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2022 was momentous for IUCN and nature conservation.

Led by our Members, Commission members and Secretariat, IUCN was key to building global ambition for the Kunming-Montreal Global Biodiversity Framework, which was adopted in December after a two-year delay due to COVID-19 precautions. IUCN, through the IUCN Nature 2030 Programme, now stands ready to support its implementation moving forward.

IUCN’s global leadership in nature conservation was again reaffirmed by world leaders at the Fifth Session of the United Nations Environment Assembly, which multilaterally agreed a definition of Nature-based Solutions based on IUCN’s proposal from 2016. This common definition will help ensure that the goals of the Rio Conventions are achieved together. This is an ambition reinforced by the inclusion of Nature-based Solutions in the cover decision of the UN Climate Change Conference at Sharm el-Sheikh (COP27), in the targets of the Kunming-Montreal Global Biodiversity Framework, and in commitments made by Parties to the UN Convention to Combat Desertification.

We further strengthened the convening power of the Union with the inaugural IUCN Leaders Forum in Jeju, South Korea. The Forum was conceived as an annual, high-level, in-person event that gathers leaders to address key and emerging topics on the global agenda. This year’s Forum brought together IUCN Members from government, civil society, Indigenous peoples’ organisations and partners from the private sector, with the common goal of helping define nature-positive economies and societies.

These achievements and the many others highlighted in this report are only made possible by IUCN’s 1,400 Members and 14,000 Commission members, who collectively are the political and scientific force that drives our work. In 2022, we welcomed our first 12 subnational government Members, alongside two new Indigenous Peoples’ Organisations. We look forward to welcoming others, as the Union continues its focus on enabling local conservation action.

With our deep scientific knowledge, bold ambition, and democratic and inclusive mandate, the Union is helping the world overcome the biodiversity and climate challenges.

Together, we are building a better, greener and fairer future.

Razan Al Mubarak  
President

Dr Bruno Oberle  
Director General
Mission and Nature 2030

The International Union for Conservation of Nature (IUCN) is a membership Union uniquely composed of both government and civil society organisations. The experience, resources and reach of its more than 1,400 Member organisations and the input of some 14,000 experts make IUCN the global authority on the status of the natural world and the measures needed to safeguard it.

**IUCN’S VISION**
A just world that values and conserves nature

**IUCN’S MISSION**
Influence, encourage and assist societies to conserve the integrity and diversity of nature and ensure that any use of natural resources is equitable and ecologically sustainable

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**The Union**
The Union has the following constituent parts:
- Members
- National and Regional Committees (composed of Members)
- Commissions
- Secretariat
- Council
- World Conservation Congress

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**IUCN’S VISION**
A just world that values and conserves nature

**IUCN’S MISSION**
Influence, encourage and assist societies to conserve the integrity and diversity of nature and ensure that any use of natural resources is equitable and ecologically sustainable

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**UNITED FOR LIFE AND LIVELIHOODS**

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**DIRECT BENEFITS BACK TO MEMBERS**
(Knowledge, analysis, tools and convening)

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**POLICY AMPLIFICATION DIRECT FROM MEMBERS**
Through IUCN World Conservation Congress

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**POLICY IMPACT**
International, national and local
- Attaining the SDGs and meeting other global challenges

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**DIRECT BENEFITS TO PEOPLE AND NATURE**
Tools, standards, on the ground projects

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© IUCN
Nature 2030: a Union in action

Adopted at the IUCN World Conservation Congress in Marseille, the Nature 2030 IUCN Programme was the result of many years of deliberation across the Union. Covering a ten-year time frame for the first time, the Programme is a call for mobilisation to IUCN Members, Commissions and the Secretariat. This longer-term outlook aligns with the United Nations 2030 Agenda for Sustainable Development and the Kunming-Montreal Global Biodiversity Framework.

Five Programme Areas

The Programme, with a more inclusive and extended vision, defines five broad areas where IUCN will work to deliver tangible positive impacts:

- **PEOPLE** Biodiversity is nurtured in harmony with human well-being, based on the principles of equity, equality and justice.

- **LAND** Intact landscapes are protected while sustainable use balances the needs of people and nature on production and urban land.

- **WATER** Freshwater systems support and sustain biodiversity and human needs.

- **OCEANS** Stronger legal frameworks and investment in biodiversity restoration ensure a healthy ocean supporting nature and people.

- **CLIMATE** Global temperature rise is limited to 1.5°C through ambitious mitigation measures, alongside effective adaptation.

All contributing to the 17 Sustainable Development Goals

Infographic by Natacha Bigan, using SDG icons.
Members

IUCN harnesses the knowledge, resources and reach of over 1,400 Members. These include States and government agencies at national and subnational levels, large and small non-governmental organisations, Indigenous peoples’ organisations, scientific and academic institutions.

Through their affiliation with IUCN, Members work with Commissions and the Secretariat to forge and implement solutions to the planet’s greatest environmental challenges. IUCN Members also convene and influence diverse stakeholders, including at the highest levels, in support of nature conservation. As part of a democratic process, at the IUCN World Conservation Congress, Members vote on Resolutions that drive the global conservation agenda. IUCN’s history is built on Members putting their knowledge and influence to work for a more sustainable future for nature and people.

IUCN’s 1,452 Members are in 165 countries and are comprised of:

- 1,063 National Non-Governmental Organisations
- 113 Government Agencies
- 86 States
- 53 Affiliate Members
- 25 Indigenous Peoples’ Organisations
- 100 International Non-Governmental Organisations

Spread of IUCN’s membership

IUCN | ANNUAL REPORT 2022
Member highlights

- IUCN welcomed its first subnational government Members, a new category established at the World Conservation Congress in Marseille. By the end of 2022, IUCN had 12 subnational government Members ranging from the City of Paris to the Jeju Special Self-Governing Province in the Republic of Korea.

- The biweekly Union Digest newsletter kept Members updated on IUCN news and events throughout the year. Members were invited to take part in events ranging from a webinar series to prepare for the UN Biodiversity Conference to various networking events at both regional and global level.

- Many Members partnered on IUCN projects in 2022 as part of the Nature 2030 Programme, often with far-reaching impact. For example, a project with IUCN State Member Rwanda implemented a Nature-based Solution in the country’s Rubavu district to alleviate the regular flooding that previously caused significant crop damage and displacement of people in the Sebeya river catchment area. By 2022, it was reported that the past 12 months were the first year that the municipality had not recorded a single death attributed to flooding or landslides.

- IUCN Members and its Secretariat continued to collaborate strongly on the 137 Resolutions adopted at the 2021 World Conservation Congress. To mention just one example, IUCN and its Members WWF, BMZ and Wetlands International helped implement in 2022 the Resolution for the conservation, restoration and sustainable management of mangrove ecosystems. This included conducting detailed assessments of the socio-economic value of mangroves, mapping the state of the mangroves in the Western Indian Ocean, and working to advance political ambition on advanced mangrove action both internationally and regionally as part of the Save our Mangroves Now initiative.

The Maldives became a new State Member in 2022, and Angola and Portugal rejoined the Union.
National and Regional Committees

IUCN Members within a country or region may choose to organise themselves into National and Regional Committees to facilitate cooperation among Members, and with other parts of the Union, and to support the participation of Members in the Programme and governance of IUCN. IUCN’s National and Regional Committees can be very different in nature. Some of the Member Committees work to jointly implement projects, whereas others are predominantly vehicles for exchange and networking.

There are currently 66 officially recognised National Committees, eight recognised Regional Committees, one interregional Committee and a Global Group for National and Regional Committee Development.

8 Officially recognised Regional Committees of IUCN Members
- Eastern and Southern Africa Regional Committee
- North Africa Regional Committee
- West and Central Africa Regional Committee
- Meso America Regional Committee
- South America Regional Committee
- Caribbean Regional Committee
- South and East Asia Regional Committee
- West Asia Regional Committee

1 Officially recognised Interregional Committee of IUCN Members
- Interregional Committee for Europe, North and Central Asia

66 Officially recognised National Committees of IUCN Members
- Argentina
- Australia
- Bangladesh
- Belize
- Benin
- Bolivia (Plurinational State of)
- Botswana
- Brazil
- Burkina Faso
- Burundi
- Cambodia
- Cameroon
- Canada
- Chile
- Colombia
- Costa Rica
- Denmark
- Dominican Republic
- Ecuador
- El Salvador
- Finland
- France
- Guatemala
- Guinea Bissau
- Honduras
- Hungary
- India
- Israel
- Italy
- Japan
- Jordan
- Kenya
- Kuwait
- Lebanon
- Malawi
- Mali
- Mexico
- Morocco
- Mozambique
- Nepal
- New Zealand
- Nicaragua
- Pakistan
- Palestine
- Panama
- Paraguay
- Peru
- Poland
- Republic of Korea
- Russian Federation
- Senegal
- South Africa
- Spain
- Sri Lanka
- Sweden
- Switzerland
- Thailand
- The Netherlands
- Tunisia
- Turkey
- Uganda
- United Arab Emirates
- United Kingdom of Great Britain & Northern Ireland
- United States of America
- Viet Nam
- Zimbabwe
2022 Highlights from the National and Regional Committees

IUCN Asia Regional Committee
- A virtual platform launched in March 2022, the Asia Nature Forum aims to strengthen engagement and interaction between IUCN constituents in the Asia region. Six webinars on topics related to nature conservation and sustainable development allowed Members, Commissions, Councillors and Secretariat staff to learn and share experience with each other.

IUCN French Committee
- Marking 30 years of existence in 2022, the IUCN French Committee is a unique platform for dialogue and expertise on biodiversity issues in France. As an example of this, its French Nature Congress in October 2022 – held at the ZooParc de Beauval – brought together 150 people to prepare the collective messages to convey during the season of important international COP meetings that followed.

IUCN Regional Committees for Meso America and South America; IUCN National Committee for Spain
- The ABCÑ of IUCN is a working group that promotes interregional collaboration among IUCN constituents in the Spanish language. Its second online event, held in June 2022, focused on the IUCN Secretariat. It provided Members with an opportunity to learn how the Secretariat is organised, the services it offers and the work it does, and encouraged participation of Members in IUCN processes and knowledge products.

IUCN Interregional Committee for Europe, North and Central Asia (ICENCA)
- Approved by the IUCN Council in June 2022, ICENCA will provide pragmatic assistance for strengthening cooperation and collaboration between all IUCN entities in Europe, North and Central Asia. The Committee held a Members’ workshop on regional plans in Málaga in September.
Commissions

IUCN Commissions are broad and active networks of around 14,000 scientists and experts providing IUCN and its Members with sound know-how and policy advice to drive conservation and sustainable development.

Commissions regional spread

- 25% West Europe
- 10% Africa
- 2% West Asia
- 21% South and East Asia
- 6% Oceania
- 19% North America and the Caribbean
- 4% East Europe, North and Central Asia
- 13% Meso and South America
- 2% West Asia
- 64% Oceania

Commissions gender split

- 36% Female
- 64% Male

- 7 IUCN COMMISSIONS
- 14,000 SCIENTISTS AND EXPERTS
- 7,400 IN 300 COMMISSION-LED EVENTS
- 80+ ACTIVE PROJECTS AND GRANTS
- 47 ‘GREY LITERATURE’ PUBLICATIONS
- 50+ PEER-REVIEWED ARTICLES
IUCN Commissions

Climate Crisis Commission (CCC)
Chair: Manuel Pulgar-Vidal (interim)

CCC is the Union’s newest Commission, established at the World Conservation Congress in Marseille with an Interim Chair and Steering Committee appointed by Council during 2022. The mission of CCC will be to promote appropriate, effective, just and nature-positive solutions to the climate crisis that are based on the best available scientific evidence from all reputable international bodies and from indigenous knowledge systems. Recruitment of CCC members and implementation of its work plan will begin in 2023.

Commission on Education and Communication (CEC)
Chair: Sean Southey (second term)

CEC drives change through the provision of leadership on communication, learning and knowledge. The Commission’s role is to strengthen the work of the Union through creative, innovative, participatory, responsive and effective communication and education, as tools to bring about positive social and behavioural change for the well-being of people and the planet.

2022 HIGHLIGHTS
Led by CEC along with IUCN WCPA and Parks Canada, the #NatureForAll movement continued to grow, reaching around 575 organisational partners. The movement engages new audiences to connect with and fall in love with nature, thus igniting action for conservation. A major new multi-partner initiative launched during 2022, funded by the Robert Woods Johnson Foundation, created the first international survey of outdoor classrooms and learning environments. Its action agenda will be implemented throughout 2023.

CEC continued to provide leadership on IUCN’s youth engagement, including the delivery to Council of the first IUCN Youth Strategy. With youth now representing 25% of the IUCN CEC Steering Committee, the Commission worked to ensure meaningful opportunities for youth to engage in international meetings. For example, #NatureForAll facilitated an intergenerational dialogue on ocean conservation ahead of IMPAC5.

Commission on Ecosystem Management (CEM)
Chair: Angela Andrade (second term)

CEM promotes ecosystem-based approaches for the management of landscapes and seascapes. Its mission is to provide expert guidance on integrated approaches to the management of natural and modified ecosystems to promote biodiversity conservation and sustainable development.

2022 HIGHLIGHTS
A research team led by CEM members developed the first comprehensive classification of the world’s ecosystems across land, rivers and wetlands, and seas. Published in October 2022 in Nature, the IUCN Global Ecosystem Typology provides a globally consistent classification that will enable more coordinated and effective biodiversity conservation.

CEM is instrumental in developing and improving the knowledge base on Nature-based Solutions (NBS). The IUCN definition of NBS formed the basis for a landmark resolution on sustainable development adopted by the fifth session of the United Nations Environment Assembly (UNEA-5) in March 2022.
WCEL has the goal of advancing environmental law to strengthen the legal foundations of nature conservation and sustainable development. In addition to developing best practices and inter-sectoral strategies for effective compliance and enforcement, the Commission aims to strengthen the capacity of governments, the judiciary, prosecutors, law schools and other stakeholders as they develop and implement environmental law.

2022 HIGHLIGHTS
WCEL convened the 2022 Oslo International Environmental Law Conference, bringing together more than 800 participants to engage in a broad exchange about the environmental rule of law and the role and responsibilities of the legal profession in bringing about change.

Two new task forces were created to enhance collaboration with the IUCN Secretariat. The IUCN WCEL Agreement on Plastic Pollution Task Force provides insights and guidance on the legal issues central to the process of negotiation of a global plastics treaty. The IUCN WCEL Rights of Nature Task Force aims to help make the Union's engagement on the topic of rights of nature more concrete, examining the consequences of granting legal personality to ecosystems, species or natural spaces.

Species Survival Commission (SSC)
Chair: Jon Paul Rodríguez (second term)

SSC works to influence, encourage and assist societies to conserve biodiversity by building knowledge on the status of and threats to species. With more than 8,300 volunteer experts, the Commission works both independently and in conjunction with other IUCN constituents to provide advice, develop policies and guidelines, and facilitate conservation planning.

2022 HIGHLIGHTS
The Centers for Species Survival (CSS), partnerships between the SSC Chair’s Office and leading species conservation organisations, are designed to support the SSC network in strengthening local capacity, conservation planning, and implementing conservation action. Three new Centers were formalised: CSS Southeast Asia in partnership with Mandai Nature, Singapore; CSS Australasia in partnership with the Zoo and Aquarium Association Australasia, Australia; and CSS Georgia Aquarium, focused on marine conservation, in the United States.

SSC's high-level interventions included an alert on the poisoning of migratory birds in Crimea, an urgent call to reactivate the work for habitat restoration and protection of the Loa frog in Chile, and an appeal for the urgent declaration of the American red swamp crayfish as an invasive species in Colombia. Other letters issued concerned poaching of rhinos in Hluhluwe-iMfolozi Park, South Africa and the protection of the Lower Congo River from large hydroelectric dam developments.

World Commission on Protected Areas (WCPA)
Chair: Madhu Rao (first term)

WCPA develops knowledge-based policy, advice and guidance on the full range of issues related to protected areas. The Commission brings together experts to develop global protected area standards and best practice guidelines, supporting governments, NGOs, Indigenous peoples and local communities, and other stakeholders in the implementation of the Global Biodiversity Framework, and especially its Target 3 on area-based conservation.

2022 HIGHLIGHTS
WCPA co-convened two regional congresses: the Asia Parks Congress in Sabah, Malaysia and the Africa Protected Areas Congress in Kigali, Rwanda. These well-attended and highly-inclusive congresses were significant milestones for setting regional priorities for the next decade, and for preparing for CBD COP15, highlighting conservation successes, challenges and opportunities and fostering commitment and collaboration. They gave an important voice to both Indigenous peoples and local communities, as well as to youth, to discuss challenging issues in each region.

Through its specialist groups and task forces, WCPA has developed technical guidance on several elements of Target 3 in the newly adopted Kunming-Montreal Global Biodiversity Framework, including on equity, on understanding and applying other effective area-based conservation measures (OECMs), and on implementing 30x30 in inland waters.
The IUCN Secretariat works to achieve the vision of the Union’s membership. The Secretariat includes over 900 staff working in over 50 countries.

IUCN’s headquarters are in Gland, near Geneva, Switzerland, and there are regional, outposted, country and project offices around the world. In addition to contributing knowledge and undertaking convening and capacity-building work, the Secretariat manages projects worldwide and coordinates support services to Members and Commissions.

Through the work of the IUCN Centres, the Secretariat supports the implementation of the policy work and the Programme of IUCN.

The Corporate Services Group is responsible for constituency support, strategic partnerships and donor relations, communications, human resources, legal, finance, global convenings and events, and knowledge and information management.

IUCN Centres

To support the delivery of the Nature 2030 Programme, three new Centres were created in the IUCN Secretariat, reflecting the pillars of sustainable development – environmental sustainability, economic feasibility and social equity. These are underpinned by a fourth new Centre focused on science and data and the already-established Centre for International Policy.

Centre for Conservation Action
Oversees IUCN’s work on biomes, including global efforts on land, oceans and species. This Centre works directly with regional teams to drive conservation and policy action on the ground and apply state-of-the-art knowledge to improve conservation planning, monitoring and results.

Centre for Economy and Finance
Oversees efforts to mobilise and redirect the resources needed to meet the global targets on biodiversity and climate change. Through the creation of new business models and economic analysis, the Centre makes the case for investing in nature with the public and private sectors.

Centre for Society and Governance
Responsible for institutional, legal and collaborative efforts aimed at empowering and protecting the rights of a wide range of stakeholders, especially traditionally marginalised communities, women and girls, Indigenous peoples, local communities and youth.

Centre for Science and Data
Strives to further develop IUCN’s longstanding reputation as a global authority on conservation science and knowledge, and as a global standard-setter for the collection, assessment and analysis of biodiversity-related data.

International Policy Centre
Works with the IUCN Director General to enhance the Union’s policy work and impact, guiding engagement in multilateral processes and international environmental forums to ensure the provision of sound policy and technical advice to negotiators and key stakeholders.
IUCN OFFICES

ASIA
1. Asia Regional Office (ARO) - Bangkok, Thailand
2. Dhaka, Bangladesh
3. Bangkok, Thailand
4. Beijing, China
5. Colombo, Sri Lanka
6. Hanoi, Viet Nam
7. Islamabad, Pakistan
8. Karachi, Pakistan
9. Kathmandu, Nepal
10. Nay Pyi Taw, Myanmar
11. New Delhi, India
12. Phnom Penh, Cambodia
13. Vientiane, Lao PDR

EAST AND SOUTH AFRICA
14. Eastern and Southern Africa Regional Office (ESARO) - Nairobi, Kenya
15. Dar es Salaam, Tanzania
16. Kampala, Uganda
17. Kigali, Rwanda
18. Maputo, Mozambique
19. Nairobi, Kenya
20. Pretoria, South Africa

EASTERN EUROPE AND CENTRAL ASIA
21. Regional Office for Eastern Europe and Central Asia (ECARO), Belgrade, Serbia

EUROPE
22. European Regional Office (EURO) - Bonn, Germany

MEDITERRANEAN
23. Centre for Mediterranean Cooperation (Med) - Málaga, Spain

MEXICO, CENTRAL AMERICA AND THE CARIBBEAN
24. Regional Office for Mexico, Central America and the Caribbean (ROMACC) - San Jose, Costa Rica
25. Guatemala City, Guatemala
26. San Salvador, El Salvador
27. Tegucigalpa, Honduras

NORTH AMERICA
28. Regional Office for North America - Washington D.C., USA

WEST AND CENTRAL AFRICA
29. West and Central Africa Regional Office (PACO) - Dakar, Senegal
30. Cotonou, Benin
31. Bamako, Mali
32. Bissau, Guinea-Bissau
33. Dakar, Senegal
34. Nouakchott, Mauritania
35. Ouagadougou, Burkina Faso
36. Yaoundé, Cameroon

SOUTH AMERICA
37. South America Regional Office (SUR) - Quito, Ecuador
38. Brasilia, Brazil (Associação IUCN Brasil)

OCEANIA
39. Oceania Regional Office (ORO) - Suva, Fiji

WEST ASIA
40. Regional Office for West Asia (ROWA) - Amman, Jordan

HEADQUARTERS AND OUTPOSTED OFFICES
41. IUCN headquarters, Gland, Switzerland
42. Cambridge Office, Cambridge, United Kingdom
43. Environmental Law Centre (ELC), Bonn, Germany

REPRESENTATIVE OFFICE
44. Permanent Observer Mission of IUCN to the United Nations, New York, N.Y., USA
45. EU Representative Office, Brussels, Belgium

IUCN Country Project Offices are not reflected on the map
The IUCN Council is the Union’s principal governing body in between sessions of the World Conservation Congress, the General Assembly of the Union’s Members.

Subject to the authority, direction and policy of the Congress, the role of the IUCN Council is to set strategic direction and policy guidance for the work of the Union; provide oversight and guidance on the performance of the components of the Union as a whole and of the Director General in particular; and to fulfil its fiduciary responsibilities to the Members and render account to them.

During 2022, the Council defined five key priorities on which it committed to deliver by 2025. These included:

1. Strengthening the governance of IUCN, and increasing the level of membership participation and confidence in the decision process
2. Developing a 20-year Strategic Vision for IUCN, including a financial strategy, that receives the support from all its constituent parts
3. Implementing the Resolutions of the IUCN World Conservation Congress
4. Increasing Member engagement and satisfaction
5. Improving IUCN’s influence on the global agenda and mobilising IUCN’s constituents in order to secure high-ambition conservation goals

Members of Council

- President
- Treasurer
- Chairs of the Commissions
- 28 Councillors elected from the Regions
- Indigenous Councillor (appointed)
- Councillor from the State in which IUCN has its seat (Switzerland)

2022 Highlights

- Following the election of Councillors at the 2021 World Conservation Congress, Council established the Climate Crisis Commission (CCC) as requested by 2021 Congress Resolution 110, and adopted its Terms of Reference.
- The Council established the Intersessional Council Working Group and kick-started the development of the 20-year Strategic Vision for IUCN on which Members will be consulted in 2023.
- By approving its Terms of Reference and Process, the Council launched the development of an IUCN policy on synthetic biology in relation to nature conservation following a request from the 2021 Congress.
- The Council endorsed proposals from the Advisory Group for the review of the Statutes established by 2021 Congress Resolution 148 to turn the IUCN World Conservation Congress henceforth into a hybrid event and make the supreme governance of IUCN more agile.
- As part of its oversight role, the Council provided direction for the development of a strategy for knowledge products and knowledge management that recognises the role of the IUCN Commissions in the development of knowledge products.
2022 CONVENINGS & NETWORKING
Leadership for a nature-positive future

The first IUCN Leaders Forum, held in Jeju, Republic of Korea in October 2022, highlighted the urgent need for a global transition to a nature-positive economy. Organised in collaboration with the Korean Ministry of Environment and Jeju Self-Governing Province, the Forum brought together leaders and changemakers from government, civil society, Indigenous peoples’ organisations, business and finance.

New initiatives

At the Forum, IUCN proposed a **Nature-Positive Approach** to provide a pathway for organisations to become nature-positive. IUCN defines this as halting and reversing the loss of nature measured from its current status, reducing future negative impacts alongside restoring and renewing nature, to put both living and non-living nature measurably on the path to recovery.

The Union’s new **Contributions for Nature Platform** was presented, an online tool that measures the potential contribution of specific actions in specific places towards global biodiversity and climate goals. IUCN, in partnership with Jeju Self-Governing Province, also launched the **Nature Province Partnership**, a new network of regional authorities to support the nature conservation efforts of IUCN Members at this intermediate level of government.

Recommendations

IUCN developed a set of concrete **recommendations based on the conclusions of the Leaders Forum**. These included the need for governments to phase out environmentally harmful subsidies, a call for the inclusion of specific references to nature-positive – and related financial flows – in the Global Biodiversity Framework, and improvements in the quality and quantity of protected areas. The recommendations emphasise the role and rights of Indigenous peoples and local communities in achieving nature-positive economies, as well as the need for greater transparency and accountability with respect to supply chains and food systems.

“We can build nature-positive economies and societies; and this is how we will advance a new paradigm for our thriving, collective future and its species.”

Ban Ki-moon, 8th Secretary-General of the United Nations, speaking at the IUCN Leaders Forum in Jeju

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**IUCN Director General Dr Bruno Oberle** and **Young Hun Oh, Governor of Jeju Self-Governing Province** at the closing ceremony of the IUCN Leaders Forum Jeju 2022. © IUCN
Major mobilisations for protected areas in Africa and Asia

In 2022, IUCN – including the World Commission on Protected Areas (WCPA) and IUCN Members – and host country partners convened two major regional congresses on protected and conserved areas. The 2nd Asia Parks Congress was held in Malaysia in May; and the inaugural IUCN Africa Protected Areas Congress (APAC) took place in Rwanda in July. These well-attended events were significant milestones for setting regional priorities for the next decade and for fostering commitment and collaboration.

Both congresses were highly inclusive, with active participation from Indigenous peoples and local communities alongside representatives of government agencies, NGOs, international organisations, youth, academia and the private sector.

IUCN Africa Protected Areas Congress

This was the first continent-wide gathering of African leaders, citizens and interest groups to discuss the role of protected areas in conserving nature, convened jointly by IUCN and two of its Members – the government of Rwanda and the African Wildlife Foundation – with strong support from WCPA. Discussions centred on safeguarding the continent’s iconic wildlife, delivering vital life-supporting ecosystem services, and promoting sustainable development while conserving Africa’s cultural heritage and traditions.

The Congress closed with the adoption, by 2,400 participants from across Africa and beyond, of the Kigali Call to Action. This identifies priority actions to strengthen protected areas in a just, equitable and fair manner. They include reinforcing the rights of Indigenous peoples and local communities and securing greater public and private financial investment in nature conservation and protected areas. The document also calls for enhanced Pan-African collaboration, cooperation and partnership for protected and conserved area systems throughout the continent.

Coordinator of the Association of Peul Women and Autochthonous Peoples of Chad, Hindou Oumarou Ibrahim speaks on a panel of female conservation leaders in Africa. © IUCN

Nyaradzo Auxillia Hoto (IAPF Akashinga Ranger Team, Zimbabwe) receives the 2022 IUCN WCPA International Ranger Award. © IUCN
2nd Asia Parks Congress

Jointly convened by Sabah Parks, Malaysia and IUCN, the 2nd Asia Parks Congress identified the most important actions needed in the next decade to strengthen systems of protected and conserved areas across Asia. The Congress attracted 1,200 participants from across Asia and beyond.

The delegates agreed on the Kota Kinabalu Declaration, a powerful statement that calls on Asian and global leaders to negotiate strong global targets for protected and conserved areas. These should be implemented with sufficient financial resources to ensure fair and effective results for people and nature. The Declaration focused in particular on the roles of Indigenous peoples and some local communities as customary owners, and custodians, of biodiversity and socio-ecological well-being. It recognises the importance of the full, effective and meaningful participation of Indigenous peoples and local communities in policy-making arenas that have the potential to impact on their collective and individual rights, and on their lands, territories and resources.

WCPA commits to supporting follow-up actions on the congress priorities including additional emphasis and stronger work programmes on urban parks, ecosystem restoration, and the nexus between biodiversity conservation, climate and human health.

The Congress was unique in that it convened voices from Indigenous peoples as well as youth, and acknowledged the need to go beyond business as usual to strengthen parks for biodiversity conservation and for human well-being.

Dr Madhu Rao, Chair of the IUCN World Commission on Protected Areas, speaking at the Asia Parks Congress
Embracing the transformative power of law in Oslo

Convened by the IUCN World Commission on Environmental Law (WCEL) and the University of Oslo, the 2022 Oslo International Environmental Law Conference brought together 377 in-person participants and over 400 online participants to engage in a broad exchange about the role of law and the role and responsibilities of the legal profession in bringing about change.

The conference coincided with a notable year of anniversaries for international environmental law: 50 years after the Stockholm Declaration that led to the creation of the UN Environment Programme, 40 after the adoption of the UN Convention on the Law of the Sea, and 30 after the Rio Declaration on Environment and Development and the Rio Conventions. Building on these foundations, the event at the University of Oslo focused on the Transformative Power of Law: Addressing Global Environmental Challenges.

It was a fruitful gathering, not only in identifying emerging global environmental problems and legal challenges but also in discussing how the law can be shaped to address those issues. Topics addressed included the meaning and implementation of the environmental rule of law; legal tools to protect ecosystems; new thinking around rights, including human rights to a clean and healthy environment and the concept of Rights of Nature; developments in international environmental treaty-making; and the regulation of financial and development institutions.

"We need to innovate in environmental law, we need to prioritise an approach that puts the environment at the centre of the law and imposes a duty on humans to make choices consistent with ecological integrity and planetary boundaries."

Inger Andersen, Under-Secretary-General of the United Nations and Executive Director of the UN Environment Programme
IUCN achieved significant successes in international policy for nature, working with stakeholders across geographies and sectors to secure the future for life on Earth.

The Director General, President and other members of the wider IUCN leadership team participated as keynote speakers, panellists and expert contributors across several important international gatherings addressing important topics such as the United Nations Sustainable Development Goals (SDGs), climate change, marine biodiversity and international environmental law.

### United Nations and the Sustainable Development Goals

#### UN Environment Assembly 5.2
**Nairobi, Kenya – February/March**

IUCN strongly supported the adoption of resolution 5/5 *Nature-based Solutions for supporting sustainable development*, in which leaders decided on a multilaterally agreed definition of NbS largely based on that adopted by IUCN Members in 2016; as well as resolution 5/14 *End plastic pollution: Towards an international legally binding instrument*, which expands on an IUCN Resolution from the World Conservation Congress 2021 on the global plastic pollution crisis.

#### Stockholm + 50
**Stockholm, Sweden – June**

At a special event to mark the 50th anniversary of the declaration that led to the creation of the UN Environment Programme, IUCN’s call for urgent, bold efforts towards a truly sustainable global economy contributed to the strong recommendations that emerged for accelerating action towards a healthy planet for the prosperity of all.

#### High-Level Political Forum on Sustainable Development
**New York, USA – July**

With IUCN being an official custodian agency for five indicators for SDGs 14 (life below water) and 15 (life on land), its Director General joined the panel conducting an in-depth review of SDG 15 and described the most critical focus areas for its implementation. He emphasised links with critical elements that would need to be included in the then post-2020 global biodiversity framework.

### UN General Assembly
**New York, USA – September**

IUCN co-sponsored several engagements on the margins of the UN General Assembly including *Scaling Finance for Nature* and *Countdown to COP15*, in which the IUCN President joined a high-level panel on conserving, restoring and sustainably using nature.
Marine biodiversity policy

UN Ocean Conference
Lisbon, Portugal – June/July

IUCN was actively engaged in the conference, with a seat on the Advisory Committee, and provided inputs to the Lisbon Declaration – many of which were taken up – and the eight interactive dialogues that focused on supporting the implementation of SDG 14. Outcomes included the West Indian Ocean region’s commitment to the 30x30 goals in marine areas and several statements calling for a deep-sea mining moratorium, echoing IUCN’s Resolution 122 from the last World Conservation Congress.

Intergovernmental Conference (IGC) on Marine Biodiversity of Areas Beyond National Jurisdiction (BBNJ)
New York, USA – March and August

IUCN contributions included briefings for negotiators and detailed textual proposals to address the key elements of the proposed treaty. The IUCN World Commission on Environmental Law and World Commission on Protected Areas were also active at both sessions of the Conference. Following significant progress in 2022, IUCN will continue to support the final push for a treaty in 2023.

Rio Conventions

UN Convention to Combat Desertification COP15
Abidjan, Côte d’Ivoire – May

As the first COP since IUCN launched the Global Standard for Nature-based Solutions, this was an opportunity for IUCN to strongly encourage Parties to endorse the definition and adopt NbS interventions to restore land. A COP decision on strengthening relationships with other multilateral environmental agreements explicitly cited the importance of implementing NbS.

UN Framework Convention on Climate Change COP27
Sharm el-Sheikh, Egypt – November

IUCN was strongly engaged at UNFCCC COP27. A key priority was to secure greater recognition for the critical role that Nature-based Solutions can play in addressing the interlinked climate and biodiversity crises. This was fully achieved with the COP27 Implementation Plan, for the first time explicitly encouraging governments to consider NbS for their climate mitigation and adaptation actions. COP27 also witnessed the successful launch of the Enhancing Nature-based Solutions for an Accelerated Climate Transformation (ENACT) initiative by Egyptian COP27 Presidency together with Germany and IUCN, to provide a more integrated global approach to NbS. Other new IUCN initiatives at COP27 included the launch of the Mangrove Breakthrough in collaboration with the Global Mangrove Alliance and the High-Level Climate Champions.

IUCN Director General Dr Bruno Oberle at COP27. © IISD/ENB / Mike Muzurakis

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INTERNATIONAL POLICY ADVOCACY

OTHER MULTILATERAL ENVIRONMENTAL AGREEMENTS AND PROCESSES

 Ramsar Convention COP14
Geneva, Switzerland and Wuhan, China – November

As an International Organisation Partner (IOP), IUCN has the opportunity to contribute at all levels to shaping the development and progress of the Ramsar Convention. The COP14 delegation advised Parties and influenced a range of resolutions, including on recognising the potential of wetlands as a Nature-based Solution for climate mitigation and adaptation. IUCN co-led an IOP side event on the importance of collaborating to protect and conserve Ramsar sites, and the IUCN Commission on Ecosystem Management launched the book *Wetlands and People at Risk*.

 Convention on International Trade in Endangered Species of Wild Fauna and Flora COP19
Panama City, Panama – November

IUCN analyses of proposals to amend the CITES appendices, conducted jointly with TRAFFIC, the Wildlife Trade Monitoring Network, were specifically mentioned by several Parties during discussions and most of the adopted decisions aligned with the conclusions of the analyses. A total of 52 proposals were considered, affecting more than 400 species; the majority were adopted.

 Intergovernmental Negotiating Committee (INC) for the Development of an International Legally Binding Instrument on Plastic Pollution, Including in the Marine Environment
Punta del Este, Uruguay – November/December

IUCN’s delegation for this first meeting of the INC engaged in the context of the two Resolutions concerning plastic pollution adopted at the World Conservation Congress in Marseille. The Union’s principal contributions included a position paper and five legal briefs for negotiators, the latter developed by the World Commission on Environmental Law. The moderation of roundtables at the multi-stakeholder forum provided an opportunity to engage with governments and civil society to better understand their positions.

 Plenary of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES 9)
Bonn, Germany – July

IUCN’s inputs to the ninth session of the IPBES Plenary (IPBES 9) were substantive. In particular, IUCN secured the inclusion of information based on IUCN standards and other inputs in the thematic assessment of the sustainable use of wild species.

UN Convention on Biological Diversity COP15
Montreal, Canada – December

Bringing a strong delegation to CBD COP15, IUCN partnered with other organisations to host the Nature Positive Pavilion, which held over 100 events with the goal of engaging and building convergence in support of an ambitious Global Biodiversity Framework (GBF). IUCN followed negotiations on this and other COP agenda items, actively engaging with Parties to relay its main messages. While the main outcome – the Kunming-Montreal Global Biodiversity Framework – does not go as far as IUCN wanted, it takes many steps in the right direction, as highlighted in the Union’s post-event statement. The Monitoring Framework of the GBF, and in particular its headline indicators, is also a substantial success for IUCN, with numerous indicators derived from IUCN data.
In 2022, IUCN registered around 1.75 million document downloads from the IUCN Library System.

There were 13 new IUCN ISBN publications and 13 translations of IUCN ISBN publications in 2022. Fourteen of these 26 publications were developed with IUCN Members or Commissions.

**IUCN ISBN publications released in 2022 with most online attention**

- **Situation analysis on the roles and risks of wildlife in the emergence of human infectious diseases**
  - Commissions involved: SSC (Species Survival Commission)
  - Altmetric Attention Score: 81

- **Selecting species and populations for monitoring of genetic diversity**
  - Commissions involved: SSC (Species Survival Commission)
  - Altmetric Attention Score: 52

- **A solution package for plastic pollution – from measurement to action**
  - Insights from Eastern and Southern Africa, Southeast Asia, and the Mediterranean
  - Altmetric Attention Score: 37

- **Wildlife and power lines**
  - Guidelines for preventing and mitigating wildlife mortality associated with electricity distribution networks
  - Altmetric Attention Score: 28

- **Guidelines for using A Global Standard for the Identification of Key Biodiversity Areas**
  - Version 1.2
  - Commissions involved: SSC (Species Survival Commission) and WCPA (World Commission on Protected Areas)
  - Altmetric Attention Score: 16

These Altmetric Attention Scores were captured on 31 January 2023. The live Altmetric Attention Score for these publications may fluctuate, and the most up-to-date data is available on the publication page.
Top 5 IUCN ISBN publications downloaded in 2022

- **Primary Microplastics in the Oceans**
  A Global Evaluation of Sources
  28,312 downloads

- **Guidelines for Applying Protected Area Management Categories**
  Including IUCN WCPA best practice guidance on recognising protected areas and assigning management categories and governance types
  20,041 downloads

- **World conservation strategy**
  Living resource conservation for sustainable development
  17,924 downloads

- **IUCN Global Standard for Nature-based Solutions**
  First edition
  17,123 downloads

- **Approaches to sustainable agriculture**
  Exploring the pathways towards the future of farming
  14,484 downloads

IUCN PUBLICATIONS REACHED

12,841 ONLINE MENTIONS

- 4,744 MENTIONS ON TWITTER
- 5,372 MENTIONS ON WIKIPEDIA
- 538 MENTIONS IN NEWS OUTLETS
Knowledge products based on IUCN Standards

Using IUCN Standards to generate global scale datasets to help identify and address the most pressing nature conservation challenges

IUCN Red List of Threatened Species™

The IUCN Red List is the world’s most trusted information source on global species biodiversity and the gold standard for identifying threatened species. Produced with the active participation and support of the Red List Partnership, it includes the Green Status of Species tool, which assesses the recovery of species populations, measuring conservation success.

2022 HIGHLIGHTS
- 8,056 new species added to the Red List, for a total of 150,388
- 11 Green Status species added, for a total of 37
- Publication of the first continent-wide assessment of hoverflies in Europe


IUCN Red List of Ecosystems

The IUCN Red List of Ecosystems, supported through the IUCN RLE Partnership, is a tool to assess the conservation status of ecosystems. It is based on scientific criteria for performing evidence-based analyses of the risk of ecosystem collapse. It builds on the IUCN Global Ecosystem Typology for classifying and mapping all Earth’s ecosystems.

2022 HIGHLIGHTS
- Red List of Ecosystems listed as a headline indicator for monitoring Goal A of the Global Biodiversity Framework agreed at COP15
- Publication of the IUCN Global Ecosystem Typology for classifying and mapping all Earth’s ecosystems, closing a major gap in our ability to measure the state of nature
- 950,750 km² of the world’s ecosystems re-assessed in 2022

The RLE Partnership is comprised of IUCN CEM, IUCN Secretariat, University of New South Wales, Deakin University, Arizona State University, Provita, Wildlife Conservation Society, Coastal Oceans Research and Development – Indian Ocean (Cordio) East Africa, and Conservación Internacional Colombia.

IUCN Global Invasive Species Database

The Global Invasive Species Database (GISD) incorporates impact assessments conducted using the IUCN Standard for classifying the impact of alien species on the environment, EICAT (Environmental Impact Classification of Alien Taxa).

2022 HIGHLIGHTS
- EICAT assessments for 314 invasive alien species submitted for approval
- 113 of these approved and published on the GISD, which now covers over 1,000 invasive species
- EICAT used for papers published on the impacts of rabbits and hares as alien species and of acacias introduced to South Africa

GISD is managed by the ISSG of the IUCN Species Survival Commission. Until 2014, the GISD was hosted by the University of Auckland, New Zealand. The GISD has been redesigned with support from the Abu Dhabi Environment Agency, the Italian Ministry of Environment and ISPRA – the Institute for Environmental Protection and Research, Italy.

Red List of Ecosystems Thematic Group

Invasive Species Specialist Group (ISSG)
World Database of Key Biodiversity Areas

IUCN publishes the global standard for identifying Key Biodiversity Areas (KBAs), the most important places in the world for species and their habitats. IUCN co-hosts the KBA Secretariat with BirdLife International and is one of 13 global conservation organisations in the KBA Partnership.

2022 HIGHLIGHTS

- Launch, by BirdLife International and the KBA Partnership, of the World Database of Key Biodiversity Areas with instructional videos on the KBA YouTube channel
- 114 assessments for new (24) or existing KBAs in 21 different countries, bringing the total to 16,336, available on the KBA Data dashboard
- Online training on KBA identification launched in English, French, Spanish and Portuguese


Protected Planet

The Protected Planet initiative, from IUCN and managed by UNEP-WCMC, provides key resources to help understand the current state of protected and conserved areas globally. It encompasses the World Database on Protected Areas (WDPA) and other associated databases and indicators.

2022 HIGHLIGHTS

- A total of 142,799 records updated or verified in the databases, representing 50% of the total
- Publication of Conserving our sea of islands: the state of protected and conserved areas in Oceania, with the WDPA as a central source
- Protected Planet databases cited as sources for monitoring indicators for the Global Biodiversity Framework agreed at COP15

Protected Planet is a joint project between UN Environment Programme and IUCN. The compilation and management of the databases is carried out by UN Environment Programme World Conservation Monitoring Centre (UNEP-WCMC), in collaboration with governments, non-governmental organisations, academia and industry.
Other IUCN Standards

Global Standard for Nature-based Solutions™

The Global Standard for Nature-based Solutions™ sets a common basis of understanding for NbS and contributes to transformational changes by supporting the development of policy and improving practice. It is intended for use by anyone working on the verification, design and scaling up of NbS.

2022 HIGHLIGHTS

- 729 new users added to the Standard’s user group, for a total of 2,021
- Adoption of a definition of NbS at the fifth session of the United Nations Environment Assembly (UNEA-5), based on IUCN’s definition
- Launch of the Enhancing Nature-based Solutions for an Accelerated Climate Transformation (ENACT) Partnership at COP27

The IUCN Global Standard for Nature-based Solutions is developed in joint collaboration with the IUCN Secretariat and the IUCN Commissions, in particular the Commission on Ecosystem Management (CEM).

Green List of Protected and Conserved Areas Standard

The IUCN Green List of Protected and Conserved Areas Standard is the global standard for effective area-based conservation. It provides governments and site managers with a framework for assessing and improving the conservation status of their protected areas, and a way to publicly demonstrate their commitment to conservation and sustainable development.

2022 HIGHLIGHTS

- 16 new protected and conserved areas provisionally listed in five countries (China, France, Mexico, Peru, Zambia) and pending the establishment and deliberation of the new Green List Panel to achieve certification. There are currently 77 certified sites worldwide, with more than 700 more candidate areas working to implement and achieve the Standard.
- The IUCN Green List formally recognised by the Convention on Biological Diversity’s (CBD) new Global Biodiversity Framework
- Creation of new strategic partnerships with ESRI and the High Ambition Coalition for Nature and People, as well as a new engagement from the Gordon and Betty Moore Foundation to support the global development of the IUCN Green List

The Green List of Protected and Conserved Areas Standard is owned by IUCN. IUCN’s World Commission on Protected Areas (WCPA) appoints the Green List Committee, which oversees the review and maintenance of the IUCN Green List Standard.
Decision-support tools and platforms

IUCN hosts or supports a range of other tools providing access to valuable global datasets.

IUCN Contributions for Nature Platform

Mandated by the IUCN Nature 2030 Programme, the Contributions for Nature Platform allows all IUCN constituents – Members, National and Regional Committees, Commission members and the Secretariat – to document conservation and restoration actions over the decade 2021–2030. This documentation is used to measure potential contributions towards global goals for biodiversity, specifically extinction risk reduction and climate change mitigation.

2022 HIGHLIGHTS
- Platform launched in October at the IUCN Leaders Forum in Jeju, Republic of Korea
- By the end of the year, over 4,000 contributions received from more than 100 constituents

PANORAMA – Solutions for a Healthy Planet

PANORAMA is a global knowledge exchange initiative that provides an open, neutral platform to document and promote examples of inspiring, replicable solutions across a range of conservation and sustainable development topics. PANORAMA promotes solutions across different themes through dedicated communities, each coordinated by one or several partner organisations.

2022 HIGHLIGHTS
- Two new communities launched: PANORAMA One Health and PANORAMA Mitigation
- 179 new solution case studies published across the entire platform
- Six new compilations published under the Solutions in Focus series, covering topics such as sustainable tourism, zoonotic disease and technology for nature conservation

Secretariat-led with the support of partners, including GIZ, UNEP, GRID-Arendal, Rare, World Bank, UNDP, ICCROM, IFOAM Organics International, ICOMOS, EcoHealth Alliance, OCTO. Supported by funding from Germany’s BMUV, Norway’s Ministry of Climate and Environment, and the Global Environment Facility.

Integrated Biodiversity Assessment Tool (IBAT)

IUCN is part of the IBAT Alliance, whose website offers a ‘one-stop shop’ data search service for those seeking authoritative global biodiversity information. Licensees can use its web-based mapping and reporting tool to access datasets including the IUCN Red List of Threatened Species™, World Database on Protected Areas and World Database of Key Biodiversity Areas.

2022 HIGHLIGHTS
- Roll out of the Species Threat Abatement and Restoration (STAR) metric that measures the contribution investments can make to reducing species’ extinction risk; around 1,500 STAR reports downloaded
- The reach of IBAT extended through a new partnership with ESG data provider and consultancy FairSupply

The IBAT Alliance includes IUCN, BirdLife International, Conservation International, and UN Environment Programme World Conservation Monitoring Centre (UNEP-WCMC).

Restoration Barometer

The IUCN Restoration Barometer is a tool to track the progress of restoration targets across all terrestrial ecosystems, including coastal and inland waters. Based on the core principles of flexibility and inclusivity, it is currently the only such tool used by national and sub-national governments.

2022 HIGHLIGHTS
- Data submitted by 22 countries; for the 18 countries whose data is already validated, a total of more than 14 million hectares of land under restoration
- The flagship Restoration Barometer report launched, demonstrating the progress that reporting countries are making on their restoration targets

IUCN’s Programme Portfolio

PORTFOLIO VALUE AT END OF 2022

CHF 906.9 MILLION in 166 Countries

CHF 265.6 MILLION in Least Developed Countries

556 PROJECTS

2022 VALUE

CHF 147.9 MILLION 465 PROJECTS

→ 46% implemented with Members

DISCLAIMER
The designations of geographical entities in this publication, and the presentations of the material, do not imply the expression of any opinion whatsoever on the part of IUCN concerning the legal status of any country, territory, or of any of its authorities, or concerning the delimitation of its frontiers or boundaries.
Portfolio annual distribution

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Green Climate Fund (GCF)
- CHF 16.6 million 2022 value
- CHF 152.8 million portfolio value at end of 2022
- 8 active projects in 2022
- CHF 133+ million portfolio value at end of 2022
- 30+ projects with grant-making mechanisms
- 549 grantees
- 12% of IUCN members
- CHF 60+ million grants issued at end of 2022

Global Environment Facility (GEF)
- CHF 112.2 million 2022 value
- CHF 29 active projects in 2022
- CHF 147.9 million 2022 value

Distribution by Programme Area

- Portfolio value at end of 2022 CHF 906.9 million
- People CHF 173.8 million
- Land CHF 373 million
- Water CHF 135.5 million
- Oceans CHF 90.8 million
- Climate CHF 124 million
- Support CHF 7.6 million
Impact Targets

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

© UNES / Andrea Padilla
Restoring nature and livelihoods on the Rio Doce

The Rio Doce Panel completed its five-year mandate in 2022. It was convened and managed by IUCN following the 2015 collapse of a tailings dam at a mining site in Brazil, which resulted in 19 deaths and severe environmental, economic and social damage along 670 km of the Rio Doce.

The role of the Panel was to produce technical and scientific recommendations to the Renova Foundation, responsible for the restoration of the Rio Doce Basin. The goal was to ensure that the people who had depended on the river for their livelihood could do so again, and in better conditions than before. Composed of independent experts, the Panel’s recommendations concerned long-term ecosystem health, resilience and the promotion of sustainable social and economic development.

What I value most about this process is how it demonstrates the credibility that IUCN has: it was called upon to create an independent panel of scientists and request that they work for a five-year period. Having that level of trust, including from the mining sector that was the partner in this effort to recover the quality of life of people and the river ecosystem, means that the institution itself – IUCN – is credible worldwide.

Yolanda Kakabadse, Chair of the Rio Doce Panel, former Minister of the Environment of Ecuador and former President of IUCN
Embracing people-centred conservation

In 2022, several newly launched projects emphasised IUCN’s commitment to advance inclusive conservation that places Indigenous peoples, local communities, and women and girls at the centre. The Inclusive Conservation Initiative (ICI) was officially introduced at both the climate COP in Sharm el-Sheikh and the biodiversity COP in Montreal. ICI aims to enhance the efforts of Indigenous peoples and local communities (IPLCs) to steward land, water and natural resources to deliver global biodiversity benefits for all. Supported by the Global Environment Facility, it is the first pilot of its kind, designed to adapt environmental financing mechanisms to increase funding to IPLCs, making it a significant milestone for conservation funding. The Initiative is implemented by IUCN and Conservation International.

Indigenous women are recognised as crucial knowledge holders, transmitters and important stewards of nature, yet they are often those who receive the least direct support in initiatives, at all scales. IUCN collaborated with its Indigenous Peoples’ Organisation Members to directly address this, through a new phase of the Indigenous Insights – Stewarding the Earth campaign. Launched at COP27 in Sharm el-Sheikh, IUCN Indigenous Peoples’ Organisation Members selected three emerging Indigenous women leaders, who received mentorship support from established Indigenous women leaders and IUCN to navigate global climate policy negotiations and advocacy engagements at COP27.

In July 2022, the government of Pakistan launched its first Climate Change Gender Action Plan (ccGAP), with support from IUCN. Notably, it was the first such ccGAP to benefit from financial support from the Green Climate Fund. It provides the country with a new roadmap to incorporate gender equality and women’s empowerment in climate change discourse and actions.

Strengthening its capacity to address gender-based violence and environmental linkages, in 2022 IUCN took over management of the Resilient, Inclusive and Sustainable Environments (RISE) grants challenge. A call for proposals resulted in 375 applications for funding, with five projects selected. These projects span Cambodia, Kenya, Indonesia, Mexico, the Philippines, Thailand and Zambia, and address the ways in which gender-based violence impacts the safe participation of women in community-protected areas, ecotourism, fisheries, wildlife conservancies and environmental defence.

With support from USAID, IUCN’s Regional Coastal Biodiversity Project focuses on social inclusion in sites of high coastal biodiversity in Honduras, Guatemala and El Salvador. In 2022, an action plan was designed to integrate the needs and interests of women, men, youth and Indigenous peoples to reduce gender gaps, improve livelihoods and strengthen the governance of marine coastal resources.
Impact Targets

Ecosystems are retained and restored, species are conserved and recovered, and KBAs are safeguarded.

Thriving production landscapes are sustainable, and nature’s value and benefits are safeguarded in the long term.

Nature and people thrive in cities while delivering solutions for urban challenges and a sustainable ecological footprint.
Ensuring fair and effective approaches to protected areas

The inclusion of a protected areas target that specifically mentions the role of Indigenous peoples and local communities in the newly agreed Global Biodiversity Framework owed much to the work of IUCN and its Members. Target 3 of the Kunming-Montreal agreement reflects a Resolution previously adopted by IUCN to protect and conserve at least 30% of lands, freshwater and oceans by 2030. Importantly, it also carries forward the Resolution’s emphasis on recognising and respecting the rights of Indigenous peoples.

The IUCN Green List Standard provides a critically important instrument to ensure that such conservation is done well and equitably. It goes beyond simple measures of whether a given area counts towards a target, to also cover questions around who is being consulted and whose values are respected. As an example of this, one of the newest additions to the Green List is the Machiguenga Communal Reserve in Peru. It is co-managed by the National Service of Natural Areas Protected by the State (SERNANP) and the Indigenous communities in the area: Matsigenka, Ashaninka, Kaquinte and Yine-yami.

Enhancing urban biodiversity and promoting NbS in cities

The IUCN Urban Alliance unveiled a new knowledge product for measuring the ecological performance of cities: the IUCN Urban Nature Index (UNI). Comprising a set of 30 indicator topics across six themes, the UNI is intended to help cities understand their impacts on nature, set science-based targets for improvement, and monitor progress accordingly.

Technical support was provided by experts drawn from IUCN Members and Commissions, and representatives of 26 local governments. The IUCN Secretariat has started to apply the UNI in several cities in Central America and Europe. The release of the Making Nature’s City toolkit at the COP15 meeting in Montreal, co-funded by IUCN and part of the IUCN Urban Toolbox, provides cities with an additional tool to help plan their development in a way that supports nature.

IUCN’s office in Central America worked with four municipalities in Guatemala to support the design of new financing mechanisms that will enable the implementation of Nature-based Solutions for water. Building on previous work showing that ecosystem restoration is a cost-effective measure to improve the availability and quality of water, during 2022 IUCN worked with the participating municipalities in the metropolitan area of Guatemala to assess their capacities to move forward with ecosystem restoration schemes in 2023.

Global endeavour to boost regenerative agriculture approaches

Regen10 is an international collaboration that aims to put farmers at the heart of food system transformation so that by 2030, over 50% of the world’s food can be produced in a way that benefits people, nature and climate. Initiated at COP26 in Glasgow, with IUCN as one of the founding partners, Regen10 took flight at COP27 in Sharm el-Sheikh, having secured funding from The Rockefeller Foundation and IKEA Foundation.

With a farmer-centric approach, Regen10 will gather and share evidence on the potential of regenerative food systems and connect those already using regenerative approaches, including Indigenous peoples and local communities. A new team focused on agriculture was created in the IUCN Secretariat during 2022, ensuring that initiatives such as Regen10 can take full advantage of the Union’s technical and policy support.
On-the-ground impact for species

In 2022, IUCN continued supporting species conservation action through carefully targeted funding. Evidence of the impact of this work came with the reassessment of tigers on the IUCN Red List: while the tiger remains Endangered, the fact that numbers are stable or increasing shows that projects like the IUCN Integrated Tiger Habitat Conservation Programme (ITHCP) are succeeding and recovery is possible.

A new phase of the ITHCP was launched in June, with German Development Cooperation providing an additional €12.5 million up to 2027. Species eligibility was expanded to include leopards and clouded leopards.

Red List data also fed into the launch by IUCN Save Our Species (SOS) of a second call for proposals through the Fondation Segré Conservation Action Fund, focusing on scaled reptiles. Grants were available both for on-the-ground conservation action and to support research activities.

Another call for proposals in 2022 targeted sturgeons, the most threatened group of species surveyed by IUCN. Funding from La Prairie Group will see SOS Sturgeons supporting three projects over five years.

An evaluation of the SOS Lemurs initiative rated the project as being very successful, thanks to its simple grant-making procedures and accessibility to many NGOs, including small entities from civil society.

The lessons learned through IUCN SOS, with over 290 successful projects to date, are shared via regular webinars. In 2022, more than 2,000 people registered to attend webinars on managing wildlife diseases and on human-wildlife conflict.
Impact Targets

The loss of freshwater species and decline of freshwater ecosystem health is halted, and restoration initiated.

Equitable access to water resources and all associated ecosystem services are secured.

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

Mozambique delta
© Shutterstock / Toby Grayson
First wild river national park in Europe

IUCN has been working to support the effective protection of one of Europe’s last wild free-flowing rivers. With funding from outdoor clothing company Patagonia, IUCN formed an expert group in 2022 to undertake the preparatory work that enabled the government of Albania to declare, in March 2023, Europe’s first wild river national park around the Vjosa River. A phased approach has seen the protection initially of the main stem of the Vjosa, along with three free-flowing tributaries and all adjacent public land.

The longer-term target is to develop a transboundary arrangement that would see the entire length of the river – known as the Aoos in Greece – and all of its free-flowing tributaries being protected in line with the IUCN Green List Standard for equitable and effective protected areas. A major step towards this target was taken at the CBD COP15 in Montreal, where the government of Greece committed to enhanced protection for the source and headwaters of the Vjosa–Aoos river system within the country’s North Pindos National Park.

Getting the full picture on freshwater species

Work on assessment of freshwater fishes intensified in 2022, with 2,228 species, mostly found in South America, added to the IUCN Red List of Threatened Species™. This significant progress means that 2023 will see freshwater fishes becoming the first large group of freshwater species to be comprehensively assessed on the Red List. This will open the way to large-scale analyses of these data to inform policy and management decisions.

These Red List assessments, mostly carried out by members of the IUCN Species Survival Commission, are important not only for the species themselves, but also as they feed into the definition of Key Biodiversity Areas (KBAs).

During 2022, two landmark reports examined the conservation status of freshwater species and habitats in KBAs, one in the Sebou river basin in Morocco and one in the Douro river basin in Spain and Portugal. In the latter, for example, 122 species were recorded, including 11 classified as threatened with extinction.

Fostering diplomacy-based solutions for shared water ecosystems

Launched in 2011, the BRIDGE programme – Building River Dialogue and Governance – entered its fifth phase in 2022. Directly targeting SDG 6.5.2 on transboundary water cooperation, the programme focuses on the use of diplomacy within a hydrological context between states, to help lead them towards workable solutions for sharing water. Through BRIDGE, IUCN works directly with many State Members and their agencies.

Last year’s achievements included enhanced cooperation between Mozambique and Zimbabwe, in the Buzi-Pungwe-Save basins, including the establishment of a river basin organisation. 2022 also saw a new bi-national water commission begin operating, covering nine transboundary river basins in Ecuador and Peru.

Funded from the outset by the Swiss Agency for Development and Cooperation, BRIDGE has been highly effective in leveraging additional financing. The fifth phase brought the total funding to CHF 26 million, with current co-financing and leveraged investment of almost CHF 102 million.
Impact Targets

The loss of marine species and decline of marine ecosystem integrity is halted, and restoration initiated.

Uses of marine natural resources generate overall positive biodiversity outcomes and sustain livelihood benefits for coastal communities.

Ocean and coastal processes are maintained as a key foundation for planetary stability.

Mother seal with her pup in seagrass.
© Ocean Image Bank / Jeff Hester
A pivotal year for the ocean

The 2021 World Conservation Congress gave IUCN a strong mandate to act for the conservation and sustainable use of marine biodiversity beyond national jurisdiction (BBNJ). 2022 was therefore a pivotal year for high seas governance, kicking off with the One Ocean Summit in Brest, France, where IUCN was instrumental in the formation and promotion of a high ambition coalition aiming to accelerate progress towards a BBNJ treaty. Such a treaty would be a legally-binding instrument under the UN Convention on the Law of the Sea.

IUCN contributions to the fourth and fifth intergovernmental conferences on BBNJ – in March and August – were crucial, both for raising awareness and ambition around the need for a treaty and for the provision of expert technical input. IUCN's detailed commentary on the draft treaty text was widely used by state delegates as they neared agreement, drawing on the deep expertise of the Union’s World Commission on Environmental Law.

In addition to the climate and biodiversity COP meetings in Sharm el-Sheikh and Montreal, June’s UN Ocean Conference in Lisbon provided a further occasion where IUCN used its influence to keep high seas governance in the forefront. A multimedia story – High Time for the High Seas, webinars, workshops and policy briefs all fed into this effort. With the fifth intergovernmental conference on BBNJ set to reopen in February 2023, hopes were high for the swift conclusion of the urgently needed treaty.

Improving conservation of marine species

In an important step forward for the protection of sharks, for which over one-third of species are endangered, the IUCN Species Survival Commission’s Shark Specialist Group developed a set of standardised criteria for Important Shark and Ray Areas (ISRAs). These are discrete portions of habitats, critical to shark species, that have the potential to be managed for conservation. Now that the criteria have been established, the delineation of the first sets of ISRAs will help improve conservation approaches that will benefit sharks.

The potential use of the new ISRA criteria was demonstrated through the application of the equivalent instrument for marine mammals during an IUCN workshop in Costa Rica in June 2022. The workshop resulted in the definition of 36 new Important Marine Mammal Areas (IMMAs) in the Pacific Ocean from northern Mexico to the southern tip of Chile. Living in or passing through this region are nearly half of the world’s 132 marine mammal species and more than 30 of them are now included in IMMAs.
Deep seabed mining: defending the final frontier

Rising demand for metals, including those used to produce wind turbines and solar panels, has increased global pressure to permit deep seabed mining. However, building on Resolution 122 from the 2021 World Conservation Congress, IUCN continued to press for a moratorium on marine mining at depths of more than 200 m. By the end of 2022, 13 states had joined the call for a moratorium.

This momentum contributed to a positive result at the biodiversity COP in Montreal, with a decision calling for the International Seabed Authority (ISA) to better understand the risks to life in the deep sea and ensure that no harm to marine biodiversity and the environment would occur, before permitting deep seabed mining to go ahead.

Tackling plastic pollution in policy and practice

Two IUCN Resolutions from the 2021 World Conservation Congress called for strong action on plastic pollution. Since then, the Union has continued actively contributing to progress towards a global plastics treaty, notably at the first session of the UNEP-fostered intergovernmental negotiating committee (INC) in Uruguay at the end of 2022. In addition to bringing scientific knowledge and technical expertise to the INC process, IUCN plays a critical role in shaping international coalitions.

IUCN is also working with individual states in this context. Starting in 2023, work in five West African countries, for example, will serve to develop technical capacities to understand what is at stake and what should be the role of national governments in a global plastics treaty.

A landmark report published in June 2022 outlined the lessons learned from the application of the IUCN/UNEP plastic pollution hotspotting methodology in eight case studies from Africa, the Mediterranean and Asia. Hotspotting allows governments to better understand plastic waste and leakage, as well as solutions to these problems.

2022 also saw IUCN launching two further resources to help countries tackle plastic pollution. The first is the Blueprint for reducing plastic waste on islands, providing a how-to guide on developing a national plan to reduce plastic waste and eliminate leakage. The second is the Deplastify calculator that recommends the most appropriate technologies and processes to convert, use or dispose of non-commercially recyclable plastics. Like the Blueprint, it was designed as part of a project focused on small island developing states but can be scaled for use in any country.
Countries use Nature-based Solutions and innovations in financing to scale up effective adaptation to the impacts of climate change.

Countries scale up Nature-based Solutions to reach climate mitigation targets.

Responses to climate change and its impacts are informed by scientific assessment and knowledge to avoid adverse outcomes for nature and people.
IUCN at the heart of climate action

In its May 2022 report, the UN’s Intergovernmental Panel on Climate Change (IPCC) made clear that the climate and biodiversity crises are inextricably linked and need to be addressed jointly. With this highly significant scientific backing, IUCN continued to promote Nature-based Solutions (NbS) to address climate change, land and ecosystem degradation, and biodiversity loss. While nature suffers greatly from the effects of climate change, it also provides solutions to both limit the future impact of climate change and to help vulnerable communities and ecosystems adapt to unavoidable climate impacts.

IUCN worked with the Egyptian COP27 Presidency to launch the ENACT (Enhancing Nature-based Solutions for an Accelerated Climate Transformation) initiative in November 2022. Co-chaired by the German Government, ENACT aims to amplify and strengthen collaboration between existing NbS efforts and partnerships, and foster an enabling environment for NbS across the Rio Conventions. The initiative relies on IUCN’s unparalleled ability to bring state and non-state actors together.

With a focus on accelerating the uptake of NbS for climate change adaptation, the FEBA (Friends of Ecosystem-based Adaptation) collaborative network, administered by IUCN, has become the gold standard for convening diverse partners for knowledge sharing and co-production. In the past year, FEBA has spearheaded work on integrating NbS into the Sphere Handbook, which guides responses to humanitarian crises, as well as working with the World Health Organization on producing health-sector guidance on climate and NbS. This epitomises IUCN’s efforts to move beyond traditional partners, a necessary step to break out of ‘business-as-usual’ patterns.

Championing the role of mangroves for climate action

With involvement from IUCN’s Members, Commissions and Secretariat, the Global Mangrove Alliance (GMA) is an important collaboration targeting both climate change mitigation and adaptation. During 2022, its work was recognised with the award of the USD 2 million Food Planet Prize and collaboration with the UN Climate Change High-Level Champions on launching the Mangrove Breakthrough. This is a science-based, measurable and achievable goal to collectively restore and protect mangroves at the scale needed to secure the future of these vital coastal forests. Long-term financing is to be ensured by achieving an investment of USD 4 billion by 2030 to conserve and revitalise these coastal ecosystems.

Boosting Blue Carbon projects worldwide

The Blue Carbon Accelerator Fund (BCAF) was established by Australia and IUCN as a dedicated funding scheme to help increase conservation and restoration of coastal blue carbon ecosystems, which naturally store carbon taken from the atmosphere and the ocean. The aim is to aid climate change mitigation and adaptation, and to protect both biodiversity and the livelihoods of coastal communities.

BCAF began its work in 2022, selecting four projects following a Readiness Support call. In Benin, Peru, Madagascar and the Philippines, these blue carbon projects will receive funding to help them prepare for implementation and access future private sector finance, growing the global portfolio of credible and investment-ready blue carbon projects.

Mangroves and coral, Kimbe Bay, Papua New Guinea. © Ocean Image Bank / Matt Curnock
IUCN is grateful to its growing membership and partners, who are vital to the success of the Union’s work.

IUCN receives support from a wide variety of partners, with a total income in 2022 of CHF 176.8 million. This includes project income, framework income, membership dues and philanthropy income.

▶ 2022 Funding sources

IUCN's growing global portfolio, executed in partnership with its Members and partners, puts IUCN's science-based knowledge into practice. Over the course of 2022, IUCN's portfolio grew to CHF 906.9 million, with the top five donors being the European Commission, the Global Environment Facility (GEF), the government of Germany, the Green Climate Fund (GCF) and the Gordon and Betty Moore Foundation.

▶ 2022 Top contributors
Framework Partners

Framework Partners are a dedicated group who support IUCN’s four-year Programme, Nature 2030, through multi-year core funding. Their support allows IUCN to innovate, produce compelling evidence on emerging challenges, continue to shape global consensus, and create greater impact for nature. Framework Partners are also important project partners. In 2022, IUCN welcomed Luxembourg as a new Framework Partner.

The Swiss Agency for Development and Cooperation (SDC), a long-standing Framework Partner, worked with IUCN in 2022 to strengthen the Union’s operational performance management capacities at the regional level. Measures to further enhance development relevancy and effectiveness of programmatic activities on the ground include:

- Support for the recruitment and onboarding of MEL (monitoring, evaluation and learning) expertise at regional level;
- Thematic evaluations and studies that focus on learning, with a view to elevating IUCN’s transformational change work;
- Support for strengthening IUCN’s evaluation function.

IUCN’s Framework Partners are:

**Denmark**
- Ministry of Foreign Affairs

**Finland**
- Ministry for Foreign Affairs

**France**
- French Development Agency
- Ministry for the Ecological and Inclusive Transition
- Ministry for Europe and Foreign Affairs
- Ministry for Overseas France
- Ministry for Agriculture and Food

**Republic of Korea**
- Ministry of Environment

**Luxembourg**
- Ministry for the Environment, Climate Change and Sustainable Development

**Sweden**
- Swedish International Development Cooperation Agency (SIDA)

**Switzerland**
- Swiss Agency for Development and Cooperation (SDC)

**Norway**
- Norwegian Agency for Development Cooperation (NORAD)

**USA**
- Department of State

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**Strategic Partnerships**

132 New Projects Secured in 2022

For a Value of CHF 142 Million

© IUCN
HIGHLIGHTED PARTNERSHIPS

SPORTS FOR NATURE

IUCN joined forces with Sails of Change, co-founded by IUCN Patrons of Nature Dona Bertarelli and Yann Guichard, to launch the Sports for Nature initiative. The aim is to help sports organisations mitigate negative impacts on biodiversity and climate and encourage them to take concrete steps to protect biodiversity.

PATRONS OF NATURE

IUCN welcomed Mr Eric Jing, Chairman and CEO of Ant Group, and Mr Jian Xue, Chairman of Jiangsu Wenfeng Group, as its newest Patrons of Nature. Both accomplished business leaders and philanthropists, they join a growing group of leaders committed to providing strategic guidance and support, generating investment for IUCN’s Programme and for specific initiatives.

ENACT (Enhancing Nature-based Solutions for an Accelerated Climate Transformation)

Launched in Sharm el-Sheikh by the Egyptian COP27 Presidency, the government of Germany and IUCN, ENACT will coordinate global efforts to address climate change, land and ecosystem degradation, and biodiversity loss through Nature-based Solutions. The initiative will also produce an annual report to update subsequent climate COP meetings on progress in implementing NbS commitments.

THREE-YEAR COOPERATION AGREEMENT RENEWED WITH KFW DEVELOPMENT BANK

For more than a decade, IUCN and KfW have collaborated on a number of terrestrial and marine conservation programmes and projects. Renewed engagement will focus on protected and conserved areas, coastal and marine protected areas, sustainable finance, restoration and agriculture, as well as human rights-based approaches.

NATURE-BASED SOLUTIONS IN HUMANITARIAN CONTEXTS

Nature-based Solutions (NbS) can contribute to the humanitarian imperative of preventing and alleviating human suffering arising out of disasters and conflicts. In November 2022, at the climate COP meeting in Egypt, IUCN and IFRC (International Federation of Red Cross and Red Crescent Societies) formalised a partnership with nature as a cornerstone. In a Memorandum of Understanding, the organisations agree to join forces for supporting implementation of NbS for climate and disaster resilience in the coming decades, to protect at-risk communities including children, youth, women and Indigenous peoples.

Saving ecosystems and stopping the loss of biodiversity is among the top priorities for Kfw Development Bank. With IUCN we have an experienced and competent partner in pushing this agenda globally, regionally and at national level. Our cooperation has been productive and trustful for many years and was again formalised in a recently renewed Memorandum of Understanding. It serves as a solid basis to engage even more in preserving nature – and thus tackle one of the most serious challenges of our times together.

Christiane Laibach, Member of the Executive Board at KfW

STRATEGIC PARTNERSHIPS
Economic ‘success’ can no longer come at nature’s expense. Through a holistic approach, IUCN works with leading companies in key sectors to improve their environmental performance, transform economies and promote solutions that work for people and nature.

**NESPRESSO**

This collaboration aims to address Nespresso’s impacts and dependencies on biodiversity, working towards improved resilience and alignment with community and conservation needs. IUCN has helped to identify priority areas for landscape level actions in Nespresso’s sourcing regions by using the STAR (Species Threat Abatement and Restoration) metric and expert insights.

**LA PRAIRIE**

In collaboration with La Prairie Group, IUCN Save Our Species (SOS) launched a call for proposals for SOS Sturgeons. This is a five-year initiative to support on-the-ground conservation actions that protect threatened sturgeons and their habitats, as well as improve the livelihoods of the people who depend on them in the Rioni and Lower Danube river areas.

**PERNOD RICARD**

The Pernod Ricard group supports the IUCN Agriculture and Land Health initiative aimed at accelerating action towards sustainable agriculture and land health through Nature-based Solutions. The initiative focuses on fostering dialogue between conservation and agri-food actors, developing knowledge and tools to monitor nature and ecosystem services, and adopting targeted nature-positive investments and projects.

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*The Sterlet (*Acipenser ruthenus*), native to the Danube River Basin, is classified as Vulnerable by the IUCN Red List of Threatened Species™. © Wrangel*
07
OVERSIGHT & ASSURANCE
BOOSTING REGIONAL MEL CAPABILITIES AND LEADERSHIP ACCOUNTABILITY

Funding from the Swiss Agency for Development and Cooperation (SDC), an IUCN Framework Partner, provided a boost to the Union’s regional capabilities for accountability, performance monitoring and quality assurance. This support enabled the hiring of three full-time coordinators for monitoring, evaluation and learning (MEL) to be based in IUCN regional offices. They have taken the lead in upgrading regional portfolio planning and monitoring frameworks, performance and risk management policy implementation, and strengthening project MEL capacities.

With the new coordinators in place, a community of practice around performance and assurance was launched and meets regularly, also improving communication between global and regional levels.

The Secretariat increased accountability at leadership level through improved performance-based planning and budgeting methodologies and through the roll-out of a new Manager Scorecard.

IMPROVED RISK MANAGEMENT

IUCN continues to strengthen its risk maturity level and to promote a culture of awareness around risk and internal control across the Secretariat. In 2022, IUCN designed, revised and rolled out its new Enterprise Risk Management Policy and Risk Appetite Statement. Implementation of the policy is guided by a capacity development framework for first and second lines of defence.

EVALUATING IUCN’S WORK

Evaluation coverage and variety increased in 2022, with the completion of thirteen independent project evaluations and an increase in commissioning of independent strategic reviews of the relevance, efficiency and effectiveness of key international engagements, events and investments. Published evaluations can be found in IUCN’s online database.

The Secretariat also secured funding from SDC to commission two large-scale thematic evaluations of the relevance, efficiency and effectiveness of IUCN’s regional portfolios in influencing transformational changes in policy and action for the benefit of nature, conservation, biodiversity and societies. These evaluations will be launched in 2023.
## CONSOLIDATED INCOME AND EXPENDITURE STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2022

Report Currency: CHF ('000)

<table>
<thead>
<tr>
<th></th>
<th>2022 Secretariat Unrestricted</th>
<th>2022 Project Agreements</th>
<th>2022 Total</th>
<th>2021 Secretariat Unrestricted</th>
<th>2021 Project Agreements</th>
<th>2021 Total</th>
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<td><strong>EXTERNAL OPERATING INCOME</strong></td>
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<td>1,700</td>
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<td>159,623</td>
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<td><strong>INTERNAL ALLOCATIONS</strong></td>
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<td>Unrestricted allocations to projects</td>
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<td>(2,292)</td>
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<td>Cross charges from projects</td>
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<td>(42,667)</td>
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<td>56,108</td>
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<td>Other internal allocations</td>
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<td>1,176</td>
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<td><strong>TOTAL INTERNAL ALLOCATIONS</strong></td>
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<td>-</td>
<td>39,284</td>
<td>(39,284)</td>
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<td>Staff costs</td>
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<td>68,484</td>
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<td>Consultants</td>
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<td>3,309</td>
<td>1,535</td>
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<td>10,755</td>
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<td>Workshops and conferences</td>
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<td>301</td>
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<td>Publications and printing costs</td>
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<td>290</td>
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<td>(100)</td>
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<td>Vehicles &amp; equipment - costs &amp; maintenance</td>
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<td>8,250</td>
<td>957</td>
<td>8,301</td>
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<td>442</td>
<td>596</td>
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<td>Depreciation and amortisation</td>
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<td><strong>TOTAL OPERATING EXPENDITURE</strong></td>
<td>70,282</td>
<td>82,369</td>
<td>152,651</td>
<td>67,789</td>
<td>62,769</td>
<td>130,558</td>
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<td><strong>NET OPERATING SURPLUS</strong></td>
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<td>6,972</td>
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<td><strong>OTHER INCOME - EXPENDITURE</strong></td>
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<td>Interest income</td>
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<td>Capital gains (losses)</td>
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<td>(1,281)</td>
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<td>Net (losses) on foreign exchange</td>
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<td>(3,896)</td>
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<td>(43)</td>
<td>(1,281)</td>
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<td>Exchange differences on revaluation of project balances</td>
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<td>(360)</td>
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<td>208</td>
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<td>Net movements in provision and write-offs</td>
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<td>(755)</td>
<td>(1,767)</td>
<td>(2,018)</td>
<td>(1,619)</td>
<td>(3,638)</td>
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<td>2021 Congress</td>
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<td>-</td>
<td>2,875</td>
<td>(1,200)</td>
<td>1,675</td>
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<td><strong>TOTAL OTHER INCOME - EXPENDITURE</strong></td>
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<td>(6,988)</td>
<td>-</td>
<td>911</td>
<td>(1,640)</td>
<td>(729)</td>
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<tr>
<td><strong>NET SURPLUS / (DEFICIT) FOR THE YEAR</strong></td>
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<td>-</td>
<td>(16)</td>
<td>5,688</td>
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<tr>
<td><strong>ALLOCATION AND APPROPRIATIONS TO DESIGNATED RESERVES</strong></td>
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<tr>
<td>Allocations to designated reserves</td>
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<td>(826)</td>
<td>(1,320)</td>
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<tr>
<td>Appropriations from designated reserves</td>
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<td>1,045</td>
<td>322</td>
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<td>322</td>
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<tr>
<td>Appropriations from unrestricted reserves</td>
<td>800</td>
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<td>800</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Net allocations/appropriations to reserved</td>
<td>1,019</td>
<td>-</td>
<td>1,019</td>
<td>(998)</td>
<td>-</td>
<td>(998)</td>
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<tr>
<td><strong>RESULTS FOR THE YEAR AFTER CHANGES IN RESERVES</strong></td>
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<td>-</td>
<td>1,003</td>
<td>4,690</td>
<td>-</td>
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