments by individual companies remain small (7–11%) at the global level (Haupt et al., 2018a). It is much higher though, in high-risk regions like Brazil (85%) and with sectoral agreements included.



‘extreme weather events’, ‘failure of climate change mitigation and adaptation’, ‘natural disasters’ make the top three risks in terms of likelihood. As shown by survey’s interconnection maps, the link between climate risks and other environmental and societal calamities, notably ‘biodiversity loss and collapse of ecosystems’, ‘water crisis’ and ‘large involuntary migrations’, is well understood by respondents.

Business leaders are sensitive to environment-related supply chain disruptions but remain slow to take action. In an increasingly global economy, businesses across many industries remain dependent on a few sources in a single region, which make them highly vulnerable to extreme weather events. Despite these risks, research by Climate Disclosure Standard Board and CDP shows that only 44% of the largest European companies explain in management reports how their business models are affected by climate change or environmental challenges (CDSB & CDP Europe, 2018). The research also reveals a large gap between companies’ stated risks and the actions to address them: when 79% of company reports identify at least one climate or environmental risk, only 20% prepare a specific climate change strategy to mitigate these risks.

Even when risks are properly assessed, finding and implementing new solutions and approaches may be difficult or costly for a single company or actor. For this reason, collaborating pre-competitively with peers and engaging with multiple stakeholders is recognised as the most effective solution for innovation (WEF, 2015; KPMG International, 2016), particularly in finding ways to address complex challenges such as avoiding CO<sub>2</sub> emissions or negative impacts on biodiversity.

## 5.3 Commitments to ‘environmental sustainability’

Other than explicit commitments to a ‘net positive’ or a ‘no negative’ impact on biodiversity, a number of coalitions use the broader concept of ‘environmental sustainability’.

### 5.3.1 Key findings

Out of the 208 sample global coalitions, 142 declare a commitment to **‘environmental sustainability’** in a broad sense (see [Figure 15](#)). This figure includes the 119 coalitions with a declared objective having a **‘positive impact’** and **‘no negative impact’** identified in the previous section, while an additional group of 23 coalitions are committed to ‘responsible use’ or ‘sustainable use’ of natural resources.

A majority of the 23 coalitions can be associated with multi-stakeholder partnerships for voluntary certification schemes, in zones 2, 4 and 6 of the triangle, where corporate actors are involved. These include business associations from different high-risk sectors such as mining (e.g. ICMM and IPIECA) and construction (e.g. Concrete Sustainability Council (CSC) and the Global Cement and Concrete Association). The list also includes the World Shipping Council (WSC), the Responsible Care programme led by the International Council of Chemical Associations, the Global Sustainable Seafood Initiative (GSSI) with 90+ prominent members, and the World Cocoa Foundation (WCF), involving more than 100 big names of the cacao value chain, among which is Barry Callebaut.

These examples confirm that sectoral associations involving leading actors tend to communicate on less specific and/or lower levels of commitment, such as ‘responsible use’ or ‘environmental sustainability’, even when some of their members make the strategic decision to take more targeted actions such as>NNL and NPI commitments (see [Box 6](#)).

**PUBLIC**

**NGOs**

**FIRMS**

Area concentrating 'environmental' objectives (additional to 'positive' and 'no negative' impact)

### 5.3.2 Discussion

The definition of ‘environmental sustainability’ or ‘responsible use’ is an ongoing issue, as it is often ambiguous and rarely supported by concrete measurable objectives and sub-goals in reports. Moreover, the vision of the ‘environment’ in the corporate sector remains somewhat limited. The *2019 State of Green Business Report*, produced by GreenBiz based on data from Trucost, shows that environmental sustainability metrics currently tracked are limited to five metrics: i) GHG emissions; ii) energy-generation mix; iii) water use; iv) water pollution; v) and waste generation (GreenBiz Group, 2019). Biodiversity or ecosystem indicators are not yet standard parts of reporting systems on environmental impacts.

‘Sustainable use’, as defined by the CBD – “to use biodiversity in a sustainable manner means to use natural resources at a rate that the Earth can renew them” – might not be easy either to translate into operational terms in a given context for a non-expert. With the aim of guiding environmental professionals, Morelli (2011) compiled 15 guiding principles collected from a variety sources to come up with a more specific definition of environmental sustainability and a series of criteria. But even corporate actors aiming for NNL or NPI do not always meet all the criteria that would be likely to increase their effectiveness for biodiversity and related business risk components (Rainey et al., 2015).

In order to make biodiversity commitments more meaningful and easy to take action and report against, de Silva et al. (2019) recommend the breakdown of commitments into more manageable issues (or sub-goals) relating to ecosystems (e.g. forests, oceans and agricultural landscapes) or species (e.g. threatened species or diversity of species within an ecosystem).

The breakdown of commitments eases the framing of proper science-based targets. As reminded by de Silva et al. (2019), such targets require a

corresponding set of indicators to be compared with a reference scenario. It may include, among others, a well-defined, measurable and clear scope of activities (instead of the generic term ‘environment’), and an appropriate timeframe. In the case of a NNL/NPI commitment, where business entities are supposed to apply mitigation hierarchy whenever they reach certain limits, indicators should be completed by defined upper limits to impacts triggering the mitigation hierarchy. Notwithstanding, the settings require extra advice and expertise: compared for instance to GHG emissions, the inherent complexity of biodiversity makes measuring outcomes of biodiversity conservation activities relatively challenging for corporations. It probably explains the continued limited traction for NNL/NPI biodiversity commitments in the corporate sector (see [Box 6](#)), which also transpires in the sample coalitions’ broad commitments. These challenges explain why Firms and similar coalitions may rather chose to focus on single issues, such as deforestation, since they can be measured using more targeted metrics, such as ‘hectares of forested land’, which are also more meaningful and easier to take action and report against.

A number of actors, including IUCN, are currently working on defining and testing science-based indicators, with the objective of setting a measure for ‘environmental sustainability’ which could later become a common standard, such as GHG emissions measures. The complexity of biodiversity and ecosystem services makes the challenge a daunting task, and a few more years may be needed before (a set of) common science-based targets are adopted by Parties and non-State actors. In the meantime, private actors willing to improve their environmental footprint can refer to the set of practices associated with terms like ‘organic farming’ (coined in 1940), ‘regenerative farming’ (coined in 1980), the High Carbon Standard (HCS) or the High Conservation Value (HCV). Conservation NGOs involved in coalitions can also help define ad hoc assessment frameworks. For instance,

the Sustainable Apparel Coalition (SAC, in zone 6 of the triangle), involving among others WWF, aims to transform the apparel, footwear and textile industry through standard measurements using the Higg Index already used by 10,000 manufacturers (Sustainable Apparel Coalition, n.d.). The Higg Facility Environmental Module assesses efforts of facilities to reduce their pressures on the environment through water use, wastewater and waste management, energy use, GHG emissions, chemical use and management, in order to maintain a healthy ecosystem. The index could be completed by a biodiversity measure.

## 5.4 Involvement of IUCN and environmental NGOs

### 5.4.1 Key findings

Among the coalition's members and active partners, the presence of organisations with expertise in biodiversity and ecosystem conservation is an important sign of how biodiversity challenges are considered and addressed in the overall mandate and projects. [Figure 16](#) shows that IUCN is involved in 32% of sample coalitions (shown as colour blue). The participation of the biggest three conservation NGOs who are most active in engaging in global partnerships – WWF, CI and TNC – is shown in green. Other actors committed to nature conservation may also participate in coalitions, such as the NGO Rainforest Alliance in Sustainable Food Lab (SFL, 21 members, zone 6), the Mava Foundation in Food and Land Use Coalition (FOLU, 15 members, zone 4) or BirdLife International (BLife, 121 members, zone 3).

Figure 16 helps to visualise the **complementary roles of IUCN on one hand and of WWF, CI and TNC – all of whom are IUCN Members – on the other.** It

shows that IUCN is involved in 66 coalitions (~32%), as a direct member in 39 and as an active partner in another 27, mostly on the axes Public/Public+CSO/CSO. Launched by IUCN in 2011, the Bonn Challenge is a good example of a partnership designed as an integrative tool to meet not only the Reduce Emissions from Deforestation and Forest Degradation (REDD+) goals, but also CBD Aichi Target 15 and the Rio+20 land degradation neutrality goal, with a forest landscape restoration approach (FLR).

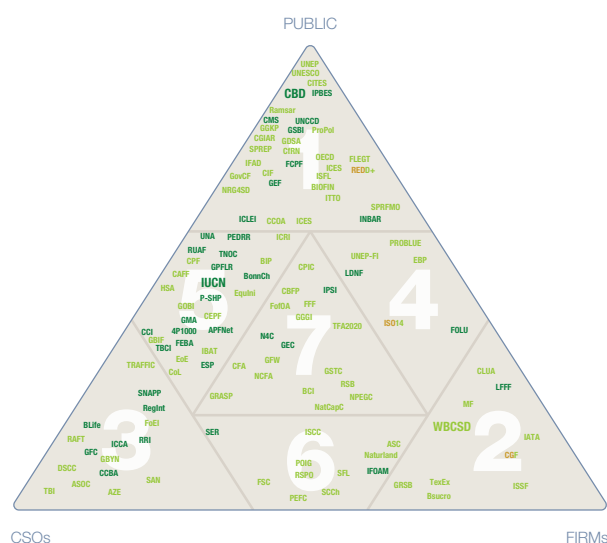
Engaged in partnerships in all sectors and activities related to biodiversity, IUCN collaborates with industry associations<sup>10</sup> in limited and strictly defined cases. These are scoped around limited technical projects and consultancies, such with as ICMM or IPIECA for the mining and oil industries or with Concrete Sustainability Council (CSC), and are generally not largely publicised. The case of the WBCSD (zone 2, Figure 16) is a notable exception, as WBCSD joined IUCN as a member in 2009: it therefore counts as a full partner of IUCN. Since 2012, IUCN also counts 17 organisations registered under the indigenous peoples organisation (IPO) category among its members. A working group was established to identify ways for IPOs to be better represented within the structure of IUCN and to contribute to new and existing alliances.

Conservation NGOs, who are member organisations of IUCN, contribute as members or partners in 84 coalitions of the sample. They interact more often with the private sector, as shown in zones 6 and 7 (Figure 16), to improve standards and promote sustainable *no negative impact* approaches. Their efforts are completed on the ground by numerous initiatives of national conservation NGOs member of IUCN – which are not reflected in the global overview.<sup>11</sup>

10 Announced in 2016, a five-year partnership between IUCN and Toyota Motor Corporation (Toyota) is significantly increasing knowledge on the extinction risk of more than 28,000 species. It is filling crucial gaps in [The IUCN Red List of Threatened Species™](#) by enabling new assessments of wild plant, fungi, fish, invertebrate and reptile species around the world".

11 For instance, in Japan, the Keidanren Committee on Nature Conservation organizes and holds 'NGO project report meetings' and 'Business-NGO exchange meetings' to offer a platform for direct conversation, which contribute to improving the partnership between them.

Figure 16 | Presence of IUCN and WWF/CI/TNC in 208 sample coalitions\*



IUCN involved:

As a member

As a partner

In a dialogue and/or collaboration

WWF / CI / TNC involved:

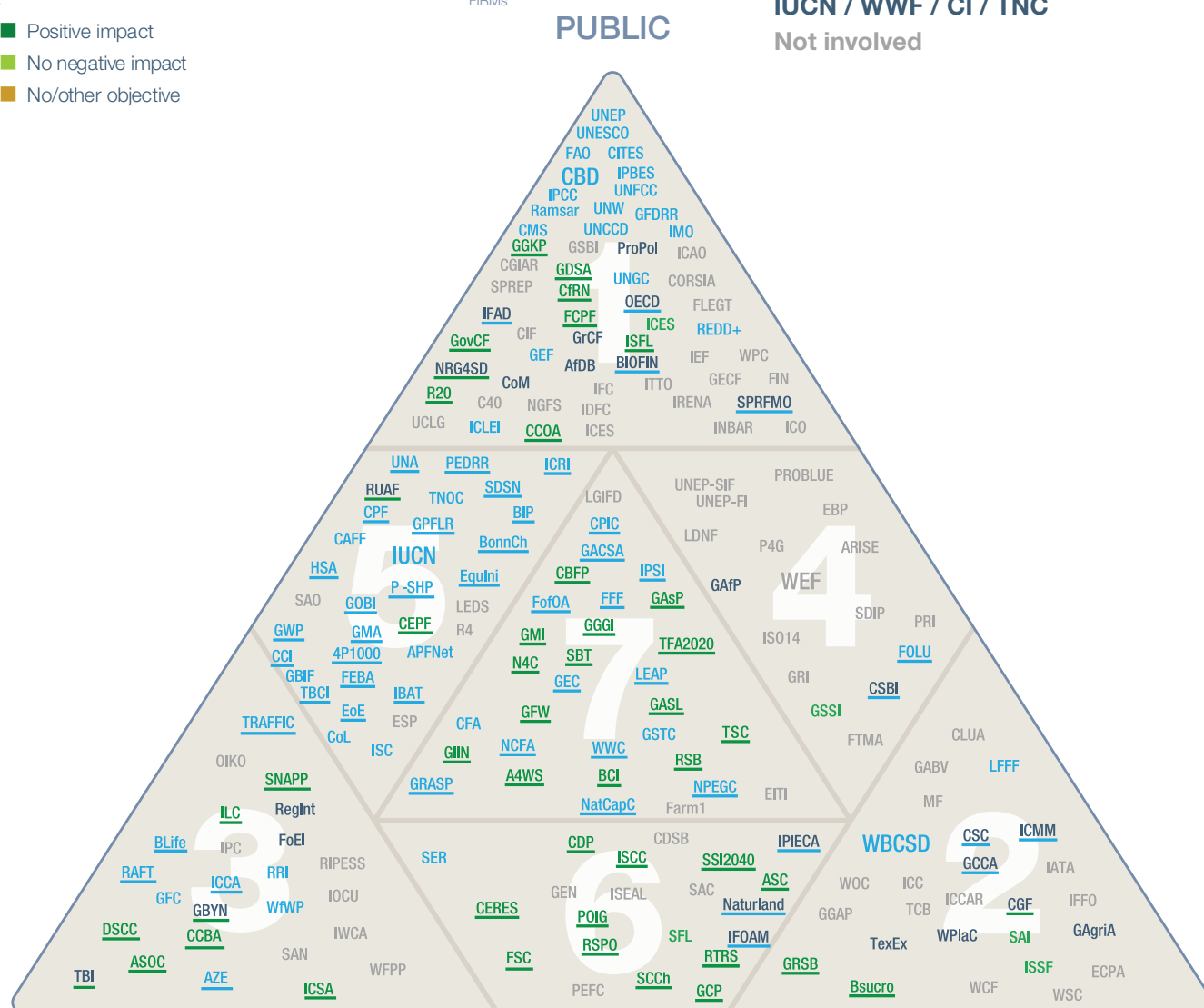
As members

As partners, consultants, advisors

In a dialogue and/or collaboration

IUCN / WWF / CI / TNC

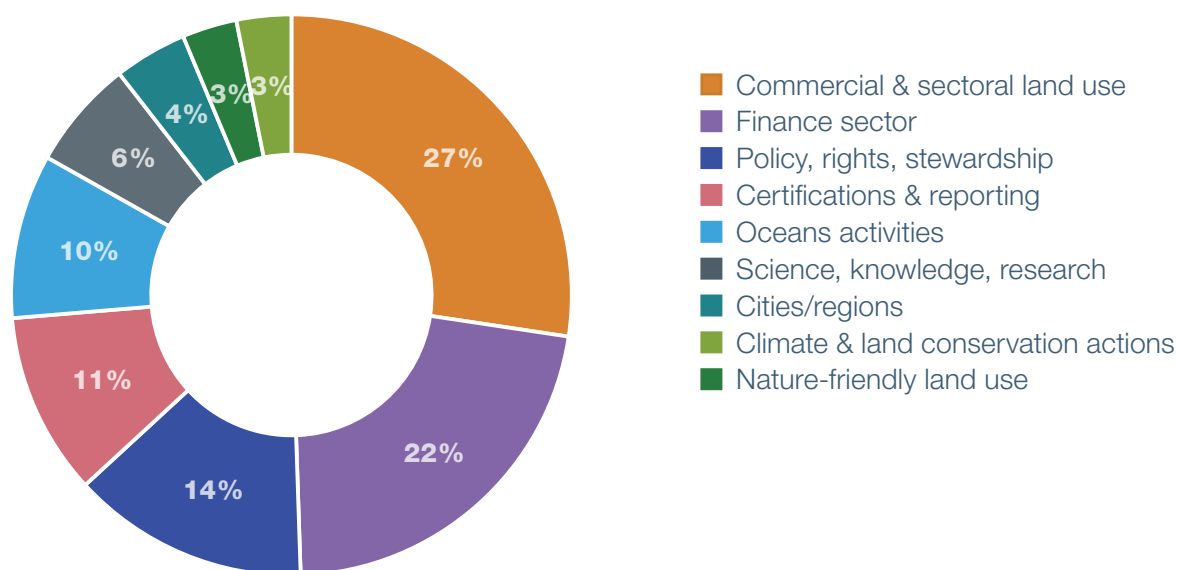
Not involved



\* As members, partners or other forms of collaboration. The comparison between the triangle of coalitions in which conservation organisations participate, and the small triangle of partnerships aiming at a positive or no negative impact (see upper left triangle) visually confirms the correlation between conservation representatives in coalitions and the level of awareness and commitment to biodiversity challenges.



Figure 17 | Major themes of coalitions without experts in conservation among their members



IUCN Secretariat and Member representatives are jointly present in 37 coalitions, whether it be at CBD, other UN bodies (all of zone 1) or at the World Water Council (WWC, 376 members, zone 7), with the shared objective to influence the highest level of policy making. The same is true in partnerships developing and promoting new standards, such as the Friends of Ecosystem Based Adaptation (FEbA, 60 members, zone 5), The Blue Carbon Initiative (TBCI, 25 members, zone 5), or the Natural Capital Coalition (NatCapC, 280 members, zone 7) (see Figure 16).

**The remaining 95 (46%) in the sample 208 global coalitions function without any expert in biodiversity and ecosystems** (see Figure 17).

They are mostly represented among the commercial and sectoral trade associations, coalitions of finance actors, as well as those defending rights or aiming at defining certifications and reporting standards

#### 5.4.2 Discussion

The above-mentioned results are consistent with most conclusions shared in the previous parts of this report: business-as-usual continues; operationalisation of the SDGs as a framework for development with positive economic, social and environmental benefits is lagging behind or lacking; and trade-offs and synergies need to be leveraged to develop innovative solutions.

Mainstreaming biodiversity demands an increased awareness of economic sectors about the challenges faced by nature. The study finds that such awareness seems to increase with the involvement of environment and conservation experts and NGOs, knowledgeable of the numerous ecosystems mechanisms and of Indigenous Peoples and local communities, who own a traditional knowledge of territories with vast forest and natural resources. Mainstreaming the involvement of such experts, as members, partners or even only as advisors, in a number of coalitions could therefore be a decisive way forward to limit and halt biodiversity loss.

## 6 How fit-for-impact are coalitions?

**“Coming together is the beginning. Keeping together is progress. Working together is success”.<sup>12</sup>** All partnerships and coalitions face this very challenge, beyond founding declarations, initial intentions and commitments. How should they work to deliver intended positive outputs and achieve truly beneficial outcomes?

While cooperative initiatives and coalitions gain traction as potential contributors to the concretisation of SDGs, the effective impact of such initiatives, particularly when they combine cross-sectoral actors, becomes central to a large number of research efforts. Previous reviews of existing multi-stakeholders partnerships show various levels of impact, with a number of partnerships failing to deliver on their objectives (Dodds, 2015; Pattberg et al., 2015). These reviews also present a set of key conditions leading to an impact.

In this section, the sample global coalitions is assessed in terms of how some of these conditions are being met, as well as their key to effectiveness, efficiency and ultimately their impact.

### 6.1 Inclusiveness, monitoring, reporting, verification (MRV) and transparency

Building on the Bali Guiding Principles (2002) and reviews of existing multi-stakeholders partnerships (Dodds, 2015; Pattberg et al., 2015), six evidence-based criteria were selected to screen the sample of the study:

- 1) clear and precise mandate;
- 2) sustained activities, including financing;
- 3) diversified and relevant-partner mix to tackle the issue and integrate economic, social and environmental dimensions;

- 4) active involvement of local communities and indigenous peoples, if applicable, or regular dialogue with external stakeholders;
- 5) regular monitoring of progress evidenced in a reporting; and
- 6) disclosure of results and participative resolutions.

It should be noted that due to difficulties in conducting an objective assessment, two other important criteria were not used: effective leadership and external evaluation. No condition was found to be objective and replicable enough to assess the leadership of each coalition with the information available on websites and annual reports and nor were found accounts of external verification processes, even for coalitions who submitted audits to external donors. A decision was therefore taken not to consider these two criteria in the study.

### 6.2 Meeting criteria for effective impact: key findings

As shown in [Table 3](#), 93% of the 208 global coalitions meet the minimum criteria of having a clear mandate), 96% have the financial means to sustain their activities and 81% have a qualitative monitoring and reporting in the form of narratives. However, a number fall short of inclusiveness (33%), quantitative MRV (21%) and transparency (46%) – all key success factors needed for effective, lasting and transformative impact.

**Fifteen coalitions were found to have unclear mandates.** Most are essentially coalitions of peers and trade forums, organised to ‘exchange experience’ and promote common interests, some with lobbying or advocacy intentions which are not clearly associated with a programme or plan. The lack of clear (or transparent) objective, translatable into SMART<sup>13</sup> goals, explains the evaluation in the

<sup>12</sup> Attributed to Edward Everett Hale (1822-1909).

<sup>13</sup> Specific, Measurable, Achievable, Relevant, Time-bound

**Table 3 | Criteria used to assess effectiveness of 208 sample coalitions**

CRITERIA	PRE-REQUISITE CONDITION TO BE POSITIVELY ASSESSED	PERCENTAGE OF POSITIVE EVALUATION (%)
Clear mandate of the coalition	The coalition's mandate addresses well-identified issues, and leads to a plan or programme with ideally clear and SMARTER (Specific, Measurable, Achievable, Relevant, Time-bound, Evaluated, Reviewed) goals	93%
Sustained activities	The coalition benefits from: (i) a sustained financial support; and (ii) a professional process management, ensuring rigour and accountability in all its endeavours	96%
<b>INCLUSIVENESS</b>		
Diversity of partners	In addition to its members, the active engagement with partners or the presence of stakeholders from different backgrounds in the Advisory Board is relished as an asset to design better solutions to intertwined human development and sustainability issues (and names of partners are visible on the website) Note: This pre-requisite is particularly important for same-sector members coalitions	62%
Involvement of local communities, indigenous peoples and vulnerable groups	Clear references to the consultation, information and involvement of IPLCs, elderlies, women's groups, etc, are made, through direct engagement or other local representatives, such as CSOs, smallholders association and similar groups	33%
<b>MONITORING AND REPORTING</b>		
Qualitative and quantitative reporting	Clear process for monitoring and reporting, followed by an evaluation to support organisational learnings is in place with:	
	– Report on activities, key learnings and case studies	81%
	– Reporting on a set of targets, with clear progress indicators and an assessment of the materiality of activities	21%
<b>TRANSPARENCY</b>		
Disclosure	Public disclosure of annual reports, governance meeting minutes or any governance related information is assured	46%

■ Good  
■ Acceptable  
■ Insufficient

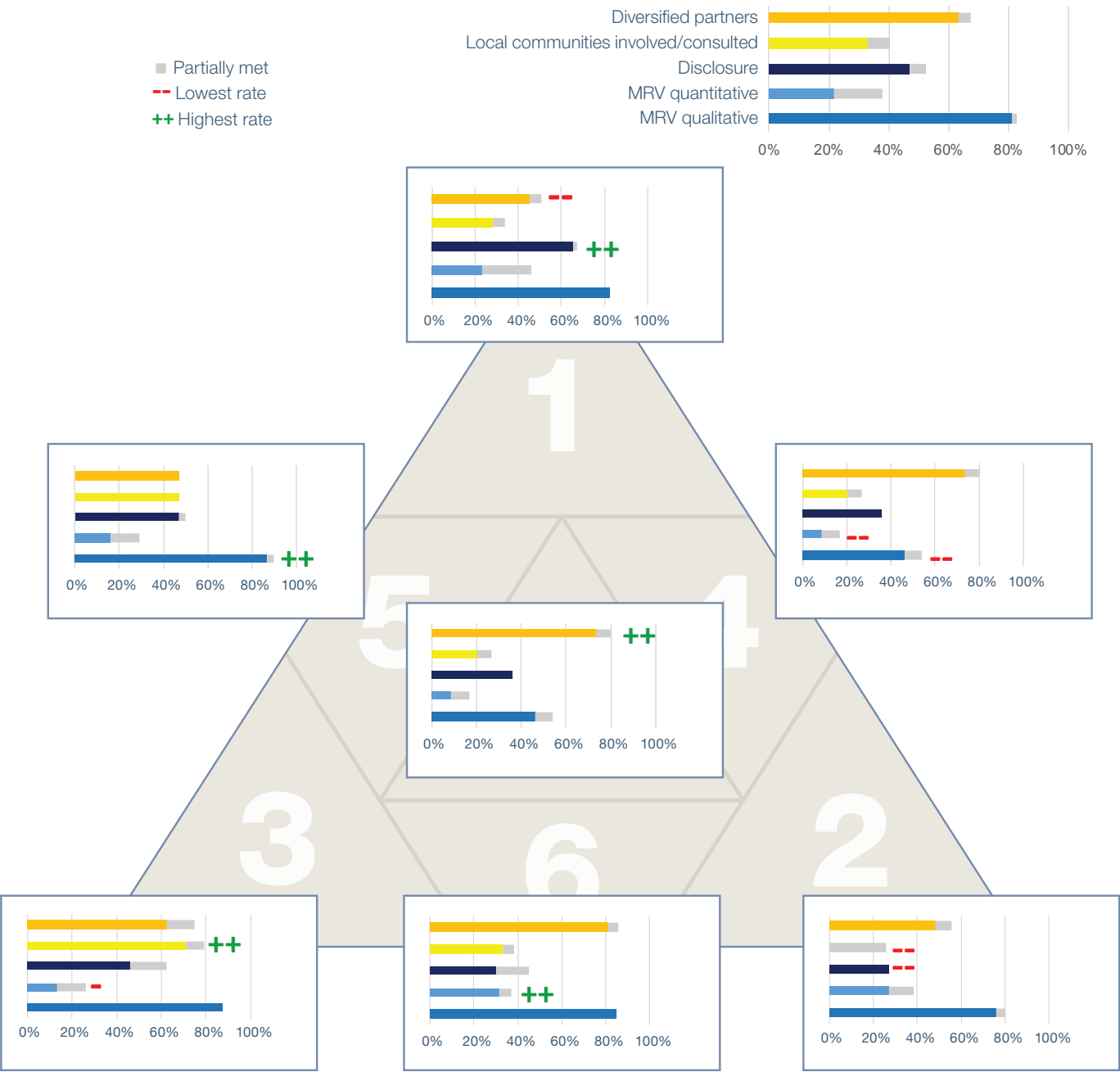
context of this study. However, it should not be taken as a judgement of the influence of coalitions on the economic and political arena, which is likely to be huge.

**Only eight coalitions showed some risks in terms of sustained financial support**, which are observable from calls made to donors, or showed an irregular or unclear recent activity.

Regardless, given the methodology used, it is likely that the sample represents mainly solid partnerships with professional endeavours and solid funding, which explains the 96% positive evaluation.

Figure 18 presents an overview of results for all other criteria by profile of coalitions – diversified partners, involvement of local communities, disclosure, qualitative and quantitative monitoring and reporting

**Figure 18 | Percentage of the 208 sample global coalitions meeting fully or partially the effectiveness/efficiency criteria**



– and the percentage of meeting them fully and partially. The graph also highlights criteria for which the type of coalition over-performs (++) or under-performs (--), compared to the total sample.

## 6.3 Identifying strengths and gaps of coalitions

### 6.3.1 Inclusiveness

Inclusiveness implies that “... every individual, each with rights and responsibilities, has an active role to play [...] based on the principles of embracing – not coercing or forcing – diversity and using participatory processes that involve all stakeholders in the decision-making ...” (UNDESA, n.d.c). It encompasses both the idea of including a large variety of partners with different worldviews and profiles, and making sure to include people who might otherwise be excluded, which is often the case with local communities, indigenous peoples, elderlies, women’s groups and any other vulnerable population in a given context. It was therefore important to assess coalitions based on these two key dimensions.

**Two-thirds of the coalitions met the criteria of engagement with diversified (and clearly identified) partners, complementing the diversity of profiles of members.**

The types of coalitions involving CSO members and, to a lesser extent, Firm members, are more prone to consult and collaborate with diverse stakeholders, even if the effectiveness of their participation is not easy to track. On the other hand, State coalitions tend to keep an organisation limited to Parties and do not communicate much on their engagement with partners from other backgrounds, even if they probably do consult stakeholders or implement actions with partners. This approach is different from one of the coalitions involving sub-national governments, which openly expressed how much they believe in diversity to solve local issues.

**One-third of all coalitions actively involve local communities** in the course of their activities. They are mostly represented among coalitions involving CSO members, acting as advocates of civil society. Coalitions involving Firm members appear the least used to dialogue with local communities.

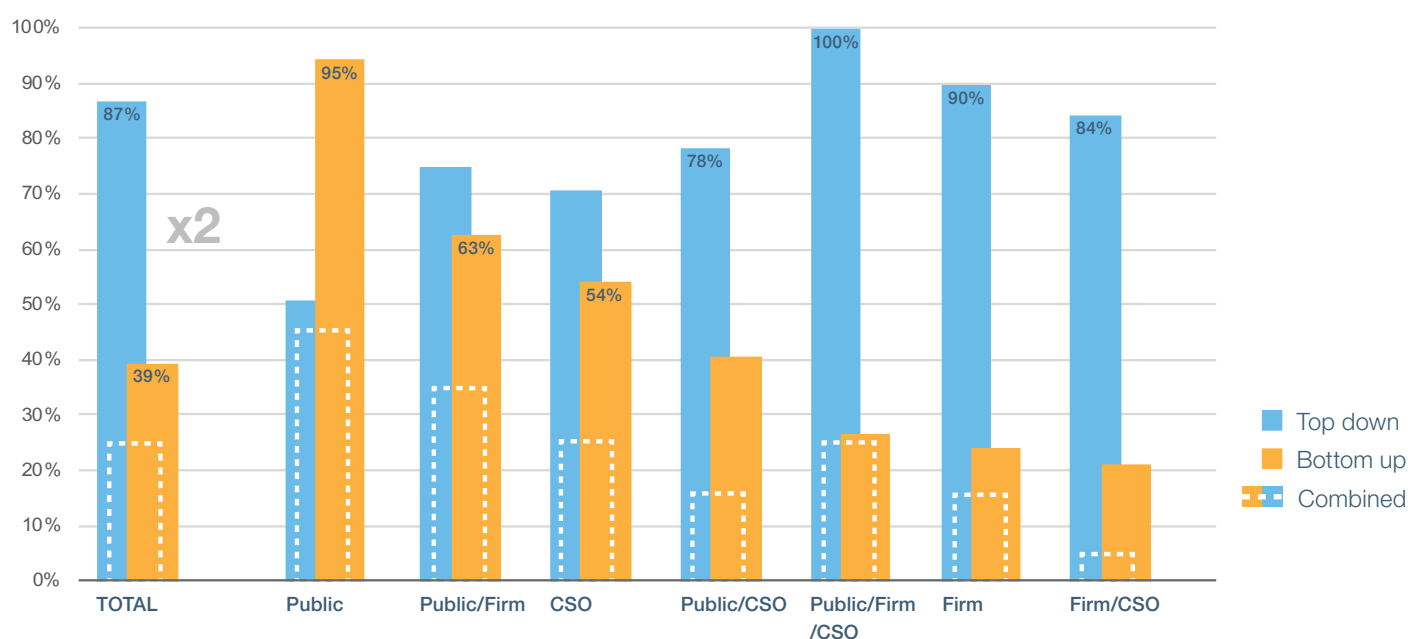
This observation can be partially connected to the strategic approach adopted by coalitions to lead their mission, and was evaluated according to two approaches (Stibbe & Prescott, 2016):

- Horizontal **‘top-down’ approach**: addresses issues in an integrated ‘horizontal’ way, from a global perspective, before leading to implementation; and
- Vertical **‘bottom-up’ approach**: addresses issues based on local needs and resources, while integrating them ‘vertically’ to a global level to achieve scale

**Twice as many coalitions follow a horizontal approach rather than a vertical approach to strategic problem-solving (Figure 19).** However, the total sum by type of coalition exceeds 100%, as some coalitions, particularly the ones involving Public actors, combine the two approaches, where strategic policy-making is informed by local programmes and issues.

Firms tend to evolve in coalitions using the traditional top-down strategy model, widely spread in the corporate world. This is consistent with the previous observation of limited engagement with local communities. Coalitions involving Firms tend to inform their strategies with reference to Public policies, CSOs frameworks and expert consultancies combined with their own understanding and experience of the challenge, rather than through direct engagement with potential local beneficiaries. Their problem-solving approach often aims at improving processes along their value chain, rather than changing the paradigm by conceiving and testing new models designed to solve environmental or social challenges.

Figure 19. Type of strategic approach (horizontal, vertical or combined), by type of coalition



On the opposite side of the graph, Public coalitions show a much more bottom-up approach to problems, based on local or national needs and resources. However, as shown in Figure 18, this knowledge does not always imply close engagement with local communities by State coalitions, which are often limited to a high-level dialogue.

### 6.3.2 Monitoring and reporting

MRV is an integral part of any coalition's operations. Although it was originally included in the selection criteria of the study, MRV in its conventional form was not applied in the absence of external verification accounts (see section 6.1). However, the analysis allowed for the monitoring and reporting aspects to be taken into consideration (Figure 20).

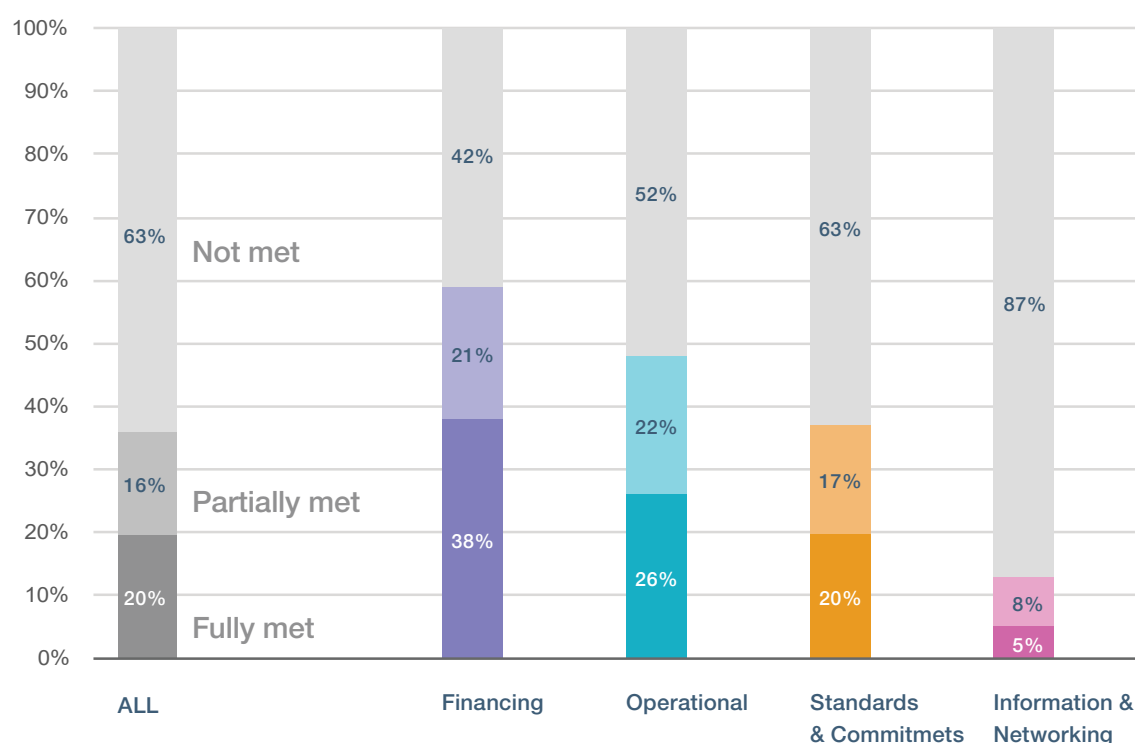
**Qualitative reporting is presented by four in five coalitions, in the form of a narrative on their activities and key learnings**, which is an indicator met by almost all profiles of coalitions. Of the 208 sample coalitions, only 38 coalitions did not communicate any qualitative reporting on their website. A majority of the coalitions, particularly among Public+Firm coalitions, appear to be high-level

associations of actors, such as WEF, who are focused on aligning a common vision and approach for mitigation. It explains their choice to communicate on global strategy, policy outcomes and definition of common guidelines. However, coalitions like the WEF make commitments, build up financing mechanisms and catalyse actions often by creating new ad hoc partnerships such as Grow Asia (GAsP, 45 members, zone 7) or Grow Africa (GAfP, 220 members, zone 4). Reporting on outputs, case studies and learnings are entrusted to their members, spin off projects and coalitions.

**Only 20% of sample coalitions communicate their original targets and progress indicators in quantitative terms. It is difficult to assess the materiality of their impact**, be it on biodiversity or any other objective relevant to the purpose of the coalition. Annual activity reports and websites are seldom specific regarding the quantitative objectives, targeted milestones and related expected impacts. In this regard, the task of tracking progress is made difficult. Even when quantitative outcomes are reported, they rarely refer to an original target and the significance of the overall impact is almost never commented.



**Figure 20 | Percentage of quantitative monitoring and reporting by type of governance role**



Coalitions involving Firms seem to do slightly better on quantitative reporting, probably due to their culture of key performance indicators (KPI). Carbon emissions are the most monitored indicator, often associated with social indicators related to safety at work. However, it seems difficult for business entities to navigate through the numerous tools and indicators available at their disposal. Recent guidelines by the Global Reporting Initiative (GRI) and the UN Global Compact seek to help companies define their priority SDG targets and relevant measures (GRI & UNGC, 2018). The rapid growth of corporate sustainability reporting tools, with different criteria and methodology, has created major complications for stakeholders (Siew, 2015). This complexity may also contribute to the low results in terms of quantitative reporting by coalitions.

Finally, as shown in Figure 20, *operational and financing activities* induce a full quantitative reporting more often than *information and networking*. *Operational activities* may have indicators easier

to connect to an impact, such as number of beneficiaries, surface of restored land, percentage of a certified commodity in sourcing, etc.

Activities related to *information and networking* are not often informed with quantitative indicators that evaluate their actual impact. Aside from the number of people trained, workshops, contacts made or released publications, the impact of such activities and tools could be evaluated by their impact on their beneficiaries by evaluating change in behaviour *a posteriori*. Indicators rarely include learner engagement, number of trained people having adopted a new methodology, number of 'strategic' interlocutors briefed on a new policy and number of downloads of a publication. Advocacy and lobbyists (Save the Children & Open University, 2017; UNICEF, 2010; McLoughlin, 2014), as experts in external communication, typically use such indicators to evaluate the impact of their activities on their target audience. While some of these indicators would require a follow-up tracking after the end of a training

or advocacy campaign, coalitions may not always have the budget and time for such a follow-up in their project design.

In total, despite the rise of sustainability reporting frameworks and undeniable efforts by all categories of actors in terms of reporting, indicators and their disclosure, **there is still room for improvement, particularly in terms of target setting, measuring progress and assessing the materiality of activities' impact.**

### 6.3.3 Transparency

**Disclosure of reporting and key governance events is effective in only about one out of two coalitions and best implemented in the Public and CSOs vertices of the triangle** (see [Figure 18](#)). This is consistent with the principle of transparency and accountability that often guides governance of coalitions, and contributes to meeting the requirements of institutional donors in the case of CSOs. On the other hand, the private sector supports its coalition activities on a voluntary basis with its own funds. Therefore, fully private coalitions may be less prone to disclose about their collaborative activities in a systematic and complete way, and may not see a need for it. Compliance with legal obligations depending on the form of the coalition may be perceived as sufficient.

This observation should not induce any sweeping conclusion regarding the professionalism of private coalitions vs public ones. It only illustrates the diversity of approaches, context, interests and cultures of the various actors, which is also noticeable in the way reports and websites are presented. Indeed, priority setting, activities organisation but also communication and wording are radically different if led by a Firm, a CSO or a public coalition.

Nevertheless, a number of coalitions continue to not disclose adequate information on their websites

regarding their process and results, confining information to a 'big picture' and focusing more on the ambition of their commitments rather than on actual results, governance and learnings. It makes some of these coalitions look more like external communication and public relations instruments, instead of truly transformative partnerships.

In total, the analysis points to several areas of improvements for a majority of coalitions striving to make an impact. Firstly, bottom-up and inclusive approaches, leading to increased sense of ownership and impact, should be preferred or combined with top-down approaches in some cases. The next step, monitoring and reporting, could be improved on the quantitative side, with clear targets and trajectories, progress measures and a focus on the actual impact made. Lastly, disclosure, which is essential for accountability, need to be strengthened.

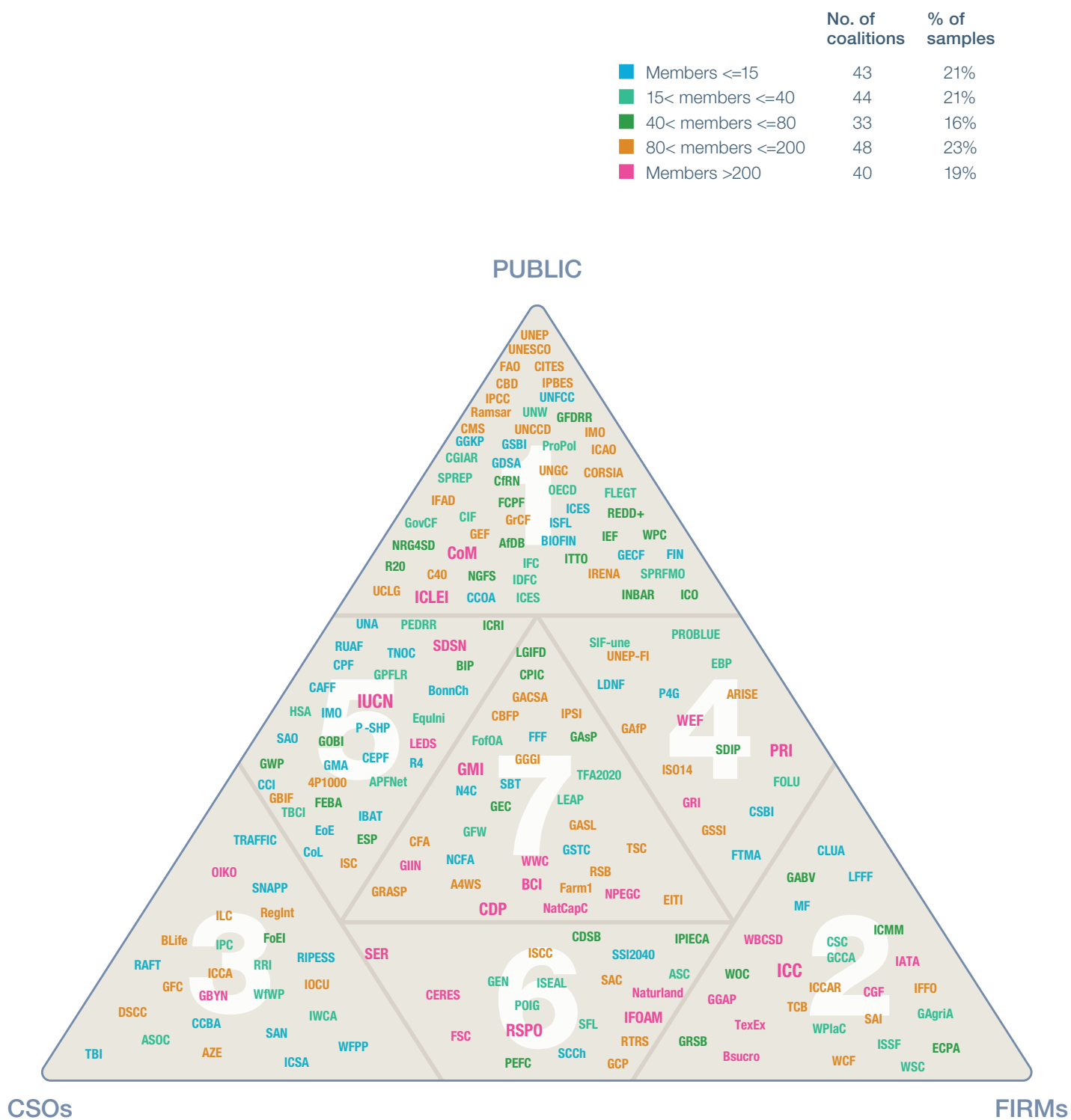
## 6.4 Size of coalitions

This section aims to assess if the size of membership of coalitions is always fit for their purpose. When it comes to initiating a large mobilisation movement for biodiversity, coalitions with important memberships and a large number of diversified partner organisations may have an advantage of scale to mainstream biodiversity to a large network. But is it always easy to find a common ground in large structures? On the other hand, smaller coalitions are more agile, able to develop and test innovative approaches, validating new models and inspiring action. Behavioural science recognises their ability to promote psychological and behaviour change, by altering members' perceptions, beliefs, expectations, and behaviour patterns (Borek & Abraham, 2018).

### 6.4.1 Key findings

On average, each sample coalition has 30 members, the smallest ones starting with three members and

Figure 21 | Size of membership of sample coalitions



the largest (International Chamber of Commerce) reaching six million. **Figure 21** reflects the size of membership of the samples. The few coalitions with more than 1,000 members, among which IUCN, stand out in a bigger font.

As the figure shows, the 208 sample global coalitions give a balanced representation of the various sizes of memberships, with around 20% for each group. However, there are visible differences on the various areas of the triangle, which are also reflected in the average number of members by zone (Figure 22).

### 6.4.2 Discussion

Apart from UN Conventions adhered to by between 120 and 190 States and dealing with policy, smaller coalitions dedicated to specific topics, such as cities (i.e. C40), regions (i.e. R20), petroleum governance, timber or even pollinators conservation, explain the average number of members of public coalitions. The exception to the rule (zone 1, Figure 21) is Global Covenant of Mayors for Climate and Energy (GCoM), a large network of more than 9,000 cities with commitments for climate. GCoM is active more as a platform for information sharing, rather than advocating for implementation and accountability

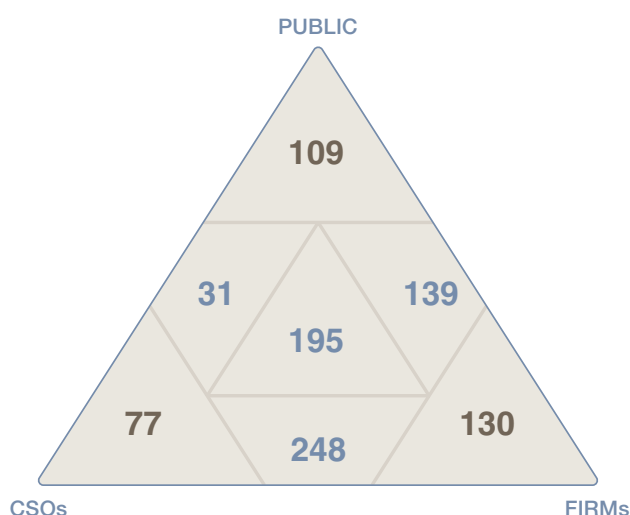
of its members. As such, it may be more influential rather in a position to drive direct impact.

Coalitions of CSOs (zone 3), representing initiatives that advocate rights of specific groups, unite fewer members than other types of coalitions, and are often structured in the form of networks or fora of independent movements. For example, OikoCredit, a worldwide cooperative of member churches, presents a different profile, given that it is privately funded by individuals and acts as a social impact investor with micro-credit.

Many coalitions associating public and CSOs actors (zone 5) usually focus on research, work on new experimental models and tools or are dedicated to a particular type of expertise, which may explain why they tend to involve fewer members. IUCN stands out as a notable exception, and through its constituencies, is involved in a large number of the other initiatives present in our selection. Coalitions of Firms (zone 2) have very varying sizes of membership, but such information is rarely sufficient to assess their potential impact:

- For example, with only 19 members, the World Shipping Council represents approximately 90%

**Figure 22 | Average number of members of sample coalitions**



ACTORS	AVERAGE	EXCLUDED BIGGEST	
Public	109	9 150	Global Covenant of Mayors for Climate
Firm	130	6 000 000	International Chamber of Commerce
CSO	77	567	OikoCredit - Ecumenical Development
Public+Firm	139	2 000	Principles for Responsible Investment
Public+CSO	112	1 400	IUCN
Firm+CSO	248	54 000	Naturland
Public+Firm+CSO	195	12 215	Disclosure Insight Action (CDP)

of the global liner vessel capacity, which makes it highly influential and impactful.

- The World Plastics Council also involves ‘only’ 25 members, but it counts major actors of the industry, like ExxonMobil, BASF and Dow Chemicals.
- On the other hand, with six million members around the world across all industries, the International Chamber of Commerce is a powerful institutional network to disseminate knowledge and best practices. However, it is not mandated to take strong positions that commit its members.
- The case of the Consumer Goods Forum (CGF, 400 members) shows that even CEO-led coalitions might face difficulties in engaging all their members in a transformative change. In 2010, the CGF urged its members to pledge to mobilise resources within [their] respective businesses to help achieve zero net deforestation by 2020 and “develop specific, time bound and cost effective action plans for the different challenges in sourcing commodities like palm oil, soya, beef, paper and board in a sustainable fashion” (Barbiroglio, 2020). The objective was to avoid the depletion of tropical rainforest due to the sourcing of these key commodities.

Despite the excellent intention of the 2020 zero deforestation pledge, latest accounts show the objective will be missed by several (if not all) of CGF members, despite significant progresses for some actors (Naidu, 2019). Even members involved in numerous projects to improve their sustainability and reduce their footprint, like Nestlé or Unilever, have faced unexpected difficulties in implementing them.

Between business and public institutions (zone 4), the collaboration takes the form of high-level fora, such as:

- The (WEF) and its 650 members being the best example. WEF itself co-founds and supports other coalitions to test new approaches.
- Other coalitions define global standards, such as

the International Standard Organization (ISO) or GRI.

- With 2,000 signatories and supported by the United Nations, the Principles for Responsible Investment is the largest network of investors committed to incorporate environmental, social and governance (ESG) factors in their investments.

A few smaller partnerships of public and business actors and coalitions aim to address development questions, with completely different approaches, such as:

- Farm to Market Alliance: uses a liberal approach to promote the vision of ‘making markets better for farmers’ (see [Box 7](#)). The eight members include the Alliance for a Green Revolution in Africa (AGRA), Bayer, Syngenta and the World Food Programme;
- Food and Land Use coalition: aims at protecting and restoring natural resources while providing more prosperous livelihoods to farmers (see [Box 5](#)). Its 15 members include AGRA, Sustainable Development Solutions Network, WBCSD and World Resources Institute.

Firms usually engage with CSOs (zone 6) to work on their business practices and come up with environmentally and socially sound practices, and reporting or certification guidelines. Major conservation NGOs, such as the WWF, CI and TNC are particularly active in this type of support to business, thriving to abate threats to biodiversity.

- Examples of such collaboration include the RSPO (1,800 members including all actors of palm oil value chain), Forest Stewardship Council (FSC, 581 members) and the Global Coffee Platform (206 members, involving actors from the whole coffee sector on a voluntary basis).
- With 54,000 farmers, beekeepers, fish farmers and fishers in 52 countries engaged for organic agriculture, Naturland is the largest coalition in number of zone 6.

- For all that, IFOAM (the International Federation of Organic Agriculture Movements) is probably leading the largest movement of individuals grouped in 829 member associations, organised in regional bodies and sector platforms, with affiliates in 120 countries.

Partnerships where Public, Firm and CSOs collaborate (zone 7) may involve fewer or more members depending on their mission:

- The largest ones are the Better Cotton Initiative (BCI, 1,400 members) and the Global Methane Initiative (GMI, 1,200 members);
- At the opposite, Nature4Climate (N4C) is a common initiative launched by 11 actors, including coalitions like the IUCN or WBCSD ;
- Between these extremes, coalitions tend to include between 40 and 300 members, like the Global Ghost Gear Initiative (GGGI, 100 members) dedicated to tackling the problem of ghost fishing gear at a global scale, or the Congo Basin Forest Partnership (CBFP, 105 members) striving to enhance natural resource management and improve the standard of living in the Congo Basin (see [section 10.1.2](#)).

In the perspective of mobilisation and transformative change for biodiversity, it appears necessary to look beyond numbers and size of membership. Large memberships may help disseminating a message to a wide audience, and as such are influential. But, as evidenced by the CGF zero-deforestation pledge, they may not always be able to bring scale to initiatives and decisions and reduce direct threats as quickly as initially expected.

Deliberate transformation involves “breaking down the resilience of the old and building the resilience of the new” (Folke et al., 2010). Change assumes that there are shifts in social network configurations and patterns of interactions among actors, including leadership and political and power relations (Folke et al., 2009). Such a deep change may be more

difficult to implement by large and highly structured organisations in a complex transnational context. If champions and success stories are needed to convince a larger public of the opportunity of a transformative change, it is worth including small and medium coalitions in the mobilisation process, if their members, being less institutional, have more agility to implement new approaches.

**The type of coalition, whether formal or informal, also matters.** A forum has an influence on its participants to disseminate concepts and practices and set a trend, but a more diffused impact than a partnership with few dedicated members focused on a concrete common target. A coalition of coalitions may have fewer direct members but a very large indirect influence through its network. On the other hand, a smaller coalition involving fit-for-purpose actors and targeting a specific issue may be more quickly impactful but at a smaller scale.

It is also important to note that business associations are strictly regulated by anti-trust laws to prevent anti-competitive practices. Commitments from sectoral associations are likely to be limited to a shared vision and agreement to common principles and practices. Each member will keep the exclusive responsibility of implementation and accountability. Such associations, however, remain ideal partners for IUCN to engage with in order to inspire a systemic change.



## 7 Conclusions – Mapping results in perspective

The results of the study shed light on the dynamics between actors in the governance triangle and revealed a common thread. Two main findings provided key elements that explain the protracted mainstreaming of biodiversity in economic sectors:

- 57% of the sample global coalitions are involved in areas with an ‘indirect’ impact on biodiversity from mostly State actors and CSOs (see [Figure 5](#)). The axis Public+CSOs also holds most of the expertise related to biodiversity (see [Figure 15](#)), through conservation endeavours in research, science, stewardship, policy, etc. The cross-fertilisation of the expertise is reflected in the strong representation of the *information and networking* governance function undertaken by Public+CSOs coalitions (see [Figure 6](#)). Conservation is funded by institutional partners (see [Figure 7](#)), and reference frameworks and standards are developed by both CSOs and international organisations. Unsurprisingly, the axis Public+CSOs concentrates most of the declared commitments to *positive* and *no negative impact* on biodiversity (see [Figure 13](#)).
- ‘Direct’ pressures on nature are caused by economic activities led by the remaining 43% of coalitions ([Figure 5](#)) and their members, mostly among coalitions involving Firms, in the opposite corner of the triangle. This zone is also less exposed to the expertise of conservation actors ([Figure 15](#)). While coalitions of Firms show an interest in improving their practices ([Figure 7](#)), they often chose to develop their own *standards and commitments* which are adapted to their economic sectors and operations ([Figure 6](#)). They rarely refer to recognised global biodiversity frameworks, which implies lack of commitment to biodiversity, in many cases non-existent (see [Figure 12](#)) or replaced by vaguely defined commitments to ‘environmental sustainability’ (see [Figure 15](#)). Lastly, apart from WEF, finance

initiatives for sustainability and biodiversity remain weak in the private sector ([Figure 4](#)).

On another level, sub-national coalitions involving cities and regions might be an exception in this mapping. As public coalitions, they may have the ability to set their agenda and often consult experts. Like business coalitions, their decisions can either create damages or be restorative (see [section 3.3](#)).

At the centre of the triangle (zone 7), a better balance is achieved by multi-stakeholder coalitions with Public, CSOs and corporate members. They have better chances to solve the issue they tackle in a more holistic and comprehensive way, thanks to the presence of diverse stakeholders. In the United Nations Department of Economic and Social Affairs (UNDESA) framework typology, they are more likely to be considered as ‘transformative’ coalitions, bringing differing worldviews and perspectives to the issue they address (Stibbe et al., 2018). As the path to follow must be negotiated with the different stakeholders, they blend approaches of the different actors, as reflected in the way they meet effectiveness criteria ([Figure 17](#)). The issue(s) addressed is(are) often well targeted and focused on a defined topic like plastics, forests, water stewardship, livestock or natural capital.

In all cases, coalitions and individual actors have all a role to play and bend the curve of biodiversity loss. As noted by Kok et al. (2019), multilateral responses to multiple global challenges are failing on several fronts. It is therefore necessary to rethink global biodiversity governance in order to break the gridlock of negotiations (Hale et al., 2013). In this regard, the Action Agenda for Nature and People offers a possibility to engage a broader coalition of non-state and sub-national actors and change biodiversity governance (Kok et al., 2019). It is time for economic sectors and their public and civil society

stakeholders, from production to consumers, to move from business-as-usual, embrace sustainable approaches, and recognise traditional knowledge and practices.

It is encouraging to note that **there are positive signs of a germinating change on which supporters of an ambitious and broad post-2020 Global Biodiversity Framework need to build in order to enhance biodiversity mainstreaming.** For example:

- Principles of Corporate Social Responsibility, promoted by accounting and consulting services, have made their way into coalitions of Firms: they refer more than others to the SDG framework (Figure 9). Fully leveraged, the systemic design of the SDGs can greatly benefit biodiversity over the next decade, for coalitions that do not currently prioritise it (Figure 13). Cross-benefits with *climate action, no hunger and sustainable production and consumption* would create a virtuous circle for biodiversity and ecosystems.
- Coalitions with a declared *no negative impact* objectives are aware of biodiversity challenges, and likely to progress and take additional and more specific commitments.
- Coalitions aiming at a declared *positive impact* objective have proven experience of best practices. All efforts should be made to disseminate their know-how and experience.

Moreover, there is room to **enhance the effectiveness and governance of existing coalitions** (see Table 3 and Figure 17). A large proportion of coalitions need to become fit-for-impact in the field of monitoring and reporting, overcome ‘environmental sustainability’ thinking (Figure 14), and embrace diversity and inclusiveness. Voluntary Certification Schemes, associating CSOs and Firms, have a key role to play in supporting the transformation and mainstreaming of sustainable commodities supply chains.

In the process, **the different actors – Public, CSOs and Firms – have to take roles and responsibilities that catalyse their main capabilities** and unlock a multi-stakeholder dialogue. The finance world from the private sector can take a decisive enabling role for that matter.

The next section presents recommendations for coalitions, decision makers and actors willing to catalyse impactful action or join the mobilisation for the UN Decade on Ecosystem Restoration 2021–2030.



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## Part III

# Recommendations

The aims of this study were to identify, assess and map global coalitions whose work has a potential to impact biodiversity. Based on a sample of 208 coalitions, the findings indicate that there are compelling reasons to continue engaging public and CSO coalitions and business entities to ensure the fulfilment of biodiversity and sustainable development objectives. Building on the strength of existing coalitions, a set of recommendations has been formulated to address the challenges of transforming leaders and actors for biodiversity by 2050.<sup>14</sup> [Section 8](#) mainly addresses recommendations related to enhancing biodiversity mainstreaming, while [section 9](#) discusses raising coalitions' potential positive impact. Finally, [section 10](#) identifies ways for State and non-State actors to undertake new initiatives for biodiversity, as well as highlights gaps and proposes recommendations to enable actors to bridge those gaps, and enhance their synergies.

<sup>14</sup> Please see Annex 4 for a brief description and websites of the 208 global coalitions mentioned in this paper.

## 8 Mainstream biodiversity in existing coalitions

The current contributions of global coalitions can be leveraged to reduce pressures on biodiversity, but different approaches need to be considered depending on the initial level of awareness and commitments for biodiversity (as shown in section 5.2). The potential of gain for nature ranks from:

- *very high* for coalitions currently prioritising other goals with little consideration to biodiversity;
- *medium* for coalitions with no negative impact objectives; and
- *limited* for coalitions whose current scope involve ‘positive’ impact objectives and restoration, but *potentially huge* if their experience is scaled-up.

Coalitions with some initial level of awareness of biodiversity and sustainability issues may decide to take action for themselves regarding the recommendations set out below. But in many cases, it is important to note that coalitions will need support, either from other coalitions or from individual actors who more advanced on these issues, to increase their awareness and knowledge and level up their commitment for biodiversity.

### 8.1 Provide guidance to coalitions in reconciling their objectives with biodiversity

Coalitions prioritising other goals or showing a lack of concrete objective regarding nature (44% of sample global coalitions) often still need convincing to understand that nature underpins a sustainable development and that the risks for business continuity triggered by losses of ecosystem services is underestimated. Beyond their low awareness or consideration for biodiversity issues, this group may actually have objectives conflicting with nature conservation and restoration, while being beneficial to other SDGs (see [Figure 14](#)). By design, SDGs interact with each other as an integrated set of global

priorities, but their interactions can be either positive or negative (ICSU, 2017), creating possible trade-offs and synergies that need to be carefully assessed and quantified in their context in order for actors to make the right decisions among possible scenarios (Machingura & Lally, 2017).

This explains why the IPBES adopted a new work programme (2019–2030) in 2019, including a thematic assessment of the interlinkages among biodiversity, water, food and health (nexus assessment) (IPBES, 2019a). It will examine the interlinkages among the sustainable development goals related to food (SDG 2) and water security (SDG 6), health for all (SDG 3), protection of biodiversity on land (SDG 15) and in the oceans (SDG 14) and combating climate change (SDG 13).

For coalitions, assessing a nexus, highlighting trade-offs and synergies in a given context as well as reconciling conflicting goals can guide new policies, and reveal opportunities for innovation and new business models. It may help to turn a challenge into an opportunity for sustainable development and transformative change, but it may also lead to difficult choices requiring carefully designed solutions.

#### 8.1.1 Climate change–biodiversity nexus

Trade-offs in mitigation options for climate exist between SDGs 13 and 15 as well as among the three Rio Conventions (IPCC, 2018). The climate emergency and its potential dramatic impacts on biodiversity may justify the acceptance of highly sensitive trade-offs to accelerate the transition to low-carbon economy and meet the Paris Agreement Commitments. An example of such trade-off could be turning natural forests, agricultural areas or land under indigenous or local ownership to plantations for bioenergy production, which may come with abuses over rights on such lands and territories.

The complexity of ecosystems is such that even a United Nations climate mechanism based on nature to REDD+ faced and still faces a number of criticisms. CIFOR pointed to its definition of a forest in terms of tree cover, allowing the inclusion of plantations of commercial and agricultural tree, or even non-tree species such as palms and bamboo (Romijn et al., 2013). Others regret the low engagement of local communities and insufficient attention paid to both carbon and non-carbon outcomes in implementation and evaluation (Duchelle et al., 2018). By reducing forest ecosystems to their carbon content, REDD+ disregards fauna as a functional component of forests, allowing unsustainable hunting and depletion of animal populations, a condition referred to as empty forests (Krause & Nielsen, 2019).

Therefore, even the synergy between carbon offsetting programmes, often led by Firms, and healthy ecosystems should not be taken for granted and need to be carefully designed to deliver mutual benefits. The particular case of cities which are faced with climate change issues is addressed in [section 8.1.5](#).

### **8.1.2 Food security– biodiversity nexus**

The stake of ensuring food security (SDG 2), while preserving a healthy biosphere, is a crucial challenge in the context of a growing world population. The conflict between SDG Target 2.3, which aims to “double the agricultural productivity and incomes of small-scale food producers [...]” (UN, n.d.b), and SDG Targets 15.2 and 15.3 promoting sustainable use and restoration (UN, n.d.b) is indeed a development trade-off (Machingura & Lally, 2017) that FAO needs to face.

In order to increase yields and livelihoods of smallholders, SDG Target 2.3 encourages the mobilisation of a wide range of “productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm

employment” (UN, n.d.b) without any reference to limits of the biosphere. This broad target justifies the activities of a number of agribusiness and related actors and coalitions, with unfortunately unclear or unreported pressures on biodiversity, ecosystem services and soils. The theory of change of these coalitions is based on investment, innovation, all types of technologies, farming practices and access to markets, in order to increase yields and production for economic growth and development.

Agriculture’s deep connection with nature makes it a crucial sector to alleviate pressures on local biodiversity and ecosystem services. Several initiatives currently focusing on intensification, and others like Grow Africa (GAfP, 220 members), present a potential for commitments for biodiversity to limit negative trade-offs at the expense of nature (see [Figure 14](#)). These coalitions ([Box 7](#)) could make commitments and set pathways to avoid and minimise their pressures on ecosystems according to their stated working assumptions. Optimising water, soil and manure managements, avoiding deforestation for additional cultivation, and even restoring areas of degraded land and soil, are a few examples of possible objectives that could be discussed. Setting targets and disclosing on their impacts in public would be initial crucial steps towards sustainability.

Securing water resources is an associated concern in the food-climate-biodiversity nexus, with numerous ecosystems exploited beyond their regenerative capacity. FAO’s discussion paper on “Nature-Nased Solutions for agricultural water management and food security” supports the relevance to invest in nature for human well-being and biodiversity benefits, to support food and agriculture systems, beyond conventional interventions, infrastructure and technology, and could be leveraged to push for commitments (Sonneveld, 2018).

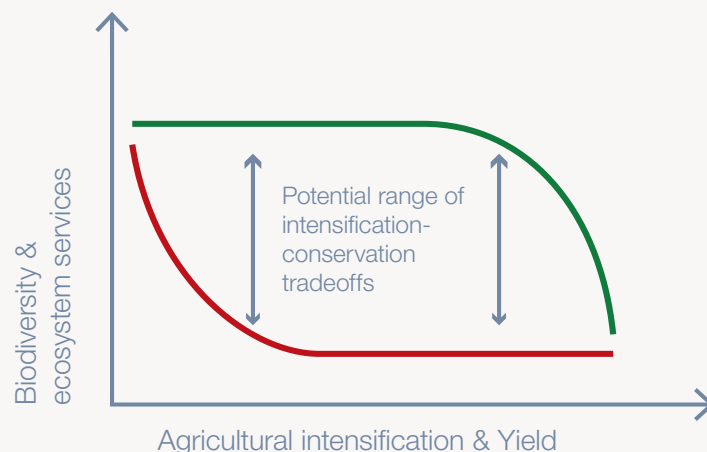


Coalitions develop different approaches, depending on their vision of the agricultural intensification-biodiversity conservation trade-off, particularly when agricultural intensification is seen as the most efficient way to improve rural livelihoods and reduce poverty (SDG 1):

For the Farm to Market Alliance (FtMA) (see Figure 14, zone 4), launched in 2015 in Nairobi, Africa is recognised as the future breadbasket of the world but the continent's annual import bill is estimated to rise from US\$ 35 billion to US\$ 100 billion by 2030 (Adesina, 2017). The trade-off favours agricultural intensification. The public-private sector consortium involves the World Food Programme (WFP), the Alliance for a Green Revolution in Africa (AGRA), Bayer, Syngenta, Rabobank Group and Yara International. FtMA claims to support African farming families to transition to commercial agriculture by addressing the major challenges that smallholder farmers face, providing solutions in finance, technologies and 'quality inputs', handling and storage, while bridging the gap between smallholders and the market. FtMA is active in Kenya, Rwanda, Tanzania and Zambia, supporting about 120,000 farmers in 2018.

The objective to improve local livelihoods may take a different path though: the R4 Rural Resilience Initiative (see Figure 14, zone 5) was launched by WFP and Oxfam America in 2011 (WFP, n.d.b), to enable vulnerable rural families to increase their food and income security (SDG 2) by managing climate-related risks (SDG 13). The initiative benefits 57,000 farmers in Ethiopia, Malawi, Senegal and Zambia, is being piloted in Kenya and Zimbabwe, gaining access to crop insurance by participating in risk reduction activities, including better management of natural resources (SDG 15) and livelihoods diversification. With growing climate risks, the FAO-led Global Alliance for Climate-Smart Agriculture (GACSA) (see Figure 14, zone 7) aims at catalysing 'transformative' partnerships to improve food security, nutrition and resilience in the face of climate change (GACSA, n.d.). Given the relevance of nature-based solutions to tackle these three challenges, it is likely that resulting partnerships will have side benefits for biodiversity, even if restoring ecosystems is not among GACSA objectives.

The relationship between intensified agriculture (increasing yield) and biodiversity (including associated ecosystem services)



Source: Tscharntke et al. (2012), Fig. 1, p. 54.

Livestock is another critical topic connecting SDGs 2, 13 and 15. The FAO-led Livestock Environmental Assessment and Performance Partnership (LEAP) (see Figure 13, zone 7) is "committed to improving the environmental performance of livestock supply chains, whilst ensuring its economic and social viability" by catalysing new partnerships (LEAP, n.d.). The Global Agenda for Sustainable Livestock (GASL) (see Figure 14, zone 7) aims to "address key environmental, social, and economic challenges such as growing natural resources scarcity, climate change, widespread poverty, food insecurity and global threats to animal and human health" (GASL, n.d.). Some GASL members were consulted during the preparation of the "Investing in Sustainable Livestock Guide", an online platform launched in June 2019 by the World Bank and FAO. Without promoting ground-breaking solutions able to transform livestock, this guide provides useful guidelines to assess and measure the sustainability of any livestock production system.

Measuring such impacts is a first step needed to take adaptive actions.



The multi-stakeholder coalition Farming First (180 members), which represents the world's farmer, scientists, engineers, industry and agricultural development organisations, could also support new commitments (see [Figure 14](#), zone 7). The coalition strives to identify and promote the many ways in which sustainable agricultural development can be advanced worldwide, the importance of improving farmers' livelihoods as well as the key contribution that agriculture can make to the food-climate-biodiversity nexus. The principles of Farming First reveal the delicate balance that sustainable agriculture needs to find between intensive agriculture and conservation. Principle 1 stands for safeguarding natural resources, including water and biodiversity, while principle 3 supports the building of local access and technical capacity of smallholders in developing countries, e.g. infrastructures and access to agricultural inputs and services, such as mechanical tools, seeds, fertilizers and crop protection materials. This balance summarises the whole challenge of green economy and making agriculture sustainable for all: it assumes the co-existence of multi-functional landscapes, with mixed land systems including both intensive and extensive forms of land use, critical for food security and rural livelihoods (IPBES, 2019b).

### 8.1.3 Food-climate-biodiversity-sustainable consumption and production nexus

In developed countries, **the food-climate-biodiversity nexus often intersects with questions related to sustainable consumption and production** and SDG 12. In theory, SDG 12 should essentially generate synergies with SDG 15, by promoting sustainability in the industry "in order to minimise their adverse impacts on human health and the environment". In reality, numerous consumer industries depend on natural resources and intensive agriculture, with business-models still based on ever-increasing material consumption (IPBES, 2019c).

They are also responsible for a growing amount of plastic and other wastes. The decoupling of natural resources uses and environmental impacts from economic growth is still in its early age (UNEP, 2011).

Fortunately, consumers drive the demand for sustainable consumption. The demands for natural-based products are skyrocketing from US\$ 1.9 billion in 1980 to US\$ 141 billion in 2018 (UNCTAD, 2018). According to the Union for Ethical BioTrade (UEBT), in 2018, 79% of consumers think companies have a moral obligation to have a positive impact on people and biodiversity, but only 37% are confident that companies pay serious attention to the issue (UEBT, 2018). Consumers are increasingly asking for more sustainably and ethically sourced products, adding more pressure to companies.

Consumer groups worldwide have started to embrace sustainability ([Box 8](#)). Their coalition, Consumers International (IOCU, 200 members), addresses issues affecting rights of consumers in multiple countries and across national borders to ensure that they are treated safely, fairly and honestly, and receive proper information for sustainable consumption (see [Figure 14](#), zone 3). Without taking any direct commitments for biodiversity, Consumers International co-leads the Consumer Information for Sustainable Consumption and Production (CI-SCP) Programme,<sup>15</sup> which is part of UN's One Planet Network, since 2014. They could be useful partners to negotiate credible commitments with agribusiness coalitions and other industries.

### 8.1.4 International trade-biodiversity nexus

Beyond extractive and transformation industries, **threats like invasive species and pollution can also result from the air, sea and terrestrial transport industry**. SDG Target 15.8 demands to "introduce measures to prevent the introduction and significantly reduce the impact of invasive alien

<sup>15</sup> For further information, please visit: <https://www.oneplanetnetwork.org/consumer-information-scp>

Beyond engaging in Voluntary Certification Standards, business coalitions engaged in sustainability initiatives take various forms. Their objective in such pre-competitive collaboration is to share mutual experiences and align with industry approaches and common positions they intend to defend, either to prevent restrictive regulations or to gain additional incentives. Here are two examples from the agribusiness:

- The Sustainable Agriculture Initiative (SAI) Platform, a partnership of 100+ major food and drinks companies (Figure 14, zone 2), was founded in 2002 by Danone and Nestlé “to ensure a constant, increasing and safe supply of agricultural raw materials, [...] grown in a sustainable manner”. It focuses on beef, dairy and crops. The SAI counts a few conservation NGOs in its Advisory Council (TNC Brazil, WWF...), to develop a “sustainable agriculture”. However, their 2018-2025 strategy does not clearly define what “sustainable agriculture” means and quantitative impact is not disclosed.
- The 206 members of the Global Coffee Platform (GCP) try to face the consequences of the coffee market crisis, affecting prices at both ends of the value chain, as put by the Columbia Center on Sustainable Investment (Sachs et al., 2019). The focus area of the Platform includes economic viability of farming (and pricing), climate-smart agriculture (mostly about resilience), gender and youth. Biodiversity is clearly not on the agenda.

The observation is also valid for other potentially highly polluting industries, like for instance:

- Responsible Care® is the global chemical industry’s voluntary initiative (ICCAR, 96 members) to improve health, environmental performance, enhance security, and to communicate with stakeholders about products and processes. However, except for GHG emissions, the Charter and the 2018 outcomes do not provide explicit information regarding possible impacts in the air and in water ecosystems, let alone on biodiversity.
- The World Plastics Council (WplaC, 25 members) works “to promote the ethic of sustainability and the responsible use of plastics”. Members contribute to cleaning operations, with a programme working on marine debris (Marine Litter Solutions, 2018), and support collecting and recycling. Concrete and quantitative commitments for marine life are not reported and seem to lack ambition vs SDG 14.

Despite efforts by the WBCSD (270 members) to get out of business-as-usual and help its members think in terms of systems, with themes like circular economy, cities and mobility, climate and energy or food and nature, progress seem to be slow and sustainability is rarely envisioned in a holistic manner.

species on land and water ecosystems and control or eradicate the priority species” (UN, n.d.c). This target may conflict with two other targets of SDGs. One of these is SDG Target 9.1, which suggests the development of infrastructures and monitoring of freight volumes by mode of transport. The other, SDG Target 17.11, proposes to increase the exports of developing countries, in particular with a view to doubling the least developed countries’ share of global exports by 2020, if no adequate measure is taken to minimise and mitigate risks.

Even UN dedicated agencies like the International Civil Aviation Organization (ICAO) or the International Maritime Organization (IMO), pay little attention to risks of invasive species and other pollutions related to freight business. Only CO<sub>2</sub> emissions are considered, for instance in the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA). On the business side, the WSC (19 leading organisations) acknowledges air emissions, vessel discharges, invasive species and other impact on marine life as industry issues but says little regarding solutions and commitments. The observation is also valid for the World Ocean Council (WOC, 67 members). Even the Sustainable Shipping Initiative (SSI2040, 14 members) fails to include biodiversity threats in its scope of work, limiting its environmental impact to CO<sub>2</sub> emissions. The setting of concrete biodiversity objectives and actions in this sector would be a first step towards the convergence of SDG Targets 15.8, 9.1 and 17.11.

### **8.1.5 Cities-health-climate-biodiversity nexus**

With 68% of the world population projected to live in urban areas by 2050 (UNDESA, 2018), making cities inclusive, safe, resilient and sustainable becomes increasingly critical (SDG 11). Following the Paris Agreement in 2015, coalitions of cities and regions, like the R20 (48 regions), the C40 (96 cities) or the Global Covenant of Mayors for Climate and Energy (9,150 cities), have made commitments for climate

and supported innovative and often technical solutions to reduce their emissions.

Growing evidences of global warming and heatwaves speak for the preservation of urban and suburban ecosystems to create greener, more liveable cities that will improve the health, well-being and prosperity of their population. Cities have to manage crucial trade-offs between urban sprawl and densification. Densification of cities is considered as a solution to mitigate the impacts on biodiversity linked to urban sprawl. However, densification accentuates the effect of urban heat island, especially in poorly ventilated cities and those far from maritime influence.

A range of nature-based solutions could support their efforts, while contributing to meeting SDG Target 11.B regarding disaster-risk reduction strategies and to SDG Target 15.2.

The IUCN Urban Nature Alliance can help create such a synergy for nature in urban areas, and accelerate the move towards green, liveable cities. The five ICLEI (former International Council for Local Environmental Initiatives) pathways towards low emission, nature-based, equitable, resilient and circular development can also help to create systemic change, guiding cities and regions coalitions in their transformation. In the same area, innovation and new models will be critical. Cities and regions coalitions, who are increasingly aware of the challenges, could be excellent partners to complete their commitments for climate with commitments for biodiversity for the post-2020 agenda.

The analysis of interlinkages of a few SDGs with SDG 14 and 15 shows a multitude of entry points for possible synergies and commitments, even if all conflicts cannot be solved. In several cases, even if the present analysis focuses on global coalitions, adequate measures, commitments and actions will have to be adequately articulated at local, regional and global scales (IPBES, 2019d).

## 8.2 Strengthen the contribution of coalitions aiming at a *no negative impact*

Coalitions aiming at a *no negative impact* on biodiversity (see [section 5.2.1](#)) have the potential to improve or take additional commitments.

### 8.2.1 Consolidate current commitments of coalitions developing voluntary certification standards (VCS) for commodities

As coalitions setting best practices for the sustainable sourcing of commodities, VCS could play a transformative role towards a meaningful ‘environmental sustainability’ in the next decade. The number of different schemes and voluntary initiatives has grown exponentially in recent years. Ecolabel Index, the largest global directory of ecolabels, currently lists over 460 labels in 25 different sectors (Ecolabel Index, 2018). Building on such a movement towards labelling and certification could be therefore really relevant.

However, most VCS have emerged in the past two decades with very different requirements. For instance, compared to the ProTerra certification, the Roundtable for Responsible Soy (RTRS) allows producers to grow genetically modified soybeans, and accepts croplands converted from native forests or other high conservation value areas (HCVAs) cleared before 2010 (Garrett et al., 2013). Indeed, not all certification schemes are equivalent in term of impact for the environment and for small-scale producers. Based on the analysis of 347 response variables reported in peer-review literature on commodity certification (bananas, coffee, cocoa, tea, palm oil), DeFries et al. (2017) observe that certification is associated on average with positive outcomes for 34% of response variables, no significant difference for 58% of variables and negative outcomes for 8% of variables. The meta-analysis concludes that the “somewhat positive results indicate that voluntary certification programs

can sometimes play a role in meeting sustainable development goals and do not support the view that such programs are merely greenwashing” (DeFries et al., 2017, p. 1).

Thus, VCS can have an added value by engaging with stakeholders to mainstream biodiversity in their economic activities and supply chain. Their current impact shows an opportunity for further commitments, accompanied by clear milestones on the trajectory and increased aspects of their standards that do not fully meet the *no negative impact* objective, aiming for the best possible results. Moreover, VCS should promote transparency, a high traceability and be as holistic and independent as possible.

Enlarging membership to increase coverage of an entire value chain is another way forward.

### 8.2.2 Make additional commitments by cooperating with supporters of nature conservation on innovative projects

Other coalitions with a *no negative impact* objective, often in the form of a zero-deforestation or a zero loss of biodiversity commitment, could test and implement additional restorative objectives too, like soil preservation, or support projects striving to restore degraded ecosystems.

In addition, they need to make sure that their zero-deforestation commitment is turned into action and set credible milestones to achieve it (see example of CGF in [section 6.4.2](#))

### 8.3 Scale up best practices of coalitions supporting biodiversity recovery

The next decade should be bringing about the momentum to biodiversity restoration. More than ever, coalitions striving for biodiversity regeneration and restoration need to join forces with other partners to scale up their best practices.

This should go with experience and best practices sharing and duplicating with partners able to scale up their initiatives and adapt it in other contexts.

These initiatives also need to take advantage of the upcoming public momentum of the IUCN World Conservation Congress in Marseille, the CBD COP15 in Kunming and the UN Decade on Restoration to tract a wider mobilisation with a common message, showing what it takes to live in harmony with nature.

“

**. . . coalitions will need support, either from other coalitions or from individual actors who are more advanced on these issues, to increase their awareness and knowledge and level up their commitment for biodiversity.**



Keel-billed toucan (*Ramphastos sulfuratus*), Costa Rica © iStockphoto/pchoui.



## 9 Raise the potential positive impact of coalitions

The effectiveness and governance of existing coalition can be enhanced by encouraging the adoption of stronger practices, monitoring and standards.

### 9.1 Connect with international frameworks

The study finds that international frameworks, such as Aichi Targets and Agenda 2030 for Sustainable Development, are not often used as references, although they offer a wide range of targets and indicators (see [section 5.1](#))

International frameworks, particularly the SDGs and the Biodiversity Global Framework, need to be referred to formally, in order to contribute to their implementation and track progress. Such approach would also help substantiate the broad concept of ‘environmental sustainability’ with common and shared definitions and targets (see [section 5.3](#)).

As the Post-2020 Global Biodiversity Framework is developed, conclusions and recommendations of the CBD working group on the Long-Term Approach to Mainstreaming (LTAM) will hopefully help bridge the existing gap between the institutional negotiation process, non-State actors and coalitions, connecting them to emerging targets.

### 9.2 Develop a quantitative MRV

Quantitative monitoring, reporting and verification (MRV) processes need to be enhanced for improved transparency and measure of progresses (see [sections 6.1](#) and [6.4](#)). This implies:

- a set of quantitative objectives referring to science-based targets and contributing to global goals, split into sub-goals easier to monitor, completed with concrete action plans and clear measurable sub-targets and indicators set on a

defined time-bound trajectory. This will support continuous improvement;

- some economic sectors, in particular services among which finance, manufacturing and retail, food, beverage and agriculture businesses, should enhance or develop transparency about sustainability (see [Box 6](#)).

In its 2019 policy paper for G7, OECD (2019) recommended the creation of a multi-stakeholder advisory group on biodiversity, business and finance, with the goal to advising on the adoption of a common approach for measuring and integrating biodiversity in business and investment decisions. Most coalitions involving firm and finance actors could be good candidates to bring contributions to such a group. Besides biodiversity, more methodological work is required to develop a set of core corporate sustainability indicators and align these with overall SDG monitoring.

In the seventh edition of *Reporting Matters*, the annual review of member companies’ sustainability and integrated reports, the World Business Council for Sustainable Development (WBCSD, 2019) also called on regulators and standard setters to simplify and align the corporate reporting landscape, while the range of ESG reporting frameworks, standards, requirements and voluntary initiatives continues to expand. The main challenges are to integrate ESG reporting into existing company financial and non-financial reporting models, to facilitate harmonisation of sustainability reporting requirements and practices. It will also ensure the comparability and reliability of information and data provided by companies on non-financial issues.

Beyond the case of multinationals and large companies, the development of an integrated ESG model should consider the lack of expertise and resources for reporting by small and medium-sized enterprises (SMEs). SMEs play a key role in some



economies, especially in developing countries, and have a strong potential for unleashing the SDGs, if properly supported by financial investors.

Such an informed streamlining of reporting would also benefit VCS, which would probably have to converge to meet similar reporting requirements and targets.

### 9.3 Advance inclusiveness

#### **Inclusiveness and bottom-up approaches**

need to be integrated in order to build sustainable systems considering grassroots organisations, local communities and Indigenous Peoples properly. While traditional forms of hierarchical command-and-control intervention are still quite dominant in many fields of environmental and natural resource policy (Hogl et al., 2012), it is growingly clear that the legitimacy and effectiveness of natural resource and environmental governance are affected by the rules structuring participation and deliberation (Klenk et al., 2013) among actors with potentially competing interests and views.

Inclusiveness and ensuring the protection of the most vulnerable should be a priority: sustainable development cannot be achieved with only a few selected actors, as biodiversity loss is a development issue (IIED, 2019). A substantial body of literature documents the disadvantages that strictly protected areas bring to neighbouring rural communities in the form of evictions or restricted access to land and resources. In a report on palm oil production, Jezeer et al. (2019) noted the need for a common definition of ‘inclusiveness’, as existing interpretations lead to different approaches and measures of success (through four components: ownership, reward, voice and risk), and to difficulties in how to compare them. In a report for the Netherlands Environmental Agency (PBL-NL), Hospes et al. (2016) noted that NGOs who are active in the agriculture and food sectors generally like to work with poor farmers who have the potential to develop their own agricultural activities. Yet, these farmers are not the poorest of poor farmers who

face subsistence challenges and bear the biggest risks related to displaced deforestation (Haupt et al., 2018b). In this regard, CSOs are best positioned to make sure the voice of the most vulnerable is heard and should take up this role, if needed, by partnering with other NGOs dedicated to rights.

Corporate social responsibility should also be mobilised to facilitate inclusiveness in coalitions involving Firms, which tend to be among the most ‘top-down’ (see [section 6.3.1](#)). By partnering with CSOs, Firms should facilitate a collaborative climate in order to develop concrete bottom-up and inclusive approaches. Beyond such voluntary initiatives, it is the fundamental role of governments to ensure that the rights of indigenous peoples and local communities are respected and their participation effective.

### 9.4 Diversify membership

**Coalitions must be encouraged to diversify their membership**, ideally mixing the three types of members – Public, CSOs and Firms – in order to bring a variety of perspectives to problem solving and be more transformative. When this is not possible, they should make sure to engage with all relevant stakeholders and build solutions with positive outcomes for all partners and stakeholders.

In the perspective of developing joint pathways for business and biodiversity, business associations could be ideal partners for IUCN to engage with in order to inspire a systemic change. This would increase the awareness of these coalitions on biodiversity challenges, as a first step towards transformational change, and even unlock commitments.

### 9.5 The VCS case: unleash the transformative impact of certification schemes

VCS face recurrent criticisms regarding their actual impact on nature and on consumers, as numerous

VCS criteria are not demanding enough and lack independency (Changing Markets Foundation, 2018).

They could address such criticisms and play a transformative role in mainstreaming biodiversity, should they implement recommendations 9.1 to 9.4 as described below.

### **9.5.1 Refer to and promote standards**

Multi-stakeholder certification programs are sometimes criticised for being too intertwined with the interests of businesses involved in their creation and uptake. They may therefore be less demanding than public standards and international frameworks.

Co-existing private competing standards may create confusion among labels with very different requirements (Changing Markets Foundation, 2018). It is therefore essential that consumers, purchasers, investors and all stakeholders understand how a given label positions itself compared to the most demanding ones.

However, mainstreaming biodiversity in VCS and reducing pressures in a ‘continuous improvement’ may require a step-by-step approach with intermediary milestones below the gold standard. This may be justified by a series of other reasons, as shown by the example of cotton.

A research work by Partzsch et al. (2019) analysed cotton certification in sub-Saharan Africa. It found that the EU Organic Regulation, a public standard belonging to the IFOAM family of standards, scores best in terms of environmental sustainability than multi-stakeholder programs for ‘more sustainable’ cotton in which NGOs actively participate, such as the Better Cotton Initiative (BCI, zone 7). Partzsch et al. (2019) suggested that NGOs’ campaigns should promote public standards and advocate for tightening them up rather than investing in the participation in multi-stakeholder initiatives. However, this conclusion misses the question of the

actual demand for sustainable (or organic) cotton by brands and retailers. As it turns out, in 2017, the available supply of ‘more sustainable’ cotton (2,635,000 mt) was five times bigger than the actual uptake by brands and retailers (535,949 mt uptake of cultivation) (PAN UK et al., 2017). Meanwhile the supply of ‘more sustainable’ cotton was 14 times bigger than the volume of produced organic cotton at 117,525 mt (Textile Exchange, 2019).

In a world where environmentally and socially low-demanding conventional cotton is cheap, easily available and fully legal, a demanding public standard may set a gold standard but cannot alone drive the expected change. Nudging companies to change for ‘more sustainable’ cotton, by rewarding their progresses with a certification (Foster, 2017) may therefore be relevant in a first approach. Improving the certification criteria once a number of companies have adopted a progress approach can be a good strategy towards the gold standard.

### **9.5.2 Ascertain monitoring and target setting for continuous VCS improvement**

In order to avoid criticism of being too lenient in addressing the biodiversity crisis and granting certification, VCS should set the bar high enough to only certify companies that demonstrably go beyond average performance and are committed to continuous improvement (Changing Markets Foundation, 2018). The aim should be to achieve the full implementation of the environmental and social gold standards at the end of the transition trajectory

Moreover, following recommendations set by the Changing Markets Foundation in a 2018 report, commitments for a positive impact on biodiversity could also be improved by the adoption of the following principles (Changing Markets Foundation, 2018):

- independence of the bodies setting the standards to remove conflicts of interests;

- transparency of adopted criteria, along the supply chain and of reporting on the performance of the different members; and
- holistic and high traceability of the scheme, aiming to cover the whole life-cycle of a product, and not only one aspect of it.

### 9.5.3 Embrace and improve inclusiveness to level up impact

Inclusiveness is crucial to the actual impact of VCS and needs to be improved. This is apparent in the case of smallholder farming and small-scale fisheries, both ranked as No. 1 threat to terrestrial and marine systems in The IUCN Red List (see [Annex 1](#)).

An extra effort should be placed on facilitating the certification of their activities, for instance by facilitating the creation of cooperatives, through financial and legal support, and capacity building.

Despite the important pressures triggered by small-scale activities, traditional practices of smallholders can also mitigate climate change through reduced emissions while feeding local communities. They need to be fully part of the solution for a striving healthy planet and resilient and prosperous communities (Altieri et al., 2008), including inclusive ‘sustainable use’ of nature’s common goods.

Yet, as the study has shown, coalitions involving Firms in particular were currently less likely to engage with local communities (see [section 6.3](#)). Whenever individual Firms considered working with smallholders, they are more likely to adopt a ‘top-down’ approach, centred on business requirements, like the one suggested in a handbook issued by IFC (Fischer, 2013). Power asymmetry is pointed in other commodities certification processes (Marin-Burgos et al., 2014). The lack of smallholder organisations, as well as the costs and skills needed to meet the standards, hamper smallholder farmer certification. For example, a report funded by RSPO found that certification costs in combination with low certified sustainable palm oil uptake and low premium prices

additionally hinders smallholder certification and the motivation to comply with certification requirements (Rietberg et al., 2016). Similarly, small-scale fishers and aquaculture producers tend to lack the financial ability and incentives to seek certification individually. Group certification could be a viable option for reducing individual transaction costs (Tsantiris et al., 2018).

Smallholders often need to be aggregated into cooperatives to allow for improved allocation and distribution of finance. They tend to require skills training, crop insurance and secure land-tenure, particularly in the cocoa and palm oil sectors, which rely up to 90% and 40%, respectively, on smallholder supply (Jezeer et al., 2019). The creation of VCS mechanisms, which strive to facilitate the creation of smallholder cooperatives able to deliver technical support at grassroots level, could change the game.

Improved inclusiveness and coordination of all actors is needed to promote inclusive businesses and supply chains that develop innovative ways to do commercially viable business with people living at the base of the pyramid and to expand access to basic products and services (World Bank, 2019).

### 9.5.4 Diversify VCS membership

Involving smallholders and vulnerable communities in certification mechanisms demand expertise and capabilities that may go beyond possible private sector contributions.

Private actors involved in VCS may be able to shoulder smallholders in terms of VCS costs, equipment needed and sharing good practices. However, the substantial assistance and involvement from the public sector is needed to help solve structural issues. Weak land titles, limited financial resources, and poor access to credit and agricultural inputs constrain the inclusion of independent smallholders in deforestation-free supply chains (Jezeer et al., 2019).

## 10 Unlock the potential of coalitions: how State and non-State actors can make a change

Despite existing examples identified in the study, participating and collaborating in multi-stakeholder partnerships is not yet a common practice for business actors, apart from initiatives catalysed by UN agencies, the World Bank, the World Economic Forum and NGOs. The truth is it is extremely difficult to collaborate and even more to achieve the perfect level of collaboration between actors. Indeed, it takes several milestones for business and development actors, States, NGOs and IPLCs to engage in a fruitful collaboration for the SDGs. According to Prescott et al. (2015), it is a journey that will pass through different levels:

- ‘Base’ level – business complies with laws and regulations and has conventional government relations, while government sets business regulations without consultation.
- Level ‘1’ – business engages in philanthropy and in some ‘partnership’ activities on an opportunistic basis. Business also engages with government on business enabling environment, while government starts to invest in it and is open to public-private policy dialogue.
- Level ‘2’ – social and environmental investment becomes strategic: business adopts voluntary standards and principles, both internally and within its value chain, working with NGOs and others to strengthen local producers and suppliers. Government starts to align development priorities with business needs and resources, while NGOs and communities begin to engage with business on development.
- Level ‘3’ – business and development actors systematically collaborate wherever their interests can be aligned.

Based on these milestones, it appears that coalitions in the study reached level “1” or level “2” of collaboration at best, with level “3” requiring a degree of integration extremely difficult to achieve for most actors.

To achieve a level ‘3’ of collaboration, Prescott et al. also recommends active involvement at the two other vertices of the governance triangle to facilitate collaboration. CSOs shall bring their technical expertise for capacity building to ensure the achievement of societal and environmental benefits, while the Public sector can use a variety of mechanisms to support sustainable and inclusive business investment. Moreover, a ‘support system’ should be in place to ensure the funding of projects and the good monitoring and evaluation allowing to measure progresses and draw learnings.

The following sections aim to assess the status of the preceding aspects, highlight gaps and propose recommendations to enable actors to bridge those gaps and enhance the synergies of coalitions.

### 10.1 Governmental actors

Coalitions involving or not public actors are voluntary arrangements. States and public actors have a catalysing and enabling role to play in encouraging and promoting effective public, public-private and civil society partnerships. Most of the critical improvements stressed by this study would be greatly facilitated with some structural support from States to develop the appropriate policies including regulation, incentives (subsidies and taxes) and voluntary approaches supported by ‘nudges’ (Thaler & Sunstein, 2008). A strong political will and continuous high-level political dialogue are needed to adopt common standards, shared and coherent solutions to achieve the vision of a society living in harmony with nature by 2050.

Public coalitions and individual States can play a critical role in enabling the needed change through the following actions:

### **10.1.1 Agree on a shared vision and a global science-based targets for biodiversity, disaggregated into national targets**

A shared vision adopted at international level is required to indicate a direction to various stakeholders.

Concrete and measurable national targets will allow all coalitions and actors to define their own concrete contributions, a trajectory, and intermediary milestones. As seen in previous sections, the lack of a common reference leaves room for a range of interpretations and vague targets. Moreover, the alignment on common key definitions and concepts such as deforestations, ecosystems, habitats, would improve understanding, transparency and accountability in a globalised world.

As long as such science-based targets are not adopted and clear, actors and coalitions should base their activities on the existing and recognised best practices and standards. Public coalitions and individual States should also support the involvement of environment experts (NGOs, consultants, etc.) as members, partners or advisors, with coalitions having an impact on biodiversity, to support the dissemination of best practices and encourage nature- and climate-friendly solutions.

### **10.1.2 Adopt national and sub-national legal and fiscal frameworks to support multi-stakeholders' efforts in favour of improved landscape and seascape governance**

The design at national scale of clear, coherent and continuously improved policies provides an appropriate framework to support multi-stakeholders' action in favour of a better governance of biodiversity. Such policies should include virtuous regulation and incentives (subsidies and taxes). Links between the local, regional and global levels is also a key factor of success, as recommended by IPBES (2019d).

Zero-deforestation commitments made by companies adhering to voluntary certification schemes might be undermined by inadequate national policies. For instance, the lack of consensus on definitions of deforestation, inadequate government support and persisting markets for unsustainably-produced palm oil in China and India (Lyons-White & Knight, 2018) compromise companies' efforts to achieve supplier engagement and compliance. While commitments from all industrials are absolutely necessary, their efforts need a clear support through adequate national policies, multi-stakeholder governance efforts with jurisdictional approaches, and effective monitoring from all actors (Tropical Forest Alliance, 2019).

In terms of multi-stakeholder governance, the Congo Basin Forest Partnership (CBFP, 105 partners, composed of African countries, donor agencies and governments, international organisations, NGOs, scientific institutions and the private sector) is often presented as a model (see [Figure 13](#), zone 7). Members coordinate their efforts to sustain forest resources, enhance natural resource management and improve the standard of living in the Congo Basin. CBFP works in close relationship with the Central African Forests Commission (COMIFAC), the premier regional body in charge of coordinating regional forest and environmental policy, to promote the conservation and sustainable management of the Congo Basin's forest ecosystems.

A thriving Blue Economy would also demand an exemplary cooperation of all stakeholders. As detailed in the Principles for a thriving Blue Economy report (WWF, 2018), such a cooperation requires a cross-sectoral and inclusive governance, based on well-informed, precautionary and adaptive decisions, and supposes a proper planning and management of the use of marine space and resources.

Moreover, given the state of fish stocks fished in the high seas, improvements in the management of fisheries are needed. A number of countries



could increase their adoption and compliance with FAO Code of Conduct issued in 1995 (FAO, 2012). Moreover, the decision-making process in RFMOs and cooperation mechanisms can often be improved, in order to comply with the objectives set out in the UN Convention on the Law of the Sea, i.e. maintain or restore populations of harvested species at levels which can produce the maximum sustainable yield (Leroy & Morin, 2018). A review of the 12 main RFMOs in the study led by Leroy & Morin (2018) found that among them, the South Pacific Regional Fisheries Management Organization (SPRFMO, zone 1) has developed the most advanced and innovative decision-making mechanism. Sharing experience among peer RFMOs could therefore lead to improved practices.

**However, the existing environmentally harmful subsidy and tax policies do not shape a coherent framework where the above measures can work.**

**Thus, they must be reformed** as proposed by Aichi Target 3 (CBD, 2010; OECD, 2013). It is estimated that financial support to agriculture that is potentially environmentally harmful amounted to US\$ 100 billion in OECD countries in 2015, and that fossil fuel subsidies account for US\$ 345 billion globally (OECD, 2017a). The IMF itself called for an end to fossil fuel energy subsidies estimated at US\$ 5.3 trillion annually in 2015, or about 6.5% of global GDP (Coady et al., 2015).

In the fisheries sector, subsidies have been estimated to be at least US\$ 13 billion per year (OECD, 2017b; Sala et al., 2018). A recent review of high seas fishing found that without subsidies and low wages, “more than half of the currently fished high-seas fishing grounds would be unprofitable at present exploitation rates” (Sala et al., 2018, p. 3)

Given the magnitude of these harmful subsidies, governments should consider the fiscal and environmental implications of their policies and work to identify and assess both their direct and indirect impacts on terrestrial and marine ecosystems (IPBES, 2019a).

### **10.1.3 Establish mechanisms to mitigate the potential negative impacts of VCS in agriculture**

IPBES (2019a, {6.3.2.1}) suggests ways for States to improve VCS, and notes that they could better contribute to sustainability goals if targeted where benefits can be optimised (Tayleur et al., 2016), in areas of high nature conservation value, of social and economic development priority and where enabling conditions exist. Governments can facilitate the impact of certification schemes by promoting certification uptake and supporting strategic targeting. Governments involved in international aid could also engage in coordinating efforts to finance certification in identified priority areas for social and economic development (Tayleur et al., 2016).

Implementing adequate post-certification monitoring of impacts also seems critical (Yu Ting et al., 2016; Tayleur et al. 2018). New technology and data availability could help improve monitoring and assessment of certification impacts, including bio-physical (e.g. nutrient leakage, water use efficiency, biodiversity), social and economic criteria.

In order to regulate commodities chains and avoid lack of inclusiveness, which lead to unsustainable expansion of tropical agriculture products, IPBES (2019a, {6.3.2.1}) recommends that efforts be made with regard to multi-stakeholder fora and commodity moratorium policies. For example, placing a moratorium on the completion of zero-deforestation agreements and addressing issues related to environmental compliance, social justice and economic viability, at the farm and the supply chain level, can deliver integrated sustainable outcomes. Another example is the Brazilian Soy Moratorium which is credited with positive results for biodiversity (Rudorff et al., 2011; Gibbs et al., 2015) and has set the stage for other initiatives to improve the sustainability of soy production and raise the awareness of markets.



Policy mixes supporting such combination of measures can be enhanced if they address failures related to market shares, such as the lack of engagement of traders and importers, and the competition with farmers not covered by the moratorium, which may lead to lack of motivation of the private sector in keeping the agreement.

Governance intervention and planning must be implemented at various levels of commodity chains and across the public and private sectors to create a truly sustainable and inclusive agriculture. These can be completed by incentives, such as tax breaks, to companies that include more smallholders in their supply bases and promote ways for smallholders to capture more value from their production (Jezeer et al., 2019). Some possible options that need to be carefully considered in a given context before implementation include: encouraging the implementation of payments for environmental services schemes, creating financial rewards for farmers to maintain traditional agricultural practices, assisting farmers to comply with environmental legislation and providing employment for local communities in forest, carbon and ecosystem restoration concessions (Jezeer et al., 2019).

Public campaigns on environmental health, conservation and social benefits of certified products are likely to increase consumer demand for such products, and measures aiming to enhance social responsibility in multinational corporations can be effective (Tayleur et al., 2018). Indeed, selling to domestic markets where certification is not valued by consumers is also a reason for smaller firms and smallholders to stay out of certification schemes (Ruysschaert & Salles, 2014; Ruysschaert, 2016).

#### **10.1.4 Develop environmental reporting standards and disclosure mechanisms for business to improve accountability**

The model of sustainability reporting on a voluntary basis shows some limits in a transformative

perspective, particularly when monitored indicators are freely chosen. A first and rapid step forward would be for all multinationals and listed companies to disclose indicators that currently exist and are well-known by investors: GHG emissions, energy-generation mix, water use, waste pollution and waste management, with additional soil quality measures for agriculture.

These could be completed by reports on commitments made – zero deforestation - and implementation in the framework of certification schemes. This set of indicators would later be completed by science-based targets on biodiversity, when such a standard is defined and developed jointly by all actors, building on the experience of existing coalitions. The improvement of reporting, disclosure and transparency would probably also limit the risk of ‘greenwashing’. While academics still debate on greenwashing definitions around the *degree of falsehood* implied in the message, there is no doubt that greenwashing may mislead consumers, increase confusion on corporate social responsibility (CSR) (Gatti et al., 2019). Most scholars also agree that defining and treating CSR essentially as a voluntary practice facilitates the diffusion of greenwashing (Alves, 2009). The introduction of reporting and communication standards, and the establishment of independent environmental audit systems, as supported by greenwashing scholars, would therefore also help to reduce the grey zone created by the voluntary approach (Gatti et al., 2019).

#### **10.1.5 Reset expectations about what coalitions and partnerships can actually deliver**

In an article published during the WEF Annual Meeting in 2019, Magesvaran Suranjan, President of Procter&Gamble APAC and Procter&Gamble IMEA, reflected on his experience of multi-stakeholders partnerships to achieving the SDGs and why “the effectiveness of multi-stakeholder partnerships is average at best, and even less so in the long term”

(Suranjan, 2019). Deceiving results come first from unrealistic expectations where multi-stakeholder partnerships are expected to take the place of government programmes instead of supporting them, resulting in discrepancies between activity outputs and previously stated goals and ambitions. They also come from unclear mapping of roles resulting in the inaccurate matching of industry, government or NGOs to the tasks. As a result, stakeholders are being left to find solutions beyond their areas of expertise, creating chronic inefficiency.

For MSPs and coalitions to become a force for good, Suranjan therefore recommends the development of a common vision with unique and focused actions, to monitor and assess for improvements and to leverage industry's unique strength, which is innovation. These recommendations are also largely supported by literature on effective partnerships (Dodds, 2015) and by examples of successful partnerships.

#### **10.1.6 Support small and medium enterprises (SMEs) well fitted to deliver on the SDGs**

The International Trade Centre (ITC) indicates that a total of US\$ 1 trillion of additional investments in SMEs annually would unleash the potential of SMEs to deliver on the SDGs, among which SDGs 14 and 15. SMEs contribute to SDGs through employment opportunities they generate, business practices they choose to adopt, sectors in which they operate and the impact they have on the broader economy (ITC, 2019). As underlined by ITC 2019 report on SME competitiveness, investments in SMEs in developing countries can contribute up to 60% of the 169 SDG targets, through four main channels: i) employees; ii) business practices; iii) sectoral impacts; and iv) national competitiveness.

Agile and flexible SMEs are also good drivers of innovation for developing economies. For example, incubators and business accelerators are emerging

rapidly across Francophone Africa to support a new generation of young entrepreneurs (Laure & Duchatelet, 2017). Initiatives like Afric'innov supported by the AFD (Agence Française de Développement) hope to ignite a flourishing MSME (Micro, Small and Medium Enterprises) sector, much needed to create jobs and generate economic and social development across the continent. Such support could benefit the green economy too.

#### **10.1.7 Further support the 'unlocking' of sustainable finance**

Back in 2014, the understanding of what sustainable financial system meant was strongly focused on resilience to financial crisis rather than capital allocation aligned with wider environmental, social and economic goals. Meanwhile, a 'sustainable financial system' has gained a more profound meaning: a financial system that serves the transition to sustainable development (Zadek & Robins, 2018).

A UNEP Inquiry report, entitled *The Financial System We Need – From Momentum to Transformation* (Zadek & Robins, 2016), highlights five areas and key steps which can accelerate and deepen shifts in the system:

- 1) Fintech developments should be channelled to ensure that they align finance with sustainable development;
- 2) Public finance should be leveraged not only for direct impacts but also to pioneer new markets, rules and practices – which could be tested in multi-stakeholders partnerships;
- 3) Policy makers and professionals need to be fully aware of the imperatives and risks, and raise the quality of public debate;
- 4) Common approaches to integrating sustainability should be developed into definitions, tools and standards; and
- 5) Set priorities for international cooperation, such as: i) develop principles for a sustainable financial system; ii) reach convergence on disclosure

standards; iii) develop sustainability stress testing methods; iv) optimise fiscal measures in the financial system; v) incorporate environmental risks in global banking standards; vi) develop a code on investor duties; vii) establish a green capital markets coalition; viii) introduce guidance for insurance regulators; and ix) develop a performance framework for a sustainable financial system.

Each of these steps should incorporate the relevant social and environmental safeguards.

### **10.1.8 Filling in some gaps: Potential for future coalitions involving State actors**

In the 2021-2030, State actors could launch new coalitions to fill important gaps identified in this study:

- a) Oceans and life below water (SDG 14) would deserve particular attention and cooperation to find the balance between Blue Economy objectives and important threats facing oceans.
- b) Research for joint solutions to specific and large-scale environmental issues, such as intensive farming transformation, alternative to plastics, cities of the future, etc., creates opportunities to develop public-private coalitions.
- c) Research on the critical interlinkages, including trade-offs and synergies between biodiversity (SDG 14 and 15), water (6), food (2), sustainable consumption and production (12), health (3), and climate (13) should be encouraged. This will probably demand new models in order to achieve sustainable development at scale.

### **10.1.9 Specific case of local governments: build on existing coalitions to transform land management in cities and regions**

Many local governments such as cities and regions councils are already involved in coalitions to find joint solutions to minimise their climate impact. They would

greatly benefit from including Nature-based Solutions in their transformative strategy (see [section 8.1.5](#)).

## **10.2 Civil society organisations**

### **The transition towards a society living in harmony with nature will not be achieved without the involvement of environment and conservation experts from all disciplines.**

Knowledgeable of the various ecosystems mechanisms, experts are uniquely able to guide the design and adoption of approaches allowing a truly sustainable use of nature, while solving critical problems such as capturing CO<sub>2</sub> or ensuring food security. The conservation world as a whole – individual experts, NGOs, IPLCs, foundations, coalitions and consultants – can be a decisive partner to shed light on all aspects of existing regimes which are putting pressures on ecosystems. They can also guide the development and implementation of innovative methods that will provide mitigating measures, thus acting as the voice of nature.

The key findings of this study lead to the following list of roles and activities where conservation actors have a unique contribution to bring into their partnerships:

### **10.2.1 Support the adoption of a global common scientific standard (or set of standards) to measure impacts of pressures of human activities on biodiversity and alleviation efforts through conservation and restoration**

An effective standard should allow the monitoring of a science-based target defined at a global level and be scalable from global to national to local, allowing all stakeholders (from Public, Firm and CSO sectors) to determine specific contributions and reflect specific responsibilities. A standard metric or indicator would considerably improve and harmonise quantitative monitoring and complete existing dashboards on, for example, GHG emissions, water use and waste reduction.

### **10.2.2 Mainstream biodiversity among coalitions and partnerships (and ideally individual actors) to increase the awareness of human activities' potential impacts**

Awareness is the first step to change. Conservation experts need to build cases for nature with clear and simple reports, guidelines, rules and pathways. They also need to be ready to engage more broadly with business actors and associations to share best practices, build capacities on environmental risks assessments and highlight risks and opportunities. The presence of at least one conservation or environmental expert in advisory boards should also become the 'new standard' in all sectoral associations in order to support raising awareness. The assessment of environmental and social risks, associated with SDG trade-offs, should be tied to economic assessments. The role of experts would also be to quantify risks and propose possible mitigation actions, particularly for activities based on cultivated commodities where impact assessments are not mandatory everywhere.

### **10.2.3 Promote new approaches that work**

Conservation organisations and indigenous peoples have tested a number of solutions that work, ranging from forest landscape restoration, to regenerative agriculture models, traditional use and Nature-based Solutions. They have a unique role to play in disseminating experience and building capacities among the economic world. Meanwhile, they may inspire new designs, business models and practices facilitating the resolution of multiple sustainability challenges.

### **10.2.4 Mobilise civil society through advocacy**

Conservation supporters, and particularly NGOs, can support change in civil society through advocacy by scientists, thus helping to broaden and deepen public discourse about conservation issues (Garrard

et al., 2015). They can also accelerate the spreading of new social norms and 'green' behaviours through social networks and by giving feedback on actions taken to encourage positive action (Gifford, 2011). Enabling visions of a good quality of life that do not entail ever-increasing material consumption is presented by IPBES (2019c) as a clear leverage for change. Increasing consumer demand for sustainable products (and rejection of unsustainable ones) can also play a critical role for change. NGOs have the ability to make business sustainability efforts credible (*or not*) in the eyes of consumers (Bendell, 2002).

### **10.2.5 Adopt converging progress trajectories**

Conservation NGOs involved in VCS need to aim at a gold standard across the board, in order to avoid confusion and the loss of credibility.

## **10.3 Firms – Non-financial businesses**

Despite the declared enthusiasm around collaboration, partnerships and coalitions are still not mainstreamed as an approach among Firms. Most coalitions are launched by organisations or States, who are experts at catalysing coalitions and partnerships, like the World Economic Forum or the WBCSD. Yet non-financial and financial businesses are the key players to achieve a sustainable world living in harmony with nature.

At the heart of economic systems and supply chains, firms' decisions, strategies and investments can be truly a game changer for nature, if businesses make the strategic choice to go beyond CSR and embrace systemic change. Besides possible costs, the benefits of leading an ambitious ESG strategy for business can be found in the eyes of consumers, purchasers and investors, and in long-term benefits. To improve the consideration for biodiversity, some strategic decisions can only be made at the corporate level or jointly with fellow members in

coalitions, at a sector or cross-sectoral level, in the perspective of a broader transformation.

### **10.3.1 Commit to specific goals related to their pressures on biodiversity accompanied with regular monitoring of key environmental indicators**

Measuring footprint and assessing impacts is a necessary step for any business claiming an environmental commitment.

A minimum commitment, particularly for all business members of coalitions, and for individual corporations, should be the monitoring and reporting of most usual environmental indicators: GHG emissions, energy mix, water and natural resources use, pollutant emissions and waste management. These should be completed by zero-deforestation, zero-plastic and biodiversity neutrality commitments.

### **10.3.2 Participate and collaborate in multi-stakeholder partnerships, and particularly in recognised certification schemes aiming for the gold standards**

Indeed, engaging in a coalition who is developing a VCS is likely to be the first step taken by most Firms seeking to include the protection of biodiversity among their objectives or requirements (Ruysschaert, 2016): The potential gain for nature is significant: global production and use of consumer goods accounts for more than 60% of all GHG emissions, 80% of water usage and two-thirds of tropical forest loss globally (TSC, 2016).

As sustainability goes mainstream, engaging in VCS is also a way for companies to show off their credentials by adopting different types of certification, labels and ethical commitments (Changing Markets Foundation, 2018). This explains why VCS coalitions are represented in zones 2, 6 and 4 of the triangle (see [Figure 5](#)). However,

businesses should refrain from launching new private VCS where an initiative with recognised standards already exists.

### **10.3.3 Strengthen inclusive mechanisms with smallholders and small-scale partners**

Firms need to adopt inclusive mechanisms with smallholders involved in their projects and supply chain, to allow them to join the ‘continuous improvement’ pathway. This is particularly true of coalitions involving Firms, which are currently less likely to engage with local communities. Whenever individual business entities consider working with smallholders, they are more likely to adopt a ‘top-down’ approach, centred on business requirements, like the one suggested in a handbook issued by IFC (2013).

The comeback of stakeholder capitalism, supported by the WEF in Davos in January 2020 (Samans, 2020) and by WBCSD, represents an opportunity, as it urges businesses to adopt a stakeholder-driven model, focused on environmental and social risks and opportunities. It supports the idea of greater inclusiveness in business practices and improved consideration of environmental issues.

### **10.3.4 Partner with and invest in SMEs to mainstream best practices and develop sustainable innovation**

In December 2014, IFC MSME Country Indicators in 155 economies reported 162 million formal MSME (micro, small and medium enterprise), including 96.3 million in emerging markets (Gonzales, 2014). Among them, about 28.7 million formal SMEs (18.6 million operating in emerging markets) employ 325.5 million people worldwide. OECD’s Centre of Entrepreneurship, SMEs and Local Development underlines SMEs’ growing contribution in addressing societal needs through market mechanisms, delivering public goods and services such as



healthcare or waste management, while often employing people at the margins of the labour market (Kamal-Chaoui, 2017).

OECD additionally notes the need to strengthen the participation of local SMEs in global value chains (GVCs), particularly for emerging market economies, as previously observed in the case of VCS. Committing to increase the number of SMEs included in targeted GVCs closely related to land or ocean use and management, while actively developing their capacity, would therefore also contribute to a better consideration of environmental issues.

In addition, SMEs are key drivers of innovation, contrary to large enterprises, as they can work outside dominant paradigms and without strong ties to existing products and technologies. Partnerships for innovation of major corporations with SMEs could therefore generate co-benefits for partners and unleash an innovation potential for society.

### **10.3.5 Avoid pitfalls of business-as-usual in new development spaces: The case of Blue Economy**

The risk for business-as-usual approaches towards the ocean, seen by many as the new economic frontier, also needs to be contained by the adopting clear goals and targets for the common good. Globally, the market value of marine and coastal resources, services and industries, estimated at US\$ 3 trillion per year or about 5% of global GDP, stimulates the appetite of numerous actors (OECD, 2016). As of 2011, the concept of Blue Economy started to emerge to connect oceans with Rio +20's 'green economy' theme. Blue Economy looks at oceans as 'development spaces', where marine spatial planning, especially at national level, integrates the interests and needs of conservation, sustainable use, extractive activities, marine transportation and coastal tourism (UN, n.d.d), and ensures that

the integrity and functioning of coastal and ocean systems is maintained.

In fact, several visions co-exist. In the business-as-usual scenario, blue growth revolves around maximising economic growth derived from marine and aquatic resources. For others, it means maximising inclusive economic growth derived from marine and aquatic resources and at the same time preventing degradation of blue natural capital (Eikeset et al., 2017). The latter is possible only if a genuine effort of inclusiveness is made towards small-scale actors from the very beginning. An exemplary cooperation of all stakeholders and cross-sectoral and inclusive governance, based on well-informed, precautionary and adaptive decisions, involving proper planning and management of the use of marine space and resources, are the conditions for a thriving Blue Economy (WWF, 2018).

Meanwhile, global business coalitions often remain in a business-as-usual approach of multi-stakeholder engagement. Self-branded global business coalition of the Blue Economy, the World Ocean Council (WOC, zone 2), "developed for and by the private sector", brings together leaders from more than 35,000 ocean industries, from shipping, to oil and gas, fisheries, tourism, renewable energy, ports, etc. The coalition "provides the eyes, ears and voice in the ocean sustainability policy fora and processes" (WOC, n.d.a), in particular as an accredited observer of Subsidiary Body on Scientific, Technical and Technological Advice (SBSTTA) and CBD COP. The economic and financial weight represented by the WOC is likely to create important power asymmetries in the triangle of discussions with Public coalitions and CSOs.

## **10.4 Firms – Financial businesses**

**Finance actors, through banks, investors and insurance companies and coalitions can play a critical role to support best practices for**



Corporate commitment to sustainability goals, let alone to biodiversity conservation, is still far from being a standard practice in the world. An analysis of the reporting of 729 companies from 21 countries found that, while the majority of companies (72%) are keen to talk about the SDGs, only 23% disclose relevant indicators evidencing how SDGs are embedded in their strategies and action (PwC, 2018).

Since disclosure regarding environmental impacts is not mandatory, many important multinational enterprises (MNEs) manage to get away with it. The Disclosure Insight Action Coalition (CDP, former Carbon Disclosure Project) issued a communique on 17 June 2019 reflecting the position of 88 investors representing US\$ 10 trillion assets. They were targeting 707 companies with a high environmental impact and a US\$ 15.3 trillion market capitalisation for not reporting their climate change, water security and deforestation data (CDP, 2019). The most targeted industry for climate change disclosure were the services industry (27% of all companies), followed by manufacturing (18%) and fossil fuels (12%). For water security, the most targeted industries were manufacturing (26%), retail (23%) and fossil fuels (11%), and for deforestation, the retail (30%), food, beverage and agriculture (26%) and manufacturing (16%) industries.

Beyond MNEs closely scrutinised by investors or exposed to reputational risk, it is difficult to estimate

how many companies, even multinational, go under the radar when it comes to sustainability. In a policy report dated May 2018, OECD points at the limited data available regarding the number of MNEs in the world (OECD, 2018). The most recent figure on the number of non-financial transnational corporations was 82,000 in 2010 according to UNCTAD (2009). In 2017, the World Bank reported **a total of 43,146 listed domestic companies in the world** (World Bank, n.d.a), while 125 million formal MSME (micro, small and medium enterprise) were reported in the Country Indicators of 132 economies in August 2010, including 89 million in emerging markets (Kushnir et al., 2010).

In comparison, by the end of 2018, **only 10,000 companies had voluntarily committed to the coalition UN Global Compact** (UNGC, zone 1), which is one of the most popular frameworks for businesses involved in CSR. In parallel, 7,018 companies, many of which probably adhere to the UN Global Compact, had voluntarily disclosed environmental actions with the CDP, among which 6,937 on climate change, 2,113 on water security and only 455 on deforestation.

These staggering figures only show the urgent need to broaden the mobilisation of non-State actors, and particularly businesses, to tackle the climate and biodiversity crises faced by our planet in the next decade.

**ecosystems.** As such, they could be key enabling partners to mainstream biodiversity at scale in economic sectors.

Here are the key steps that financial businesses need to take to develop their commitments and practices for biodiversity:

#### **10.4.1 Develop an understanding and a vision of finance including nature perspectives and related risks**

This recommendation is actually a proposition made by the working group called Finance for Nature (FfN) launched by IDFC in 2019. A UNEP-FI report with PwC noted in 2010 that the finance sector was still at a relatively early stage in understanding, assessing and managing biodiversity risks (PwC et al., 2010). Only a few banks had biodiversity specialists working within the organisation, but those that did are some of the leaders in this area. UNEP-FI also observed a relatively limited understanding of the mitigation hierarchy and biodiversity offsets and an approach to biodiversity risk management judged neither consistent nor systematic, demonstrating that banks have yet to fully recognise biodiversity as a material business issue. There is little evidence of major improvements during the decade. These observations are likely to be valid for the insurance sector, who is confronted with disaster-risk management issues.

Some of the important first steps to take that could be disseminated by coalitions to their members include stating a clear commitment for nature in the form of a bank, investor or insurance charter, providing capacity building to bank staff, insurance agents and consultants on how to identify biodiversity issues and build a robust environmental impact assessment (EIA). It would allow financial businesses to better control compliance with the requirements of EIAs and adherence to the Equator Principles and IFC Performance Standards, which is lacking in many situations (Machaga, 2015; Fearnside, 2015).

#### **10.4.2 Improve the evaluation of biodiversity impacts of investments and help clients better assess their impacts and potential risks**

In addition to destructive impacts on ecosystems, finance actors are increasingly aware that environmental disasters can cause large losses to business entities and insurers: insurance losses from climate-related natural disasters, such as droughts, floods and wildfires, have quadrupled since the 1980s (Papageorgiou et al., 2019). Most studies point to economic and financial cost due to climate change estimates in trillions of dollars. In 2017, the think tank Centre for European Policy Studies (CEPS) (Nieto, 2017) estimated the value of outstanding loan exposures to high environmental risk sectors – as defined by Moody's (2015) – in the EU versus China, Japan, Switzerland and the US to be about €1.35 trillion. Overall, approximately 32.5% of the total value of the facilities was provided to companies involved in the exploitation of oil and gas, and 27% of that same value was lent to power generation companies. Automobile manufacturers were recipients of 13.2% of the total estimated value of outstanding loans to high environmental risk sectors. The remainder financed chemicals, building materials, steel, unregulated utilities and mining (coal and metals). These figures give serious reasons to banks to increase their assessment and monitoring of environmental risks in their portfolio.

Improved risk management requested by banks from their clients comes with possible side benefits: it can increase the enforcement of the EIAs provisions (Mantu, 2019) in countries where State law enforcement may be poor, through audits and possible financial sanctions after completion. Such audits can also further help provide a robust ecological evidence base on which to inform development decisions for future projects (Zwart et al., 2015).

### **10.4.3 Develop reporting for environmental risks**

The improvement of reporting of financial businesses related to their environmental risks would dramatically increase transparency and accountability. As such, financial institutions could avail of and adopt global science-based targets as their own objectives.

### **10.4.4 Promote options to prevent and mitigate environmental risks actively, by supporting investment in Nature-based Solutions and other best practices**

Financial businesses can become change agents by investing in the development and protection of ecological infrastructures, such as key green corridors, wetlands or forest areas. This path is also supported by IDFC and is gaining interest at the UN High-Level Political Forum.

Financial and non-financial economic actors can be change-making contributors in coalitions and multi-stakeholder partnerships. Some argue today that effective collaboration may be currently restricted by competition laws.<sup>16</sup>

Yet in the following statement UNCTAD made it clear that States have the ability to find the balance: “effective competition law enforcement and advocacy play a key role in realising sustainable and inclusive development through the elimination and deterrence of anticompetitive practices. Further, applying exemptions to business agreements that promote economic progress, environmental protection and green technologies and products from competition law enforcement are necessary to advancing sustainable development goals” (UNCTAD, 2015, p. 1).

The question remains: in a globalised competitive world, how can exemptions which promote collaboration be truly transformative?

<sup>16</sup> For further reading, please see: [https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=3484964](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3484964); <https://ecdpm.org/great-insights/civil-society-business-same-direction/sustainability-dilemma-competition-law/>; [https://www.law.ox.ac.uk/sites/files/oxlaw/simon\\_holmes.pdf](https://www.law.ox.ac.uk/sites/files/oxlaw/simon_holmes.pdf); <http://competitionlawblog.kluwercompetitionlaw.com/2019/10/18/antitrust-and-sustainability-globally-warming-up-to-be-a-hot-topic/>.

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## Annex 1. Top 10 threats to species

SECTORS TRIGGERING THE LOWEST THREATS TO BIODIVERSITY			
RANK	IUCN-CMP UNIFIED CLASSIFICATION		NO. OF THREAT-ENED SPECIES
	LEVEL OF CLASSIFICATION	DIRECT THREATS	
1	1.1	Residential and commercial development / Housing and urban area	10 896
2	2.1.2	Agriculture and aquaculture / Non-timber crops – Smallholder farming	9 247
3	5.3.5	Biological resource use / Logging and wood harvesting - motivation unknown	8 776
4	8.1.2	Invasive and other problematic species, genes, diseases / Invasive non-native named species	5 317
5	2.1.3	Agriculture and aquaculture / Non-timber crops – Agro-industry farming	5 092
6	3.2	Energy production and mining / Mining and quarrying	4 987
7	2.3.2	Agriculture and aquaculture / Livestock farming and ranching – smallholder	4 646
8	1.3	Residential and commercial development / Tourism areas	4 599
9	9.3.4	Pollution / Pollution agricultural and forestry effluents - type unknown	4 330
10	5.4.1	Biological resource use / Fishing and harvesting aquatic resources – intentional, subsistence	4 060
11	2.1.1	Agriculture and aquaculture / Non-timber crops/shifting agriculture	4 160
12	2.1.4	Agriculture and aquaculture / Non-timber crops – scale unknown	4 015
13	9.3.2	Pollution / Pollution agricultural and forestry effluents – soil erosion, sedimentation	3 869
14	8.1.1	Invasive and other problematic species, genes, diseases / Invasive non-native unspecified species	3 821
15	5.3.3	Biological resource use / Logging and wood harvesting – unintentional effect, subsistence	3 866

Source: Based on data from The IUCN Red List of Threatened Species™, version 2019-01 (accessed 21 March 2019).

## Annex 1. (continued)

TERRESTRIAL SYSTEM: TOP 10 THREATS			
RANK	LEVEL OF CLASSIFICATION	DIRECT THREATS (IUCN-CMP UNIFIED CLASSIFICATION)	NO. OF THREATENED SPECIES
1	2.1.2.	Agriculture and aquaculture / Non timber Crops / Smallholder farming	8 947
2	1.1.	Residential and commercial development / Housing and urban area	8 213
3	5.3.5.	Biological resource use / Logging & wood harvesting – Motivation unknown	7 928
4	2.1.3.	Agriculture and aquaculture / Non timber crops / Agro-industry farming	4 797
5	2.3.2.	Agriculture and aquaculture / Livestock farming and ranching / smallholder	4 522
6	8.1.2.	Invasive and other problematic species, genes, diseases / Invasive non-native named species	4 422
7	2.1.1.	Agriculture and aquaculture / Non timber crops / shifting agriculture	3 955
8	3.2.	Energy Production & Mining / Mining & quarrying	3 949
9	5.3.3.	Biological resource use / Logging & wood harvesting – Unintentional effect, subsistence	3 760
10	2.1.4.	Agriculture and aquaculture / Non timber crops – Scale unknown	3 555
FRESHWATER SYSTEM (INLAND WATERS): TOP 10 THREATS			
1	1.1.	Residential and commercial development / Housing and urban area	3 208
2	5.3.5.	Biological resource use / Logging & wood harvesting – Motivation unknown	2 967
3	9.3.4.	Pollution / Pollution agricultural & forestry effluents – Type unknown	2 852
4	9.3.2.	Pollution / Pollution agricultural & forestry effluents – Soil erosion, sedimentation	2 626
5	2.1.2.	Agriculture and aquaculture / Non timber Crops – Smallholder farming	2 558
6	7.2.1.	Natural systems modifications / Dam & water management – Size unknown	1 993
7	9.1.3.	Pollution / Domestic & urban waste water – unknown	1 853
8	8.1.2.	Invasive and other problematic species, genes, diseases / Invasive non-native named species	1 809
9	9.2.3.	Pollution / Industrial & military effluents – Unknown	1 750
10	5.4.1.	Biological resource use / Fishing & harvesting aquatic resources – Intentional, subsistence	1 637
MARINE SYSTEM: TOP 10 THREATS			
1	5.4.1.	Biological resource use / Fishing & harvesting aquatic resources – Intentional, subsistence	2 557
2	5.4.3.	Biological resource use / Fishing & harvesting aquatic resources – Unintentional, subsistence	2 034
3	5.4.4.	Biological resource use / Fishing & harvesting aquatic resources – Unintentional, Large Scale	1 770
4	1.1.	Residential and commercial development / Housing and urban areas	1 688
5	1.2.	Residential and commercial development / Commercial and industrial areas	1 636
6	1.3.	Residential and commercial development / Tourism areas	1 535
7	11.3	Climate change & severe weather / Temperature extremes	1 324
8	9.3.2.	Pollution / Pollution agricultural & forestry effluents / soil erosion, sedimentation	1 229
9	9.1.3.	Pollution / Domestic & urban waste water – Unknown	1 222
10	9.3.4.	Pollution / Pollution agricultural & forestry effluents – Type unknown	1 166

## Annex 2. Keywords used for the web-based mapping of coalitions

RELATE DIRECTLY TO IUCN PROGRAMMES	RELATE TO THE USE OF NATURAL RESOURCES AND ENVIRONMENT	RELATE TO DEVELOPMENT OBJECTIVES AND SDGS	
Afforestation	Agribusiness	Business ethics	Positive impact
Biodiversity goals	Agriculture	Catalyst for change	Positive outcome
Biodiversity loss	Agro-commodity supply chain	Circular economy	Responsible business conduct
Biodiversity targets	Build resilience	Corporate social responsibility	Responsible product management
Community land use	Climate action	Corporate sustainability	Responsible sourcing
Conservation	Climate change	Development	Rural people
Deforestation	Earth	End poverty	Rural poverty
Ecological disruption	Environmental challenges	Energy action	Secure
Ecosystem	Environmental impacts	Environmental, health, safety	Security
Ecosystem services	Environmental improvements	Equitable communities	Shared prosperity
Ecosystem services	Environmental issues	Future-proof growth	Social capital
Emissions reduction	Environmental management	Human wellbeing	Sustainability
Forest governance	Environmental performance	Improve health	Sustainability excellence
Forest protection	Environmental problems	Improve nutrition	Sustainability issues
Forest-dependent communities	Environmental, social and governance	Inclusive growth	Sustainability solutions
Freshwater management	Environmentally friendly	Increase economic opportunities	Sustainable development
Habitat loss	Farmers	Increase health	Sustainable growth
Indigenous Peoples	Food security	Increase income	Sustainable sourcing
Invasive	Food systems	Increase wellbeing	Sustainable supply chain
Invasive species	Global warming	Innovative solutions	Sustainable world
Land degradation	Green economy	International trade (SDG 17)	Transformation
Low emissions development	Green growth	Labels and certification schemes	Transition
Multiple-benefit land management	Green infrastructure	Local communities involvement	Triple bottom line
Natural assets	Greenhouse gas	People-centred communities	Voluntary initiative
Nature-based development	Land use systems	Positive change	Vulnerable
Over-exploitation	Life cycle assessment		
Pollution	Livestock operations		
Reforestation	Low carbon		
Regeneration	Natural capital		
Restoration	Planet		
Restore biodiversity	Regeneration		
Sustainable forest management	Rural livelihoods		
Sustainable use	Science-based targets		
Forest degradation	Smallholder livelihoods		
Tropical forests	Sustainability [commodity name]		
Water scarcity	Sustainable [commodity name]		
Water stewardship	Sustainable mining and metals		



## Annex 3. Keywords used to identify governance roles adopted by coalitions

"STANDARDS & COMMITMENTS"	"INFORMATION & NETWORKING"	OPERATIONAL	FINANCING
Advisory capacity	Advocacy	Capacity building	Agricultural investment
Approaches	Advocate	Cooperation	Bank
Assessment	Advocating	Develop projects	Banking
Audit	Assistance	Pilot	Co-financing
Better policy	Best practices	Project implementation	Credit unions
Certification	Collaborate	Research work	Divert finance
Commitment	Collaboration	Test	Finance
Consultation	Collaborative approach		Finance projects
Contribution	Collaborative effort		Financial initiative
Decision-making	Connect		Financial institution
Ecolabelling (eco-label)	Convene		Financial mechanism
Evaluate	Cooperation		Financing
Framework	Develop common positions		Fund
Good practices	Developing insights		Fund projects
Guidelines	Facilitate		Funding
Improve	Global network		Grants
Influencing	Involvement of stakeholders		Impact investment
Key principles	Learning		Low-interest loans
Knowledge gap	Networking		Mobilize finance
Labelling	Promote		Mobilize resources
Management instrument	Promote involvement		Sustainable private investment
Methods	Share experience		
Operating practices	Share knowledge		
Policy guidance	Sharing		
Provide policymakers			
Provisions			
Report			
Standards			
Strategies			
Support			
Tools			
Valuation			

## Annex 4. List of coalitions

ACRONYM	NAME	DATE	TRIANGLE		MEMBERS	ROLE	SECTOR / ACTIVITY	BRIEF DESCRIPTION (WORDING BASED ON WEBSITE INFORMATION)
4P1000	4 Pour 1000	2015	5	Public/CSO	163	C	Nature-friendly land use	Launched by France at the COP 21 under the Lima-Paris Action Plan (LPAP) to invite all stakeholders to state or implement practical actions on soil carbon storage to transition towards a productive, highly resilient agriculture. <a href="http://4p1000.org/">http://4p1000.org/</a>
A4WS	Alliance for Water Stewardship	2010	7	Public/Firm/CSO	102	A	Certifications and reporting	Drives, recognizes and rewards good water stewardship performance, i.e. a use of water that is socially equitable, environmentally sustainable and economically beneficial, achieved through a stakeholder-inclusive process. <a href="https://a4ws.org/about/">https://a4ws.org/about/</a>
AfDB	African Development Bank Group	1964	1	Public	80	G	Finance sector	Overarching objective: to spur sustainable economic development and social progress in its regional member countries, thus contributing to poverty reduction. <a href="http://www.afdb.org/en/">http://www.afdb.org/en/</a>
APFNet	Asia-Pacific Network for Sustainable Forest Management and Rehabilitation	2007	5	Public/CSO	31	G	Finance sector	Aims at expanding forest cover and improving forest ecosystem quality in Asia and the Pacific to promote the multiple functions of forests, help mitigate and adapt to climate change and meet the changing socio-economic and environmental needs of the region. <a href="http://www.apfnet.cn/en/index.php">http://www.apfnet.cn/en/index.php</a>
ARISE	Private Sector Alliance for Disaster Resilient Societies	2011	4	Public/Firm	102	C	Policy, rights, stewardship	A UNISDR-led network whose members voluntarily commit to align with the Sendai Framework, share information, experience, activities, and projects. Most activities and interactions are a local and regional level. <a href="https://www.preventionweb.net/arise/about/">https://www.preventionweb.net/arise/about/</a>
ASC	Aquaculture Stewardship Council	2010	6	Firm/CSO	30	A	Certifications and reporting	Manages the world's leading certification and labelling programme for responsible aquaculture, to transform aquaculture towards environmental sustainability and social responsibility using efficient market mechanisms that create value across the chain. <a href="https://www.asc-aqua.org/about-us/">https://www.asc-aqua.org/about-us/</a>

## Annex 4. (continued)

ACRONYM	NAME	DATE	TRIANGLE		MEMBERS	ROLE	SECTOR / ACTIVITY	BRIEF DESCRIPTION (WORDING BASED ON WEBSITE INFORMATION)
ASOC	Antarctic and Southern Ocean Coalition	1978	3	CSO	15	H	Oceans activities	Supports and advocates for the creation of marine protected areas and marine reserves in Southern Oceans to ensure that their species and the habitats they depend on are fully protected. <a href="http://www.asoc.org/">http://www.asoc.org/</a>
AZE	Alliance for Zero Extinction	2000	3	CSO	203	F	Climate and land conservation action	Works to identify and safeguard the most important sites for preventing global extinctions, those that have threatened species restricted to just a single site in the world. <a href="http://zeroextinction.org/">http://zeroextinction.org/</a>
BCI	Better Cotton Initiative	2005	7	Public/ Firm/ CSO	1 437	A	Certifications and reporting	Aims to transform cotton production worldwide to make it better for the people who produce it, better for the environment and better for the sector's future. Goals: to reach 5Mio farmers in key producing countries and have Better Cotton account for 30% of global production. <a href="http://bettercotton.org/about-bci/">http://bettercotton.org/about-bci/</a>
BIOFIN	The Biodiversity Finance Initiative	2012	1	Public	6	C	Finance sector	Aims to deliver a new methodological framework to identify, develop and implement optimal and evidence-based finance plans and solutions to support global and national biodiversity investments (estimated needs: between US\$ 130 and US\$ 440 billion annually) <a href="https://www.biodiversityfinance.net/">https://www.biodiversityfinance.net/</a>
BIP	Biodiversity Indicators Partnership	2007	5	Public/ CSO	65	A	Science, knowledge, research	Promotes and coordinates the development and delivery of biodiversity indicators for use by the Convention on Biological Diversity (CBD) and other biodiversity-related conventions, IPBES, the SDGs and national and regional agencies. <a href="https://www.bipindicators.net/">https://www.bipindicators.net/</a>
Blife	BirdLife International	1922	3	CSO	121	F	Climate and land conservation action	Strives to conserve birds, their habitats and global biodiversity, working with people towards sustainability in the use of natural resources. <a href="https://www.birdlife.org/">https://www.birdlife.org/</a>
BonnCh	Bonn Challenge landscape restoration	2011	5	Public/ CSO	3	E	Climate and land conservation action	A global effort to bring 150 million ha of the world's deforested and degraded land into restoration by 2020, and 350 Mio ha by 2030, based on the forest landscape restoration approach, to restore ecological integrity and improve human well-being through multifunctional landscapes. <a href="http://www.bonnchallenge.org/content/challenge">http://www.bonnchallenge.org/content/challenge</a>

## Annex 4. (continued)

ACRONYM	NAME	DATE	TRIANGLE		MEMBERS	ROLE	SECTOR / ACTIVITY	BRIEF DESCRIPTION (WORDING BASED ON WEBSITE INFORMATION)
<b>Bsucro</b>	BonSucro	2008	2	Firm	500	A	Certifications and reporting	Promotes sustainable sugarcane production, processing and trade around the world, to ensure that responsible sugarcane production creates lasting value for the people, communities, businesses, economies and eco-systems in all cane-growing origins. <a href="https://www.bonsucro.com/">https://www.bonsucro.com/</a>
<b>C40</b>	C40 Cities	2014	1	Public	96	F	Cities/ regions	A network of the world's megacities committed to addressing climate change, where cities collaborate, share knowledge and drive action to reduce GHG emissions, while increasing the health, wellbeing and economic opportunities of urban citizens. <a href="https://www.c40.org/programmes/compact-of-mayors">https://www.c40.org/programmes/compact-of-mayors</a>
<b>CAFF</b>	Conservation of Arctic Flora and Fauna	2013	5	Public/ CSO	14	C	Oceans activities	Aims to address the conservation of Arctic biodiversity, and to communicate its findings to the governments and residents of the Arctic, helping to promote practices which ensure the sustainability of the Arctic's living resources. <a href="http://www.caff.is">http://www.caff.is</a>
<b>CBD</b>	UN Convention On Biological Diversity	1992	1	Public	168	A	Policy, rights, stewardship	A multilateral treaty which objective is to develop national strategies for: the conservation of biological diversity (or biodiversity); the sustainable use of its components; and the fair and equitable sharing of benefits arising from genetic resources. <a href="http://www.cbd.int/">http://www.cbd.int/</a>
<b>CBFP</b>	Congo Basin Forest Partnership	2002	7	Public/ Firm/ CSO	105	F	Climate and land conservation action	Aims to enhance natural resource management and improve the standard of living in the Congo Basin. Works with the Central African Forests Commission (COMIFAC), to promote the conservation and sustainable management of the Congo Basin's forest ecosystems. <a href="http://pfb-cbfp.org/home.html">http://pfb-cbfp.org/home.html</a>
<b>CCBA</b>	Climate, Community and Biodiversity Alliance (CCB Standard)	2003	3	CSO	5	A	Climate and land conservation action	Develops standards and tools that stimulate, identify and promote high quality multiple-benefit land management activities, that mitigate global climate change, improve the well-being and reduce the poverty of local communities, and conserve biodiversity. <a href="http://www.climate-standards.org/">http://www.climate-standards.org/</a>

## Annex 4. (continued)

ACRONYM	NAME	DATE	TRIANGLE		MEMBERS	ROLE	SECTOR / ACTIVITY	BRIEF DESCRIPTION (WORDING BASED ON WEBSITE INFORMATION)
CCI	Cambridge Conservation Initiative	2007	5	Public/CSO	10	F	Science, knowledge, research	Exists to deliver transformational approaches to understanding and conserving biodiversity and the wealth of natural capital it represents. <a href="http://www.cambridgeconservation.org/">http://www.cambridgeconservation.org/</a>
CCOA	Commonwealth Clean Oceans Alliance	2018	1	Public	10	E	Oceans activities	Aims to drive action on SDG 14, to tackle marine plastics and to encourage other Commonwealth countries to sign up to and implement agreements to protect the ocean (i.e. the UN Clean Seas campaign, the Global Ghost Gear Initiative and the London Protocol) <a href="https://bluecharter.thecommonwealth.org/action-groups/marine-plastic-pollution/">https://bluecharter.thecommonwealth.org/action-groups/marine-plastic-pollution/</a>
CDP	Disclosure Insight Action (former Carbon Disclosure Project)	2000	7	Public/Firm/CSO	12 215	H	Certifications and reporting	Runs the global disclosure system that enables companies, cities, states and regions to measure and manage their environmental impacts, through the most comprehensive collection of self-reported environmental data in the world. <a href="https://www.cdp.net/fr">https://www.cdp.net/fr</a>
CDSB	The Climate Disclosure Standards Board	2007	6	Firm/CSO	46	A	Certifications and reporting	Offers companies a framework for reporting environmental information with the same rigour as financial information, to advance and align the global mainstream corporate reporting model to equate natural capital with financial capital. <a href="https://www.cdsb.net/">https://www.cdsb.net/</a>
CEPF	Critical Ecosystem Partnership Fund	2000	5	Public/CSO	7	D	Finance sector	Enables civil society to protect the world's biodiversity hotspots—biologically rich ecosystems that are essential to humanity, yet highly threatened, by supporting their conservation strategies and providing them grants. <a href="https://www.cepf.net/">https://www.cepf.net/</a>
CERES	Coalition for Environmentally Responsible Economies Principles	1989	6	Firm/CSO	339	H	Policy, rights, stewardship	Promotes investment policies that are environmentally, socially and financially sound, based on 10 so-called CERES principles offering guidance and standards against which companies can measure their performance. Currently around 60 companies have signed up to the principles. <a href="https://www.ceres.org/">https://www.ceres.org/</a>



## Annex 4. (continued)

ACRONYM	NAME	DATE	TRIANGLE		MEMBERS	ROLE	SECTOR / ACTIVITY	BRIEF DESCRIPTION (WORDING BASED ON WEBSITE INFORMATION)
<b>CFA</b>	Conservation Finance Alliance	2002	7	Public/ Firm/ CSO	90	C	Finance sector	Leading professional association for conservation finance experts and practitioners aiming to promote awareness, expertise, and innovation in conservation finance globally. Supports the community of practice around conservation finance innovation. <a href="https://www.conservationfinancealliance.org/">https://www.conservationfinancealliance.org/</a>
<b>CfRN</b>	Coalition for Rainforest Nations	2005	1	Public	52	H	Policy, rights, stewardship	Develops policy and tools to achieve sustainability for forested and adjacent agricultural lands, based on environmentally, socially and economically sound opportunities, strengthened capacity and international market reform reversing the destruction of tropical rainforests. <a href="https://www.rainforestcoalition.org/">https://www.rainforestcoalition.org/</a>
<b>CGF</b>	The Consumer Goods Forum	2009	2	Firm	400	E	Commercial and sectoral land use; agribusiness	A CEO-led organisation that helps the world's retailers and consumer goods manufacturers to collaborate, alongside other key stakeholders, to secure consumer trust and drive positive change, including greater efficiency. <a href="https://www.theconsumergoodsforum.com/">https://www.theconsumergoodsforum.com/</a>
<b>CGIAR</b>	Consultative Group for International Agricultural Research (formerly)	1971	1	Public	15	F	Science, knowledge, research	The world's largest global agricultural innovation network, provides evidence to policy makers, innovation to partners, and new tools to harness the economic, environmental and nutritional power of agriculture. <a href="https://www.cgiar.org/">https://www.cgiar.org/</a>
<b>CIF</b>	Climate Investment Funds (inc. FIP-Forest Investment Program)	2008	1	Public	23	D	Finance sector	The \$8 billion Climate Investment Funds (CIF) accelerates climate action by empowering transformations in clean technology, energy access, climate resilience, and sustainable forests in developing and middle income countries. <a href="https://www.climateinvestmentfunds.org/cif/node/5">https://www.climateinvestmentfunds.org/cif/node/5</a>
<b>CITES</b>	Convention On International Trade In Endangered Species Of Wild Fauna And Flora	1973	1	Public	183	A	Policy, rights, stewardship	A multilateral agreement between governments to ensure that international trade in specimens of wild animals and plants does not threaten their survival. <a href="http://www.cites.org/">http://www.cites.org/</a>



## Annex 4. (continued)

ACRONYM	NAME	DATE	TRIANGLE		MEMBERS	ROLE	SECTOR / ACTIVITY	BRIEF DESCRIPTION (WORDING BASED ON WEBSITE INFORMATION)
CLUA	Climate and Land Use Alliance	2010	2	Firm	4	D	Finance sector	Seeks to support viable solutions and mobilize greater funding to conserve and restore forests and more sustainably use land—for the benefit of people and the planet. <a href="http://www.climateandlandusealliance.org/en/about-us-en/">http://www.climateandlandusealliance.org/en/about-us-en/</a>
CMS	Convention on Migratory Species Scientific Council	1979	1	Public	127	A	Policy, rights, stewardship	An environmental treaty under the aegis of the United Nations Environment Programme for the conservation and sustainable use of migratory animals and their habitats, complementing a number of other international organizations, NGOs and partners. <a href="https://www.cms.int/">https://www.cms.int/</a>
CoL	Catalogue of Life	2001	5	Public/CSO	2	C	Science, knowledge, research	The most comprehensive and authoritative global index of species currently available, consisting of a single integrated species checklist and taxonomic hierarchy, holding essential information on the names, relationships and distributions of over 1.8 million species. <a href="http://www.catalogueoflife.org/">http://www.catalogueoflife.org/</a>
CoM	Global Covenant of Mayors for Climate and Energy	2016	1	Public	9 150	A	Cities/regions	Serves cities and local governments by mobilizing and supporting ambitious, measurable, planned climate and energy action in their communities by working with city/regional networks, national governments and other partners to achieve our vision. <a href="https://www.globalcovenantofmayors.org/">https://www.globalcovenantofmayors.org/</a>
CORSIA	Carbon Offsetting and Reduction Scheme for International Aviation	2016	1	Public	192	F	Certifications & reporting	An emission mitigation approach for the global airline industry, developed by the International Civil Aviation Organization (ICAO) and aiming to address emissions from international air travel to offset the increase of emissions beyond the sectoral baseline. <a href="https://www.icao.int/environmental-protection/CORSIA/Pages/default.aspx">https://www.icao.int/environmental-protection/CORSIA/Pages/default.aspx</a>
CPF	Collaborative Partnership on Forests	2001	5	Public/CSO	14	C	Policy, rights, stewardship	An informal, voluntary arrangement among 14 organizations and secretariats with substantial programmes on forests, to share experiences and collaborate to streamline their work to improve forest management, conservation and the production and trade of forest products. <a href="http://www.cpfweb.org/73947/en/">http://www.cpfweb.org/73947/en/</a>



## Annex 4. (continued)

ACRONYM	NAME	DATE	TRIANGLE		MEMBERS	ROLE	SECTOR / ACTIVITY	BRIEF DESCRIPTION (WORDING BASED ON WEBSITE INFORMATION)
CPIC	Coalition For Private Investment In Conservation	2016	7	Public/ Firm/ CSO	64	D	Finance sector	Works to deliver a material increase in private, return-seeking investment in conservation, by developing new investment models and funding pipelines that will help close the current conservation funding gap. <a href="http://cpicfinance.com/">http://cpicfinance.com/</a>
CSBI	Cross Sector Biodiversity Initiative	2015	4	Public/ Firm	6	C	Commercial and sectoral land use; other	A partnership aiming to convene the collective knowledge and expertise of practitioners in finance, oil and gas and mining and develop and share good practice related to biodiversity in the extractive industries. <a href="http://www.csbi.org.uk/">http://www.csbi.org.uk/</a>
CSC	Concrete Sustainability Council	2017	2	Firm	22	H	Commercial and sectoral land use; agribusiness	A global effort by major cement producers to define sustainable development approaches for the industry in terms of CO2 and Climate Protection, Responsible Use of Fuels and Raw Materials, Employee Health and Safety, Emissions MRV, Local Impacts on Land and Communities. <a href="https://www.concretesustainabilitycouncil.com/certification-8">https://www.concretesustainabilitycouncil.com/certification-8</a>
DSCC	Deep Sea Conservation Coalition	2004	3	CSO	81	A	Climate and land conservation action	Created to call for action and address the issue of bottom trawling on the high seas, in the absence of an effective regime for the management of deep-sea fisheries on the high seas and in response to international concerns over the harmful impacts of deep-sea bottom trawling. <a href="http://www.savethehighseas.org/">http://www.savethehighseas.org/</a>
EBP	Earth BioGenome Project	2018	4	Public/ Firm	23	B	Science, knowledge, research	Aims to sequence, catalog and characterize the genomes of all of Earth's eukaryotic biodiversity over a period of ten years. <a href="https://www.earthbiogenome.org/">https://www.earthbiogenome.org/</a>
ECPA	European Crop Protection Association	2017	2	Firm	54	H	Commercial and sectoral land use; agribusiness	Promotes modern farming practices and champions the use of crop protection technology important for the sustainable intensification of agriculture. Encourages the safe and sustainable use of pesticides in Europe to safeguard harvests, human health, and the environment. <a href="https://www.ecpa.eu/">https://www.ecpa.eu/</a>

## Annex 4. (continued)

ACRONYM	NAME	DATE	TRIANGLE		MEMBERS	ROLE	SECTOR / ACTIVITY	BRIEF DESCRIPTION (WORDING BASED ON WEBSITE INFORMATION)
EITI	Extractive Industries Transparency Initiative	2003	7	Public/ Firm/ CSO	100	A	Commercial and sectoral land use; other	The global standard to promote the open and accountable management of oil, gas and mineral resources, requiring the disclosure of information along the extractive industry value chain. <a href="https://eiti.org/">https://eiti.org/</a>
EoE	Eye on Earth	2014	5	Public/ CSO	5	C	Science, knowledge, research	Builds networks and capacity across diverse knowledge communities to improve decision-making for sustainable development, and collectively advance the availability, accessibility and usability of data and Information for all stakeholders. <a href="https://eye-on-earth.net/">https://eye-on-earth.net/</a>
EquIni	Equator Initiative	2015	5	Public/ CSO	16	C	Nature-friendly land use	Brings outstanding community initiatives advancing innovative models to manage nature in support of local sustainable development to a national and global stage, to help accelerate and replicate new nature-based solutions. <a href="https://www.equatorinitiative.org/">https://www.equatorinitiative.org/</a>
ESP	Ecosystem Services Partnership	2008	5	Public/ CSO	46	C	Science, knowledge, research	Aims to enhance communication, coordination and cooperation and to build a strong network of practitioners with a diversity of approaches in the field of ecosystem services, to raise their profile, promote better practice and increase opportunities for financial support. <a href="https://www.es-partnership.org/">https://www.es-partnership.org/</a>
FAO	Food and Agriculture Organization (UN)	1945	1	Public	197	A	Policy, rights, stewardship	The specialized agency of the United Nations that leads international efforts to defeat hunger, achieve food security for all and make sure that people have regular access to enough high-quality food to lead active, healthy lives. <a href="http://www.fao.org/about/en/">http://www.fao.org/about/en/</a>
Farm1	Farming First	2009	6	Firm/ CSO	170	C	Commercial and sectoral land use; agribusiness	Aims to identify and promote the many ways in which sustainable agricultural development can be advanced worldwide, highlighting the importance of improving farmers' livelihoods and the key contribution of agriculture to issues such as food security, climate change, and biodiversity. <a href="https://farmingfirst.org/biodiversity/">https://farmingfirst.org/biodiversity/</a>



## Annex 4. (continued)

ACRONYM	NAME	DATE	TRIANGLE		MEMBERS	ROLE	SECTOR / ACTIVITY	BRIEF DESCRIPTION (WORDING BASED ON WEBSITE INFORMATION)
FCPF	Forest Carbon Partnership Facility	2008	1	Public	62	J	Finance sector	Partnership with 2 funding mechanisms focused on reducing emissions from deforestation and forest degradation, forest carbon stock conservation, the sustainable management of forests, and the enhancement of forest carbon stocks in developing countries (REDD+). <a href="https://www.forestcarbonpartnership.org/">https://www.forestcarbonpartnership.org/</a>
FEBA	Friends of Ecosystem Based Adaptation	2008	5	Public/CSO	60	C	Climate and land conservation action	Promotes EbA integration into international climate change adaptation negotiations, policies, action plans... in order to reduce human vulnerabilities and enhance adaptive capacity in the context of climate variability and change. <a href="https://www.iucn.org/theme/ecosystem-management/our-work/ecosystem-based-approaches-climate-change-adaptation/friends-eba-feba">https://www.iucn.org/theme/ecosystem-management/our-work/ecosystem-based-approaches-climate-change-adaptation/friends-eba-feba</a>
FFF	Forest and Farm Facility	2012	7	Public/Firm/CSO	4	F	Nature-friendly land use	Provides support to forest and farm producer organizations (smallholders, rural women's groups, IPL, and others) to increase their technical and business capacities to play their precious role for fighting against climate change and improving food security. <a href="http://www.fao.org/forest-farm-facility/en/">http://www.fao.org/forest-farm-facility/en/</a>
FIN	FISHINFO Network	1986	1	Public	8	C	Oceans activities	Created to develop the fisheries and aquaculture sector particularly in developing countries and countries in transition, the network provides services to private industry and to governments. The execution of multilateral and bilateral projects is one of the main activities of the network. <a href="http://www.fao.org/in-action/globefish/background/fishinfonetwork/en/">http://www.fao.org/in-action/globefish/background/fishinfonetwork/en/</a>
FLEGT	EU Forest Law Enforcement, Governance_ and Trade Action Plan	2003	1	Public	27	A	Certifications & reporting	The Action Plan sets out a range of measures available to the EU and its member states to tackle illegal logging in the world's forests, the EU being one of the largest consumers of timber products from suppliers in Africa, Asia or South America. <a href="http://www.euflegt.efi.int/flegt-action-plan">http://www.euflegt.efi.int/flegt-action-plan</a>

## Annex 4. (continued)

ACRONYM	NAME	DATE	TRIANGLE		MEMBERS	ROLE	SECTOR / ACTIVITY	BRIEF DESCRIPTION (WORDING BASED ON WEBSITE INFORMATION)
FOEI	Friends of the Earth international	1969	3	CSO	73	C	Policy, rights, stewardship	The world's largest grassroots environmental network, challenges the current model of economic and corporate globalization, and promotes solutions that will help to create environmentally sustainable and socially just societies. <a href="https://www.foei.org/">https://www.foei.org/</a>
FofOA	Friends of Ocean Action	2018	7	Public/ Firm/ CSO	35	H	Oceans activities	Leaders with the collective ambition and networks to help drive sustainable ocean action, in complement of the official intergovernmental processes towards Sustainable Development Goal 14 <a href="https://www.weforum.org/friends-of-ocean-action/home">https://www.weforum.org/friends-of-ocean-action/home</a>
FOLU	Food and Land Use Coalition	2017	4	Public/ Firm	15	C	Commercial and sectoral land use; agribusiness	Aims to inform and expand our options to 'transform food and land use systems', to simultaneously regenerate natural resources, become a net GHG sink, find efficient ways to feed over nine billion people and provide a more prosperous and resilient lifestyle for farmers. <a href="https://www.foodandlandusecoalition.org/">https://www.foodandlandusecoalition.org/</a>
FSC	Forest Stewardship Council	1993	6	Firm/ CSO	581	H	Certifications & reporting	Sets the standards for what is a responsibly managed forest, both environmentally and socially and ensures companies along the supply chain meet our best practice standards also, allowing consumers to make a responsible choice. <a href="https://ic.fsc.org/en">https://ic.fsc.org/en</a>
FTMA	Farm To Market Alliance	2015	4	Public/ Firm	8	J	Commercial and sectoral land use; agribusiness	Helps smallholder farmers receive relevant information, investment and support from seed to market, so they can produce and sell marketable surplus and increase their income, and are empowered to become reliable market players. <a href="http://ftma.org/">http://ftma.org/</a>
GABV	Global Alliance for Banking on Values	2009	2	Firm	48	G	Finance sector	A network of banking leaders from around the world, composed of a institutions serving the real economy, committed to advancing positive change in the banking sector, so that it is more transparent, supports economic, social and environmental sustainability. <a href="http://www.gabv.org/">http://www.gabv.org/</a>



## Annex 4. (continued)

ACRONYM	NAME	DATE	TRIANGLE		MEMBERS	ROLE	SECTOR / ACTIVITY	BRIEF DESCRIPTION (WORDING BASED ON WEBSITE INFORMATION)
<b>GACSA</b>	Global Alliance for Climate-Smart Agriculture (launched by FAO)	2014	7	Public/ Firm/ CSO	236	C	Policy, rights, stewardship	An inclusive, voluntary and action-oriented MSP fostering knowledge learning, sharing, partnership building and catalysing transformational partnerships, to improve food security, nutrition and resilience in the face of climate change with Climate-Smart Agriculture <a href="http://www.fao.org/gacsa/en/">http://www.fao.org/gacsa/en/</a>
<b>GAfP</b>	Grow Africa Partnership (WEF-NVA)	2011	4	Public/ Firm	220	D	Finance sector	Works to increase private sector investment in agriculture and accelerate the execution and impact of investment commitments, in order to enable countries to realise the potential of the agriculture sector for economic growth and job creation, among farmers, women and youth. <a href="https://www.growafrica.com/">https://www.growafrica.com/</a>
<b>GAgriA</b>	Global Agri-business Alliance	2016	2	Firm	18	A	Commercial and sectoral land use; agribusiness	Harnesses the strengths of the global agri-business sector to tackle environmental, social and sustainability challenges to improve the resilience of farmers. Engages with decision-makers to remove structural and policy barriers preventing the sector to fully contribute to the SDGs. <a href="https://globalagribusinessalliance.com/">https://globalagribusinessalliance.com/</a>
<b>GASL</b>	Global Agenda for Sustainable Livestock	2010	7	Public/ Firm/ CSO	99	C	Policy, rights, stewardship	A partnership of livestock sector stakeholders committed to the sustainable development of the sector, simultaneously addressing growing natural resources scarcity, climate change, widespread poverty, food insecurity and global threats to animal and human health. <a href="http://www.livestockdialogue.org/">http://www.livestockdialogue.org/</a>
<b>GAsP</b>	Grow Asia (WEF-NVA)	2009	7	Public/ Firm/ CSO	45	F	Commercial and sectoral land use; agribusiness	To reach 10 million smallholder farmers and enable them to increase their yield and profits by 20%, whilst reducing GHG emissions and water usage by 20% by 2020, through the adoption of an inclusive value chain approach and knowledge-transfer, often crop-focused. <a href="https://www.growasia.org/">https://www.growasia.org/</a>
<b>GBIF</b>	Global Biodiversity Information Facility	2001	5	Public/ CSO	96	C	Climate and land conservation action	A network and research infrastructure aiming at providing anyone, anywhere, open access to data about all types of life on Earth, thanks to common standards and open-source tools allowing participants to share information about where and when species have been recorded. <a href="https://www.gbif.org/what-is-gbif">https://www.gbif.org/what-is-gbif</a>



## Annex 4. (continued)

ACRONYM	NAME	DATE	TRIANGLE		MEMBERS	ROLE	SECTOR / ACTIVITY	BRIEF DESCRIPTION (WORDING BASED ON WEBSITE INFORMATION)
GBYN	Global Biodiversity Youth Network	2010	3	CSO	280	C	Policy, rights, stewardship	To build a global coalition of individuals and youth organisations to halt the loss of biodiversity through mobilizing, inspiring and empowering young people and future leaders whilst raising global awareness on the importance of biodiversity. <a href="https://www.gybn.org/">https://www.gybn.org/</a>
GCCA	Global Cement and Concrete Association	2018	2	Firm	36	H	Commercial and sectoral land use; other	The platform and voice for the cement and concrete sector across the world, aiming to drive responsible industry leadership in the manufacture and use of cement and concrete, and to improve the global social and environmental impact of the sector's activities and products. <a href="https://gccassociation.org/sustainability-innovation/sustainability-charter-and-guidelines/">https://gccassociation.org/sustainability-innovation/sustainability-charter-and-guidelines/</a>
GCP	Global Coffee Platform	2003	6	Firm/ CSO	206	C	Commercial and sectoral land use; agribusiness	Enables its members of coffee value chain to align and multiply their efforts and investments, act on local priorities and critical issues, and scale successful sustainability initiatives across the sector to address economic viability of farming, climate resilience, gender and youth issues <a href="http://www.globalcoffeeplatform.org/">http://www.globalcoffeeplatform.org/</a>
GDSA	Gaborone Declaration for Sustainability in Africa	2012	1	Public	13	E	Policy, rights, stewardship	The overall objective of the Declaration is "To ensure that the contributions of natural capital to sustainable economic growth, maintenance and improvement of social capital and human well-being are quantified and integrated into development and business practice." <a href="http://www.gaboronedeclaration.com/">http://www.gaboronedeclaration.com/</a>
GEC	Green Economy Coalition	2011	7	Public/ Firm/ CSO	50	A	Science, knowledge, research	Strives to inspire a transition to green and fair economies, supporting innovators and small businesses to develop tomorrow's green solutions, while ensuring that nature, poor people and marginalised communities have a voice in economic decisions. <a href="https://www.greeneconomycoalition.org/">https://www.greeneconomycoalition.org/</a>



## Annex 4. (continued)

ACRONYM	NAME	DATE	TRIANGLE		MEMBERS	ROLE	SECTOR / ACTIVITY	BRIEF DESCRIPTION (WORDING BASED ON WEBSITE INFORMATION)
<b>GECF</b>	Gas Exporting Countries Forum	2001	1	Public	12	C	Commercial and sectoral land use; other	Provides the framework for exchanging experience among leading gas exporting country members, increasing the coordination and collaboration for the sake of markets stability and security of supply and demand in global natural gas, as the cleanest fossil source of energy. <a href="https://www.gecf.org/gas-data/environment.aspx">https://www.gecf.org/gas-data/environment.aspx</a>
<b>GEF</b>	Global Environment Facility	1992	1	Public	183	D	Finance sector	Has provided over \$17.9 billion in grants and mobilized an additional \$93.2 billion in co-financing for more than 4,500 projects in 170 countries to help tackle our planet's most pressing environmental problems. <a href="http://www.thegef.org/">http://www.thegef.org/</a>
<b>GEN</b>	Global Ecolabeling Network	1994	6	Public/ Firm/ CSO	33	A	Certifications and reporting	A non-profit association of third-party, environmental performance recognition, certification and labelling organisations, to improve, promote, and develop the ecolabelling of products and services with a lower environmental impact. <a href="https://www.globalecolabelling.net/">https://www.globalecolabelling.net/</a>
<b>GFC</b>	Global Forest Coalition	2000	3	CSO	86	C	Climate and land conservation action	An international coalition of NGOs and Indigenous Peoples' Organizations defending social justice and the rights of forest peoples in forest policies, advocating socially-just forest policies and the need to address the underlying causes of forest loss. <a href="https://globalforestcoalition.org/about-us/">https://globalforestcoalition.org/about-us/</a>
<b>GFDRR</b>	Global Facility for Disaster Reduction and Recovery	2006	1	Public	48	J	Finance sector	A grant-funding mechanism that supports disaster risk management projects worldwide. It helps developing countries better understand and reduce their vulnerability to natural hazards and climate change through knowledge, funding, and technical assistance. <a href="https://www.gfdr.org/en">https://www.gfdr.org/en</a>
<b>GFW</b>	Global Forest Watch 2.0	1997	7	Public/ Firm/ CSO	40	E	Certifications and reporting	On-line platform harnessing cutting-edge technology and providing data and tools for monitoring forests, allowing anyone to access near real-time information about where and how forests are changing around the world. <a href="https://www.globalforestwatch.org/">https://www.globalforestwatch.org/</a>

## Annex 4. (continued)

ACRONYM	NAME	DATE	TRIANGLE		MEMBERS	ROLE	SECTOR / ACTIVITY	BRIEF DESCRIPTION (WORDING BASED ON WEBSITE INFORMATION)
GGAP	Global G.A.P. (Good Agriculture Practice)	1997	2	Firm	399	F	Certifications and reporting	The world's leading farm assurance program, translating consumer requirements into Good Agricultural Practice and covering: food safety and traceability, environment (including biodiversity), workers' health, safety and welfare, animal welfare, pest control, quality control, etc. <a href="http://www.globalgap.org/uk_en/who-we-are/">http://www.globalgap.org/uk_en/who-we-are/</a>
GGGI	Global Ghost Gear Initiative	2015	7	Public/ Firm/ CSO	100	F	Oceans activities	Aims to improve the health of marine ecosystems, protect marine animals, and safeguard human health and livelihoods by tackling the problem of ghost fishing gear at a global scale. <a href="https://www.ghostgear.org/">https://www.ghostgear.org/</a>
GGKP	Green Growth Knowledge Platform	2012	1	Public	5	C	Science, knowledge, research	A global network of international organizations and experts that identifies and addresses major knowledge gaps in green growth theory and practice, through widespread collaboration and world-class research to support the transition to a green economy. <a href="http://www.greengrowthknowledge.org/">http://www.greengrowthknowledge.org/</a>
GIIN	Global Impact Investing Network Membership	2009	7	Public/ Firm/ CSO	320	C	Finance sector	The largest global community of impact investors (asset owners and asset managers) and service providers engaged in impact investing, offering information, tools, and networks to share expertise. <a href="https://thegiin.org/current-members">https://thegiin.org/current-members</a>
GMA	Global Mangrove Alliance	2017	5	Public/ CSO	14	F	Nature-friendly land use	Aims to accelerate a coordinated, global approach to mangrove conservation and restoration to increase the global area of mangrove habitat by 20% over current extent by the year 2030 and deliver on climate, biodiversity and human well-being objectives. <a href="http://www.mangrovealliance.org/">http://www.mangrovealliance.org/</a>
GMI	Global Methane Initiative	2004	7	Public/ Firm/ CSO	1 266	F	Commercial and sectoral land use; other	A partnership focused on reducing barriers to the recovery and use of methane as a clean energy source, allowing exchange of information and technical resources to advance methane mitigation in three key sectors: Oil and Gas, Biogas, and Coal Mines. <a href="https://www.globalmethane.org/">https://www.globalmethane.org/</a>



## Annex 4. (continued)

ACRONYM	NAME	DATE	TRIANGLE		MEMBERS	ROLE	SECTOR / ACTIVITY	BRIEF DESCRIPTION (WORDING BASED ON WEBSITE INFORMATION)
<b>GOBI</b>	The Global Ocean Biodiversity Initiative	2008	5	Public/CSO	46	F	Oceans activities	Committed to advancing the scientific basis for conserving biological diversity in the marine environment, sharing expertise, knowledge and data to support the Convention on Biological Diversity's efforts to identify ecologically and biologically significant marine areas (EBSAs). <a href="http://gobi.org/">http://gobi.org/</a>
<b>GovCF</b>	Governors' Climate and Forest Task Force	2010	1	Public	38	G	Cities/regions	Includes tropical states and provinces (1/3 of the world's tropical forests) that are leading the way in building robust jurisdictional programs to protect forests and climate while enhancing rural livelihoods, sharing experiences and best practices, and developing common positions. <a href="https://gcftf.org/">https://gcftf.org/</a>
<b>GPFLR</b>	Global Partnership on Forest and Landscape Restoration	2003	5	Public/CSO	30	C	Policy, rights, stewardship	A proactive global network that unites governments, organizations, academic/research institutes, communities and individuals to restore the world's lost and degraded forests and their surrounding landscapes and respond to the Bonn Challenge. <a href="http://www.forestlandscaperestoration.org/">http://www.forestlandscaperestoration.org/</a>
<b>GRASP</b>	Great Apes Survival Partnership (UN)	2001	7	Public/Firm/CSO	85	F	Climate and land conservation action	Alliance aiming to ensure the long-term survival of gorillas, chimpanzees, bonobos and orangutans and their habitat in Africa and Asia. <a href="https://www.un-grasp.org/about-grasp/">https://www.un-grasp.org/about-grasp/</a>
<b>GrCF</b>	Green Climate Fund	2010	1	Public	194	D	Finance sector	A global fund created to support the efforts of developing countries to respond to the challenge of climate change, seeking to promote a paradigm shift to low-emission and climate-resilient development, and supporting nations vulnerable to climate impacts. <a href="https://www.greenclimate.fund/home">https://www.greenclimate.fund/home</a>
<b>GRI</b>	Global Reporting Initiative – Global Sustainability Standard Board	1997	4	Public/Firm	615	H	Certifications and reporting	Developed with true multi-stakeholder contributions and rooted in the public interest, the GRI Sustainability Reporting Standards help businesses and governments worldwide understand and communicate their impact on a range of critical sustainability issues. <a href="https://www.globalreporting.org/Pages/default.aspx">https://www.globalreporting.org/Pages/default.aspx</a>

## Annex 4. (continued)

ACRONYM	NAME	DATE	TRIANGLE		MEMBERS	ROLE	SECTOR / ACTIVITY	BRIEF DESCRIPTION (WORDING BASED ON WEBSITE INFORMATION)
GRSB	Global Roundtable for Sustainable Beef	2012	2	Firm	53	E	Certifications and reporting	Seeks to advance continuous improvement in sustainability of the global beef value chain through leadership, science and multi-stakeholder engagement and collaboration, sharing better management practices, and bringing together stakeholders from across the industry. <a href="https://grsbeef.org/">https://grsbeef.org/</a>
GSBI	Global Soil Biodiversity Initiative	2011	1	Public	5	C	Science, knowledge, research	A global collaboration of scientists, all with the goals of informing the public, promoting this information into environmental policy, and overall creating a platform for the current and future sustainability of soils. <a href="https://www.globalsoilbiodiversity.org/">https://www.globalsoilbiodiversity.org/</a>
GSSI	Global Sustainable Seafood Initiative	2013	4	Public/ Firm	82	A	Oceans activities	Aligns global efforts and resources to address seafood sustainability challenges with the full seafood value chain, promoting sector-wide collaboration to drive forward more sustainable seafood for everyone and ensuring confidence in the supply and promotion of certified seafood. <a href="https://www.ourgssi.org/">https://www.ourgssi.org/</a>
GSTC	Global Sustainable Tourism Council	2007	7	Public/ Firm/ CSO	175	H	Certifications and reporting	Develops, promotes, and encourages the implementation of credible standards and best practices so that travel and tourism remains the major economic engine it already is, all over the world, in harmony with communities and the environment. <a href="https://www.gstcouncil.org/">https://www.gstcouncil.org/</a>
GWP	Global Water Partnership	1996	5	Public/ CSO	78	F	Policy, rights, stewardship	Seeks to advance governance and management of water resources for sustainable and equitable development, by supporting communities and countries to improve the way they manage water and fostering integrated water resources management (IWRM). <a href="https://www.gwp.org/en/">https://www.gwp.org/en/</a>
HSA	High Seas Alliance	2011	5	Public/ CSO	40	C	Oceans activities	Aims at building a strong common voice and constituency for the conservation of the high seas, to facilitate international cooperation to establish high seas protected areas and to strengthen high seas governance. <a href="http://highseasalliance.org/about-us">http://highseasalliance.org/about-us</a>



## Annex 4. (continued)

ACRONYM	NAME	DATE	TRIANGLE		MEMBERS	ROLE	SECTOR / ACTIVITY	BRIEF DESCRIPTION (WORDING BASED ON WEBSITE INFORMATION)
IATA	International Air Transport Association	1945	2	Firm	290	A	Commercial and sectoral land use; other	Trade association for the world's airlines, supporting many areas of aviation activity and helping formulate industry policy on critical aviation issues. Its main policy areas include: Climate change, CORSIA, Aircraft noise, Local air quality, Illegal Wildlife Trafficking <a href="https://www.iata.org/policy/environment/pages/default.aspx">https://www.iata.org/policy/environment/pages/default.aspx</a>
IBAT	Integrated Biodiversity Assessment Tool for Business	2008	5	Public/CSO	6	A	Certifications and reporting	A central database for globally recognized biodiversity information, including Key Biodiversity Areas and Legally Protected Areas, allowing businesses to effectively assess, manage and report on corporate biodiversity risk and support related decision-making. <a href="https://www.ibat-alliance.org/">https://www.ibat-alliance.org/</a>
ICAO	International Civil Aviation Organization	1944	1	Public	192	A	Commercial and sectoral land use; other	A UN specialized agency managing the Convention on International Civil Aviation, working on Standards and Recommended Practices and policies in support of a safe, efficient, secure, economically sustainable and environmentally responsible civil aviation sector. <a href="https://www.icao.int/about-icao/Pages/default.aspx">https://www.icao.int/about-icao/Pages/default.aspx</a>
ICC	International Chamber of Commerce Charter for Sustainable Development	2015	2	Firm	6 000 000	C	Policy, rights, stewardship	The world's largest business organization: promotes international trade, responsible business conduct and a global approach to regulation to accelerate inclusive and sustainable growth to the benefit of all. Author of a Business charter for Sustainable Development. <a href="https://iccwbo.org/publication/icc-business-charter-for-sustainable-development-business-contributions-to-the-un-sustainable-development-goals/">https://iccwbo.org/publication/icc-business-charter-for-sustainable-development-business-contributions-to-the-un-sustainable-development-goals/</a>
ICCA	ICCA Consortium	2010	3	CSO	147	C	Policy, rights, stewardship	Dedicated to promoting the appropriate recognition of, and support to, the "territories and areas conserved by indigenous peoples and local communities" (ICCAs territories of life for short) in the national, regional and global arenas. <a href="https://www.iccaconsortium.org/index.php/discover/">https://www.iccaconsortium.org/index.php/discover/</a>



## Annex 4. (continued)

ACRONYM	NAME	DATE	TRIANGLE		MEMBERS	ROLE	SECTOR / ACTIVITY	BRIEF DESCRIPTION (WORDING BASED ON WEBSITE INFORMATION)
ICCAR	Responsible Care programme by ICCA	1987	2	Firm	96	B	Commercial and sectoral land use; other	Responsible Care® is the global chemical industry's unique and voluntary initiative to improve health, environmental performance, enhance security, and to communicate with stakeholders about products and processes, by the International Council of Chemical Associations (ICCA). <a href="https://www.icca-chem.org/responsible-care/">https://www.icca-chem.org/responsible-care/</a>
ICES	International Council For The Exploration Of The Sea	1902	1	Public	20	C	Oceans activities	An intergovernmental marine science network advancing and sharing scientific understanding of marine ecosystems and the services they provide and to use this knowledge to generate state-of-the-art advice for meeting conservation, management, and sustainability goals. <a href="https://www.ices.dk/Pages/default.aspx">https://www.ices.dk/Pages/default.aspx</a>
ICLEI	ICLEI - Local Governments for Sustainability - Cities Biodiversity Center	1990	1	Public	1 500	H	Cities/ regions	The leading global network of 1,500+ cities, towns and regions committed to building a sustainable future and addressing the local impacts of unprecedented global change, with an impact on more than 25 percent of the global urban population. <a href="https://www.iclei.org/">https://www.iclei.org/</a>
ICMM	International Council on Mining and Metals	2001	2	Firm	57	C	Commercial and sectoral land use; other	An international organisation dedicated to a safe, fair and sustainable mining and metals industry, with the aim to strengthen environmental and social performance and serve as a catalyst for change to enhance mining's contribution to society. <a href="https://www.icmm.com/">https://www.icmm.com/</a>
ICO	International Coffee Organization	1963	1	Public	77	C	Commercial & sectoral land use; agribusiness	Intergovernmental organization for coffee (representing 98% of world coffee production, and 67% of consumption), bringing together governments to strengthen the global coffee sector and promote its sustainable expansion in a market-based environment for the betterment of all. <a href="http://www.ico.org/links_sustaine.asp">http://www.ico.org/links_sustaine.asp</a>



## Annex 4. (continued)

ACRONYM	NAME	DATE	TRIANGLE		MEMBERS	ROLE	SECTOR / ACTIVITY	BRIEF DESCRIPTION (WORDING BASED ON WEBSITE INFORMATION)
ICRI	International Coral Reef Initiative	1994	5	Public/CSO	60	C	Oceans activities	Strives to preserve coral reefs and related ecosystems around the world, encouraging the adoption of best practice in sustainable management of coral reefs and associated ecosystems, building capacity, raising awareness at all levels. <a href="https://www.icriforum.org/">https://www.icriforum.org/</a>
ICSA	International Coalition for Sustainable Aviation	1998	3	CSO	6	C	Commercial & sectoral land use - other	A network of nonprofit organizations working to reduce pollution from air travel, promoting policies and regulations to tackle aircraft CO2 emissions, noise, and the overall environmental impact of aviation. <a href="https://www.icsa-aviation.org/icsa-aviation-about-us/">https://www.icsa-aviation.org/icsa-aviation-about-us/</a>
IDFC	International Development Finance Club	2011	1	Public	24	D	Finance sector	A Club of like-minded development banks of national and sub-regional origin, mobilizing finance and expertise within the framework of development policies of their respective countries to fulfill their national and international commitments. <a href="https://www.idfc.org/">https://www.idfc.org/</a>
IEF	International Energy Forum	2003	1	Public	72	C	Commercial and sectoral land use; other	Aims to foster dialogue for greater mutual understanding and awareness of common energy interests among its members, comprising not only consuming and producing countries of the IEA and OPEC, but also Transit States and other major players. <a href="https://www.ief.org/">https://www.ief.org/</a>
IFAD	International Fund for Agricultural Development	1974	1	Public	176	D	Finance sector	Invests in rural people, empowering them to increase their food security, improve the nutrition of their families, increase their incomes, build resilience, expand their businesses and take charge of their own development. Since 1978, US\$ 18.5 billion in grants and low-interest loan. <a href="https://www.ifad.org/">https://www.ifad.org/</a>
IFC	International Finance Corp. Environmental and social sustainability policy (2012)	2001	1	Public/Firm	27	I	Finance sector	A sister organization of the World Bank and member of the World Bank Group and the largest global development institution focused exclusively on the private sector in developing countries, to end extreme poverty and promote shared prosperity in every country. <a href="https://www.ifc.org/wps/wcm/connect/topics_ext_content/ifc_external_corporate_site/sustainability-at-ifc/policies-standards/performance-standards/ps6">https://www.ifc.org/wps/wcm/connect/topics_ext_content/ifc_external_corporate_site/sustainability-at-ifc/policies-standards/performance-standards/ps6</a>

## Annex 4. (continued)

ACRONYM	NAME	DATE	TRIANGLE		MEMBERS	ROLE	SECTOR / ACTIVITY	BRIEF DESCRIPTION (WORDING BASED ON WEBSITE INFORMATION)
IFFO	The Marine Ingredients Organisation	2001	2	Firm	235	C	Oceans activities	International trade organisation that represents and promotes member companies in the fishmeal and fish oil industry worldwide, at all relevant international forums, including holding observer status at the UN Food and Agricultural Organization (FAO) and the EU. <a href="http://www.iffonet/">http://www.iffonet/</a>
IFOAM	International Federation of Organic Agriculture Movements	1972	6	Firm/CSO	829	E	Nature-friendly land use	The only international umbrella organization for the organic world (market value of over US\$ 80 billion per year), working to position organic as a modern, innovative system that has positive impacts on global environmental and social challenges, for further growth and sustainability. <a href="https://www.ifoam.bio/en/what-we-do-1">https://www.ifoam.bio/en/what-we-do-1</a>
ILC	International Land Coalition	1995	3	CSO	206	C	Policy, rights, stewardship	A global alliance working together to put people at the centre of land governance in territorial and ecosystem management, promoting participatory decision-making and management at the territorial-level, protecting the rights of women, men and local communities. <a href="http://www.landcoalition.org/">http://www.landcoalition.org/</a>
IMO	International Maritime Organization (UN)	1948	1	Public	174	H	Oceans activities	The United Nations specialized agency with responsibility for the safety and security of shipping and the prevention of marine and atmospheric pollution by ships. <a href="http://www.imo.org/en/OurWork/Environment/Pages/Default.aspx">http://www.imo.org/en/OurWork/Environment/Pages/Default.aspx</a>
INBAR	International Network for Bamboo and Rattan	1997	1	Public	44	F	Commercial and sectoral land use; agribusiness	An intergovernmental organisation promoting the use of bamboo and rattan for environmentally sustainable development and green growth, with achievements in raising standards, promoting safe, resilient bamboo construction, restoring degraded land, capacity-building, etc. <a href="https://www.inbar.int/">https://www.inbar.int/</a>
IOCU	Consumers International (former International Union of Consumers Union)	1960	3	CSO	200	E	Policy, rights, stewardship	Work on issues that affect consumers in multiple countries and across national borders, to achieve global impact for consumers. Also works to reduce confusion around sustainability by ensuring all efforts are made to provide clear, reliable information to guide consumer choice. <a href="https://www.consumersinternational.org/">https://www.consumersinternational.org/</a>



## Annex 4. (continued)

ACRONYM	NAME	DATE	TRIANGLE		MEMBERS	ROLE	SECTOR / ACTIVITY	BRIEF DESCRIPTION (WORDING BASED ON WEBSITE INFORMATION)
IPBES	Science and Policy for People and Nature	2012	1	Public	128	H	Policy, rights, stewardship	Provides policymakers with objective scientific assessments about the state of knowledge regarding the planet's biodiversity, ecosystems and the benefits they provide to people, as well as the tools and methods to protect and sustainably use these vital natural assets. <a href="https://www.ipbes.net/">https://www.ipbes.net/</a>
IPC	International Planning Committee for Food Sovereignty	2003	3	CSO	30	C	Policy, rights, stewardship	A self-organised global platform of small-scale food producers and grassroots organisations striving to build spaces where social organizations work together for the food sovereignty agenda and to gain effective voice in policy making. <a href="http://www.foodsovereignty.org/biodiversity-old/ipc-agricultural-biodiversity-brochure/">http://www.foodsovereignty.org/biodiversity-old/ipc-agricultural-biodiversity-brochure/</a>
IPCC	Intergovernmental Panel on Climate Change	1988	1	Public	195	H	Policy, rights, stewardship	International body for assessing the science related to climate change to provide policymakers with regular assessments of the scientific basis of climate change, its impacts and future risks, and options for adaptation and mitigation. <a href="http://www.ipcc.ch/">http://www.ipcc.ch/</a>
IPIECA	Global oil and gas industry association for environmental and social issues	1974	6	Firm/CSO	62	C	Commercial and sectoral land use; other	Develops, shares and promotes good practice and knowledge to help the oil and gas industry and improve its environmental and social performance, encouraging continuous improvement in industry performance. <a href="http://www.ipieca.org/">http://www.ipieca.org/</a>
IPSI	The International Partnership for the Satoyama Initiative	2010	7	Public/Firm/CSO	240	F	Nature-friendly land use	Promotes collaboration in the conservation and restoration of sustainable human-influenced natural environments (Socio-Ecological Production Landscapes and Seascapes: SEPLS) through broader global recognition of their value. <a href="https://satoyama-initiative.org/">https://satoyama-initiative.org/</a>
IRENA	International Renewable Energy Agency	2008	1	Public	170	G	Commercial and sectoral land use; other	TAAn intergovernmental organisation that supports countries in their transition to a sustainable energy future, promoting the widespread adoption and sustainable use of all forms of renewable energy, including bioenergy, geothermal, hydropower, ocean, solar and wind energy. <a href="https://www.irena.org/">https://www.irena.org/</a>

## Annex 4. (continued)

ACRONYM	NAME	DATE	TRIANGLE		MEMBERS	ROLE	SECTOR / ACTIVITY	BRIEF DESCRIPTION (WORDING BASED ON WEBSITE INFORMATION)
ISC	International Science Council	2018	5	Public/CSO	180	C	Science, knowledge, research	Brings together 40 international scientific Unions and Associations and over 140 national and regional scientific organizations to advance science as a global public good, supporting an inclusive and equitable practice of science. <a href="https://council.science/about-us">https://council.science/about-us</a>
ISCC	International Sustainability and Carbon Certification	2010	6	Firm/CSO	100	A	Certifications and reporting	A leading certification system offering solutions to address sustainability requirements for all feedstocks and markets, to contribute to the implementation of environmentally, socially and economically sustainable production and use of all kinds of biomass in global supply chains. <a href="http://www.iscc-system.org/en/">http://www.iscc-system.org/en/</a>
ISEAL	International Social and Environmental Accreditation and Labelling Alliance	2002	6	Firm/CSO	20	H	Certifications and reporting	The global membership association for credible sustainability standards, supported by international accreditation bodies, and meeting our Codes of Good Practice, to promote measurable change through open, rigorous and accessible certification systems. <a href="https://www.isealliance.org/">https://www.isealliance.org/</a>
ISFL	Initiative for Sustainable Forest Landscapes (BioCarbon Fund)	2013	1	Public	5	D	Finance sector	Collaborates through grants with forest countries around the world to reduce emissions from the land sector through smarter land use planning, policies, and practices, enabling countries and private sector actors to adopt changes in the way farmers work on the ground. <a href="https://www.biocarbonfund-isfl.org/">https://www.biocarbonfund-isfl.org/</a>
ISO14	ISO14 International Organization for Standardization 14001 environmental management standard 1996	1996	4	Public/Firm	162	A	Certifications and reporting	Brings together experts to share knowledge and develop voluntary, consensus-based, market relevant International Standards that support innovation and provide solutions, for companies and organizations of all kinds looking to manage their environmental responsibilities. <a href="https://www.iso.org/iso-14001-environmental-management.html">https://www.iso.org/iso-14001-environmental-management.html</a>
ISSF	International Seafood Sustainability Foundation	2009	2	Firm	18	E	Oceans activities	Seeks to undertake and facilitate science-based initiatives for the long-term conservation and sustainable use of global tuna stocks, reducing bycatch and promoting tuna ecosystem health. <a href="http://iss-foundation.org/">http://iss-foundation.org/</a>



## Annex 4. (continued)

ACRONYM	NAME	DATE	TRIANGLE		MEMBERS	ROLE	SECTOR / ACTIVITY	BRIEF DESCRIPTION (WORDING BASED ON WEBSITE INFORMATION)
ITTO	International Tropical Timber Organization	1994	1	Public	73	F	Commercial and sectoral land use; agribusiness	Promotes the sustainable management and conservation of tropical forests and the expansion and diversification of international trade in tropical timber from sustainably managed and legally harvested forests. Membership represents about 90% of the global tropical timber trade. <a href="https://www.itto.int/about_itto/">https://www.itto.int/about_itto/</a>
IUCN	International Union for Conservation of Nature	1948	5	Public/ CSO	1 400	F	Policy, rights, stewardship	Union uniquely composed of both government and civil society organisations, providing public, private and non-governmental organisations with the knowledge and tools that enable human progress, economic development and nature conservation to take place together. <a href="https://www.iucn.org/">https://www.iucn.org/</a>
IWCA	International Women's Coffee Alliance	2003	3	CSO	22	F	Commercial and sectoral land use; agribusiness	Empowers women in the international coffee community to achieve meaningful and sustainable lives while encouraging and recognizing the participation of women in all aspects of the coffee industry. Supports a global network of self-organized, self-governing, IWCA Chapters. <a href="https://www.womenincoffee.org/">https://www.womenincoffee.org/</a>
LDNF	The Land Degradation Neutrality Fund	2017	4	Public/ Firm	5	D	Finance sector	An impact investment fund blending resources from the public, private and philanthropic sectors in support of achieving LDN through sustainable land management and land restoration projects undertaken by the private sector worldwide. <a href="https://www.unccd.int/actions/impact-investment-fund-land-degradation-neutrality">https://www.unccd.int/actions/impact-investment-fund-land-degradation-neutrality</a>
LEAP	Livestock Environmental Assessment and Performance Partnership (FAO led)	2012	7	Public/ Firm/ CSO	26	A	Certifications and reporting	A multi-stakeholder initiative committed to improving the environmental performance of livestock supply chains, whilst ensuring its economic and social viability through the building of a global consensus on science-based methodology, indicators and databases. <a href="http://www.fao.org/partnerships/leap/overview/the-partnership/en/">http://www.fao.org/partnerships/leap/overview/the-partnership/en/</a>



## Annex 4. (continued)

ACRONYM	NAME	DATE	TRIANGLE		MEMBERS	ROLE	SECTOR / ACTIVITY	BRIEF DESCRIPTION (WORDING BASED ON WEBSITE INFORMATION)
LEDS	Low Emission Development Strategies Global Partnership	2011	5	Public/CSO	300	E	Science, knowledge, research	Facilitates peer learning, technical cooperation and information exchange to support the formation and implementation of low emission development strategies, with a focus on developing countries and regions, through practitioners capacity building. <a href="http://ledsgp.org/?loclang=en_gb">http://ledsgp.org/?loclang=en_gb</a>
LFFF	Livelihoods Funds	2015	2	Firm	12	D	Finance sector	Funds simultaneously tackling environmental degradation, climate change and rural poverty and promoting farming practices that can increase food production while preserving our natural resources, like agroforestry and the use of biomass. <a href="http://www.livelihoods.eu/">http://www.livelihoods.eu/</a>
LGIFD	Leading Group on Innovative Financing for Development	2006	7	Public/Firm/CSO	66	C	Finance sector	An informal forum, to discuss the main developments in the field of innovative financing for sustainable development, especially its scale and impact. Members bring their expertise and specificity but do not have any obligation of implementing a mechanism of innovative financing. <a href="http://www.leadinggroup.org/rubrique20.html">http://www.leadinggroup.org/rubrique20.html</a>
MF	Moringa Partnership	2010	2	Firm	2	D	Finance sector	Aims to provide financial returns for its investors and for local communities while contributing to building environmental and social resilience of land-use with agroforestry projects, that provide a profitable alternative to the unsustainable land use practices which drive deforestation. <a href="https://www.moringapartnership.com/">https://www.moringapartnership.com/</a>
N4C	Nature 4 Climate	2017	7	Public/Firm/CSO	11	C	Policy, rights, stewardship	A new campaigning vehicle which supported by a multi-stakeholder coalition aiming to use strategic communications to drive action on natural climate solutions. <a href="https://nature4climate.org/">https://nature4climate.org/</a>
NatCapC	Natural Capital Coalition	2014	7	Public/Firm/CSO	280	A	Science, knowledge, research	A unique global multi-stakeholder collaboration that brings together leading global initiatives and organizations to harmonize approaches to natural capital and to promote a shift in behaviour that enhances rather than depletes natural capital. <a href="https://naturalcapitalcoalition.org/">https://naturalcapitalcoalition.org/</a>



## Annex 4. (continued)

ACRONYM	NAME	DATE	TRIANGLE		MEMBERS	ROLE	SECTOR / ACTIVITY	BRIEF DESCRIPTION (WORDING BASED ON WEBSITE INFORMATION)
<b>Naturland</b>	Naturland - Association for Organic Agriculture	1982	6	Firm/CSO	54 000	A	Nature-friendly land use	Major international association for organic agriculture aiming to prove that organic, social and fair economic activity can only thrive in international co-operation and striving to reconcile the interests of local producers with those of international operations in a globalised world. <a href="https://www.naturland.de/en">https://www.naturland.de/en</a>
<b>NCFA</b>	Natural Capital Finance Alliance	2012	7	Public/Firm/CSO	11	E	Finance sector	Provides the knowledge and tools to reduce and manage the risks of environmental impacts in the finance sector, drives innovation and develops solutions required to better understand risks, and establish the foundation for sustainable long-term economic growth. <a href="https://naturalcapital.finance/about-ncfa/">https://naturalcapital.finance/about-ncfa/</a>
<b>NGFS</b>	Network of Central Banks and Supervisors for Greening the Financial System	2017	1	Public	42	A	Finance sector	A voluntary group of Central Banks and Supervisors exchanging experiences and sharing best practices to develop environment and climate risk management in the financial sector, and to mobilize mainstream finance to support the transition toward a sustainable economy. <a href="https://www.banque-france.fr/node/50628">https://www.banque-france.fr/node/50628</a>
<b>NPEG</b>	New Plastic Economy Global Commitment	2018	7	Public/Firm/CSO	290	E	Oceans activities	A Global Commitment to eliminate plastic waste and pollution at source, signed by 290+ organisations, representing 20% of all plastic packaging produced globally, with the aim to create 'a new normal' for plastic packaging, based on a circular economy principles. <a href="https://newplasticseconomy.org/">https://newplasticseconomy.org/</a>
<b>NRG4SD</b>	Regions4 (former Network of Regional Governments 4 Sustainable Dev)	2002	1	Public	50	C	Cities/Regions	The global voice of regional governments (states, regions and provinces) in the fields of climate change, biodiversity and sustainable development, established in 2002 at the World Summit in Johannesburg. <a href="https://www.regions4.org/our-work/biodiversity">https://www.regions4.org/our-work/biodiversity</a>

## Annex 4. (continued)

ACRONYM	NAME	DATE	TRIANGLE		MEMBERS	ROLE	SECTOR / ACTIVITY	BRIEF DESCRIPTION (WORDING BASED ON WEBSITE INFORMATION)
OECD	OECD Guidelines for Multinational Enterprises - Environment policy 2005	2005	1	Public	36	A	Policy, rights, stewardship	One chapter of the OECD Guidelines for Multinational Enterprises is dedicated to enterprises' environmental performance, encouraging multinational enterprises to improve their internal environmental management practices and seek continuous improvements. <a href="https://mneguidelines.oecd.org/guidelines/">https://mneguidelines.oecd.org/guidelines/</a>
OIKO	OikoCredit - Ecumenical Development Co-operative Society U.A.	1968	3	CSO	567	D	Finance sector	Worldwide cooperative and social investor promoting sustainable development by providing loans, investments and capacity building to the microfinance, agriculture and renewable energy sectors, guided by the principle of empowering people to improve their livelihoods. <a href="https://www.oikocredit.coop/invest/membership-of-the-cooperative">https://www.oikocredit.coop/invest/membership-of-the-cooperative</a>
P4G	Partnering for Green Growth and Global Goals 2030	2018	4	Public/ Firm	13	J	Finance sector	A new initiative that provides facilitation, funding and recognition to innovative start-up and scale-up projects, incubating and accelerating the best ideas for sustainable growth in developing nations in five sectors: food and agriculture, water, energy, cities and circular economy. <a href="https://www.p4gpartnerships.org/">https://www.p4gpartnerships.org/</a>
PEDRR	Partnership for Environment and Disaster Risk Reduction	2008	5	Public/ CSO	17	C	Policy, rights, stewardship	Provides technical and science-based expertise and applies best practices in ecosystems-based Disaster Risk Reduction approaches to build local resilience against disasters while sustaining livelihoods and providing important products to local populations. <a href="http://pedrr.org/about-us/">http://pedrr.org/about-us/</a>
PEFC	Programme for the Endorsement of Forest Certification	1999	6	Firm/ CSO	49	H	Certifications and reporting	Promotes Sustainable Forest Management (SFM) through independent third-party certification, working throughout the entire forest supply chain to ensure that timber and non-timber forest products are produced with respect for the highest ecological, social and ethical standards. <a href="https://www.pefc.org/forest-issues/sustainability/biodiversity">https://www.pefc.org/forest-issues/sustainability/biodiversity</a>



## Annex 4. (continued)

ACRONYM	NAME	DATE	TRIANGLE		MEMBERS	ROLE	SECTOR / ACTIVITY	BRIEF DESCRIPTION (WORDING BASED ON WEBSITE INFORMATION)
<b>POIG</b>	Palm Oil Innovation Group	2013	6	Firm/CSO	17	E	Commercial and sectoral land use; agribusiness	Strives to achieve the adoption of responsible palm oil production practices by key players in the supply chain through developing and sharing a credible and verifiable benchmark that builds upon the Roundtable on Sustainable Palm Oil (RSPO). <a href="http://poig.org/">http://poig.org/</a>
<b>PRI</b>	Principles for Responsible Investment	2006	4	Public/Firm	2 000	A	Finance sector	The world's leading proponent of responsible investment, works to understand the investment implications of environmental, social and governance (ESG) factors and to support its international network of investor signatories in incorporating these factors into their decisions. <a href="https://www.unpri.org/">https://www.unpri.org/</a>
<b>PROBLUE</b>	World Bank's Blue Economy Program MDTF	2018	4	Public/Private	15	D	Finance sector	Fund supporting healthy and productive oceans, focusing on: fisheries and aquaculture, marine pollution, the sustainable development of tourism, maritime transport and off-shore renewable energy and building the capacity of governments to manage marine and coastal resources. <a href="https://www.worldbank.org/en/topic/environment/brief/the-world-banks-blue-economy-program-and-problue-frequently-asked-questions">https://www.worldbank.org/en/topic/environment/brief/the-world-banks-blue-economy-program-and-problue-frequently-asked-questions</a>
<b>ProPol</b>	Promote Pollinators - Coalition of the Willing on Pollinators	2016	1	Public	21	C	Policy, rights, stewardship	Reaches out to new partners to develop and implement national pollinator strategies and promote innovative action on protecting pollinators. <a href="https://prometepollinators.org/">https://prometepollinators.org/</a>
<b>P-SHP</b>	PANORAMA - Solutions for a Healthy Planet	2013	5	Public/CSO	7	C	Nature-friendly land use	A partnership initiative to document and promote examples of inspiring, replicable solutions across a range of conservation and sustainable development topics, enabling cross-sectoral learning and inspiration and increasing recognition for successful work. <a href="https://panorama.solutions/en">https://panorama.solutions/en</a>
<b>R20</b>	R20 Regions of Climate Action	2010	1	Public	48	F	Cities/regions	Supports sub-national governments around the world to develop and finance green infrastructure projects. <a href="https://regions20.org/">https://regions20.org/</a>

## Annex 4. (continued)

ACRONYM	NAME	DATE	TRIANGLE		MEMBERS	ROLE	SECTOR / ACTIVITY	BRIEF DESCRIPTION (WORDING BASED ON WEBSITE INFORMATION)
R4	The R4 Rural Resilience Initiative	2011	5	Public/CSO	2	D	Finance sector	Enables vulnerable rural families to increase their food and income security by managing climate-related risks, through a combination of four strategies: improved resource management through asset creation, insurance, livelihoods diversification and microcredit and savings. <a href="https://www1.wfp.org/r4-rural-resilience-initiative">https://www1.wfp.org/r4-rural-resilience-initiative</a>
RAFT	Responsible Asia Forestry and Trade	2007	3	CSO	7	B	Climate and land conservation action	Builds the capacity of countries, businesses and communities in Asia Pacific to practice legal and sustainable forest management and trade, with a focus on timber legality verification and the application of sustainable forest management practices. <a href="http://www.responsibleasia.org/">http://www.responsibleasia.org/</a>
Ramsar	Convention On Wetlands Of International Importance Especially As Waterfowl Habitat	1971	1	Public	169	A	Policy, rights, stewardship	Promotes “the conservation and wise use of all wetlands through local and national actions and international cooperation, as a contribution towards achieving sustainable development throughout the world”. <a href="https://www.ramsar.org/about/the-ramsar-convention-and-its-mission">https://www.ramsar.org/about/the-ramsar-convention-and-its-mission</a>
REDD+	UN-Reducing Emissions from Deforestation and forest Degradation Programme	2008	1	Public	73	F	Climate and land conservation action	Supports nationally led REDD+ processes and promotes the informed and meaningful involvement of all stakeholders, including indigenous peoples and other forest-dependent communities, in national and international REDD+ implementation. <a href="http://www.un-redd.org/">http://www.un-redd.org/</a>
RegInt	Regeneration International	2015	3	CSO	250	F	Climate and land conservation action	International movement united around a common goal: to reverse global warming and end world hunger by facilitating and accelerating the global transition to regenerative agriculture and land management. <a href="https://regenerationinternational.org/">https://regenerationinternational.org/</a>
RIPESS	Intercontinental network for the promotion of social solidarity economy	1997	3	CSO	13	C	Policy, rights, stewardship	A global network of continental networks committed to the promotion of Social Solidarity Economy, with the aim to build and strengthen an economy that places people and planet at the centre of its activities, through intercontinental cooperation, knowledge sharing and advocacy. <a href="http://www.riposs.org/?lang=en">http://www.riposs.org/?lang=en</a>



## Annex 4. (continued)

ACRONYM	NAME	DATE	TRIANGLE		MEMBERS	ROLE	SECTOR / ACTIVITY	BRIEF DESCRIPTION (WORDING BASED ON WEBSITE INFORMATION)
RRI	Rights and Resources Initiative	2005	3	CSO	15	C	Policy, rights, stewardship	Founded to address the insecure and unjust land rights of over two billion IPLC living in the forests and drylands of developing countries, which undermine global efforts to alleviate poverty, advance gender equity, and reduce illegal logging, conflict, and climate change. <a href="https://rightsandresources.org/en/#.XNq4OY4zbcS">https://rightsandresources.org/en/#.XNq4OY4zbcS</a>
RSB	The Roundtable on Sustainable Biofuels (RSB Standard)	2007	7	Public/ Firm/ CSO	85	A	Certifications and reporting	Drives the development of a new world bioeconomy based on biomaterials, biofuels and biomass production, through sustainability solutions, trusted certification standards, innovation and collaborative partnerships, and tools that mitigate business risk and contribute to the SDGs. <a href="http://rsb.org/">http://rsb.org/</a>
RSPO	Roundtable on Sustainable Palm Oil	2004	6	Firm/ CSO	1 800	E	Certifications and reporting	Promotes sustainable palm oil among participants from the palm oil value chain, develops environmental and social criteria which companies must comply with in order to produce Certified Sustainable Palm Oil (CSPO), that minimize the negative impacts of palm oil cultivation. <a href="https://rspo.org/about">https://rspo.org/about</a>
RTRS	Roundtable on Responsible Soy	2006	6	Firm/ CSO	200	E	Certifications and reporting	Promotes responsible production, processing and trading of soy on a global level, to assure production is socially equitable, economically feasible and environmentally sound and maintains or improves the economic status for the producer. <a href="http://www.responsiblesoy.org/">http://www.responsiblesoy.org/</a>
RUAF	RUAF global partnership on sustainable Urban Agriculture and Food Systems	1999	5	Public/ CSO	10	C	Cities/ regions	Seeks to contribute to the development of sustainable cities by facilitating awareness, knowledge generation and dissemination, capacity development, policy design and action planning for resilient and equitable urban agriculture and urban food systems. <a href="https://www.ruaf.org/">https://www.ruaf.org/</a>
SAC	Sustainable Apparel Coalition	2010	6	Firm/ CSO	200	A	Certifications and reporting	Apparel, footwear, and textile industry's alliance for sustainable production, using standardized supply chain measurement tools to measure environmental and social labor impacts across the supply chain, highlighting inefficiencies and damaging practices to address. <a href="https://apparelcoalition.org/">https://apparelcoalition.org/</a>



## Annex 4. (continued)

ACRONYM	NAME	DATE	TRIANGLE		MEMBERS	ROLE	SECTOR / ACTIVITY	BRIEF DESCRIPTION (WORDING BASED ON WEBSITE INFORMATION)
SAI	Sustainable Agriculture Initiative Platform	2010	2	Firm	90	H	Commercial and sectoral land use; agribusiness	A global food & drink value chain initiative to facilitate sharing, at precompetitive level, of knowledge, best practices and resources to support the development and implementation of sustainable agriculture practices involving stakeholders throughout the food value chain. <a href="http://www.saiplatform.org/about-us/who-we-are">http://www.saiplatform.org/about-us/who-we-are</a>
SAN	Sustainable Agriculture Network	1997	3	CSO	11	E	Commercial and sectoral land use; agribusiness	Helps companies, producers and donors move forward with their sustainability agenda in a practical and efficient way, transform agricultural practices and create value on the ground, by fostering sustainable agriculture, biodiversity conservation and improved rural livelihoods. <a href="https://www.sustainableagriculture.eco/">https://www.sustainableagriculture.eco/</a>
SAO	Arctic Council	1996	5	Public/CSO	14	F	Oceans activities	Intergovernmental forum promoting cooperation, coordination and interaction among the Arctic States, Arctic indigenous communities and other Arctic inhabitants on issues of sustainable development and environmental protection in the Arctic. <a href="https://arctic-council.org/index.php/en/">https://arctic-council.org/index.php/en/</a>
SBT	Science Based Targets Initiative	2014	7	Public/Firm/CSO	5	A	Certifications and reporting	Provides companies with a clearly defined pathway to future-proof growth by specifying how much and how quickly they need to reduce their greenhouse gas emissions. <a href="https://sciencebasedtargets.org/">https://sciencebasedtargets.org/</a>
SCCh	Sustainable Coffee Challenge	2015	6	Firm/CSO	2	E	Commercial and sectoral land use; agribusiness	The Challenge aims to stimulate greater demand for sustainable coffee to achieve a production meeting sustainable practices, while improving income of coffee producers, implementing sustainable agricultural practices to triple productivity and preventing the clearing of HCV forest. <a href="https://www.sustaincoffee.org/">https://www.sustaincoffee.org/</a>
SDIP	Sustainable Development Investment Partnership (WEF)	2015	4	Public/Firm	41	D	Finance sector	Aims to mobilize the use of blended finance in sustainable investments in developing countries. <a href="http://sdiponline.org/">http://sdiponline.org/</a>



## Annex 4. (continued)

ACRONYM	NAME	DATE	TRIANGLE		MEMBERS	ROLE	SECTOR / ACTIVITY	BRIEF DESCRIPTION (WORDING BASED ON WEBSITE INFORMATION)
SDSN	Sustainable Development Solutions Network	2012	5	Public/CSO	800	C	Science, knowledge, research	Mobilizes global scientific and technological expertise to promote practical solutions for sustainable development, including the implementation of the Sustainable Development Goals (SDGs) and the Paris Climate Agreement. <a href="http://unsdsn.org/">http://unsdsn.org/</a>
SER	Society for Ecological Restoration	1988	6	Firm/CSO	2 500	C	Nature-friendly land use	A global community of restoration professionals actively engaged in the ecologically sensitive repair and recovery of degraded ecosystems utilizing a broad array of experiences, knowledge sets, and cultural perspectives, for the benefit of biodiversity, ecosystems, and humans. <a href="http://ser-insr.org/">http://ser-insr.org/</a>
SFL	Sustainable Food Lab	2004	6	Firm/CSO	21	F	Commercial and sectoral land use; agribusiness	Aims to create a sustainable food system by helping organizations turn ideas into action, through positive partnerships, professional development and innovative tool building, with the long-term goal of bringing about large shifts in sustainability in mainstream supply chains. <a href="https://sustainablefoodlab.org/">https://sustainablefoodlab.org/</a>
SIF-UNE	Sustainable Insurance Forum (UNEP)	2016	4	Public/Firm	22	C	Finance sector	Serves as a global framework for the insurance industry to tackle sustainability issues, including climate change. <a href="https://www.sustainableinsuranceforum.org/about">https://www.sustainableinsuranceforum.org/about</a>
SNAPP	Science for Nature and People Partnership	2013	3	CSO	3	E	Science, knowledge, research	A partnership with multiple experts representing a broad suite of sectors, institutions, and specialties who would not otherwise convene around a targeted, complex challenge, to produce tools and other science-to-solution “products,” including over 80 peer-reviewed papers. <a href="https://snappartnership.net/">https://snappartnership.net/</a>
SPREP	Secretariat of the Pacific Regional Environment Programme	1979	1	Public	26	E	Oceans activities	Facilitates and implements activities to achieve sub-national, national, and regional outcomes, promote cooperation in the South Pacific Region and provide assistance in order to protect and improve the environment and to ensure sustainable development for all generations. <a href="https://www.sprep.org/governance">https://www.sprep.org/governance</a>

## Annex 4. (continued)

ACRONYM	NAME	DATE	TRIANGLE		MEMBERS	ROLE	SECTOR / ACTIVITY	BRIEF DESCRIPTION (WORDING BASED ON WEBSITE INFORMATION)
<b>SPRFMO</b>	South Pacific Regional Fisheries Management Organization	2006	1	Public	15	F	Oceans activities	Inter-governmental organisation committed to the long-term conservation and sustainable use of the fishery resources of the South Pacific Ocean and, in so doing, safeguarding the marine ecosystems in which the resources occur. <a href="https://www.sprfmo.int/">https://www.sprfmo.int/</a>
<b>SSI2040</b>	Sustainable Shipping Initiative	2010	6	Firm/ CSO	14	F	Oceans activities	Brings together like-minded organisations with shared goals and equal determination in improving the sustainability of the shipping industry in terms of social, environmental and economic impacts. <a href="https://www.ssi2040.org/">https://www.ssi2040.org/</a>
<b>TBCI</b>	The Blue Carbon Initiative	2011	5	Public/ CSO	25	E	Climate and land conservation action	Works to mitigate climate change through the restoration and sustainable use of coastal and marine ecosystems, particularly mangroves, tidal marshes and seagrasses. <a href="https://www.thebluecarboninitiative.org/">https://www.thebluecarboninitiative.org/</a>
<b>TBI</b>	Tropenbos International	2017	3	CSO	7	B	Nature-friendly land use	Brings the knowledge together to address complex questions regarding sustainable management of forests, works with stakeholders to improve the governance and management of tropical forests for the benefit of people, biodiversity and sustainable development. <a href="https://www.tropenbos.org/projects">https://www.tropenbos.org/projects</a>
<b>TCB</b>	The Conference Board	1916	2	Firm	129	C	Commercial and sectoral land use; other	A member-driven think tank that 'delivers trusted insights for what's ahead' to its corporate members. <a href="https://www.conference-board.org/eu/">https://www.conference-board.org/eu/</a>
<b>TexEx</b>	Textile Exchange	2002	2	Firm	297	H	Certifications and reporting	Works closely with all sectors of the textile supply network, identifies and shares best practices regarding farming, materials, processing, traceability, and product end-of-life in order to create positive impacts on water, soil, air, animals, and the human population. <a href="https://textileexchange.org/">https://textileexchange.org/</a>
<b>TFA2020</b>	Tropical Forest Alliance 2020 (WEF)	2012	7	Public/ Firm/ CSO	19	C	Policy, rights, stewardship	Partnership in which partners take voluntary actions to reduce the tropical deforestation associated with the sourcing of commodities such as palm oil, soy, beef, and paper and pulp, helping reduce GHG emissions, improve livelihoods and conserves natural habitats. <a href="https://www.tfa2020.org/en/">https://www.tfa2020.org/en/</a>



## Annex 4. (continued)

ACRONYM	NAME	DATE	TRIANGLE		MEMBERS	ROLE	SECTOR / ACTIVITY	BRIEF DESCRIPTION (WORDING BASED ON WEBSITE INFORMATION)
TNOC	The Nature of Cities	2012	5	Public/CSO	12	C	Cities/regions	International platform for transdisciplinary dialogue facilitating the sharing of diverse, transformative ideas about cities as ecosystems of people, nature, and infrastructure, and committed to the design and creation of better cities for all. <a href="https://www.thenatureofcities.com/">https://www.thenatureofcities.com/</a>
TRAFFIC	TRAFFIC	1976	3	CSO	2	F	Climate and land conservation action	Works globally on one of the world's most pressing conservation challenges, trade in wild animals and plants, in the context of both biodiversity conservation and sustainable development. <a href="https://www.traffic.org/">https://www.traffic.org/</a>
TSC	The Sustainability Consortium	2009	7	Public/Firm/CSO	92	F	Commercial and sectoral land use; other	Works to transform the consumer goods industry by partnering with leading companies to define, develop, and deliver more sustainable products, aiming to create a planet where the resources we use to create the products we consume have a neutral effect on our world. <a href="https://www.sustainabilityconsortium.org/">https://www.sustainabilityconsortium.org/</a>
UCLG	United Cities and Local Governments	2004	1	Public	175	F	Cities/regions	Aims to be the united voice of local and regional governments, promoting the values, goals and interests of democratic, local self-government through cooperation, and harnessing the urban-rural continuum to make local economies more dynamic, inclusive and sustainable. <a href="https://www.uclg.org/">https://www.uclg.org/</a>
UNA	Urban Nature Alliance (IUCN)	2018	5	Public/CSO	nd	A	Cities/regions	Dedicated to improving human health and well-being through greener cities, the Alliance aims to standardize how cities measure their natural capital and raise awareness on the benefits of preserving urban ecosystems. <a href="https://www.iucn.org/news/secretariat/201809/iucn-launches-global-alliance-greener-cities">https://www.iucn.org/news/secretariat/201809/iucn-launches-global-alliance-greener-cities</a>
UNCCD	UN Convention to Combat Desertification	1994	1	Public	115	A	Policy, rights, stewardship	The sole legally binding international agreement linking environment and development to sustainable land management, addressing the drylands, where some of the most vulnerable ecosystems and peoples can be found. <a href="https://www.unccd.int/">https://www.unccd.int/</a>

## Annex 4. (continued)

ACRONYM	NAME	DATE	TRIANGLE		MEMBERS	ROLE	SECTOR / ACTIVITY	BRIEF DESCRIPTION (WORDING BASED ON WEBSITE INFORMATION)
UNEP	UNEP International Resource Panel	2007	1	Public	27	C	Policy, rights, stewardship	Builds and shares the knowledge needed to improve our use of resources worldwide and to steer us away from overconsumption, waste and ecological harm to a more prosperous and sustainable future. <a href="http://www.resourcepanel.org/">http://www.resourcepanel.org/</a>
UNEP-FI	UNEP Finance Initiative	1992	4	Public/ Firm	240	A	Finance sector	Promotes sustainable finance among financial institutions, works with UN Environment to understand today's environmental, social and governance challenges, why they matter to finance, and how to actively participate in addressing them. <a href="https://www.unepfi.org/about/">https://www.unepfi.org/about/</a>
UNESCO	World Heritage Convention	1972	1	Public	193	E	Policy, rights, stewardship	Promotes collaboration in education, sciences, and culture in order to increase universal respect for justice and human rights, linking together the concepts of nature conservation, the preservation of cultural properties and the need to preserve the balance between the two. <a href="http://whc.unesco.org/en/committee/">http://whc.unesco.org/en/committee/</a>
UNGC	United Nations Global Compact	2000	1	Public	160	H	Certifications and reporting	Aims to mobilize a global movement of sustainable companies aligning their strategies and operations with Ten Principles on human rights, labour, environment and anti-corruption, and taking strategic actions to advance broader societal goals, such as the SDGs. <a href="https://www.unglobalcompact.org/">https://www.unglobalcompact.org/</a>
UNW	UN-Water	1977	1	Public	32	C	Policy, rights, stewardship	Coordinates the efforts of UN entities and international organizations working on water and sanitation issues, reflecting the fact that water issues run through all of the UN's main focus areas, to support UN Member States to sustainably manage water and sanitation. <a href="http://www.unwater.org/">http://www.unwater.org/</a>



## Annex 4. (continued)

ACRONYM	NAME	DATE	TRIANGLE		MEMBERS	ROLE	SECTOR / ACTIVITY	BRIEF DESCRIPTION (WORDING BASED ON WEBSITE INFORMATION)
WBCSD	World Business Council for Sustainable Development	1992	2	Firm	270	F	Policy, rights, stewardship	A CEO-led organization aiming to accelerate the transition to a sustainable world and helping member companies from all sectors become more successful and sustainable, by focusing on the maximum positive impact for shareholders, the environment and societies. <a href="https://www.wbcsd.org/Programs/Redefining-Value/Business-Decision-Making/Measurement-Valuation/Resources/Biodiversity-and-ecosystem-services-scaling-up-business-solutions">https://www.wbcsd.org/Programs/Redefining-Value/Business-Decision-Making/Measurement-Valuation/Resources/Biodiversity-and-ecosystem-services-scaling-up-business-solutions</a>
WCF	World Cocoa Foundation	2000	2	Firm	100	E	Commercial and sectoral land use; agribusiness	Catalyzes action to accelerate cocoa sustainability through MSPs, aligned public and private investment, policy dialogue, and knowledge sharing to achieve transformative change in the cocoa supply chain, with empowered cocoa-growing communities and preserved environment. <a href="https://www.worldcocoafoundation.org/">https://www.worldcocoafoundation.org/</a>
WEF	World Economic Forum	1971	4	Public/ Firm	650	G	Policy, rights, stewardship	The International Organization for Public-Private Cooperation, engaging the foremost political, business, cultural and other leaders of society to shape global, regional and industry agendas - including related to sustainable value chains and systems. <a href="https://www.weforum.org/projects/new-vision-for-agriculture">https://www.weforum.org/projects/new-vision-for-agriculture</a>
WFFP	World Forum of Fisher Peoples	1997	3	CSO	29	C	Policy, rights, stewardship	A mass-based social movement, supporting its small-scale fisher members to strengthen their organisational capacities, and advocating for the rights of fisher people to access and manage fisheries resources, for human rights and for the protection of natural biodiversity. <a href="http://worldfishers.org/">http://worldfishers.org/</a>
WfWP	Women for Water Partnership	2004	3	CSO	27	F	Policy, rights, stewardship	Partnership of women's organizations from around 134 predominantly low and middle-income countries, with significant contributions to improving access to water, sanitation and hygiene, irrigation, water management, empowered communities, and stimulated local development. <a href="https://www.womenforwater.org/">https://www.womenforwater.org/</a>



ACRONYM	NAME	DATE	TRIANGLE		MEMBERS	ROLE	SECTOR / ACTIVITY	BRIEF DESCRIPTION (WORDING BASED ON WEBSITE INFORMATION)
WOC	World Ocean Council	2008	2	Firm	67	C	Oceans activities	Ocean industry leadership alliance committed to “Corporate Ocean Responsibility”, developed by and for the private sector, with a multi-sectoral approach to address cross-cutting issues affecting ocean sustainable development, science and stewardship of the seas. <a href="http://www.oceancouncil.org/site/">http://www.oceancouncil.org/site/</a>
WPC	World Petroleum Council	1933	1	Public	65	C	Oceans activities	Dedicated to the promotion of sustainable management and use of the world’s petroleum resources for the benefit of all, acting as a forum for dialogue, and supporting the application of scientific advances in the oil and gas industries, and technology transfer. <a href="https://www.world-petroleum.org/">https://www.world-petroleum.org/</a>
WPlaC	World Plastics Council	2014	2	Firm	25	E	Commercial and sectoral land use; other	Engages the key leaders in the industry to cooperate in order to address common issues and opportunities that are increasingly global work. Promotes the ethic of sustainability and the responsible use of plastics and represents the global plastics industry to other stakeholders. <a href="https://www.worldplasticscouncil.org/">https://www.worldplasticscouncil.org/</a>
WSC	World Shipping Council	2000	2	Firm	19	C	Oceans activities	Provides a coordinated voice for the liner shipping industry, partnering with governments and other stakeholders to collaborate on actionable solutions for challenging transportation problems, like trade, security and customs initiatives, environmental issues. <a href="http://www.worldshipping.org/industry-issues/environment">http://www.worldshipping.org/industry-issues/environment</a>
WWC	World Water Council	1996	7	Public/ Firm/ CSO	376	C	Policy, rights, stewardship	A multistakeholder platform mobilizing action on critical water issues at all levels, including the highest decision-making level, by engaging people in debate and challenging conventional thinking, focusing on the political dimensions of water security, adaptation and sustainability. <a href="http://www.worldwatercouncil.org/en">http://www.worldwatercouncil.org/en</a>



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