

IUCN INTERSESSIONAL PROGRAMME

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STEPPING INTO THE NEW MILLENNIUM

IUCN – The World Conservation Union

INTERSESSIONAL PROGRAMME

1. SETTING THE SCENE

Our Vision

**A just world that values
and conserves nature**

A just world that values and conserves nature. This is the Vision set out by IUCN's Council for the first quarter of the 21st century. Our Mission Statement points the Union's programmes, projects and activities firmly in this direction: "To influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and ensure that any use of natural resources is equitable and ecologically sustainable." This Vision and Mission compel us to examine the forces in the world that drive us, directly and indirectly, towards and away from our ultimate conservation goals.

This document – a global programme for IUCN's worldwide Secretariat and its Commissions for the intersessional period and beyond – builds on the progress of the last three years in assessing the emerging issues and trends in conservation, and in envisaging the path ahead with members, Secretariat, Commissions and Council.

This process has allowed us to set a 10-year strategic horizon, and to develop a intersessional programme as the first step. The key strategic results areas identified in this programme document are those areas that we believe demand our concerted action for the period to the next World Conservation Congress. We have compared the world we hope to deliver to our children in 2025 with the world we live in today. We have looked at the kind of World Conservation Union that will be needed to meet the challenges of 2025 and the changes this will require.

Of course, it is not for IUCN alone to transform the world to a more sustainable place, to conserve the world's biodiversity, or to overcome the economic and social forces that undermine our possibilities of living in a healthy, just world. Building on our strengths as a Union, however, we are committed to principles of partnership and collaboration to enable the conservation and development community to play a vital role in the challenges ahead.

Our Mission

**To influence, encourage
and assist societies
throughout the world to
conserve the integrity and
diversity of nature and
ensure that any use of
natural resources is
equitable and ecologically
sustainable**

Towards the end of the last millennium, at the 50th anniversary of IUCN, we acknowledged that:

"Future generations will judge us, with unblinking eye, on our timidity in the global struggles to combat climate change, to protect the oceans, to sustain life in a contaminated world and to flourish in a world of megacities. Future generations will judge us not only on the state of the world they inherit, but on the knowledge, tools and practices that we pass on for them to use resources wisely."

This Programme is a response to the challenge of looking the future in the eye and meeting its demands.

2. STATE OF THE WORLD

IUCN is embarking on a new chapter in its history – with a refocused effort to harness the strengths and diversity of our membership and structure as we work to achieve our Mission. We understand, through our analysis of the past, present and

future trends and issues, that there are new strengths that we need to develop or acquire to meet the challenges of the new millennium. Our ability to maximize our impact is determined by our ability to perceive the underlying and immediate causes of the degradation and destruction of natural resources, and to make strategic choices to address the political, economic and social issues that propel the degradation of the planet.

We have imagined a world that celebrates and nurtures the essential diversity of life, of cultures and peoples. It is a world that embraces an environmental ethic that recognizes that without nature there is no happiness, no peace, no life. We seek harmony with nature and unity among peoples.

Underlying causes of degradation

Poverty and wealth

Growing inequity, that leads to poverty, and the widening gap between the rich and poor destabilizes and undermines conservation and sustainable use. Poverty drives communities to degrade the environment upon which they depend past the point where sustainable livelihoods are possible. At the same time, wealth concentrated in the hands of a few – whether countries, corporations or individuals – fuels consumption in ways that further deplete the resource base.

Markets, economic globalization and trade

Today's pattern of economic development typically fails to value, or undervalues, natural resources. There are many perverse incentives that are at variance with conservation objectives. Trade and free market systems, which do not account for environmental services, waste nature's assets. Economic systems which destroy social and cultural diversity reduce our capacity to cope with the very changes globalization brings.

Trends and issues

Biodiversity loss

Biodiversity loss is one of the world's most pressing crises. It threatens the very basis of more sustainable development and quality of life. Although extinction is a natural process, it would appear that the rate of extinction is increasing and by far exceeds natural rates.

Some suggest that up to 11% of all birds, 25% of all mammals and 20-30% of all plants and vertebrates are under threat of extinction. Distribution patterns and habitats are changing rapidly. Taking these trends and applying them across the whole of biodiversity makes the future seem bleak. Even if responsible actions are

taken immediately the world is doomed to accelerating extinction rates and declines in animal and plant populations. While many species are disappearing, certain invasive species are being introduced with devastating results whose extent we are only just beginning to appreciate.

Extinctions and biodiversity loss have a dramatic effect on the ability of ecosystems to deliver vital services to human populations. The rate of forest loss is at least 15 million hectares each year. While the world's attention has focused in the past decade on the tropical rainforests – particularly the Amazon and Indonesia – a challenge for the next 25 years will be to bring creative management solutions to the world's remaining forest cover, wherever it may be and however difficult the local political circumstances. Increasing attention will have to be given to consumption patterns of forest products. For example, while some forest cover may be saved through flexible mechanisms for carbon trading, we do not yet fully understand the impact of climate change and the limits of sustainable use.

By 2050, if present trends continue, it is estimated that 4 billion people will be affected by water shortages.

Increased human use of water resources will lead to an increase in conflicts over its allocation and use, and the necessary allocation of freshwater to maintain habitats will come under increasing threat.

By 2030 China will need to import approximately 300 million tonnes of grain a year (the world only produces 200 million tonnes for export today).

Water

Water resources, including freshwater biodiversity, will be under increasing pressure due to infrastructure development, land conversion and pollution. Wetland destruction and upper catchment deforestation have caused severe changes in river flow patterns resulting in increased flood damage. By 2025, worldwide water use is expected to increase by 38%, leading to water shortages in at least 18 countries and many more in the following decades. Growing evidence points to extinction rates being much higher in freshwater ecosystems, especially rivers, than in either terrestrial or marine biomes.

Climate change

The impact of global climate change on ecosystems is no longer something for science fiction and futurists, but a challenge facing the world now. By the year 2100, conservative estimates suggest that sea levels will have risen by a full half-metre. The annual average temperatures in some tropical regions will have increased more than 5 degrees. The tropical icecaps of the world will disappear in less than 20 years. Polar ice caps are already seriously affected. Changes in rainfall patterns – reducing agricultural production, altered river flows – affecting irrigation systems, and increased storm surges – affecting coastal areas and floodplains, are just some of the impacts expected from global warming. Major shifts in, and disappearance of, entire ecosystems are expected, especially the arctic-alpine zone, coastal areas and in arid and semi-arid regions.

Agriculture

Pressure on land for agriculture and damage to biodiversity from agricultural practices will increase. While in some parts of the world agricultural land will fall out of use as a result of desertification, market liberalization, sea-level rise and increased urbanization, other parts will see more land converted to agricultural use. Globally, growing populations will demand more food.

Biotechnology

Many see the answers in genetic modification and other biotechnologies. Yet the next few years will see intense political, social and economic struggle over these developments. What do the potential risks and benefits of biotechnology mean for the struggle to conserve, sustainably use and equitably share the benefits of biodiversity? The potential power of the biotech revolution will be one that fundamentally shapes our future. Achieving positive results will test the world's collective creativity in public-private partnerships, governance and international scientific and legal regimes.

Marine and coastal environments

It is not only land systems that are under threat. Human activity has profoundly altered the marine and coastal environments through habitat loss, unsustainable use of living resources, shoreline development and pollution. Some 50 oxygen-depleted "dead zones" now exist in our coastal waters. Half the world's mangroves have been lost. Further, depleted fisheries have driven people to increasingly unsustainable practices.

Demographics and consumption

The underlying causes of such environmental damage can be traced back to human development: to changing population dynamics and patterns of production and consumption; to persistent inequities in the sharing of resources and the poverty

Throughout history, environmental and resource insecurity have contributed to violent conflict. We see this trend continuing. According to UNDP, at least one-third of the Earth's land surface is threatened by desertification and 900 million people are already affected.

Ten countries report that over half of their populations exist on US\$ 1 a day and yet 90% of the world's foreign direct investment to the developing world goes to only 10 completely different countries.

Putting conservation tools in the hands of people and their systems of governance will be the most reliable bulwark against increasing conflict and insecurity.

associated with it; and to economic mechanisms that are the basis of much of our development and wealth generation.

While in 2000, 50% of the world's population lives in urban areas, as opposed to 40% in 1975, by the year 2025 the figure could be 60%. Almost 90% of this growth will take place in developing countries. The impact of such urbanization and the trend towards megacities will increase pressure on water and air quality, on pollution control and waste management services. This pattern of urbanization will also separate whole populations further and further from nature, leading to very different attitudes towards the living environment.

The world's population passed the 6 billion mark in October 1999. While the global rate of increase is slowing, populations are growing fastest in the countries least equipped to provide for them, economically and developmentally. Some countries, particularly in sub-Saharan Africa, face critical losses in their population profile as AIDS deprives them of productive work forces. In the developed world the rapid ageing of the population poses challenges for the structuring of domestic economies, health and social services.

Development assistance and private capital

Just over a third of the world's population lives on less than US\$ 2 a day, but the proportion of GDP spent on development assistance by OECD countries fell to a 20-year low in the late 1990s. On the other hand, private flows have been on the increase, and in 1999 net private inflows of capital to emerging markets were in excess of US\$ 120 billion. Most public flows are subject to environmental scrutiny, yet private flows are not and we do not know the cumulative impact of many private investments on the environment.

Diminishing resource bases

These patterns of human development mean that for millions of people the struggle to survive results in ways of life that destroy and degrade the very resources that their longer-term existence depends on. Most current patterns of economic development fail to fully value or at least undervalue the natural resource base, which continues to diminish in the face of these increasing demands. Such fundamental contradictions are the context within which our conservation efforts take place.

Responding to the challenges

However, just as the underlying causes of many of these destabilizing threats are of humanity's own making, so are the solutions. Everywhere that IUCN works today there are examples of the courage, entrepreneurship and creativity that are needed to reverse some of the trends.

From local actions that demonstrate sustainable use of resources and improved livelihoods for people, through to the implementation of global Conventions and Agenda 21, there is growing evidence that people who are empowered with the knowledge, skills and tools can make a marked difference at all levels in the state of the world. These are the processes that IUCN seeks to support and enhance.

Knowledge

The 20th century saw education for all become a universal goal. Developing, applying and disseminating knowledge will be key to enabling communities and countries to sustainably manage natural resources.

Women, over half of the world's population, are now increasingly educated, and empowered politically, socially and economically. Their journey towards equality in recent decades is one of society's most inspiring movements, and can be expected to continue.

"Our challenge then is not just to imagine, but to build a world that values and conserves nature, and that is confident in its commitment to equity."

– IUCN's Fontainebleau Declaration for its 50th Anniversary, 1998

Expansion of educational opportunities will underpin trends towards democratic franchise and local control of resources. Despite the significant progress of women in the last century, in many parts of the world they still suffer disproportionately from lack of rights and access to economic opportunity, land and resource tenure, education and health services.

Empowerment

The twin processes of democratization and decentralization have meant that the benefits of citizenship are now tangible for most of the world's population. Decolonization, revolutions and change throughout the globe have given many more people increased control over the political directions and priorities of their countries and regions. This has included decision-making over natural resource use and management.

The benefits of globalization have yet to reach the poorest of the poor. In the way globalization is presently managed, power and decision-making are in the hands of a few, compounding insecurity, especially for those weakest economically and socially. Empowerment of communities in the management of resources at a local and ecosystem level offers the potential to better control the liberalization of markets in a way that supports rather than subverts sustainable livelihoods.

Alleviating poverty

Alleviating poverty is perhaps the greatest challenge of today. More and more, the development community is seeking to put the tools for wealth creation into the hands of the poor. However, it is essential to ensure that access of the poor to natural resources and sustainable management of these resources are maximized and not undercut by policies that pervert attempts at sustainability. This need not be a dream, as we know from examples around the world. Key tasks for the next 25 years will be investing in what works, and careful negotiation to unravel what does not.

Technology and science

Technological leaps made in the last century brought economic and social advancement. Science was used to fight disease, to extend life, and to understand life's processes. Advances in communications have brought the world closer to a growing number of communities. Progress on all these fronts shows no signs of diminishing in coming years, with major breakthroughs on the near horizons of medicine and biology at the genetic level.

The Internet will continue to power the information technology revolution. It will offer new forms of global communication and information dissemination. The information revolution will bring solutions directly to people and expand networking potential. Here, too, such growth will pose a number of new challenges. It will intensify problems of information quality and overload, and increase the need for effective management of information.

Changing values

Creating a just world that values and conserves nature means changing the value basis upon which many decisions are predicated. Today, in addition to discovering and understanding the way natural resources interrelate, conservation demands that we apply this knowledge to decision-making in the political, economic and social spheres to an extent never seen before.

3. IUCN – THE WORLD CONSERVATION UNION

IUCN is a global alliance of governmental and non-governmental organizations that have come together to assist societies to conserve nature and ensure the equitable and sustainable use of natural resources.

IUCN was created in 1948 and today brings together 76 states, 111 government agencies, 720 NGOs, 35 affiliates, and some 10,000 scientists and experts from 181 countries in a unique worldwide partnership. IUCN has three major components – the Membership, the Commissions and the Secretariat – together referred to as “the Union”.

IUCN began in 1948 as the first international organization concerned with conservation around the world. It arose from the efforts of concerned scientists after the second World War and before the creation of the now well-known global environmental organizations such as WWF. IUCN developed at the same time as the early United Nations agencies related to natural resources (FAO and UNESCO) but instead of becoming a UN body or an intergovernmental organization, it kept all options open and became a union of the agencies and organizations committed to conservation and management of natural resources.

Along with IUCN’s many and varied achievements over the past 50 years, the Union has striven consistently to expand its membership. Today it includes almost half the countries of the world and most of the significant environmental and conservation agencies (government and non-government; national and international) in partnership with multilateral, development and UN agencies.

IUCN’s two conservation goals

Among the challenges facing the conservation community, there are two overarching goals that IUCN seeks particularly to influence:

- **Facing the extinction crisis**
- **Restoring and maintaining ecosystem integrity**

Together with other key players, IUCN seeks to ensure that the extinction crisis and massive loss in biodiversity are universally recognized as a shared responsibility, resulting in action to reduce this loss of diversity within species, between species and in ecosystems, and that ecosystems are maintained and where necessary restored, and any use of natural resources is sustainable and equitable.

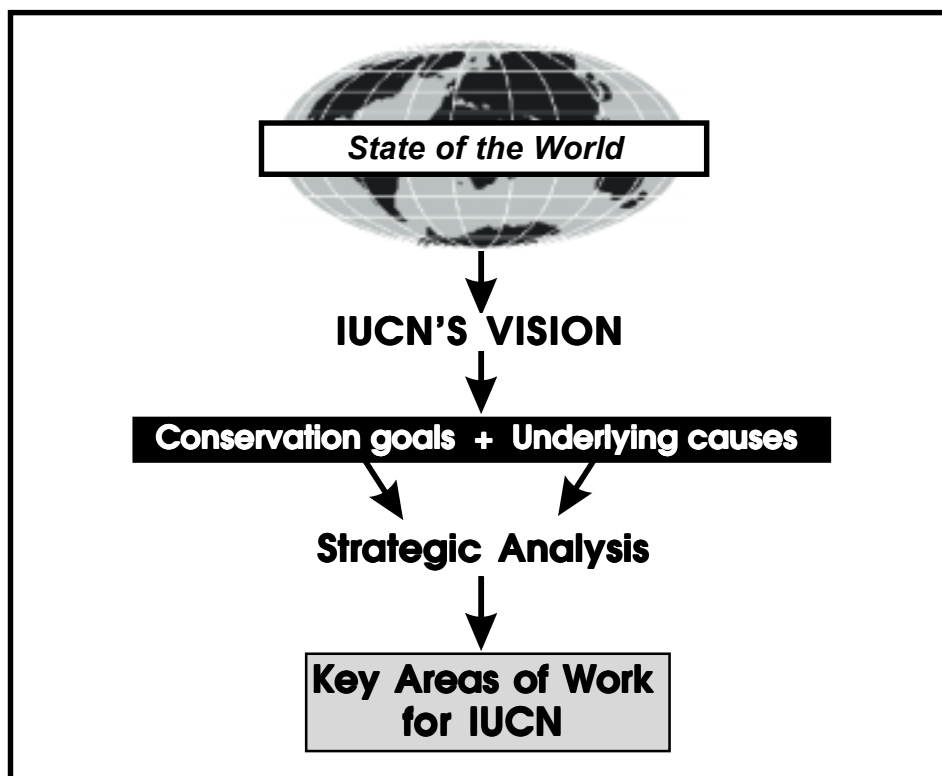
IUCN’s conservation goals are closely inter-linked. We recognize that poverty and inequity, trade and uncontrolled globalization, and wealth and consumption constitute three broad social and economic phenomena that are major drivers of extinction and loss of ecosystem integrity. IUCN will therefore focus its programme on the interaction between the conservation goals and the social and economic forces.

Our conservation goals

- **Facing the extinction crisis**
- **Restoring and maintaining ecosystem integrity**

To achieve IUCN’s vision of a just world that values and conserves nature, the international conservation community will need to join together in the effort to conserve the world’s biodiversity – from genes to species to ecosystems. And we need to work in a manner that recognizes the essential goods and services provided by ecosystems, the rights of those living with the resources and the rich cultural diversity that is dependent on that biodiversity.

**Conceptual framework
for the IUCN Programme**



The structure of IUCN

The Union has a distinctive structure that brings together a diverse range of people and organizations. All are concerned to promote the conservation of biodiversity within the context of sustainable development. Together we are uniquely placed to foster change. But we now need to harness the diverse talents of the members, Commissions and Secretariat and focus our efforts more effectively than ever before.

The IUCN membership

The membership covers a range of perspectives amongst States, government agencies, research and training institutions and non-government organizations and is the driving force behind the Union. But all of the membership is dedicated, at least in part of their work, to the mission of IUCN – the reduction of the biodiversity loss and the conservation and equitable and ecologically sustainable use of natural resources. IUCN's members interact with and support each other – both within a country as well as between countries and across the world – to ensure that IUCN's Mission is achieved.

The membership meets every three or four years at the World Conservation Congress (formerly the IUCN General Assembly) to:

- define the general policy of the Union,
- approve its programme and finances, and
- discuss how best to implement IUCN's Mission.

Some members of IUCN, with more financial resources, can support activities of other members. Some are able and willing to provide expertise and support to the Secretariat and the Commissions. Others benefit from the resources of the greater

This wisdom of its founders – to develop a network of government and non-government bodies, scientists and technical experts – has been one of the main strengths of IUCN over the decades and remains one of its unique characteristics.

Union and its networks mainly as recipients.

The IUCN Commissions

The Commissions of IUCN are networks of volunteer experts that work towards the objectives of the Union by developing and advancing knowledge and experience in their particular fields. The Commissions are mandated by IUCN to analyse issues and to prepare assessments, reports, action plans and other scientific work that can advance its Mission. They provide specialized technical advice to IUCN members and to the Secretariat and play an active part within the IUCN Programme.

There are six IUCN Commissions. In alphabetical order, they are:

The Commission on Ecosystem Management

The Commission on Education and Communication

The Commission on Environmental, Economic and Social Policy

The Commission on Environmental Law

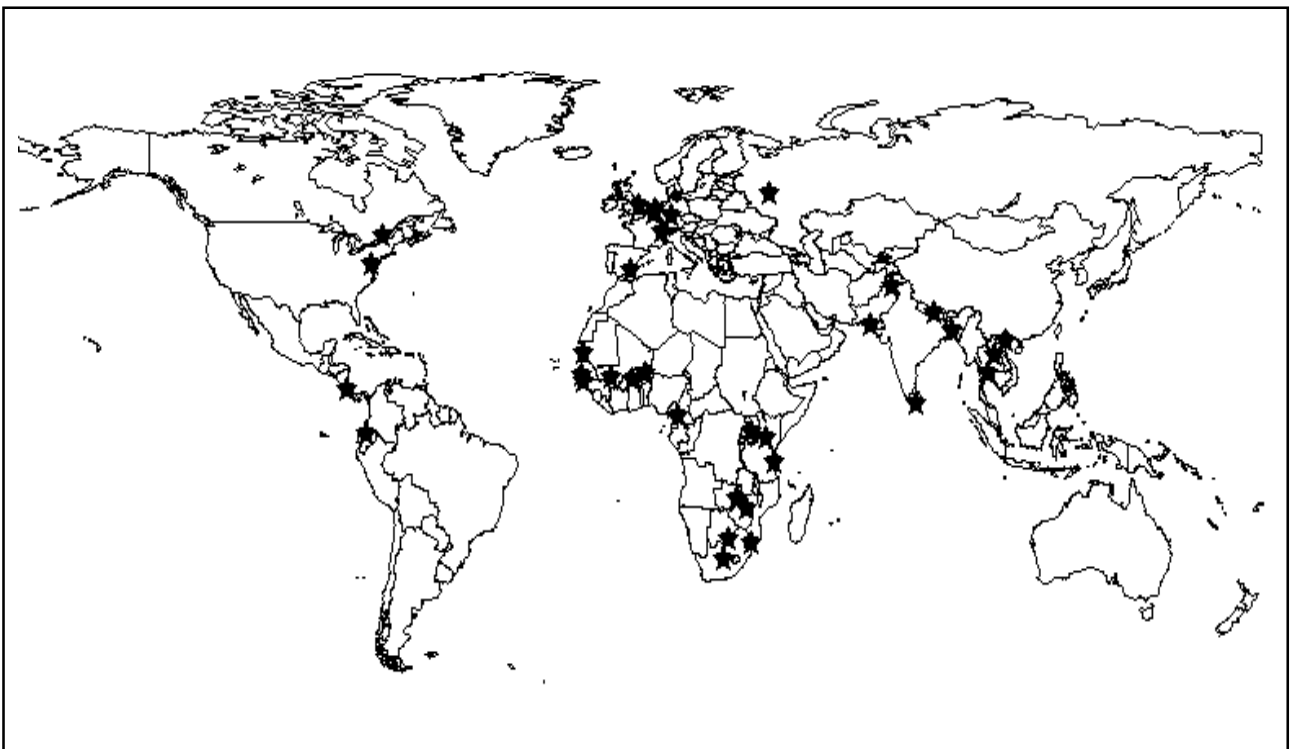
The Species Survival Commission

The World Commission on Protected Areas.

Commissions are a major source of conservation information and support for the Union and for other conservation agencies and organizations around the world.

The IUCN Secretariat

The Secretariat consists of the staff of IUCN employed by the Union under the direction of the Director General and under the authority of the IUCN Council (the



Location of IUCN offices throughout the world.

Within the framework of global conventions IUCN has promoted sustainability and helped over 75 countries to prepare and implement national conservation and biodiversity strategies.

representational body of the membership). The Secretariat runs the day-to-day operations of IUCN on behalf of the membership.

There are over 900 IUCN staff in the Secretariat based in 45 offices around the world. It is the responsibility of the Secretariat to plan, monitor and report on the conservation activities of IUCN and to ensure the quality of its products.

Within the Secretariat there is a wide range of conservation experience in many disciplines and from many parts of the world. This expertise is provided by the Secretariat to support the implementation of the programme at local, regional and global level.

IUCN's contributions to conservation

IUCN's fundamental contributions to conservation include generating conservation knowledge along with developing and applying conservation tools; empowering the conservation community; and improving governance relating to conservation issues.

1. Generating conservation knowledge and tools

Technical publications on conservation theory and practice have become essential documents in their fields. IUCN was a driving force behind the World Conservation Strategy in 1980, Caring for the Earth (1991) and the Global Biodiversity Strategy (1992).

The classification of categories of threatened species and the production of many Red Data Books, Red Lists and Action Plans (and their subsequent updates) are used by many organizations and authorities.

In promoting the role of protected areas as a means of biodiversity conservation, IUCN has developed guidelines for their classification and for their management and compiled the UN List of Protected Areas.

Together these documents helped to define the notion of sustainable development.

2. Empowering the conservation community

IUCN has initiated and convened worldwide forums on conservation issues: the World Conservation Congress/WCC, the World Congress on National Parks and Protected Areas, and recently supported Global Biodiversity Forums. During the intersessional period IUCN will convene the World Parks Congress in South Africa in 2003, providing a significant forum for conservationists from all parts of the world to advance best practice in parks and protected area management. The IUCN General Assemblies and WCC have adopted many hundreds of resolutions and recommendations that have influenced the course of conservation locally, nationally and internationally and given a voice to IUCN's members at the global level.

IUCN assists many members and non-members (partners) with practical conservation and natural resource management at local, national, regional and global levels through its programme of conservation. The Programme brings together development agencies, foundations, researchers, governments and NGOs to work towards sustainable development balanced with conservation of biodiversity.

3. Improving conservation policy and governance

IUCN, through its Environmental Law Centre in Bonn and its Commission on Environmental Law, has assisted with the development of many national and international environmental laws and policies.

IUCN has been a prime mover in the development of most of the International Conventions relating to the environment and continues to provide technical and policy support to several of the Convention Secretariats.

IUCN was a leader in developing conservation programmes for ecosystems (especially forests, wetlands and coastal areas) and continues to develop mechanisms for management of these ecosystems and their biodiversity – especially in the tropics.

Defining our niche – IUCN's core competencies

An institution's core competencies derive from its structure, composition, role and functions. They are long-term features of an organization. IUCN's core competencies include:

- a unique structure in which governmental and non-governmental actors work together
- a network of social, economic, political, legal, natural sciences and educational actors
- a concentration on building integrated knowledge, empowerment and governance to forward its mission
- the ability to provide leadership in thinking strategically and creatively at global, regional and national levels
- the capacity for bringing together key stakeholders to facilitate informed dialogue to influence their actions and to promote resolutions of their conflicts

IUCN's recently acquired special status as a UN observer will help it draw on these core competencies to more effectively serve its constituency.

IUCN's roles in biodiversity conservation

Scientist
Analyst
Convenor
Facilitator
Networker
Communicator
Advocate
Advisor

Criteria for making strategic choices:

Relevance,
significance
Potential reach
Urgency
Capacity
Leadership
Scientific rigour
Marketability

Making strategic choices

To determine IUCN's niche in choosing **what** we work on and **how** we deliver the results, we have applied a set of filters and criteria to the wide range of conservation challenges in order to focus on a select set of issues and means of delivering work.

In determining **what** we do, we try to be cognisant of:

- the relevance and significance of the area of work to our Mission
- the urgency of the issue

Knowledge

- the potential reach of the work – global, regional, national
- our capacity to deliver credible work
- the potential for IUCN leadership in the area
- the degree of scientific rigour that we can bring to the issue
- marketability and funding potential.

In determining **how** we address issues, we focus our role on our comparative advantage as a membership organization in convening forums, facilitating and coordinating solutions among key stakeholders, developing partnerships and key alliances in order to meet the key conservation challenges. Where possible and appropriate our actions are integrated from global to regional and national level, and across disciplines. Finally, we seek to provide high-quality and timely support and service to our membership and expert networks.

IUCN's strategy to address global conservation issues

Empowerment

IUCN's core business is **generating, integrating, managing and disseminating knowledge** for conservation. IUCN's Commissions provide the largest volunteer network committed to biodiversity conservation. Our strategy/focus during the next planning period will be to increase our understanding of conservation problems – both the current state of the world as well as the causes of ongoing change.

Governance

But knowledge alone is not enough. IUCN will use that knowledge to **build capacity, responsibility and willingness** of people and institutions to plan, manage, conserve and use nature and natural resources in a sustainable and equitable manner. Whether this means something as simple as training or as complex as convening a forum of diverse players to discuss contentious conservation issues – IUCN is there.

Operations

When knowledge is available and people are able to use it, the most important steps can be taken – **systematic improvement of laws, policies, economic instruments and institutions** for the conservation and sustainable and equitable use of nature and natural resources. IUCN will continue to facilitate decision-making and ensure effective links between science and policy to ensure that decisions affecting the world ecosystem are well-informed.

To support the development and effective use of knowledge, empowerment and governance, basic institutional systems of operational support must be in place. **Effective management, information, finance, human resources and communication systems** provide the foundations for effective delivery and use of knowledge, empowerment and governance.

Responding to new issues will be a fundamental part of IUCN's strategy over the intersessional period.

This approach underlines the linkage between the Union's work and the global policy environment. Of particular importance in this regard are the Convention on Biological Diversity, Convention to Combat Desertification, Ramsar, CITES, World Heritage Convention, and Convention on Migratory Species, to all of which IUCN provides technical advice. Most of IUCN's State members are Parties to these Conventions, which are supported by IUCN's NGO members and are funded by our donors. IUCN recognizes the importance of other global agreements and processes

that influence the drivers, such as the Framework Convention on Climate Change and the multilateral trade regime.

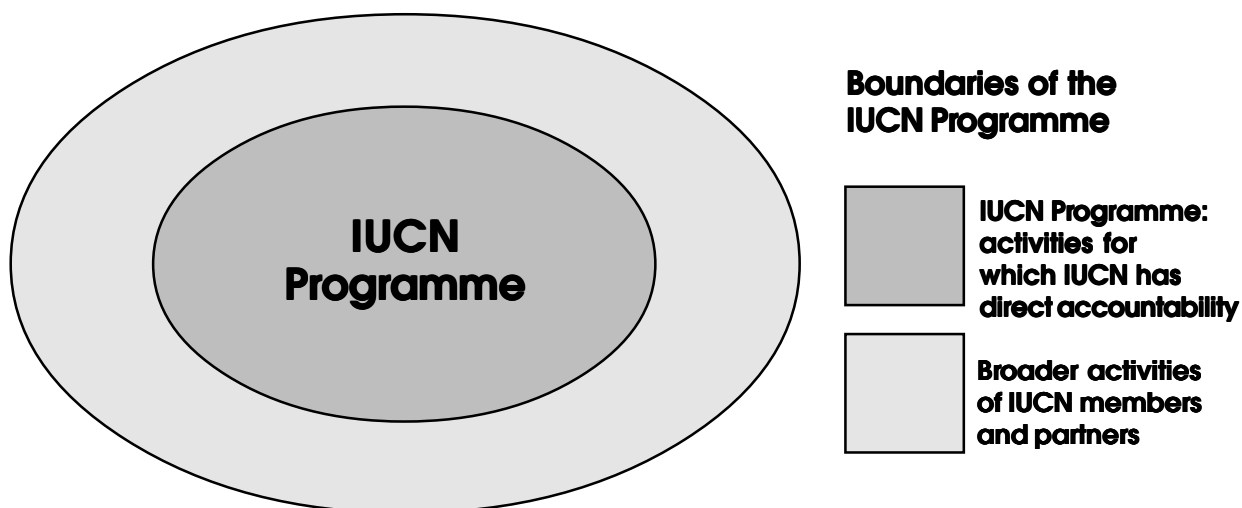
4. THE IUCN INTERSESSIONAL PROGRAMME

Boundaries of IUCN's Programme

IUCN's work is defined at two levels:

- 1) The activities, initiatives and projects of the Secretariat and the Commissions for which IUCN is directly accountable in terms of effectiveness and financial management.
- 2) The activities, processes and/or initiatives that may be catalysed or influenced by the Union, but for which the Secretariat and Commission do not have any direct responsibility.

The Programme described in this document refers only to the first level, but the first necessarily affects the second.



Through a process of consultation at regional and global level, IUCN has chosen **Key Result Areas** to focus the Programme for the coming years.

Key Result Areas

For the next four years IUCN has defined seven **Key Result Areas** of work. These represent areas of work that IUCN has prioritized and under which it will deliver important results during the quadrennium and beyond.

The seven Key Result Areas are:

- Effective management and restoration of ecosystems
- Institutions, agreements, processes and policies
- Incentives and finance

Key Result Areas

- Effective management and restoration of ecosystems
- Key institutions, agreements, processes and policies
- Incentives and finance
- Equitable sharing of costs and benefits
- Assessment of biodiversity and of related social and economic factors
- Information management and communication systems
- Effective, efficient, and accountable governance and management of the Union.

- Equitable sharing of costs and benefits
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The Key Result Areas include both ongoing and new areas of work that will be developed in order to achieve the Union's goals. They are not designed to become independent Commission or Secretariat programmes. Rather, they are the basis for integration of the Programme; and for building teams comprising both Commissions and programme units within the Secretariat, at national, regional and global levels.

The results included under the Key Result Areas are derived from assessments of priorities from the regional and global programmes and from the Commissions, and take into account the programmatic Resolutions from the 1996 World Conservation Congress (Montreal, Canada). The regional programmes have set their priorities drawing on the knowledge, expertise and advice of the members, Commissions and Secretariat. Similarly, the strategic plans of the Commissions and global programmes, also developed in collaboration with members, have been used to build the Key Result Areas. In preparing the Intersessional IUCN Programme, staff also reviewed all Resolutions of the Montreal Congress and ensured that the programme-related elements of the Resolutions were considered. Many have been incorporated into the programmes over the past three years and some have been entirely achieved.

For the coming intersessional period, each **Key Result Area** sets out specific **results** to be achieved (59 results for whole the Union). For each result, examples of **activities** and **partners** are listed that illustrate the contribution to the development of knowledge, to empowerment, to improving governance or to the Union's operations. **A complete list of activities and partners appears in the operational plans of regional and global programmes and Commissions.**

To deliver the results listed in the Intersessional Programme, all parts of the Union will be involved. The global programmes and Commissions will play a major role in coordinating responses to global conservation issues and in drawing together information, knowledge and learning so as to manage dissemination of that knowledge. In turn, the regional Secretariat programmes, as their main role, carry out field activities and provide the tools and mechanisms for empowerment and governance at the regional and national level.

By focusing the work of the Union in these Key Result Areas, we will create:

- A programme that builds on the Union's strengths and which maximizes IUCN's impact on the conservation of biodiversity
- A framework for organizing and funding the Secretariat and Commissions to work together and in partnership with members and others
- The means for clearly identifying core areas of business so that IUCN can readily communicate the identity and uniqueness of its work and show the value added to members

- The means for donors and partners to identify clear goals, issues, approaches, results and geographic areas to support
- The basis for monitoring and evaluating the Union's impact and progress towards the goals.

Identifying and responding to emerging issues

The Intersessional Programme will include an approach to identify and respond to emerging issues, that will enable IUCN to set issue priorities within the framework of the overall Programme based on the relevance, importance and urgency of the issue, and the capacity of the Union to respond. The approach will ensure that the Union's response to new ideas and areas of work is built on core strengths and minimizes adverse impact on the Programme's resources. It will be an integral part of the overall programme planning and development system. The approach will facilitate the integration of emerging issues that are determined to be of priority into the Programme and into long-term strategic and operational plans. The approach will allow IUCN to respond more effectively to:

- new and emerging thematic and geographic issues and opportunities
- environmental emergencies and natural disasters
- political conflicts and wars, and
- changing opportunities for funding.

The approach will be

- flexible and responsive
- strategic and outward-looking
- rigorous, accountable and timely.

Managing and implementing the Programme

The Intersessional Programme represents an exciting, and radical, shift from a process-oriented, fragmented programme to a result-oriented, integrated programme. Above all, the Programme is built on the belief that IUCN must focus its efforts and resources if it is to reach its potential. The Key Result Areas represent the focus that must be achieved and maintained during the intersessional period. However, this new approach will require much tighter programme management than has been the case.

At the overall programme level, the Key Result Areas will be coordinated and facilitated by the Secretariat to ensure high-quality planning, implementation, monitoring, and evaluation. At the technical level, each Key Result Area will require close collaboration between the Secretariat and the Commission Chairs.

The current structure of IUCN programme units will continue to exist largely in its current form, linked to the work of Commissions. However, all of the work of the programme units, and at least 90% of that of Commissions and regional programmes will be devoted to delivering key results, with the exception of time spent identifying and responding to new and emerging issues. The Union will therefore stop almost all of its work that does not contribute directly to the results.

The Intersessional Programme will be managed as a **rolling programme**. The Union will produce an annual programme, requiring adoption by Council, based on the intersessional one. Within each annual programme, there will be annual workplans for individual programme units and Key Result Areas. Annual programmes will be based on progress made towards targets set for the overall Key Result Areas.

The Intersessional Programme will therefore be managed carefully in order to ensure that the above points are delivered, leading to overall progress in achieving the Union's goals. The result will be a more focused, integrated Union that retains the capacity to respond to new opportunities and to catalyse further conservation action by its members and partners.

Financing the Programme

In order to finance the implementation of the Intersessional Programme, the allocation of flexible funding to both the Secretariat and the Commissions will be concentrated on the management and delivery of the results. To the extent that Commissions and regional programmes undertake limited work not directly contributing to the Key Result Areas, this must be funded externally, and must not draw on flexible funding or conflict with Key Result Areas.

Likewise, fund-raising efforts will be prioritized to the delivery of the results. Donor interests will be identified, and Key Result Areas will be developed into funding proposals. Such proposals may cut across sectoral programmes, Regions, Commissions, and even involve more than one Key Result Area.

A business plan, including a detailed financial strategy to implement the Programme, will be developed. It will include:

- A cost estimate for the implementation of the activities contained in the seven Key Result Areas and the sub-units appropriate
- An indication of the management and policy implications of the proposed programme
- An indication of the process to ensure the transparent implementation of the programme
- A funding strategy that identifies potential partners, donors and contributors for each Key Result Area
- Identification of the management responsibilities for programme implementation and monitoring & evaluation.

Key Result Area 1:

Effective management and restoration of ecosystems

RATIONALE

Ecosystems and management of the impact of human use of their resources are not a new focus for IUCN. Analysing, designing and promoting ecosystem management and restoration account for the bulk of the fieldwork undertaken by IUCN's Regional programmes and will continue to do so. Today, this wider perspective has been forced on development planners where it has not been embraced by them. Perverse economic incentives, undervaluation of ecosystem services, poverty and negative effects from economic globalization and trade are all leading to overexploitation, degradation and destruction of species and ecosystems. The results include losses of biodiversity, of ecosystem services, and in human well-being. Accordingly, there is an urgent need to develop, promote and implement

- ecologically effective,
- socially beneficial, and
- economically viable

management of resources at an ecosystem level – and not just in protected areas.

During the intersessional period, IUCN will expand its efforts to promote ecosystem (or bio-regional) approaches to the management and restoration of catchments, coastal zones and other

large-scale biophysical systems. The functioning of ecosystems and their component species results in a wide range of goods such as fish and timber products and services such as water purification, flood and storm protection which are valuable to people as well as biodiversity. The Union will devote attention to the urgency of conserving the functions and services provided by ecosystems, vital ecological processes and key ecosystem components, in particular species. IUCN will employ an ecosystem approach in its work on the conservation and sustainable use of biodiversity (for example, in relation to protected areas), the management of invasive species, and the recovery of threatened species. It will focus particular attention on:

- **transboundary biomes** and natural resources, especially hydrographic systems and shared forest blocks;
- **equitable distribution** of goods and services from sustainable use of natural resources through the integration of social needs and participatory practices into management plans and strategies;
- **user-friendly decision-support systems**, to overcome dysfunctional political processes at national and international levels and to allow stakeholder groups to contribute to decisions on improved ecosystem management and restoration.

The table summarizes the major elements of a results-oriented programme in this Key Result Area.

| KNOWLEDGE | EMPOWERMENT | GOVERNANCE | OPERATIONS |
|---|--|--|--|
| Result 1. Guidelines, tools and policies in support of effective ecosystem management and restoration | Result 3. Assistance and capacity-building for better ecosystem management and restoration in and outside protected areas | Result 5. Support for institutional and legal frameworks for conserving biodiversity in and outside protected areas | Result 7. Strengthening of networks, working groups, partnerships and forums in support of ecosystem management |
| Result 2. Assessment of the effectiveness of measures to establish, manage and restore protected areas | Result 4. Capacity-building to provide ecologically and socially relevant tools to minimize the impacts of invasive species | Result 6. Support for new institutional and legal arrangements to combat invasive species | |

The Union's work on ecosystem management and restoration will contribute directly to the programmes of work that have been developed by the CBD, especially through implementing field activities that respond to Article 8 (*in situ* Conservation), Article 10 (Sustainable Use of Components of Biological Diversity), Article 12 (Research and Training), and Article 13 (Public Education and Awareness). In addition, it is designed to assist Parties to the Rio Conventions, other international agreements (such as Ramsar, WHC, CITES) and specific partners (e.g., the World Bank, GEF) in responding to the challenge of implementing the CBD's guidance on the "ecosystem approach".

Practically, through training and exchange of knowledge, IUCN will support the building of the technical capacity of resource management institutions, IUCN members and others to design and implement regional, national and local strategies for conserving biodiversity. These strategies will emphasize improving understanding of the ecological, social and economic processes and legal regimes that affect natural resources management.

IUCN will initiate, facilitate and support dialogue on environmental and socio-economic issues relating to ecosystem management and restoration between specialists in science, law, policy and practice, and between key stakeholders from global to local levels. Lessons learned by IUCN and others will be channelled to technical and policy institutions, governments, bilateral and multilateral agencies, regional development banks, NGOs, the private sector and individuals.

TEN-YEAR PERSPECTIVE

By 2010, IUCN aims to have established itself as a leader in initiating, facilitating and supporting useful dialogues linking science, law, policy and practice on ecosystem management. IUCN's work on the management of major ecosystems will, it is hoped, have contributed to a significant positive shift in practices by governments and the private sector.

Governments will increasingly provide major technical and financial support to decentralized management structures and stakeholder groups. Private companies (for example, in the tourism, fisheries, forestry and water sectors) will increasingly be seen as useful and committed partners in ecosystem conservation. Participatory decision-making for ecosystem-based catchment management will be widespread around the world. As government involvement in management is reduced and private resources owners and stakeholders claim their rights, an increasing number of river basin authorities and other management mechanisms, supported by integrated networks of experts and stakeholders,

will have the capacity to carry out socially and ecologically sound biodiversity conservation programmes. Protected areas will be more representative of the Earth's ecosystems, effectively managed and linked with surrounding land uses.

An increasing number of success stories in ecosystem recovery efforts can make the challenge of restoring ecosystem functions and services a strategic endeavour for many nations. For example, in the developed world, major investments could be deployed to restore floodplains and riverine habitats, while in developing countries agro-ecosystems in upper watersheds could be targeted for major investments in water, soil, forest and biodiversity conservation.

RESULTS FOR THE INTERSESSIONAL PERIOD

Knowledge

Result 1: Guidelines, tools and policies in support of effective ecosystem management and restoration

IUCN has developed strong capacity and technical skills in the development of guidelines, tools and policies to support ecosystem management. As a result the demand from the membership and partners for this work continues to increase. Using analyses produced by research institutions, Commission networks, members, partners and the Secretariat, IUCN will ensure that the documents produced are based on the latest advances made in ecosystem science and management. For example, during the next four years IUCN will:

- **Document traditional and modern management practices** characterizing arid and semi-arid rangelands, coastal and inshore marine zones and catchments, assess their effectiveness and provide recommendations on alternative management scenarios. [EARO, BRAO, WESCANA, Forests, Wetlands, Marine, CEM, CEESP]
- **Draw lessons in managing and restoring ecosystems** from field-based pilot projects in Latin America, Africa, Asia and Russia. Particular emphasis will be given to issues such as best practices in collaborative management, principles for sustainable use, restoration of ecosystem functions and services, and the management of specific components of biodiversity. [ORMA, SUR, EARO, ROSA, BRAO, BRAC, ARD, Pakistan, ERO, Forests, Marine, Wetlands, SUI, CEM, ELP]
- **Produce indicators and criteria for sustainable forest management** at the landscape level to assist decision-makers. [Forests, SUR, ORMA, BRAO, CEM]
- **Develop a policy on integrated water resources management** to support IUCN's work on catchment management and restoration. [Wetlands, Regional and Country Offices, ELP, CEM]
- Produce technical documents to **support Union-wide efforts to improve and restore ecosystems**, for example on minimum flow regimes, water needs of wetland ecosystems in major river basins (Zambezi, Senegal, Rufiji, Logone, Mekong, Indus), on biodiversity conservation in freshwater systems, on management of migratory species affected by dams, and on climate change mitigation and adaptation strategies, etc. [Wetlands, Marine, Climate, SSC, ORMA, ROSA, EARO, BRAO, BRAC, ARD, CEM]
- Develop **case studies** on forest restoration. [ARD, ORMA, Forests, CEM]

- Undertake a **review of criteria** for selecting priority plant conservation sites involving appropriate stakeholder groups, with a view to refining criteria at a range of geographic scales. [SSC, RCOs]
- Generate **action plans** and recovery plans for key groups of species (e.g., sturgeon, marine turtles, sharks, plants, species affected by bycatch, etc.). [SSC, TRAFFIC, ELP]
- Develop a **Centres of Plant Diversity booklet** on how to determine priority plant sites (along the lines of the IUCN Red List Criteria) and associated conservation actions. [SSC, RCOs]
- Publish **guidelines on the use of the precautionary principle** and on the effects of commercial captive-breeding on conservation and sustainable use of target species. [SSC, TRAFFIC, SUL, ELP]
- Prepare and distribute **best practice guidelines** on protected areas for key topics such as World Heritage, tourism and marine protected areas. [WCPA, Marine, RCOs, ELP, Oceania]
- Promote further access and use of relevant scientific information to develop and promulgate relevant **policy advice on Antarctic conservation**. [ELP, WCPA, SSC, CEM]
- Collaborate on projects for the **conservation of wild relatives of crop plants**, for example, in the development of a catalogue of wild relatives and the distribution and use of protected areas for their *in situ* conservation. [SSC]

Result 2: Assessment of the effectiveness of measures to establish, manage and restore protected areas

Protected areas, now covering more than 8% of the Earth's surface, make a major contribution to biodiversity conservation. IUCN has a clear global leadership role through its World Commission on Protected Areas. During the intersessional period, the Union will give particular attention to assessing protected area effectiveness, both from the perspective of coverage and of management. For example, during the next four years IUCN will:

- **Conduct the 2002 World Parks Congress in South Africa** and provide global guidance and leadership in relation to protected areas. [WCPA, RCOs]
- Continue to **review protected area systems** to assess gaps in coverage and produce recommendations for new protected areas, including research and coverage in Antarctica. [WCPA, SUR, ORMA, Forests, ERO, ARD, Pakistan, WESCANA, other RCOs]
- Test new strategies for the protection of coral reef ecosystems from climate-induced coral bleaching events, including protection of the health and resilience of reef ecosystems generally. [Marine, RCOs]
- Through workshops, encourage the **process of selecting important plant sites** at regional, national and local levels. [SSC, RCOs]
- **Develop methods for assessing** the effectiveness of protected area systems with key partners and disseminate results to key stakeholders. [WCPA, Forests, Climate, RCOs, ELP]
- **Develop further legal mechanisms** for protected areas and World Heritage sites. [ELP]

Empowerment

Result 3: Assistance and capacity-building for better ecosystem management and restoration in and outside protected areas

IUCN will provide support for its members to implement ecosystem management programmes in and outside protected areas in many tropical and subtropical regions and countries in transition. Regions will focus on different ecosystems according to their local priorities. For example, during the intersessional period IUCN will:

- **Train protected area and natural resources managers**, and support existing regional training centres and initiatives (Mweka, Garoua, CATIE, etc.). [WCPA, CEC, CEM, EARO, BRAO, BRAC, WESCAN, ARD, SUR, Oceania, Pakistan, other RCOs]
- Implement a **Parks for Peace programme** to support the creation of new transboundary “peace parks”, and distil and communicate lessons from existing peace parks to strengthen policy debates focused on environment and security issues. [WCPA, ELP, CEC, BRAC, ROSA, SUR, ORMA, ERO]
- Support regional ecosystem management/restoration activities as part of **Large Marine Ecosystem projects** in the Agulhas, Canary and Somali Current regions. [Marine, RCOs]
- Continue to **strengthen the capacity of national institutions** and managers responsible for World Heritage and Ramsar sites in Latin America, Africa and Asia through the dissemination of specific documents and training courses. [RCOs, WCPA, Wetlands, ELP, CEM]
- **Support governments and user groups** to use environmental impact assessment and to develop and implement participatory management plans using the ecosystem/bio-regional approach in key biomes or ecosystems in many regions. Special attention will be paid to involving local communities in the design and implementation of management plans and in devolving management responsibilities to stakeholders’ groups, in line with the latest standards on participatory management produced for, and agreed by, CBD, Ramsar and other institutions [EARO, BRAC, BRAO, ROSA, ARD, Pakistan, ORMA, SUR, ERO, Forests, Wetlands, Marine, Climate, SUI, SPP, ELP, CEM, Oceania, Antarctica]. IUCN will support this work in, for example:
 - stretches of coastal zones in Eastern Africa (Kenya, Tanzania), West Africa (Guinea-Bissau, Mauritania, Senegal) and the Pacific coast of Meso-America;
 - specific river basins and their wetlands in Africa (Senegal, Niger, Logone, Rufiji, Zambezi), Asia (Mekong) and Meso-America (Panama, San Juan);
 - tropical forests in Eastern (Mt Elgon) and Central Africa (Conkouati) and Southeast Asia (Bhan Khamteuy);
 - arid and semi-arid rangelands in the Eastern and West African Sahel;
 - mountain areas in Asia (Pakistan, Nepal) and Meso-America;
 - the Arctic, Antarctica and the Subantarctic Ocean and Islands; and
 - agro-ecosystems in Europe.

Result 4: Capacity-building to provide ecologically and socially relevant tools to minimize the impacts of invasive species

Invasive species have emerged as one of the most serious threats to ecosystem integrity and species survival. IUCN has taken a lead in addressing this issue, in particular as one of the three partners of the Global Invasive Species Programme (GISP) along with CABI and SCOPE. For example, priorities for the intersessional period are to:

- Develop **early warning and rapid response systems** with regard to invasives. [SSC]
- **Communicate** these systems to IUCN members and partners to maximize the chances of appropriate action being taken against invasives. [SSC]
- **Develop further legal mechanisms** focused on reduction of invasive species. [ELP, SSC]
- Implement **training and awareness** programmes on wetland invasives in Sub-Saharan Africa (in collaboration with Ramsar).
- **Launch regional capacity-building initiatives** in Asia (initially in Sri Lanka, Pakistan and Vietnam) and the South Pacific. [EARO, ROSA, BRAC, BRAO, ARD, Pakistan, SSC, CEC, Wetlands, Oceania]

Governance

Result 5: Support for institutional and legal frameworks for conserving biodiversity in and outside protected area systems

IUCN will produce institutional and legal tools for strengthening protected areas systems at national, regional and global levels. Outside protected areas, improving governance in ecosystem management and restoration will help meet the challenges emerging as a result of accelerating decentralization and privatization of natural resource management. IUCN will support regional, national, provincial and local institutions and user groups with the development of new policy and legal frameworks to allow them to take full responsibility for natural resource management. For example, during the intersessional period IUCN will:

- Pursue opportunities to **involve governments, NGOs and the private sector** in the Brazzaville Process for Central African forests (CEFDHAC) to achieve positive changes in forest management policies and practices. [BRAC, Forests, ELP]
- Assist with identifying and promoting best practice in mineral exploration and mining with specific reference to river and submarine disposal of tailings and waste. [Oceania]
- Produce and disseminate **a code of conduct** for sustainable timber harvesting in central African forest areas. [BRAC, Forests, ELP]
- Promote adoption and implementation of **National Wetlands Policies** by Contracting Parties to the Ramsar Convention, especially in Meso-America, Africa and Southeast Asia in order to improve wetland conservation. [RCOs, Wetlands, CEM]
- Further **develop networks** of governments, NGOs, development agencies and the private sector to improve governance relating to forest fires, trade in forest products and restoration of forests. [ARD, ORMA, EARO, IUCN/Russia, SUR, Forests, ELP, TRAFFIC, CEESP, CEM]

- Identify the needs to conserve and sustainably manage living marine resources through an **Ocean Initiative** that brings together user groups, States, and intergovernmental organizations. [Marine]
- Ensure an effective input from IUCN to relevant **Antarctic and Subantarctic forums**, including Antarctic Treaty Consultative Meetings (ATCM). [WCPA, SSC]
- Provide **policy advice**, based on consultations with governments and IUCN members, to the Committee for Environmental Protection set up under the Antarctic Treaty. [WCPA, SSC, ELP]
- Support policy developments that promote **greater emphasis on biodiversity** considerations in the management of European agro-systems. [ERO, ELP]

Result 6: Support for new institutional and legal arrangements to combat invasive species

Appropriate institutional and legal arrangements to manage invasive species are lacking in many countries and at the global level. For example, during intersessional period IUCN will:

- Provide support to governments to **develop legal and policy mechanisms** to manage the threat of invasive species at national level in a number of countries and regions. Activity will focus on economic incentives, legislation, communication and policy development within the context of implementing the CBD. [EARO, ARD, Economics, ELP, BPCD, SSC, CEC]
- As a partner in the GISP, explore possible **global mechanisms to strengthen the implementation of environmental instruments** that have a mandate to work on invasive species (e.g., CBD, Ramsar, WHC). [BPCD, ELP, IUCN/US, SSC, CEC]

Operations

Result 7: Strengthening of networks, working groups, partnerships and forums in support of ecosystem management

IUCN's work on ecosystem management and restoration will make extensive use of existing networks and working groups of experts. Networks bringing together global programmes, RCOs, experts from Commissions and advisory groups will be organized as task forces around key priority themes (e.g., catchment management) and issues (e.g., community participation, use of non-timber forest products). Special efforts will be made to ensure that these networks provide a greater number of innovative, integrated products to the IUCN Programme. For example, during the intersessional period IUCN will:

- Produce **guidelines and manuals using existing freshwater and tidal wetlands networks** and establish **new networks on catchment management** in at least two regions. [RCOs in Latin America, Africa, Asia and the Mediterranean, Wetlands, CEM]
- Support networks to produce **regional profiles and methodologies** on non-timber forest products and on community involvement in forest management. [RCOs, Forests, CEM, CEESP, SSC]
- Produce **training and awareness material** on the ecosystem approach to the use of species and ecosystems through the regional networks of the Sustainable Use Specialist Group. [SUI, RCOs, CEM]

- Further develop the SSC network to ensure **better coverage of species groups** representative of all the major ecosystems. [SSC]
- **Strengthen the WCPA network** to enable it to provide a lead role in building a bio-regional approach into protected area systems. [WCPA]
- **Provide direction on applying the ecosystem approach** at the regional level. [CEM]
- Strengthen regional legal regimes through **establishment of regional centres of excellence in environmental law**. [ELP]
- Use the CEC network to **support the management of communication** associated with developing policy, training materials, stakeholder dialogue and communication strategies. [CEC]
- Contribute to forums designed to **improve linkages between science and policy** at national, regional and global levels by using networks connected to Commissions and to global and regional programmes, including regional seas programmes. Examples include Global Biodiversity Forum workshops. [RCOs, BPCD, Forests, Marine, Wetlands, WCPA, CEM, ELP]

Key Result Area 2:

Institutions, agreements, processes and policies

RATIONALE

Biodiversity loss and reduced ecosystem functioning have an impact that often crosses political boundaries. For example, damage to watersheds frequently leads to changes beyond the national border with regard to water quality and quantity, floods and increased silt loads in rivers and coastal seas. Through its activities to restore and manage ecosystem resources, IUCN's Intersessional Programme seeks to tackle problems at the catchment, forest, wetlands, coastal, marine, and similar ecosystem level.

Loss of biodiversity, however, has become so widespread and threatens to become so severe that it is now a global concern that calls for a multilateral response. Accordingly, governments around the world have developed a wide range of international conservation agreements, processes and policies at global and regional level. For example, the Convention on Biological Diversity (CBD), promoted by IUCN, and the Convention on International Trade in Endangered Species (CITES), the UN Framework Convention on Climate Change (FCCC) and various Regional Seas Programmes specifically address conservation issues at the transboundary level. There are many other examples of similar agreements and processes on a regional and multi-national scale.

In addition to environmental agreements, there are also a range of other measures that affect biodiversity and on the ability of countries to conserve biodiversity. These include activities of countries as part of the World Trade Organization (WTO) as well as the policies of multilateral and bilateral institutions and development banks at global and regional levels. At the national level, policies of all sectors can also affect biodiversity.

Multilateral agreements, processes and policies provide a number of key opportunities for promoting the conservation of biodiversity and sustainable use of natural resources. For example, they establish legal norms at an international level and generally encourage development of national legislation; they help draw international attention to the key issues; they create forums for discussion; they mobilize national and international funding; and they provide mechanisms for building capacity at regional, national and sub-national levels. Furthermore, international agreements have provided the basis for developing national environmental policies and legislation in the field of conservation, sustainable use and benefit sharing in many countries. This process has been a particularly important catalyst for improving laws and policies in countries that have previously had weak or non-existent biodiversity legislation.

Both multilateral and national environmental agreements, processes and policies are central to the Vision and Mission of IUCN in so far as they deal with direct and underlying issues affecting biodiversity. For example, direct issues include ecosystem

management, conservation of genetic resources and related knowledge, equitable benefit-sharing, species conservation, sustainable use and introduction of species and genetically modified organisms. Underlying issues include processes that affect biodiversity, such as trade, climate change, globalization, wealth and poverty.

| THEMATIC ISSUE | AGREEMENTS AND PROCESSES |
|---|--|
| Coherence of environmental policy | UNEP-GC, CSD, UNGA, ECG, EU, OECD, WB, GEF, UNDP, regional development banks, bilateral institutions |
| Deforestation and loss of forest quality | CBD, CSD, CITES, ITTA, WTO, WHC, FSC, regional agreements |
| Desertification and loss of agriculture land | CCD, CBD |
| Water loss and degradation of wetlands | Ramsar, CBD, WHC, WWC, GWP, WCD |
| Degradation of marine and coastal biodiversity | CBD, WHC, UNCLOS, CCAMLR, Ramsar, Regional Seas Programme (UNEP) |
| Loss of genetic resources and associated knowledge and unfair benefit-sharing | CBD, FAO Undertaking on plant genetic resources, WTO, regional agreements |
| Invasive species and GMOs | CBD, Ramsar, WTO, WIPO |
| Species loss | CBD, CITES, IWC, Ramsar, regional agreements (e.g., Berne, on Vicuña, on Polar Bears, etc.), CMS, WTO, WHC |
| Unsustainable use of species | CBD, CITES, IWC, Straddling Stocks, FAO Code of Conduct, MSC, ITTA, IFF, Ramsar, FSC, fisheries agreements |
| Climate change (impacts on biodiversity) | FCCC, CBD, Ramsar |

The table above indicates the relationship between multilateral environmental agreements, processes, and institutions according to the key thematic issues that IUCN addresses.

IUCN is strategically positioned to provide relevant and timely support to these activities. It can do this at global, regional and national level by building on the commitments and efforts of signatory parties and their partners, many of whom are IUCN members. IUCN can support and influence the development of agreements, processes and policies by:

- providing scientific and technical advice, for example through its role as key advisor for natural World Heritage Sites under the World Heritage Convention and its technical advisory role to CITES, Ramsar and the International Whaling Commission;
- preparing studies and drafts of new international instruments such as the IUCN Draft Covenant on Environment and Development, and a proposed instrument on soil;
- developing policy advice, drawing on the Commissions', field projects' and members' expertise, and by advocacy through IUCN's networks to key forums, particularly the CBD;
- linking policy processes with field practice to enable practical realities to inform policy, and policy to guide practice and legislation development;
- synthesizing and disseminating best practice knowledge and standards, for example the World Commission on Protected Areas definitions of categories of protected areas;

- convening forums for dialogue on key biodiversity issues, for example at national level between sectors, at the World Conservation Congress, the Global Biodiversity Forum and Regional Biodiversity Forums;
- mobilizing and empowering IUCN members to engage in the development and implementation of multilateral agreements, processes and policies at global, regional and national level;
- providing input to key intergovernmental processes, such as the Antarctic Treaty Consultative Meeting, the CSD and the UNEP-GC; and
- facilitating policy formulation processes, cf. IUCN's role in the Large Dams consultation process.

All of these approaches are vitally important for IUCN to achieve its Vision and Mission. The CBD represents the single most important Convention for the Union, since its objectives – conservation, sustainable use and benefit sharing – closely correspond with IUCN's Mission. Similarly, the CBD's programme of work matches IUCN's key areas in many respects. Nevertheless, as the table above makes clear, it is important for IUCN to work in a focused way on a range of other agreements, processes and policies.

The framework of activities by element is provided in the table below for each key area:

| KNOWLEDGE | EMPOWERMENT | GOVERNANCE | OPERATIONS |
|--|---|--|---|
| Result 1. Technical and legal analyses of critical issues for selected agreements | Result 5. Enhanced regional and national legal and institutional capabilities for implementation of key agreements that affect biodiversity conservation | Result 6. Use of key biodiversity-related agreements to promote conservation as a result of IUCN's influence | Result 10. Commission networks, regional and global programmes are strengthened to deliver these results |
| Result 2. Tools and guidelines to assist the implementation of major agreements, processes and policies | | Result 7. Conservation promoted by the World Bank, regional development banks, the European Union, multilateral agencies and bilateral development agencies as a result of IUCN's influence | |
| Result 3. Identification of synergies between key agreements, processes and policies through applied policy research and legal analysis | | Result 8. Synergies between key agreements, processes and policies are enhanced as a result of advocacy by IUCN | |
| Result 4. Analysis of emerging issues and trends on the international agenda | | Result 9. National plans, policies and laws that affect biodiversity conservation are influenced by IUCN | |

This Key Result Area draws on IUCN's core competencies, including:

- the application of technical, scientific and legal expertise to influence policy makers and support implementation in the field;
- its geographical coverage bridging global to local levels;

- its convening power (involving governments, NGOs, community groups, academia and the private sector) that enables exchange of experiences and resolves conflicts; and
- its capacity to link governments and NGOs in the development of policies.

These capacities have contributed to making IUCN effective in supporting the negotiation and implementation of key environmental agreements.

This key area for a results-oriented Programme contributes to the CBD's work in implementation of all substantive Articles of the Convention. It also provides a mechanism to deliver the results of work carried out in other key areas to important decision-makers.

TEN-YEAR PERSPECTIVE

By 2010, synergies will be established between CBD, Ramsar, CITES, CCD, FCCC and WHC through the development of joint programmes of work, coordinated reporting and information exchange systems, coherent planning processes, and implementation of national projects jointly addressing the requirements of these Conventions. Agreements, processes and policies from non-biodiversity sectors and organizations will be more supportive of biodiversity conservation, sustainable use and benefit sharing.

IUCN has the chance to strengthen its leading technical advisory role with CITES, Ramsar and WHC, and to position itself as a lead advisor to CBD and CCD. It can make a distinctive contribution by providing the best possible scientific analyses, and presenting the lessons from practical ecosystem management in the field. The decisions taken by these Conventions can thus claim to be both technically defensible and likely to gain wide support. The environmental Conventions will operate in a much more synergistic manner, in part through drawing on the policy guidance and convening capacity of IUCN.

Over the coming ten years, the Union will also play a major role in identifying and defining the emerging issues that affect biodiversity. It is likely that particular attention will be given to the environmental impacts of biotechnology, and the impacts of climate change on biodiversity.

At the national level, IUCN will aim to make itself one of the key sources of knowledge and information for developing and implementing national biodiversity strategies and other actions to implement the biodiversity-related conventions. IUCN will have built capacity for strategy development and implementation in many countries, including the development of appropriate legislation, policies and effective communication management.

RESULTS FOR THE INTERSESSIONAL PERIOD

Knowledge

Result 1: Technical and legal analyses of critical issues for selected agreements

IUCN has a long-established scientific advisory role with CITES, the Ramsar Convention, and the World Heritage Convention. In particular, it prepares technical analyses of critical issues facing each of these Conventions. The Union will seek to further expand this role through its work with the CBD during the intersessional period. In addition, IUCN will focus on some specific issues that require technical analyses in particular countries and regions. For example, IUCN will:

- **Prepare analytical documents** and technical evaluations for key agreements, in particular:
 - **proposals to amend the CITES Appendices**, on the management of species on Appendix II subject to significant levels of trade, and on the monitoring of illegal killing and trade in relation to elephants and rhinos; [SSC, TRAFFIC]
 - **technical inputs on water, dams, impacts, restoration, incentives, peatlands, climate change and invasives** for the Ramsar Scientific and Technical Review Panel; [Wetlands, Economics, WCPA, ELP, CEM, Climate]
 - contribute to the work of the **Intergovernmental Panel on Climate Change** [Climate] and to the work of the International coral reefs Initiative; [Oceania]
 - **evaluation reports** of nominated mixed and natural sites for the WHC, state of conservation reports on existing **World Heritage Sites**; [WCPA]
 - **technical contributions to the CBD** Secretariat for the preparation of technical papers on key issues; [BPCD, CEM, Economics, SSC, WCPA, Forests, Wetlands, Marine, CEC, ELP]
 - **policy research on the User Pays Principle** in relation to its application through OECD and Rio +10; [ERO]
 - **systematic reviews of national legislation** to determine whether present legal regimes assist the implementation of environmental agreements, with the development of model legislation where necessary. [ELP, Regions]
- Develop mechanisms to **monitor progress** in relevant agreements, especially:
 - monitoring **desertification** to support national-level implementation of the CCD in West Africa; [BRAO]
 - monitoring the implementation of **CBD** and promoting experience exchange in using the Clearing House Mechanism in South America. [SUR, BPCD]

Result 2: Tools and guidelines to assist the implementation of key agreements, processes and policies that affect biodiversity conservation

In addition to providing technical analyses, IUCN will also develop tools and guidelines to assist a number of conventions, agreements and processes. To a large extent, these will be based on the lessons learned through the implementation of agreements. For example, IUCN will:

- Prepare **guidelines and tools** in the following areas:
 - inclusion of **biodiversity concerns** into sectoral planning; [BPCD]
 - non-detriment findings, the use of the precautionary principle, and the role of commercial captive breeding for **CITES**; [SSC, SUI, ELP]
 - management of water and wetlands for the **Ramsar Convention**, including specific assistance on optimal flow regimes for wetlands; [Wetlands, ELP]
 - management to minimize and adapt to the impacts of **climate change**; [Climate]

- legal and policy analysis of the **WHC and the WHC Operational Guidelines** with a view to publishing Guidelines for the Implementation of the World Heritage Convention; [ELP]

- guidelines for the implementation of the **FAO Code of Conduct for Responsible Fisheries** with regard to technologies and policies for the reduction and elimination of bycatch, based upon international consultation. [Marine]

- Compile **case studies and lessons** learned on:

- management of **World Heritage Sites** as models for management in relation to other agreements and processes; [WCPA]

- **sustainable use** for CBD, CITES, Ramsar, and GEF; [SUI]

- **forest management** to support good governance in Central Africa in relation to the Brazzaville Process. [BRAC]

- Promote **environmental communication and education**. [CEC]

- **Support the development and implementation of CMS agreements**, especially on marine turtles, houbara bustards, and African and Eurasian waterbirds. [ELP, SSC, BRAO, EARO, ROSA, BRAC, Marine, Wetlands, WESCANA]

- Develop and test **new concepts in environmental law** to support the implementation of key agreements, processes and policies, especially to encourage synergy between multilateral environmental agreements. [ELP]

Result 3: Identification of synergies between key agreements, processes and policies through applied policy research and legal analysis

As the number of environmental agreements has increased, along with the requirements on Parties, the need to develop synergies between them has become an urgent priority. IUCN will assist this process through applied policy research. For example, IUCN will:

- Conduct **policy research** on synergies between environmental agreements and disseminate the results. [BPCD, ELP, BRAO, EARO, CEC, Marine, Climate]

- Support research into synergies between regional-level agreements with environmental linkages. [CEL, RCOs, Oceania]

- Support **research** into possibilities for the implementation of the **joint Ramsar-FCCC workplan**. [Wetlands, IUCN/US, ELP]

Result 4: Analysis of emerging issues and trends on the international agenda

The Union will develop a proactive capacity to identify new and emerging issues, prioritize issues that it will work on, and develop rational, coordinated strategies to address these issues. In particular, IUCN will be discerning in separating genuinely new ideas and approaches from the latest fashion in re-packaging existing concepts. For example, IUCN will:

- **Identify and review emerging issues**, such as biotechnology (including biosafety and the impacts of genetically modified organisms) or the need for a new legal instrument on soils and their relevance to the IUCN programme. [BPCD, ELP, IUCN/US, ROSA]

Empowerment

Result 5: Enhanced regional and national legal and institutional capabilities for implementation of key agreements that affect biodiversity conservation

A major part of the Union's work, especially that of the Regional and Country Offices, is to develop the regional and national capacity to contribute to and implement key environmental agreements. IUCN will support these efforts in relation to the CBD and other key agreements, processes and policies including at the regional level. For example, IUCN will:

- Provide support and contribute to **enhancing national-level capacities**, especially of contracting Parties, to:
 - implement the various provisions of the **CBD** by legislative, policy and administrative mechanisms; [all Regions, BPCD, ELP, Economics, CEC]
 - implement **CITES** and other species-trade regulatory measures, with a particular focus on CITES Management Authorities and Scientific Authorities; [SSC, TRAFFIC, BRAC, SUR]
 - implement the **Ramsar** Convention through an ecosystem approach; [ARD, BRAO, EARO, ORMA, Pakistan, SUR, Wetlands, Economics, CEM]
 - implement the **CCD** at a community level in West Africa and in the Mediterranean region; [BRAO, IUCN Malaga Office, WESCANA, CEC]
 - implement the **FCCC** at the national and regional level as it relates to conservation of biodiversity and natural resources; [Regions]
 - enhance understanding of environmental agreements in **East Africa and South America and the Pacific**; [EARO, SUR, CEC, ELP]
 - implement the **European Union's** obligations under CBD and PEBLDS. [ERO, CEC]
- Enhance the capacity to implement the **World Heritage Convention** through **pilot projects**, and the development of legal guidelines for implementation of the WHC. [WCPA, Regions, ELP]
- Increase efforts to support the implementation of conservation aspects in **fisheries agreements**. [TRAFFIC, ERO, SSC, Marine]
- Identify legislative needs and support best practice in **management of seagrass ecosystems**. [Marine, CEM, ELP, RCOs]
- Facilitate regional preparatory meetings to prepare Parties and NGOs for **CBD** meetings. [all Regions, BPCD]
- Promote sharing of experiences and **build capacity** in planning activities for selected agreements, in particular:
 - **national biodiversity strategies and actions plans**, including related communication aspects; [ARD, BRAO, EARO, SUR, WESCANA, Oceania, BPCD, Economics, CEC]
 - national action plans under the **CCD**; [BRAO, WESCANA]
 - national plans to adapt to and mitigate **climate change**. [Climate]

- Continue to build expertise in **environmental law**, in particular to support regional and national implementation of agreements that affect biodiversity conservation. [ELP]
- Promote and facilitate **stakeholder involvement** in key agreements, through:
 - meetings of the Global Biodiversity Forum and regional **biodiversity forums** to promote greater stakeholder participation in environment agreements; [BPCD, Wetlands, CEC, Regions]
 - establishment and operation of **national biodiversity groups** to support CBD implementation in South America; [SUR]
 - promotion of **greater participation by NGOs** and CBOs in CBD, CCD and Ramsar in East Africa. [EARO]

Governance

Result 6: Use of key biodiversity-related agreements to promote conservation as a result of IUCN's influence

Drawing on the work relating to technical analyses, tools and guidelines, synergies, and capacity-building (detailed above), IUCN will seek to influence the implementation of key agreements in order to enhance the conservation and sustainable use of biodiversity. For example, IUCN will:

- Prepare and promote **policy briefs** for meetings of key agreements, including CBD, CITES, WHC, Ramsar, CCD, FCCC, IWC, high seas agreements and CMS. [all Regions, BPCD, ELP, Economics, SSC, SUI, SUR, TRAFFIC, WCPA, Wetlands, Forests, Marine]
- Facilitate and promote **regional and national positions** on CBD, CCD, Ramsar and FCCC. [ARD, ERO, SUR, ELP, Climate]
- Promote the designation of **new Ramsar Sites**, and the development of national management plans for Ramsar Sites in most regions. [RCOs generally, Wetlands, ELP]
- Continue to support the work of the **African Elephant** Range States Dialogue in relation to CITES implementation. [SSC, TRAFFIC, BRAO, BRAC, EARO, ROSA]
- Assist with actions to implement the Barbados Programme of Action, developed from the UN Barbados Conference on the Sustainable Development of Small Island Developing States:
 - for example, support the work of the South Pacific Regional Environment Programme. [Oceania]
- Assist UNESCO in its work on the **awareness** components of the CBD. [CEC]
- Support the development of **new environmental agreements** and protocols such as the International Covenant on Environment and Development, and a new instrument on soils. [ELP]

Result 7: Conservation promoted by the World Bank, regional development banks, the European Union, multilateral agencies and bilateral development agencies as a result of IUCN's influence

In addition to strengthening biodiversity-related agreements, IUCN will work to ensure that other agreements, processes and institutions that affect biodiversity are more compatible with conservation, sustainable use and benefit sharing. For example, IUCN will:

- Provide general **biodiversity advice and policy support** to major inter-governmental processes, including the UN General Assembly, the World Bank, the Global Environment Facility and the Commission on Sustainable Development. [IUCN/US, BPCD, ELP]
- Develop an overall IUCN **strategy for Rio +10**. [IUCN/US]
- Provide **advice** to the World Bank, multilateral and bilateral agencies and regional **development banks**, in particular:
 - facilitate consultation and strategy-setting, and provide guidance to the World Bank on **forest policy**; [Forests]
 - develop and promote policies on **freshwater ecosystems** relating to water, dams, environmental impacts, incentives and restoration; [Wetlands]
 - continue collaboration with the World Bank for a Global Fisheries Forum to develop tools and provide policy advice for sustainable fisheries development; [Marine, RCOs]
 - influence WTO policies in relation to **trade in species** by providing support and advice to the biodiversity-related agreements (in particular CITES and CBD). [TRAFFIC, Economics, SSC, ELP, Marine]
- Provide support and policy advice to relevant **regional processes**, especially:
 - provide policy support to regional processes relating to **forests**, notably in Central Africa (Brazzaville Process), East Africa, Southern Africa, Southeast Asia (ASEAN environment ministers), Meso-America (Central American Council on Forests and Protected Areas), South America and the Pacific (South Pacific Forests and Trees Programme); [ARD, BRAC, EARO, ORMA, ROSA, SUR, Oceania, Forests]
 - extend general environmental policy support to **Southern African Development Community** [ROSA]
 - contribute to a coherent biodiversity conservation legal and policy framework for the **European Union and PEBLDS**; [ERO, ELP]
 - promote the **User Pays Principle** for Rio +10; [ERO]
 - promote stakeholder involvement to achieve CBD objectives through the reform of the European **Common Agriculture Policy**; [ERO]
 - advocate the inclusion of conservation aspects into the new European **Common Fisheries Policy** and influence the Rio Declaration on Fisheries; [ERO]
 - develop and promote a position on **genetic resources** and associated traditional knowledge. [SUR, other appropriate RCOs, ELP]

Result 8: Synergies between key agreements, processes and policies are enhanced as a result of advocacy by IUCN

The policy research on synergies described earlier will lead to assistance in implementation in specific instances. For example, IUCN will:

- Support the implementation of synergistic approaches between **agreements**, particularly in relation to CBD, CCD, CITES, FCCC and Ramsar, including implications for small island States and marine conservation. [Marine, Climate, CEM, CEC, Oceania, BPCD, BRAO, IUCN/US, ELP]
- Provide assistance to the **FCCC and Ramsar** to implement their joint workplan. [Wetlands]
- Support synergies between national biodiversity action plans and national action plans relating to **desertification**. [WESCANA, BRAO, ELP]
- Assist development of **linkages** between national biodiversity action plans and other sectoral plans. [Regions, BPCD]
- Support efforts to integrate ecological and social concerns into the FCCC. [Climate]

Result 9: National plans, policies and laws that affect biodiversity conservation are influenced by IUCN

The Union will enhance its capacity to support development and implementation of policies and laws to enhance biodiversity conservation. For example, IUCN will:

- Support the implementation of national **biodiversity strategies** and action plans in several regions. [ARD, BRAO, EARO, ORMA, Pakistan, ROSA, SUR, WESCANA, BPCD, ELP, Oceania]
- Support **sustainable management of species in trade** at the national level. [RCOs, TRAFFIC]
- Support the development of **national environmental laws and regional agreements** in Africa, Asia, the Pacific, Latin America and the Caribbean. [ELP]
- Develop a legal framework on **access and benefit-sharing** for selected South American countries. [SUR, ELP]

Operations

Result 10: Commission networks, regional and global programmes are strengthened to deliver these results

In order to deliver these results, IUCN will need to develop and enhance its expertise networks, including the Commissions. For example, IUCN will:

- Strengthen the **networks** of CEM, ELP, CEC, SSC and WCPA to maximize their potential to contribute effectively to key agreements, processes and policies. [CEC, CEM, ELP, SSC, WCPA]
- Develop **interdisciplinary networks**. [All Commissions, Regional and Global Programmes]

- Develop a **network of fisheries economists** to monitor implementation and assist countries in the development of national reports specified under the FAO International Plan of Action for the Management of Fishing Capacity. [Marine]
- Enhance the **capacity of Regional and Global programmes** to enable them to contribute effectively to this Key Result Area. [All]
- Develop regional programmes in regions of low Secretariat presence to enable them to contribute effectively to this Key Result Area, particularly the Middle East and Oceania. [All]

Key Result Area 3:

Incentives, including finance, for conservation of biodiversity and sustainable use of natural resources

RATIONALE

Natural systems are affected by economic, social and legal systems. All stakeholder groups – individuals, communities, businesses, NGOs and government agencies – are motivated by economic, social and legal measures to undertake activities which either conserve or threaten the diversity and integrity of nature. In particular, public and private financial flows can generate positive or perverse incentives to conserve nature. The challenge that IUCN faces is that many stakeholders are motivated by these forces to destroy biodiversity.

Incentive measures are specific inducements such as tax systems, land tenure, subsidies, and trade policies which are designed and implemented to influence relevant stakeholders to conserve biodiversity and use biological resources sustainably. Finance can be a particularly important incentive or disincentive for conservation. It therefore warrants special attention.

To fulfil its Mission in this Key Result Area IUCN activities will aim for these results:

| KNOWLEDGE | EMPOWERMENT | GOVERNANCE | OPERATIONS |
|--|--|--|---|
| Result 1. Applied, interdisciplinary research into perverse and positive incentives for biodiversity conservation leads to guidelines that are published and disseminated and legislative provisions enacted as appropriate | Result 3. Decision-makers including producers, consumers, local communities, and conservation managers understand, use and address positive incentive measures and legal provisions for the conservation of biodiversity and sustainable use of natural resources | Result 6. Global, regional and national policies, legislation and governing structures are capable of managing biodiversity incentives | Result 8. Commissions, global programmes and Regional Offices are capable of providing information and guidance on incentive measures and legal provisions |
| Result 2. Applied research into new and innovative financing mechanisms and their sustainability identifies and tests methodologies and produces guidelines | Result 4. IUCN members and partners are able to develop and implement sustainable financing strategies and mechanisms with a focus on biodiversity business | Result 7. Financial strategies and programmes for the global biodiversity-related Conventions are coordinated and implemented at the regional and national levels | Result 9. Conservation organizations including IUCN and its members are recapitalized |
| | Result 5. Substantial increases in biodiversity finance and improved sustainability of conservation financing are achieved | | |

These results are inter-linked in the sense that the research into biodiversity incentives under the knowledge section provides a foundation for empowering decision-makers and others to understand incentives and develop appropriate policies providing it is effectively communicated. Likewise, the knowledge gained through the research on financial mechanisms and institutions will enable IUCN members and partners to develop financial strategies and access additional sources of finance. Also, finance is a key incentive measure and hence the work on incentives is inter-linked with the work on finance.

This result area provides a key opportunity for innovation within the programme in that it builds on IUCN's existing knowledge and capacities in ecosystems and species and furthers our ability to address the underlying causes of biodiversity loss. Furthermore, this result area expands IUCN's programme into new linkages with the private sector with respect to biodiversity finance and biodiversity business. (A biodiversity business is one that actively promotes biodiversity conservation.)

This result area explicitly supports the implementation of several components of the CBD including Article 11 on Incentive Measures, Articles 20 and 21 on Financial Resources and Financial Mechanisms as well as others such as 6 (General Measures for Conservation and Sustainable Use), 8 (*in situ* Conservation), 10 (Sustainable Use of Components of Biodiversity), and 14 (Impact Assessment and Minimizing Adverse Impacts). It also supports the implementation of other biodiversity Conventions including CITES, Ramsar, CMS, and World Heritage.

Biodiversity incentives and finance are also critically important tools for achieving improved ecosystem management and the equitable sharing of costs and benefits. The assessment result area will provide the incentives and finance work with necessary information about the state of biodiversity, pressures on this state, and responses to these pressures. Finally, the information and communications systems will enable the lessons learned through this result area to be disseminated globally.

TEN-YEAR PERSPECTIVE

The next ten years will see significant progress in the innovation and application of incentive measures and financial mechanisms for conservation. These developments will help find ways of harnessing the forces of an increasingly globalized economy for conservation purposes. IUCN will be at the forefront of this movement, with its networks, experiences and knowledge of conservation fully mobilized over the next ten years towards the work of redirecting global economic forces on to a more sustainable path.

RESULTS FOR THE INTERSESSIONAL PERIOD

Knowledge

Result 1 (Incentives): Applied, interdisciplinary research into perverse and positive incentives (including tax systems, land tenure, subsidies, trade policies, and consumption patterns) for biodiversity conservation leads to guidelines that are produced, published and disseminated and legislative provisions enacted as appropriate

Though there is now a wealth of knowledge and experience about incentive measures for environmental issues in general, there is not enough information on how incentives (both positive and perverse) can be developed for biodiversity. Because of our strong networks and experience in conservation, IUCN is well positioned to take the lead in developing this knowledge base and disseminating it through guidelines, publications and electronic communications – in particular an Internet-based clearinghouse. This result area is linked to the ecosystem management and assessment key result areas in that it will draw information generated under the assessment result area and will provide input into the ecosystem management work.

Examples of activities in this Key Result Area include:

- Research into **economic issues** related to forests, wetlands, sustainable wildlife use and invasive species, climate change adaptation and mitigation strategies. [ELP, Forests, SSC, Economics, Climate, EARO, ERO]
- Review of the **socio-economic impacts** of forest ecosystem restoration. [Forests, Economics]
- Revision of guidelines and collection of case studies on the use of **economic valuation** as a tool for incentive measures assessment. [WCPA/PPA, Economics]
- Research into the **linkages** between biodiversity loss, ecosystem functions, poverty and other socio-economic and cultural factors and identify more integrated and convergent conservation approaches. [SPP with Regions]
- Research into **economic development** and governance systems and identify ways of reorienting such systems for the benefit of people and conservation. [SUI with Regions]
- Research into the role of **economic incentives and policies** in managing trade in threatened species. [TRAFFIC, Economics]
- Research into **perverse and positive incentives in legal frameworks**. [ELP]
- Development and dissemination of case studies of the application of criteria and indicators for **marine certification**. [Marine with Regions]
- Comparative studies on the economics of **organic agriculture**. [ERO, Economics]
- Research into the **impacts of consumption patterns** on biodiversity. [ARD]

Result 2 (Finance): Applied research into new and innovative financing mechanisms and their sustainability identifies and tests methodologies and produces guidelines

New and innovative mechanisms are necessary to ensure sufficient and sustainable levels of finance for conservation activities worldwide. This result area will identify and investigate such mechanisms, their feasibility and effectiveness. It will also provide guidelines based on the needs of key user groups on the most practical financial mechanisms that can be applied for the sustainable use and conservation of natural resources. This result area is linked to the ecosystem management and assessment result areas in that it will draw information generated under the assessment result area and will provide input into the ecosystem management work.

For example, over the next intersessional period, this work will focus on:

- Research into opportunities for **private sector investment**. [Economics, ORMA, EARO, ELP]
- Research and guidelines on **funding mechanisms for protected areas** and World Heritage Sites. [Economics, WCPA/PPA, Oceania, EARO]
- Research into **funding mechanisms for CBD implementation** and biodiversity conservation at national and regional levels. [BPCD, Asia, BRAO, EARO, ELP]
- Research into **design of sequestration trading**. [ELP]
- Research into financial mechanisms to facilitate climate change mitigation and adaptation strategies. [Climate]

Empowerment

Result 3 (Incentives): Decision-makers including producers, consumers, local communities, and conservation managers understand, use and address positive incentive measures and legal provisions for the conservation of biodiversity and sustainable use of natural resources

This result will initially focus on forests, protected areas, wetlands, fisheries and species and will give specific attention to organic agriculture, forest products and eco-tourism.

The information produced through the research mentioned in the knowledge results will be made available to the main stakeholders such as government agencies, NGOs, private companies and community groups. But for these stakeholders to effectively use this information to achieve the conservation and sustainable use of natural resources, discussion sessions and/or training courses are required. These activities can be conducted in coordination with events related to the biodiversity Conventions such as CITES, CBD and Ramsar. Additional tools for ensuring the use of this information include policy guidance, background papers, and Internet sites. IUCN's Secretariat and Commissions will work together to deliver this result through several types of activities. They will:

- Design methodologies and **tools for assessing incentives systems**. [Economics, EARO, BPCD]
- Conduct **case studies** exploring methodologies in designing and implementing incentive measures and designing legal frameworks for such measures. [EARO, ARD, BPCD, ROSA, Economics, ELP]
- **Advise decision-makers** in the design and implementation of incentive measures for forest and wetland conservation and sustainable use. [EARO, ROSA, WESCANA, BPCD, Economics, Forests, Wetlands, ELP]
- Implement **education and awareness-raising strategies** to help policy-makers and practitioners to better understand and appreciate the environmental and socio-economic values of forest and of forest restoration. [Forests, Economics, CEC, Pakistan]
- **Provide advice to users** of natural resources which enables them to adopt modes of production and consumption that promote the conservation of biodiversity. [SSC, TRAFFIC, CEC, All RCOs and Programmes]
- **Promote solutions** based on economic incentives, law enforcement and policies. [TRAFFIC]
- **Raise awareness among consumers** about the trade in threatened species and the impact of consumption and promoting solutions to unsustainable consumptive practices. [TRAFFIC]
- **Inform key decision-makers** at all levels about the nature, dynamics and impact of wildlife trade for food, medicine, and other human needs and aspirations. [TRAFFIC]
- Continue to **disseminate information on the costs and benefits of eco-labelling** and certification schemes, including impacts on developing economies, and assist decision-makers in the development and implementation of such schemes. [Marine, Economics, CEC, Europe]
- Promote greater understanding of the impacts of unregulated access on **fisheries sustainability**, and identify options to establish appropriate management regimes. [CEC, Marine, ELP]

Result 4 (Finance): IUCN members and partners are able to develop and implement sustainable financing strategies and mechanisms with a focus on biodiversity business

The conservation community chronically suffers from insufficient financing for their activities. At the same time, the private sector is increasingly able to gain significant revenues from the overexploitation of nature and natural resources. We need to learn from these experiences. Through the work undertaken in this result, IUCN will work to provide guidance to the conservation community about sustainable financing mechanisms. The achievement of this result will involve the production of guidelines, discussion forums, and an Internet-based information clearinghouse. Sample activities contributing to this result include:

- Provide guidance on **alternative financing mechanisms** for protected areas globally and in East Asia. [Economics, WCPA, PPA]
- **Implement advocacy strategies** with authorities and donors for alternative finance. [BRAO]
- Support the development of **national funds and local environmental funds** in three countries. [BRAO]
- **Support governments** to use new financing mechanisms to implement the CBD. [Asia, Europe, BPCD]
- initiate a **Partnership Marketing Mechanism** to stimulate private investment for implementation of the UNEP Global Programme of Action for the Protection of the Marine Environment from Land-based Activities. [Marine]

Result 5 (Finance): Substantial increases in biodiversity finance and improved sustainability of conservation financing are achieved

It is clear that for conservation efforts to be successful there is a need for increased investment. IUCN will demonstrate over the next four years how such increases can be achieved through pilot projects in private sector financing and additional flows of public and private sector funding into conservation activities throughout the Union. Activities contributing to this result over the next four years will link with partners such as the UN Foundation and the International Finance Corporation. For example, IUCN will:

- **Facilitate private sector investment in biodiversity** through investment funds and advocacy. [Economics, WCPA, BRAO]
- **Reinforce the capacity of members and partners** to better formulate fundable projects. [BRAO, Asia]
- **Establish investment facilities** for biodiversity businesses. [Economics, WCPA]

Governance

Result 6 (Incentives): Global, regional and national policies, legislation and governing structures are capable of managing biodiversity incentives

Incentive measures have been recognized by a number of the biodiversity-related Conventions as a key tool for achieving conservation and sustainable use. It is now time for this recognition to be translated into action at the regional, national and local levels. IUCN seeks

to encourage, assist and influence societies at all of these levels to develop and implement more effective and appropriate incentive measures. For example, IUCN will:

- Advise decision-makers in the **design and implementation of incentive measures** for forest and wetland conservation and sustainable use. [Economics, Forests, Wetlands, BPCD, CEC, ELP, EARO, Europe]
- **Promote the integration of economic understanding** into key government biodiversity-related policies at the national and regional level, in particular relating to land tenure and access rights. [EARO, Asia, ROSA, ELP]
- Conduct an international dialogue on the relationship between **sustainable fisheries management and trade policy**. [Marine, RCOs]
- Assist governments and the private sector to adopt economic policies and practices that provide incentives and benefits that encourage the maintenance of **wildlife trade** within sustainable levels and support effective wildlife trade regulation. [TRAFFIC, All Programmes]
- Assist governments and the private sector to adopt policies and incentives that are mindful of **impacts on areas of high biodiversity value** or significance. [TRAFFIC, ELP, All Programmes]
- Assist governments to adopt economic policies and practices to support effective wildlife trade regulation and provide incentives and benefits that encourage **use of wild resources for food, medicine, and other human needs** at sustainable levels. [TRAFFIC, All Programmes]
- Identify and promote economic incentives for the **elimination of fisheries bycatch and discards**, through national and management processes and certification. [Marine, Economics]
- Support the development of policies and legal mechanisms that address incentives and **perverse incentives for forest conservation**, in five countries. [Forests, Economics, CEC, SUR, ELP]
- **Support the improvement of the regulatory framework** to facilitate integration of environment considerations into key areas of economic development. [Pakistan, ELP]

Result 7 (Finance): Financial strategies and programmes for the global biodiversity-related Conventions are coordinated and implemented at the regional and national levels

Biodiversity-related Conventions have called for new and additional financing for conservation activities. This call is largely a reflection of the fact that meeting the objectives of these Conventions requires substantive increases in the resources available for conservation activities. Importantly, we should recognize that it is unlikely that sufficient financial resources will be available, thus it is necessary for governments and NGOs involved in implementing the Conventions at a regional and national level to develop financial strategies. For example, IUCN will:

- Develop **national and regional strategies** for alternative financing and local funds and private investment. [BRAO, WCPA, Europe]
- Develop **economic/financing policies and tools** for financing CBD implementation in Europe. [Europe, Asia, BPCD]

- **Establish an investment fund for businesses** contributing to World Heritage Sites. [Economics, PPA, WCPA, ELP]

Operations

Result 8 (Incentives): Commissions, global programmes and Regional Offices understand the application of incentive measures and are capable of providing information and guidance on incentive measures and legal provisions

As IUCN's understanding of incentive measures and its ability to analyse incentives for conservation grows, this knowledge will be shared throughout the global programmes and Regional Offices. This result will be achieved through internal capacity-building activities.

Result 9 (Finance): Conservation organizations including IUCN and its members are recapitalized

The financial base of conservation organizations around the world has been undermined over the last decades. It is now time to look into recapitalizing the core institutions of conservation. This result will be achieved through the combined activities of the Secretariat and Commissions under the leadership of the Director General.

Key Result Area 4:

Equitable sharing of the costs and benefits

RATIONALE

Conservation and equity are linked in two important ways. On one hand, ecosystem management and conservation activities affect the distribution of costs and benefits derived from natural resources. Thus, conservation activities have potentially significant positive or negative implications for equity which we must learn to consider and account for in our decisions. On the other hand, it is IUCN's conviction that equity is a prerequisite for the long-term conservation and sustainable use of natural resources. IUCN recognizes that it is unlikely to achieve its vision or goals without promoting equity as an integral part of conservation of biodiversity. However, the Union also recognizes that equity by itself is not enough to ensure conservation, as it is possible to have an equitable society that is not based on sustainable use of natural resources. This Key Result Area contributes directly to our ability to ensure that equity issues are considered in our decision-making processes relating to projects, programmes and policies.

IUCN has pioneered the inclusion of socio-economic considerations within conservation. It has a rich body of experience accumulated in this regard, and is making a concerted effort to incorporate skills, tools and methodologies into various conservation practices. However, IUCN has a long way to go. During the intersessional period, the work of the Union will contribute to improve understanding of the key drivers of biodiversity loss and ecosystem degradation, leading to more informed activities designed to control these motors. A key step will be to promote inclusion of principles and guidelines on equitable sharing in implementation of major international conventions and agreements such as CBD, CITES, Ramsar and CCD.

| KNOWLEDGE | EMPOWERMENT | GOVERNANCE | OPERATIONS |
|---|---|---|---|
| Result 1. A sound understanding of the linkages between socio-economic forces and conservation | Result 3. Capacity-building for the global and regional programmes to understand underlying equity concepts and use of the tools and methods developed | Result 5. Equity components of global, regional and national conservation policies, agreements and frameworks strengthened | Result 6. Increased access to socio-economic networks and institutions linked to existing conservation networks on equity issues |
| Result 2. Tools and methods for reducing inequities developed and promoted | Result 4. Capacity-building of resource managers and decision-makers to use these tools and methods | | |

TEN-YEAR PERSPECTIVE

In the next decade, IUCN, in partnership with other environmental and development organizations, will gather, generate and disseminate knowledge on the factors affecting cost- and benefit-sharing. Approaches, methodologies, criteria and tools will be applied to improve policies and practices of IUCN members, Commissions and the Secretariat. These will also be used to enhance the policies and actions of a wide range of governments and civil society. Policy and legal frameworks at national and international levels will promote and enable equitable sharing of costs and benefits of conservation and natural resource management from the global to the local levels.

RESULTS FOR THE INTERSESSIONAL PERIOD

Knowledge

Result 1: A sound understanding of the linkages between socio-economic forces and conservation

While IUCN's knowledge base on biodiversity is strong, its understanding of socio-economic issues and their relationship to conservation remains inadequate. This Result will draw on the skills and knowledge of key partners and members to improve the Union's ability to tackle inequities. For example, during the intersessional period IUCN will:

- **Investigate linkages** between biodiversity loss, ecosystem functions, intellectual property rights, socio-economic and cultural issues including inequity, power, corruption, over-consumption and risk poverty factors. [SSC, SUI, Economics, RCOs, Wetlands, Forests]
- **Analyse and test mechanisms for equitable sharing** of benefits and costs of ecosystem use and management. [Forests, Wetlands, SPP, Economics, Marine, ELP]
- **Explore and disseminate information on tenure arrangements** and their impacts on conservation. [ROSA, EARO, ARD, SUR, SPP, Economics, ELP, Oceania]
- Continue to learn about and **share information on indigenous knowledge** about ecosystem management and collaborative management. [All Regions, IUCN/Canada, SPP, WESCANA, Forests, SUI, SPP]
- Collate, assess and **disseminate information on the nature and impact of wildlife trade and natural resource consumption** on the equitable sharing of costs and benefits. [TRAFFIC, ROSA, Marine, Pakistan, Forests, BRAO, SSC]
- **Research environmental security issues** linked to natural resource management. [ROSA, EARO, Marine, WESCANA, SPP, ELP]
- Collect and **disseminate information on large dams** and their socio-economic impacts. [Regions, Pakistan, Wetlands]

Result 2: Tools and methods for reducing inequities developed and promoted

Knowledge about the distribution of costs and benefits resulting from conservation activities is critical, but to use this knowledge people need tools and methods for overcoming inequities. IUCN will:

- **Prepare and disseminate case studies and guidelines** on indigenous knowledge, gender, benefit sharing and community involvement in ecosystem management. [Regions, BPCD, SPP, CEL/ELP, Forests, Wetlands, PPA]
- **Develop legal and policy frameworks** for co-management of protected areas. [WCPA, PPA, ARD, ELP]
- **Produce guidelines on linkages** between biodiversity loss, ecosystem services, poverty and other socio-economic and cultural factors. [SSC, SUI, Economics, RCOs, Wetland, Forests]

Empowerment

Result 3: Capacity-building for the global and regional programmes to understand underlying equity concepts and use of the tools and methods developed

While IUCN has built some capacity in its global and regional programmes to use socio-economic tools, such as participatory appraisal, this has largely been *ad hoc* and in absence of a thorough understanding of the underlying concepts. Thus the integration of socio-economic issues into IUCN's work has been inconsistent and often without substance. This result will work towards achieving a more strategic approach to developing IUCN's capacity for integrating socio-economic conceptual issues into its work. Based on evaluation of our strengths and weaknesses in this area, IUCN will for example:

- **Train staff** to improve their understanding of and technical capacity to assess and influence equitable sharing of costs and benefits of conservation and sustainable-use activities. [Regions, HRD, SPP, PPA, CEC, Economics, ELP]
- **Mainstream participatory tools** into IUCN's work at project, programme and policy levels. [All Regions, global programmes and Commissions]

Result 4: Capacity-building of resource managers and decision-makers to use these tools and methods

In the same way as IUCN has been integrating socio-economic issues on an *ad hoc* basis, resource managers and decision-makers often do not thoroughly understand and integrate socio-economic issues in their work. Building on the knowledge and tools described above, IUCN will work to strengthen the capacity of these stakeholders. For example, it will:

- **Demonstrate practical approaches** and innovative mechanisms for equitable ecosystem management and restoration in forests, wetlands, drylands, etc. [Regions, Forests, CEC, SPP, Pakistan, Wetlands]
- **Promote the use of environmental impact assessment** through training programmes and the development of guidelines. [ELP]
- **Demonstrate and promote participatory management** of natural resources of ecosystems and protected areas through pilot demonstration projects. [All Regions, SPP]

- **Promote principles and guidelines on integrating indigenous and traditional knowledge** into protected areas and ecosystem management. [WCPA and ELP with Regions]
- **Enhance the capacity of national governments, NGOs and members** to link protected areas to broader socio-economic concerns. [Regions, WCPA, SPP, CEM, Forests]
- **Support the development of programmes of education and awareness-raising** to understand the environmental and socio-economic values of ecosystems better, including within protected areas. [Regions, WCPA, Forest, SUI, CEC]
- **Increase understanding of ecological, social and economic processes** for improved management of wetlands and water resources, enhancing the technical capacity and effectiveness of regional and national networks of scientists and experts. [Wetlands, Regions]
- **Demonstrate how human security can be improved** through equitable natural resource-based enterprises. [ROSA]
- **Promote increased awareness** of conservation issues among social scientists. [CEESP]

Governance

Result 5: Equity components of global, regional and national conservation policies, agreements and frameworks strengthened

Conservation policies and agreements have significant equity implications which IUCN will work to identify and address. For example, this result will be achieved through:

- the **other Key Result Areas**, in particular 1 (Ecosystem management) and 2 (Institutions, agreements, processes and policies);
- the analysis of **equity issues** in CBD and FCCC.

Operations

Result 6: Increased access to socio-economic networks and institutions linked to existing conservation networks on equity issues

IUCN will build on the knowledge and experience of existing networks of socio-economic experts and develop linkages between those networks and its biodiversity networks. For example, it will:

- **Develop and maintain partnerships** with organizations to share information and knowledge about equity issues. [SPP]
- **Increase collaboration** between socio-economic and biophysical scientists to better understand the linkages between conservation and underlying causes of biodiversity loss. [WCPA, SSC, CEM, CEESP, Economics, SPP]

Key Result Area 5:

Assessment of biodiversity and of related social and economic factors

RATIONALE

Global investment in biodiversity assessment is still very small, especially when compared with efforts to monitor and assess other sectors, such as trade, financial flows, general economic statistics, agriculture, climate, and human demography. Even environmental assessments, such as UNEP's Global Environmental Outlook, suffer from the paucity of useful information on biodiversity. The need to increase attention on biodiversity assessment is gaining greater recognition, resulting in some major new global initiatives, such as the OECD's Global Biodiversity Information Facility (GBIF). These developments provide a major new opportunity for IUCN. The Union, through its Commissions, networks and members, has unparalleled access to knowledge on biodiversity. As a result, IUCN has a comparative advantage in this area, notably its:

- ability to garner current, as well as historical, information on biodiversity;
- ability to produce assessments at geographic scales that are relevant for practical ecosystem management and for supporting policy development;
- capacity to link data providers with decision-makers;
- environmental law database ECOLEX (developed by IUCN ELP with UNEP and FAO);
- breadth of work on species, ecosystems and protected areas, enabling it to assess biodiversity in terms of pressure, status and response; and
- contact with users so as to produce relevant assessments at global and regional levels.

IUCN must seize this opportunity as a matter of priority during the coming intersessional period. It needs to enhance its own capacity in biodiversity and ecosystem assessment and form strategic partnerships with others, including UNEP, major international environmental NGOs (through the Biodiversity Conservation Information System (BCIS)), and institutions that specialize in social and economic information.

IUCN's work in this area will result in improved assessment of biodiversity and of the social and economic factors that affect it. This improved information will lead to more informed policies and management practices.

The results-oriented activities in this Key Result Area:

| KNOWLEDGE | EMPOWERMENT | GOVERNANCE | OPERATIONS |
|--|--|--|---|
| Result 1. Tools, methods and indicators for biodiversity assessment developed | Result 6. Effectiveness of biodiversity assessments increased | Result 7. Biodiversity assessments for ecosystem management and policy development utilized | Result 8. Networks, working groups and partnerships in support of biodiversity assessment strengthened |
| Result 2. Status and trends of key species, protected areas and ecosystems assessed | | | |
| Result 3. Impact of socio-economic factors on key ecosystems and species assessed | | | |
| Result 4. Conservation actions for ecosystems and species documented | | | |
| Result 5. Biophysical and socio-economic functions, services, goods and values of key ecosystems assessed | | | |

The Union's work on assessment contributes directly to the objectives of the CBD, especially that in relation to Article 7 (Identification and Monitoring), Article 8 (*in situ* Conservation), Article 10 (Sustainable Use of Components of Biological Diversity), Article 12 (Research and Training), Article 14 (Impact Assessment and Minimizing Adverse Impacts), Article 17 (Exchange of Information) and Article 18 (Technical and Scientific Cooperation). In addition to members of the Union, target user groups include scientific institutions and decision-makers in the private, government and NGO sector, at global, national and regional levels.

This Key Result Area draws on a number of the Union's core competencies and areas of strength. It is based on the assumption that it will be a top priority to develop IUCN's knowledge infrastructure during the intersessional period. IUCN has particular strengths in monitoring and evaluating:

- the status and trends of species, ecosystems and protected areas;
- the effectiveness of conservation measures;
- the factors impinging on biodiversity;
- the effectiveness of protected areas;
- the legal requirements for conservation of biodiversity in general and protected areas in particular;
- the values and functions of ecosystems.

The knowledge generated through this Key Result Area will be used to support empowerment and governance under other Key Result Areas. (For instance, knowledge about the socio-economic functions, goods and services and values of key ecosystems will enable the Union to focus research into perverse and positive incentives.)

TEN-YEAR PERSPECTIVE

The next ten years will see a significant change in the capability, use and utility of biodiversity assessments. The strategic significance of integrated assessments as approaches to bridge the gap between science – policy – ecosystem management will dramatically increase. While the first phase of change will focus on the integration of socio-economic and biophysical variables, the next phase will see assessments explore the development of science-based issue response and policy scenarios. Information technology will widely increase the reach of assessments, through more effective access, decision support and visualization systems. The wider user network, resulting from the application of information technology, will help ensure that biodiversity assessments become part of broader societal and multi-stakeholder policy and management processes.

RESULTS FOR THE INTERSESSIONAL PERIOD

Knowledge

Result 1: Tools, methods and indicators for biodiversity assessment developed

The Union will adapt existing tools and develop new ones in order to enhance its assessment work, and to maximize the relevance of these activities to support effective ecosystem management and policy development. For example, during the intersessional period IUCN will:

- Further **develop IUCN's Wellbeing Assessment Method** and link it to the next phase of UNEP's Global Environmental Outlook (GEO 3) and other global assessment processes. [M&E, IMG, RCOs]
- Produce tools and methods to **develop indices of biological diversity health** from the IUCN Red List of Threatened Species. These indices will be used to contribute the biodiversity component to the Wellbeing Assessment Method. [SSC, BPCD, M&E]
- Develop an **Interactive Ocean Atlas**, incorporating information on the use and status of, and threats to, marine ecosystems with BCIS partners. [Marine, IMG]
- Develop criteria and indicators to **assess the level of threat to selected individual ecosystems**. [CEM, Wetlands, Forests, Marine]
- Develop criteria and indicators to **assess the management effectiveness of protected areas** and natural World Heritage Sites. [WCPA, Forests]
- Prepare a set of indicators for **assessing the sustainability of forest management practices** at the landscape level. [ROSA, ORMA, Forests]
- **Develop tools for sustainable financing** of biodiversity conservation within and outside protected areas. [Economics, WCPA, ELP, Marine]

- Test and publish **guidelines for the use of the IUCN Red List Categories** at regional and national levels. [SSC, RCOs generally]
- Develop and refine **tools for assessing the impact of climate change** on biodiversity. [SSC, Climate, ARD, Marine]
- Develop **environmental impact assessment guidelines** to help improve understanding of the impacts of agro-environmental measures. [ERO, Pakistan, ELP]
- **Develop the Protected Areas Resource Centre (PARC).** [WCPA, PPA]

Result 2: Status and trends of key species, protected areas and ecosystems assessed

IUCN has a long history in monitoring and evaluating the status and trends of species through its Red List. This activity will be improved during the intersessional period. Increased attention will be given to monitoring the status of key ecosystems, leading to an initial IUCN Red List of Threatened Ecosystems. For example, IUCN will:

- **Expand the taxonomic coverage** of the IUCN Red List of Threatened Species to include groups of animals and plants that are representative of major ecosystems and regions. This will provide increased coverage of freshwater and marine species, and of selected groups of plants and invertebrates. [SSC]
- **Improve the documentation** of the Red List so that threatened species information can be integrated more easily with that on protected areas, ecosystems and threats. [SSC]
- Continue to develop and improve **regional Red Data Lists.** [SSC, RCOs]
- Prepare the **UN List of Protected Areas** and promote this at the World Parks Congress (South Africa, 2002). [WCPA]
- Produce an **initial Red List of Threatened Ecosystems**, using the criteria developed under Result 1 above. The Union's Ecosystem Red List will be closely linked to the work of the World Resources Institute's Millennium Assessment. [CEM, Forests, Wetlands, Marine, WCPA]
- Promote **socio-economic assessment of coral reef ecosystems** through the Global Coral Reef Monitoring Network. [Marine, WCPA]
- Undertake a global assessment of status of and major threats to **seagrass ecosystems.** [Marine, CEM]
- **Develop regional wetland inventories** in East Africa and South America. [EARO, SUR]
- **Publish a Forest Conservation Atlas** for the Temperate and Boreal Regions. [Forests, IMG]
- **Electronically link the Union's information on species, ecosystems and protected areas**, then produce an interactive World Conservation Atlas. The aim will be to provide visual images resulting from assessments and analyses which can then be used as decision-support tools. [IMG, SSC, Forests, Wetlands, WCPA]

Result 3: Impact of socio-economic factors on key ecosystems and species assessed

During the intersessional period, the Union will pay more attention to assessing the impacts of key factors on the status of ecosystems and species. These will include human and biophysical impacts. For example, IUCN will:

- Assess the social, economic, institutional and ecological factors affecting the **sustainability of use**. [ARD, ROSA, SUI]
- Assess the sustainability, and conservation effectiveness of the **use of CITES Appendix II species**, for example: reptiles in Togo, snakes in Indonesia, and parrots in Madagascar. [SSC, TRAFFIC]
- Assess the impact of **dams** (both existing and planned) on biodiversity. [BRAO, EARO, ROSA, Pakistan, SSC, Wetlands]
- Assess the impact of **invasive species** on biodiversity and develop an early warning system developed to assist in the rapid detection and eradication of harmful invasives. [SSC]
- Adapt impact assessment tools for use in incorporating biodiversity considerations into **development projects** in a number of regions. [RCOs generally]
- Assess the impacts of **climate change** on biodiversity for key ecosystems and selected groups of species, and in selected countries, drawing on the tools developed under Result 1 and adaptive strategies under Result 4. [SSC, Climate, ARD]
- Assess the impacts of **mining activities** in critical habitats, catchments and ecosystems, as well as in key protected areas, including natural World Heritage Sites. [WCPA]

Result 4: Conservation actions for ecosystems and species documented

For many years, IUCN has documented conservation measures at a global scale, notably legislation, protected areas, and species re-introductions. This work will continue, and be linked to other aspects of the Union's assessment work during the intersessional period. The assessment of the effectiveness of these conservation measures is included under Key Result Area 1 on Ecosystem Management and Restoration. For example, IUCN will:

- **Maintain the environmental law database**, make it available over the Internet, and link it to other datasets of species and ecosystems, in collaboration with UNEP and other partners (within the context of ECOLEX). [ELP, SSC, IMG]
- **Update the database on fauna and flora** in national legislation and international conventions and link it to the law database and the Species Information Service. [ELP, SSC]
- **Develop the protected areas database (PARC)** in a number of regions (Meso-America, North Eurasia and the Pacific), and link it to other data sets on species and ecosystems within IUCN. [WCPA, in collaboration with WCMC]
- Enhance and **disseminate the database on re-introduced species** and link it to the Species Information Service. [SSC]

Result 5: Biophysical and socio-economic functions, services, goods and values of key ecosystems assessed

During the intersessional period, IUCN will continue its work on the assessment of ecosystem services and functions, and will enhance its activities on identifying the economic values of biodiversity. This information will feed into decision-making through knowledge- and empowerment-results under the ecosystem management, incentives and finance, and equity Key Result Areas. For example, IUCN will:

- Evaluate the multiple values of **forest and wetland ecosystems**, and the ecological processes associated with them in several regions. [RCOs generally, Forests, Wetlands]
- Advocate best practices in relation to **agro-environmental measures** in Europe, drawing on the environmental impact assessment guidelines developed under Result 1.
- Carry out **valuations of critical ecosystems**, for instance mangroves in Meso-America. [ORMA]
- Assess the economic value and the socio-economic **drivers of wildlife trade**, focusing especially on fisheries, timber, medicinal species and CITES species. [TRAFFIC]
- Link information from economic valuation studies to **decision-making processes**. [Economics, EARO]
- **Test best practices guidelines** on economic valuation in a number of protected areas. [WCPA]

Empowerment

Result 6: Effectiveness of biodiversity assessments increased

Much of the empowerment resulting from biodiversity assessments is carried out under other Result Areas. As part of its activities on training and capacity-building, IUCN will:

- Give **training courses on the use of IUCN's Red List Criteria** and guidelines in most regions in order to build capacity, and provide support for national Red List programmes. [SSC, ARD, WESCANA, EARO, BRAC, ROSA, ORMA, SUR]
- Organize **training courses in the preparation of wetland inventories** in three regions. [Wetlands, BRAO, ORMA, EARO]
- Prepare and disseminate **information packages on wetland values** and functions in East Africa. [EARO]
- Communicate to decision-makers **best practice guidelines** for the conservation of species threatened by economic activities in Europe. [ERO]
- Conduct **training courses in the application of methods** to assess the effectiveness of protected areas. [WCPA, Forests]
- Conduct **training programmes in environmental law** relating to biodiversity. [ELP]

Governance

Result 7: Biodiversity assessments for ecosystem management and policy development utilized

The assessment function plays a critical role in reducing barriers to the integration of socio-economic and environmental knowledge. It also strengthens the science-policy-management loop. In addition, the strong links with these multi-stakeholder processes and users provide opportunities for adapting and redesigning assessment approaches and delivery formats.

Many of the implications for governance resulting from biodiversity assessments are covered under other Result Areas. For example, IUCN will:

- Promote the adoption of the IUCN **Red List methodology** in an increasing number of countries. [SSC, RCOs generally]
- Assess the implications of the **‘Wellbeing of Nations’** report for ecosystem management and policy development with a view to enhanced conservation measures being adopted by CBD Parties. [BPCD, M&E, RCOs generally, IMG]
- Promote the IUCN **World Conservation Atlas**, with modules on forests, protected areas, wetlands and species, as a policy tool. [IMG, Forests, Wetlands, SSC, M&E, WCPA]

Operations

Result 8: Networks, working groups and partnerships in support of biodiversity assessment strengthened

IUCN’s work in assessment depends on the maintenance and management of networks, working groups and partnerships. For example, during the intersessional period IUCN will:

- Support and strengthen key **Commission networks**, especially those composed of data providers and custodians. [CEM, SSC, WCPA, ELP]
- Develop **new networks** – as required – in a strategic manner under IUCN’s umbrella to support the biodiversity assessment work. [CEM, SSC, WCPA, Oceania, RCOs generally]
- Create and maintain **strategic partnerships** with other organizations, including BCIS members, but also with organizations that specialize in socio-economic information, thus enabling IUCN to integrate environmental and socio-economic information. [IMG, SPP, Economics, RCOs]

Key Result Area 6:

Information management and communication systems

RATIONALE

Accurate and readily accessible data, information and knowledge is essential for successful conservation action. The further development of information systems to provide this service is one of the most urgent priorities facing the Union during the intersessional period. IUCN has been a key provider of biodiversity information, using its unique global, regional and national networks, including access to traditional knowledge. IUCN must now manage this information, taking advantage of the latest technology, in a way that provides accurate and current information on biodiversity and legal and administrative mechanisms to protect biodiversity at relevant scales to support policy development and ecosystem-level management of ecological resources.

This Key Result Area focuses on the need to build core data sets, information, analysis, modelling and communications systems in order to support and increase the impact from the other Key Result Areas. Failure in this Key Result Area would seriously weaken IUCN's lead in most of its areas of core competency. However, with success in this Key Result Area, IUCN will be able to strengthen its leadership role in biodiversity knowledge, and will be able to work more effectively in strategic partnerships with other organizations in the field of assessment and policy development (notably UNEP, FAO, WRI, Conservation International, and WWF). Target groups for IUCN's knowledge, information and data include its governmental and non-governmental members, as well as other international institutions, corporations, the scientific community, the environmental law community and the media.

At present, the Union lacks the biodiversity information systems that it needs. Three urgent initiatives are the development of a decentralized information system on species (the Species Information Service – SIS), ecosystems (the Global Ecosystem Information System – GEIS), and protected areas (the Protected Areas Resource Centre – PARC). By the end of the intersessional period, these systems will be operational, and linked to each other as well as to information systems of partner organizations through the inter-institutional Biodiversity Conservation Information System (BCIS), of which IUCN was the instigator, and in which the Commissions work.

This Key Result Area directly responds to the following CBD Articles: 7 (Identification and Monitoring), 12 (Research and Training), 13 (Education and Public Awareness), 16 (Access to and Transfer of Technology), 17 (Exchange of Information), and 18 (Technical and Scientific Cooperation).

The information management approach will also support the access to and use of tacit (not easily codified) knowledge that exists in the Union. Basically this “knowledge network” will be a searchable database of people and expertise that can be tapped for more direct communication about learning. It includes the ECOLEX environmental law database developed by the IUCN Environmental Law Centre, UNEP and FAO.

Computer-based systems often focus on acquisition, processing and transmission of data and information. However, IUCN will also endeavour to add knowledge drawn from its experience so as to pass on lessons and assist in decision-making, stakeholder dialogue and advocacy. To provide higher value content for learning, IUCN will use diverse means of developing understanding and wisdom. These means are captured in capacity-building activities, education and communication in the other result areas. In addition, IUCN will also explore the feasibility of developing a virtual world conservation university to make learning opportunities more available to members, and key actors.

| KNOWLEDGE | EMPOWERMENT | GOVERNANCE | OPERATIONS |
|---|---|---|--|
| Result 1. IUCN biodiversity information systems are developed and implemented | Result 4. Access to monitoring and evaluation results and to decision-support models empowers IUCN members and key partners to influence decision-making for conservation | Result 6. IUCN assessments and knowledge networks are integrated into, and provide leadership for, ecosystem management, policy development and identification of emerging issues using communication, information and decision-support technologies | Result 7. The capacity of IUCN's data, information, communication and knowledge networks is developed and enhanced both in relation to science and to environmental law |
| Result 2. Systems for integrating information are developed and implemented, both within IUCN, with BCIS partners, and with other institutions | Result 5. Global access to IUCN information systems, expert networks and lessons learned is ensured through information, communication and education systems using traditional, multimedia and Internet approaches | | |
| Result 3. Global, regional and national monitoring and evaluation models and information systems are developed and implemented | | | |

TEN-YEAR PERSPECTIVE

This Key Result Area anticipates significant changes in information technology and knowledge management capability within the next decade. The explosive expansion of the Internet and reduction of barriers to information access will dramatically increase the importance of information management, learning opportunities and the potential impact of IUCN as a global organization. The Union's strengths in applied science and practical management will be essential to building appropriate and useful tools and self-learning programmes. However, while continuing to enhance IUCN's core data sets on species, ecosystems, conservation measures, policy and threats, major steps will be required to integrate socio-economic information into this system in order to complete assessment processes. The IUCN information management and learning strategy will therefore be based on ensuring strong links between the global and regional programs, combined with state-of-the-art technology, to provide enhanced approaches to biodiversity assessment and improved ecosystem management

RESULTS FOR THE INTERSESSIONAL PERIOD

Knowledge

Result 1: IUCN biodiversity information systems are developed and implemented

The Union, through its members and Commissions, has access to unique data and information from local to global levels. It will capture, secure, manage, and make widely available this knowledge so that it can be used to support biodiversity assessments, as well as enhance policy development and ecosystem management by IUCN and others. For example, during the intersessional period IUCN will:

- Develop and implement the **IUCN Global Ecosystem Information System** (GEIS), with an initial focus on forest, freshwater and coastal ecosystems. [CEM, Forests, Wetlands, Marine, RCOs generally]
- Develop and implement the **Species Information Service** (SIS), including software enhancement, and establishment of an SIS Central Service Unit. [SSC]
- Develop and implement the **TRAFFIC Information Service** on wildlife trade. [TRAFFIC]
- Develop and implement the **Protected Area Resource Centre** (PARC) in collaboration with WCMC, with an initial node established in Meso-America. [WCPA, ORMA]
- Further develop and enhance the **Environmental Law Information System** (ECOLEX) in collaboration with UNEP and FAO. [ELP]
- Further develop and enhance an information system for sharing experiences and case studies relating to the **economics of biodiversity**, including incentives, finance, impact assessment, valuation, the private sector and trade. [Economics, ELP]
- Develop the **World Conservation Digital Library** on the Internet, including all of the Union's publications, newsletters, and grey literature reports. [PSU, IMG, Economics, BPCD, WCPA, Forests, Wetlands, Marine, SSC, ELP, RCOs generally]

Result 2: Systems for integrating information are developed and implemented, both within IUCN, with BCIS partners, and with other institutions

IUCN's information on ecosystems, species, protected areas, law and economics needs to be integrated internally within the institution as well as with information held by BCIS partner organizations. IUCN will also establish partnerships with other institutions to permit the integration of environmental information with socio-economic databases and traditional knowledge at relevant geographic scales. The value of IUCN's information will be enhanced as it is integrated in a cross-sectoral manner with that of partner organizations. The information held in these systems will be of great use to conservation professionals and scientists, who will be able to draw on IUCN resources to design knowledge-based products to meet their own needs. For example, the key outputs during the intersessional period will be:

- A mechanism to enable the **easy integration of IUCN's information on ecosystems, species, protected areas, law and economics**, allowing the generation of more cross-sectoral products. [IMG, CEM, Forests, Wetlands, SSC, TRAFFIC, WCPA, ELP, Economics, Marine, RCOs generally]

- **Development, contribution to and operation of the Biodiversity Conservation Information System (BCIS)** as a consortium of leading global information providers. [IMG, SSC, TRAFFIC, WCPA, CEM, ELP]
- **New partnerships** to enable IUCN to share information with institutions that hold relevant socio-economic data. [IMG, SPP, Economics, RCOs generally]
- The establishment and continuing support of **regional centres of excellence in environmental law**. [ELP]

Result 3: Global, regional and national monitoring and evaluation models and information systems are developed and implemented

Knowledge generation and biodiversity assessments require more sophisticated forms of information management, interdisciplinary analysis, modelling and monitoring support. This is important because IUCN's information systems, on their own, produce outputs that are useful for decision-makers and other non-specialists among the target audiences. IUCN will make it a priority to develop this capacity during the intersessional period. For example, it will:

- **Design and test data modelling approaches** and tools with a view to developing systems that support environmental decision-making, policy development and ecosystem management. [IMG, CEM, SSC, WCPA, Wetlands, Forests, Marine, RCOs generally]
- **Develop and implement monitoring and evaluation systems** at the global level to provide assessments on status and trends of ecosystem health and biodiversity-related issues, policies and programmes. [IMG, CEM, SSC, WCPA, Wetlands, Forests, Marine, Climate, M&E, RCOs generally]
- **Design knowledge management information systems** to support integrated monitoring and evaluation at global, regional and national levels, using biophysical and socio-economic indicators and models. [IMG, CEM, SSC, WCPA, Wetlands, Forests, Marine, RCOs generally]

Empowerment

Result 4: Access to monitoring and evaluation results and to decision-support models empowers IUCN members and key partners to influence decision-making for conservation

On the basis of the results expected in this Key Result Area, IUCN will for example:

- **Improve mechanisms for building capacity** of relevant user groups at national and regional levels to use and apply knowledge and information. [ROSA, ARD]
- **Develop and implement the Temperate and Boreal Forest Conservation Atlas** as a Web-based interactive analysis and mapping tool for specialist and non-specialist users. [Forests, IMG]
- **Establish** a special initiative that facilitates **information exchange** and builds capacity **in marine ecosystem management** in several regions. [ORMA, EARO, ROSA, ARD, BRAO, Marine, Oceania]

- **Develop tools** to support the implementation of **national and regional biodiversity monitoring** systems and action plans, and the means by which these can link with global monitoring. [BPCD, RCOs generally]

Result 5: Global access to IUCN information systems, expert networks and lessons learned is ensured through information, communication and education systems using traditional, multimedia and Internet approaches

IUCN has made the strategic choice to concentrate most of its learning opportunities on adults, its members, Commissions, staff and key actors who can influence environmental decisions. IUCN members in turn use the benefits of this learning to approach other social groups. IUCN will for example:

- **Launch a feasibility study** to assess what and how IUCN can coordinate learning in a **virtual world conservation university**. [CEC]
- **Launch the IUCN International Academy of Environmental Law**. [ELP]
- **Produce multimedia learning materials** and courses on communication management as a sample output for the virtual university. [CEC]
- **Establish a system for disseminating lessons learned from IUCN projects** on wetlands and water management. [Wetlands]
- **Produce Internet-based learning materials** related to biodiversity or protected areas. [WCPA, CEM, SSC, BPCD, CEC]

Governance

Result 6: IUCN assessments and knowledge networks are integrated into, and provide leadership for, ecosystem management, policy development and identification of emerging issues using communication, information and decision-support technologies

In addition to applying the best science and knowledge to key conservation issues and aspects of policy, the impact of IUCN on decision-makers can be increased through the use of information and visualization systems. Policy and issue analysts and managers can apply the products of such systems to suit their own contexts, thus enabling them to integrate biodiversity perspectives into their own policy and issue scenarios. For example, during the intersessional period IUCN will:

- **Produce the IUCN World Conservation Atlas**, including modules on forests, wetlands, marine species and protected areas, as a cornerstone of the Union's approach to developing mechanisms to apply biodiversity information in ways that support improved decisions in relation to the environment. [IMG, Forests, Wetlands, SSC, WCPA]
- **Implement the 'Wellbeing of Nations' assessment** as a dynamic **Web-based** visualization tool for policy analysis. [M&E, IMG]
- **Develop a predictive knowledge tool** to identify new and emerging issues for the development and implementation of policies and guidelines. [IMG, BPCD, Economics, SPP]

- **Set up a communication system** to allow regional and technical networks to contribute to policies. [Wetlands]
- **Provide information to the United Nations** General Assembly, the Commission on Sustainable Development (CSD), the United Nations Environment Programme (UNEP), the United Nations Development Programme (UNDP), and others, including multi-lateral financial institutions.

Operations

Result 7: The capacity of IUCN's data, information, communication and knowledge networks is developed and enhanced both in relation to science and to environmental law

By origin and design, the IUCN has built, through its Commissions, membership and programmes, some of the most comprehensive biodiversity expert networks across the globe. These networks comprise the data providers that form the basis of IUCN's leading position in biodiversity information. These networks need to be improved, in order to ensure that current, high quality data is made available to the information systems and knowledge that are exchanged. For example, during the intersessional period IUCN will:

- **Strengthen the capacity of relevant Commission networks, IUCN member institutions and RCOs**, enabling them to participate in the IUCN biodiversity information systems as data providers and information users. [IMG, global programmes generally, Commissions, Oceania, RCOs generally]
- **Institute information and knowledge management approaches** that will facilitate organizational learning within the IUCN. [IMG, Oceania, global programmes generally, Commissions, RCOs generally]

Key Result Area 7:

Effective, efficient and accountable management and leadership of the Union

RATIONALE

Over the last decade of rapid decentralization and regionalization, several External Reviews have observed that IUCN has paid insufficient attention to the development and maintenance of the institutional systems necessary in a highly decentralized organization to ensure quality, accountability and good governance. IUCN, like many organizations that have undertaken rapid decentralization, has failed to realize the inherent paradox in the process of decentralization – that is, in order to maintain the coherence, relevance and quality of the parts in a decentralized Union, the core central functions need to be redefined and strengthened accordingly.

In the next intersessional period IUCN is committed to redefining, further developing and maintaining effective internal management and administrative systems to provide timely, high-quality support, service and governance for the work of IUCN.

IUCN's core operational functions are:

- | | |
|--|--|
| • Programme planning and development | • Governance support |
| • Financial management | • Membership support |
| • Donor relations and business development | • Monitoring, evaluation and quality assurance |
| • Human resources management | • Internal audit |
| • Information management | • Legal services |
| • Publishing | • Programme-specific network management and communications |
| • Communications | |

Operational units have adopted a common strategy to strive towards improved support and service to the work of the Union. The strategy focuses on the provision of support and services in a combination of three major areas – development and maintenance of effective systems, information and capacity-building.

In this field, IUCN's activities can be considered under the following headings: programme planning and development, finance, donor relations and business development, human resources management, information management, publishing, communications, governance support, membership support, monitoring, evaluation and quality assurance, internal audit, legal services, and programme-specific network management and communications. During the intersessional period IUCN Operational Units will strive to achieve the following results:

| SYSTEMS | INFORMATION SERVICES | TRAINING CAPACITY-BUILDING |
|--|---|---|
| Building and maintaining the necessary internal systems to support the work of the organization. These include: basic administrative systems (rules, regulations, policies, guidelines that are necessary for an organization to function effectively), finance, information, communication and publishing, monitoring and evaluation, human resource development systems. | The provision of information from the system to internal and external clients, users and decision-makers. This includes: finance information, membership information, publications catalogue, M&E performance information, etc. | Assisting internal clients, users, managers in using the systems and information produced by the operations units. Examples include: training regional finance officers in the use of the finance systems; training regional HRD officers in standards; training staff in monitoring and evaluation standards and practices). |

RESULTS FOR THE INTERSESSIONAL PERIOD

Programme planning and development

Result 1: A Programme Development System capable of providing planning support to Regions, global programmes and Commissions in scoping, planning, designing and implementing a relevant, focused and high-quality Programme at regional and global level, that maximizes the advantages and core competencies of IUCN

To achieve this, the Programming and Policy Development Team will for example:

- **Introduce agreed performance criteria** for the organization at all levels – individual, project, programme and organization. Performance criteria are being tested during 2000, including: strategic focus, relevance and significance of the work for IUCN, capacity to deliver, reach/integration, cost efficiency, and the ability to provide timely, useful, accurate information and support. These will be refined and fully integrated into practice.
- Establish and support the use of **a common set of standards, methods and tools** for scoping, planning, design and implementation of IUCN work, to ensure that the work of the Union remains strategic and focused.
- **Produce a Manual** containing the agreed standards, methods and tools for scoping, planning and design (including budgeting) of programmes and projects in IUCN. This will build on and enhance the existing regional Programme Development Manuals.
- **Support the ongoing training** and improvement of practice in the use of these planning methods and tools at global and regional level in order to deliver a relevant, focused programme that maximizes the relative advantage and core competencies of the Union.
- **Monitor and evaluate** the use of the standards and methods.
- In collaboration with the Monitoring and Evaluation Initiative, support the implementation of a **regular programme review** system, and a linked project-screening system. These will build on and enhance (not replace) the existing programme review groups that exist at regional level.

- **Coordinate an IUCN Programme Planning Calendar** Union-wide – with input from regional programmes, global programmes, Commissions and members.
- Support the development of a **Programme Information Database** to provide information globally and regionally on what IUCN programmes are, where the Union is working, with whom, and the key objectives and results expected in each major area of work.
- **Coordinate the necessary reporting** to key donors at global level – whether a six-month progress report, annual reporting, or specific requirements from specific donors. This will take place in collaboration with all programmes and Regions, and the Donor Relations Unit.
- **Support a team of programme planning coordinators** from all parts of the Union – regional coordinators, and Commission planning focal points – in order to support and deliver a coherent programme across the Union. Global coverage for the Union will require the establishment of regional coordinators in regions not presently serviced by the Secretariat.

Financial management

Result 2: A Finance System capable of providing standards, risk management policies and useful, timely and accurate financial information to managers and decision-makers in a decentralized Union

To achieve this result, finance operational units will undertake the evaluation and revision of the existing policies, methods and practices, the fine-tuning of existing financial systems and the introduction of missing elements of the system. For example, during the intersessional period Finance will:

- **Improve the management of liquidity** to ensure that the organization can meet its payment obligations in a timely manner.
- **Improve the availability of financial management information** to support strategic decisions and monitoring. To achieve this, the Chart of Accounts will be re-engineered to include new programme codes that will allow managers to track the work of the Union by theme, geographic area, partners, Conventions, etc.
- **Improve the costing methodology** to include standards for project agreements and incentives for managers to use flexible funding appropriately, and a policy for strategic subsidization of new projects.
- **Adjust the Delegation of Authority** rules to the needs of all offices, including the articulation of specific monitoring and controls.
- **Clarify the current policy on Reserves** to link the definition of the formula needs to the risks faced by the organization.
- **Develop a budgeting strategy** with programme managers to ensure: 1) best options for contracting modalities and their link to the budget; 2) the funding of the highest priorities of the organization, and 3) the managed phasing-out of lesser priority areas that cannot be funded.
- **Revise the Finance Manual** and conduct training to integrate its use at all levels.
- **Train finance officers** in cash-flow forecasting, delegation of authority and the use of the new Chart of Accounts.

- **Monitor and evaluate the effectiveness and efficiency of finance support** to target client groups in the organization through client satisfaction surveys, interviews and focus groups.

Donor relations and business development

Result 3: A Donor Relations and Fund-raising System that maximizes the advantage of IUCN's core competencies, key programme areas, innovation and rapid response, geographic presence and membership, in relation to the priority interests of current and potential donors

To achieve this, the Donor Relations and Business Development Unit will for example:

- Initiate and support the development, coordination and implementation of **global fund-raising strategies** at programme and institutional level.
- Support the development and implementation of **regional fund-raising** strategies that maximize the benefits from IUCN's core competencies, key programme areas and specific strengths of the Region and the members. Ensure that situation analyses undertaken at global and regional level include information on the key interests and presence of donors in their Region, their support to other organizations and current investments in conservation work, in order to better assess and promote IUCN's relative advantage with donors, foundations and the private sector.
- Provide timely, useful **information on donor priorities and funding opportunities** to programme managers throughout the Union. Improve the Donor Information Database to incorporate current and potential donors in their key areas of thematic and geographic interest, their policies, key trends and issues affecting their policies and budgets, and any key results of any major evaluations of their aid. The information database will correspond with the key programme areas of IUCN, geographic presence, and the areas of innovation and rapid response of interest to IUCN.
- **Support programme managers** in the use of the donor database, and in the promotion of regional and global fund-raising proposals with donors and the private sector.
- Coordinate and provide timely, accurate and useful **reporting to donors** and other external clients on the work of IUCN.
- **Develop new marketing tools** for fund-raising – including the Internet and brochures targeted at key potential donors.
- **Monitor and evaluate** the effectiveness and efficiency of Donor Relations and Fund-Raising support to target client groups throughout the Union, through client satisfaction surveys, self-assessments, interviews and focus groups. In particular the success of fund-raising strategies in generating targeted levels of financial support for the Union will be a priority for review.

Human resources management

Result 4: A Human Resources Management System that provides the optimal organizational policies and practices to enable people to perform at their highest capability

To achieve this, the Human Resources Units in the Union at regional and global level will for example seek to achieve the following results over the intersessional period:

- **Revise IUCN's Staff Rules** and submit them to Council for approval. This is to be carried out in consultation with IUCN offices worldwide and will involve the modification of local conditions of service and the refinement of the Management Policies and Procedures Manual.
- **Develop and maintain a worldwide Human Resources Database** providing information on numbers and location of staff, expertise, grade, gender, employment status, emergency contacts, etc.
- Further develop and implement a **reward and recognition strategy**, based on performance, that supports all parts of IUCN.
- Ensure compliance monitoring and **enforcement of employment laws** in each country where IUCN operates.
- Implement **Equal Opportunities and Gender Policies** covering all aspects of HR policy and practice.
- **Implement an Evacuation Policy** that provides for the protection and adequate support of IUCN personnel in the event of emergencies (natural disasters, civil disturbances, epidemics, etc.).
- **Train IUCN employees** – including an induction course for new staff and upgrading skills in languages, computer use and management/leadership.
- **Monitor and evaluate** the effectiveness and efficiency of HR support to target client groups in the organization through client satisfaction surveys, interviews and focus groups.

Information management

Result 5: An Information Management System capable of providing useful, timely and cost-effective support to meet IUCN's corporate and programme information and knowledge management needs at global level, and to a limited extent, at regional level

To achieve this the Information Management Group will for example:

- **Develop and implement information management policies** and strategies on information management, information access and knowledge infrastructure and global connectivity.
- **Provide information technology support services**, including a) management of operational information systems, hardware, software, networking, e-mail and mobile computing support and b) training in the use and applications of system, software and hardware to Secretariat and Commission staff.
- **Develop and maintain Internet and Intranet operations** including the Knowledge Network. Provide connections to the Knowledge Network for the President, Treasurer, Council Committee Chairs and Commissions Chairs.
- **Develop and support corporate information systems** including financial, administrative, human resource systems and Union membership and Congress databases and systems.
- **Provide advice** on options and best practices related to regional information operations.

- **Maintain, support and promote the use of library services** (traditional and digital) by providing global access to IUCN publications and reports.
- **Monitor and evaluate** the effectiveness and efficiency of IMG support to target client groups in the organization through client satisfaction surveys, interviews and focus groups.

Publishing

Result 6: An efficient publishing system capable of supporting high standards of publishing, sales and distribution of IUCN's key sources of information to key target audiences and to the public in general

To achieve this, Publishing will for example:

- **Develop and implement a Global Publishing Strategy**, Policy, and Guidelines to cover print, electronic media, and copyright, on all aspects of documentation, publishing, information dissemination, and translation. This will include new Publications Design Guidelines and development and implementation of a complementary Website.
- **Provide high-quality, professional services** in publishing, editing, translation, sales and distribution to the IUCN constituency – through in-house and referral services.
- **Develop and implement IUCN's World Conservation Digital Library** (WCDL). This will allow worldwide access to IUCN's published outputs in PDF format with a full-search facility. IUCN Depository Libraries will be developed as Centres where IUCN information is available to members without Internet and e-mail access, and CD collections will be provided to Regions and members to provide full access to IUCN's knowledge.
- **Maintain the IUCN World Conservation Bookstore** catalogue and Website.
- **Produce the *IUCN Annual Report* and 3-4 issues of *World Conservation*** to provide corporate and programmatic information on IUCN and its activities throughout the world.
- **Provide training and awareness-raising** to IUCN staff and Commission members in publishing standards and guidelines. This will be a priority for the intersessional period.

Communications

Result 7: A Communications Support System capable of providing useful and timely service and support for IUCN's corporate and programmatic communication needs at global and regional level

To achieve this, the Communications Division will for example:

- **Develop and implement a Global Communications Strategy** in close collaboration with regional and global programmes and Commissions. The strategy will set out the process, products and communication options aimed at positioning IUCN strategically, in order to effectively communicate IUCN policies and programme, and to enhance its fund-raising capacity.

- **Provide guidance** on developing, maintaining and enhancing IUCN's corporate identity.
- **Provide guidance and support to programme managers** on effective communication of their programme results, including best practice knowledge and experience, standards, and communication support and service. The development of communication kits in each of the six Programme Areas will be a major communication product developed in close collaboration with Regions, programmes and Commissions, for the purpose of promoting the work of IUCN to key external constituencies.
- **Develop partnerships and sponsorships** designed to generate funding and support for the communication and promotion of the corporate and programmatic aspects of IUCN at global and regional levels. Examples include the global and regional Reuters-IUCN Media awards, Volkswagen's financing for the IUCN Website, TéléImages Nature, and National Geographic TV promotion of free television materials.
- **Implement joint ventures** with the media in support of the IUCN Programme, including Reuters-IUCN Media Awards, the Reuters-IUCN Regional Journalists Workshops, and the Reuters-IUCN Symposia Series.
- **Develop an on-line communication information database** on journalist contacts and media, and provide access to television, radio and press photo archives for regional and global programmes and the Commissions.
- **Strengthen cross-regional communication** by providing support and training to the IUCN Communications Coordinator Network.
- **Maintain and upgrade the IUCN Website** in order to communicate IUCN's knowledge base for broader public outreach purposes, including the Red Lists, World Heritage status information, policy position papers, profiles, situation analyses and the IUCN Calendar of Events.
- **Monitor and evaluate** the effectiveness and efficiency of Communications support to internal and external target client groups through client satisfaction surveys, interviews and focus groups.

Governance support

Result 8: Timely, accurate and useful support to the Governance body (and subsidiary bodies) of the Union

In achieving this result, the Governance Unit will for example:

- **Coordinate the timely preparation and follow-up** of meetings of the Council, Council Committees and meetings of the IUCN Bureau, including logistical arrangements and the preparation and despatch of documentation.
- **Maintain accurate institutional records** on Council and Congress policies and decisions and provide this information to the Director General and programme managers throughout the Union to ensure rapid response to the decisions of Council and Congress.
- **Support the President** through administrative and financial support in the handling of correspondence and travel arrangements, and in the preparation of briefing materials for missions undertaken on behalf of the Union.

- **Provide financial support to Councillors** to participate in meetings of the IUCN Council, Council Committees, Bureau meetings and Sessions of the World Conservation Congress. Where resources allow, it will also support Regional Councillors to cover communications and representational costs.
- **Assist the Council and the Election Officer** in the nomination and election processes for President, Treasurer, Regional Councillors and Commission Chairs in the year preceding and during a World Congress.
- **Assist in processing any changes needed to the IUCN Statutes**, Regulations and Rules of Procedure of the World Conservation Congress (which collectively represent the Constitution of the Union).
- **Support the implementation of measures to improve the effectiveness of Council** as directed by Council.
- **Monitor and evaluate** the effectiveness and efficiency of the support and resources provided to the governing body of the Union through surveys and interviews.

Membership support

Result 9: A Membership Support System that provides timely, useful and accurate support to IUCN members (as required under the IUCN Statutes and based on the Membership Policy) to enable members to play a vital role in achieving the Mission of IUCN

To achieve this result the Membership and Conference Unit of IUCN will for example:

- **Provide administrative support** to members, including monitoring of incoming dues, supported by IUCN's worldwide Membership Focal Point Network.
- **Provide information** on the benefits of becoming an IUCN member and support candidates in moving through the membership application process.
- **Produce and disseminate membership lists**, directories and a newsletter on a regular and timely basis.
- **Follow-up to the IUCN World Congress – Amman, Jordan 2000**, including post-Congress documentation and planning for the next Congress.
- **Maintain a membership and conference database.**
- **Monitor and evaluate** the effectiveness and efficiency of membership support to target client groups in the organization through client satisfaction surveys, interviews and focus groups.

Monitoring, evaluation and quality assurance

Result 10: A Monitoring and Evaluation and Quality Assurance System at regional and global levels capable of providing performance information and support to programme managers, the Director General and Council on the organizational and programmatic performance of IUCN

To achieve this result, the Monitoring and Evaluation Initiative will for example:

- Develop and get approval (from Council and the Director General) of **an overall policy and strategy for M&E and quality assurance in the Union** to form the basis of the M&E annual work planning exercise. This would include the performance criteria for all M&E work.
- **Develop and implement an operational plan for the M&E policy and strategy**, including a regular cycle of strategic reviews at programme, management and organizational levels and support for evaluations required by donors. The reviews will be based to the greatest extent possible on the principles of self-assessment and peer review, using external review where necessary and appropriate, and where required by donors.
- On the basis of the policy and strategy, implement **a system to support managers and staff in improving their monitoring and evaluation** of projects and programmes, in particular the improvement of:
 - quality of M&E work on entry (project design and M&E methodologies);
 - performance reporting internally and externally;
 - managers' abilities to use their M&E work and lessons learned in programme planning and implementation.
- Support the **development and use of lessons learned across the Union by improving their quality in monitoring and evaluation reports**.
- **Develop an evaluation database** capable of generating useful information on IUCN performance at all levels, and support the use of the database. A meta database on all IUCN evaluations since 1995 will be established in 2000 and performance information available to all managers early in the intersessional period.
- **Support performance-based reporting** at all levels of the Union – Council, regional and global. Over the long term, performance reporting will aim to include information on all aspects of organizational performance. Formal evaluation reporting to Council will start with an analysis of the quality, findings and recommendations of all evaluations carried out across the Union since 1995.
- **Monitor and evaluate** the effectiveness and efficiency of M&E support to target client groups in the organization through client satisfaction surveys, interviews and focus groups.

Internal audit

Result 11: An Internal Audit System capable of delivering independent, systematic reviews and appraisals of all IUCN operations at global, regional, national and project level

Internal audit is a new function established by IUCN HQ in 2000. Its purpose is to ensure compliance by all IUCN operating units with IUCN policies, procedures and legal and statutory requirements, and to provide advice and recommendations on the adequacy and effectiveness of management practices and internal controls, on the quality and use of management information, and on systems to promote programme operations and administrative efficiency and performance.

During the intersessional period, the Office of the Internal Auditor will for example:

- Formalize the mandate and authority for Internal Audit through **an IUCN Audit Policy**.
- **Prepare a strategy and plan** for the establishment of an internal audit system and capacity in IUCN including the development of an Audit Committee charter; annual and multi-year audit plans in line with evolving management priorities and areas of significance and risk for IUCN; and guidelines for review and follow-up of internal audit report recommendations.
- **Develop the audit tools, methodology and expertise** necessary to effectively audit the IUCN's decentralized system of programmes at the regional, country and project levels.
- **Introduce computerized audit software** to efficiently and effectively audit IUCN activities, i.e., to access IUCN information, statistical sampling, trend analyses.
- **Conduct internal audits, preliminary surveys and special reviews**, including the follow-up of management action plans, as identified in the audit plans.
- **Provide advice on project management, internal controls and audit trails** during the design and implementation of new computerized systems.
- **Follow up the status of implementation of recommendations** contained in the management letters of the External Auditors for the year ended 31 December 1999.
- **Prepare an annual report** to be submitted to the Director General and the Business Committee of Council, on audit resources and coverage, major findings, significant unresolved recommendations and any other matters requiring attention.
- **Strengthen relationships** with the External Auditors to minimize overlap and avoid duplication of effort.
- **Build a computerized institutional memory of audit recommendations** and best management practices and lessons learned for dissemination and follow-up on a IUCN-wide basis.
- **Develop accountability statements** and related performance indicators to monitor the quantity and quality and cost-effectiveness of services provided by Internal Audit.
- Liaise with Heads of internal audit from IUCN donor countries to discuss audit policy, plans and audit methodology.

Legal services

Result 12: Provision of legal services to the Director General, Council and senior management of the Union so as to ensure that the organization develops and uses effective legal tools, strategies and services

These services will for example include:

- **Advising the Union** on issues of international and national law, including among and within international and intergovernmental bodies such as the United Nations.
- **Providing legal assistance** in drafting the IUCN Statutes, Memoranda of Understanding and Agreements, and contracts with other organizations.

- **Addressing legal issues** pertaining to trademarks, copyright, agreements, including with the World Intellectual Property Organization.
- **Providing legal advice** on human resource issues.
- **Handling negotiations** pertaining to international status of IUCN offices and employees.
- **Dealing with other legal matters** of routine business law such as review of contracts for outside services and consultants.

Legal services will be provided through a new legal unit to be established in the intersessional period, and through the Legal Advisor and General Counsel of the Union. This Unit will coordinate with, and where appropriate take advantage of, services available from the IUCN Environmental Law Centre based in Bonn, provided such efforts do not detract from the mission of the Environmental Law Centre.

Programme-specific network management and communications

(This is not a result) In addition to the work of the core service and support Operations Units, a significant level of operational support work is undertaken directly by Programme Units. IUCN will for example:

- **Develop and maintain networks** including the maintenance of Commission membership and programme databases.
- **Produce programme newsletters** and maintain e-mail list serves.
- **Maintain programme-specific Websites** at regional and global levels.
- **Provide administrative, logistical and communications support** to the Steering Committees of Commissions, and the appointment of Commission members in accordance with the Statutes of the Union.

ENSURING QUALITY:

MONITORING AND EVALUATING THE WORK OF THE UNION – AND LEARNING FROM EXPERIENCE

Three External Reviews of IUCN over the past two Trienniums have strongly recommended that IUCN improve its capacity to learn from experience, its accountability to stakeholders and donors, and its capacity to monitor and evaluate the work of the Union at all levels.

Accordingly, over the last Triennium, IUCN has reinforced the responsibilities of programme and operational managers for performance, and has started to put in place a Monitoring and Evaluation System to provide support to all operating units of the Union in order to better monitor and evaluate the relevance, effectiveness and efficiency of the work of the Union.

IUCN recognizes that good organizational performance involves more than delivery of good projects and programmes. Through this new system and the increased responsibility of managers for performance, IUCN seeks to improve programme focus, coherence and relevance as well as management of the work of the Union.

Organizational performance requires a balance of performance in the following areas:

Ability of IUCN to respond to external environments:

- Needs of stakeholders, clients, donors, partners
- Socio-economic, cultural, political factors external to IUCN
- Administrative, legal and policy factors external to IUCN
- Technological factors

Ability of IUCN to develop and maintain organizational capacity:

- Strategic leadership
- Human resources
- Financial management and viability
- Organizational processes

- Programme management and delivery
- Infrastructure
- Inter-institutional linkages

Ability of IUCN to develop and maintain organizational motivation:

- History – understanding and use of past history to build a stronger, forward-looking organization
- Vision/Mission – clear focus and belief in the role and purpose of IUCN
- Internal culture – support for an open, learning-oriented, forward-looking work culture, and support for the values and beliefs of IUCN
- Incentives – internal support for the values of the organization, support for good performance, and for an equitable work environment.



Key elements of organizational performance. IDRC/Universalia

Supporting good performance

During the intersessional period IUCN will continue to put into place the capacity, skills and systems to reinforce good performance in the above areas. This will include:

1. An IUCN Policy on Evaluation and Quality Assurance – approved by Council and implemented by the Director General.

- Based on extensive consultation throughout the Union in 2000, this Policy will be presented to Council for approval. Implementation will take place during the intersessional period.

2. Agreed performance criteria for the organization at all levels – individual, project, programme and organization – approved by Council and implemented by the Director General and managers throughout the Union.

- Performance criteria are being used and tested in the 2000 Programme, including strategic focus, relevance and significance of the work for IUCN, capacity to deliver, reach/integration, cost efficiency, and the ability to provide timely, useful, accurate information and support. These criteria will be further refined and integrated into practice during intersessional period to ensure the relevance and focus of the Programme, including filters at several levels to exclude work that is not relevant or to IUCN's comparative advantage.

3. A system to provide support to managers and staff in meeting these performance criteria at individual, project, programme and organizational level. This will include standards for performance; the generation of performance-based data and information; training and capacity-building in project, programme and organizational performance using an agreed set of methods at regional and global levels; and the provision of incentives to reinforce good performance.

- Training and capacity-building have started in six regions and will extend to global level during 2000 and the intersessional period.
- A database on all evaluations across the Union will be established in 2000 and performance information available to all managers.

4. A regular cycle of strategic reviews at programme, management and organizational level, based to the greatest extent possible on principles of self-assessment and peer review, and using external review where necessary and appropriate, and where required by donors. Reviews will highlight learning, strengths, weaknesses and performance issues.

- At programme and project level these regular reviews will include an assessment of the quality of project proposals and concepts proposed for funding, the quality of implementation of programmes, and reviews at completion to determine future courses of action.
- At management level, these regular reviews will include an assessment of the ability of management to ensure the effective organization and delivery of a relevant and financially viable programme at regional and global levels, and the satisfaction of key clients and stakeholders.

5. Support for learning lessons from the work and experience of the Union.

- Strengthening the capacity of programme managers to articulate and test assumptions and hypotheses of their work, and to highlight this learning in key lessons-learned reports for internal and external audiences.

6. Performance-based reporting to all parts of the Union – Council, regional and global managers, members – and to external clients such as donors and other external partners.

- Over the long term, reporting will aim to include information on IUCN's performance in the areas presented in the model above.
- Reporting to Council on performance will take place in 2000-2001. It will focus on an analysis of the quality, findings and recommendations of all evaluations carried out across the Union since 1995 (meta evaluation report), in addition to specific reviews and evaluations carried out during the period.
- Based on the meta evaluation report, an analysis of the implications of key findings and recommendations for programme and management in geographic and thematic units will be undertaken over the intersessional period.

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| ARD | IUCN's Asian Regional Directorate | Canada | |
| ATCM | Antarctic Treaty Consultative Meetings | IMG | IUCN's Information Management Group |
| BCIS | Biodiversity Conservation Information System | ITTA | International Tropical Timber Agreement |
| BPCD | Biodiversity Policy Coordination Division | IUCN/Canada | IUCN Office in Canada |
| BRAC | IUCN's Bureau Regional pour l'Afrique Centrale (Regional Office for Central Africa) | IUCN/Russia | IUCN Office in Russia |
| BRAO | IUCN's Bureau Regional pour l'Afrique de l'Ouest (Regional Office for West Africa) | IUCN/US | IUCN Office in the United States |
| CABI | CAB International | IWC | International Whaling Commission |
| CATIE | Centre for Training in Tropical Agriculture | Marine | IUCN's Marine and Coastal Programme |
| CBD | Convention on Biological Diversity | M&E | IUCN's Monitoring & Evaluation Initiative |
| CBO | Community-based Organization | MSC | Marine Stewardship Council |
| CCAMLR | Convention on the Conservation of Antarctic Marine Living Resources | NGO | Non-governmental organization |
| CCD | Convention to Combat Desertification | OECD | Organisation for Economic Cooperation and Development |
| CEC | IUCN's Commission on Education and Communication | ORMA | IUCN's Oficina Regional para Mesoamérica (Regional Office for Meso-America) |
| CEESP | IUCN's Commission on Environmental, Economic and Social Policy | PARC | Protected Areas Resource Centre |
| CEFDHAC | Conférence sur les écosystèmes de forêts denses et humides d'Afrique centrale/Conference on the Central African Moist Forest Ecosystems (the Brazzaville Process) | PEBLDS | Pan European Biological and Landscape Diversity Strategy |
| CEL | IUCN's Commission on Environmental Law | PPA | IUCN's Programme on Parks and Protected Areas |
| CEM | IUCN's Commission on Ecosystem Management | PSU | IUCN's Publications Services Unit |
| CITES | Convention on International Trade in Endangered Species of Wild Fauna and Flora | Ramsar | Convention on Wetlands of International Importance |
| Climate | IUCN's Climate Change Programme | RCOs | IUCN Regional and Country Offices |
| CMS | Convention on the Conservation of Migratory Species of Wild Animals | ROSA | IUCN's Regional Office for Southern Africa |
| CSD | UN Commission on Sustainable Development | SCOPE | Scientific Committee on the Problems of the Environment |
| EARO | IUCN's Eastern Africa Regional Office | SPP | IUCN's Social Policy Programme |
| ECG | IUCN's Ecosystem Conservation Group | SSC | IUCN's Species Survival Commission |
| ECOLEX | A searchable knowledge base on the Internet, a joint venture combining the legal references of IUCN, UNEP and FAO | SUI | IUCN's Sustainable Use Initiative |
| Economics | IUCN's Economics Unit | SUR | IUCN's Regional Office for South America |
| ELC | IUCN's Environmental Law Centre | TRAFFIC | A joint conservation programme of WWF and IUCN that focuses on trade in wild plants and animals |
| ELP | IUCN's Environmental Law Programme, encompassing the Environmental Law Centre and the Commission on Environmental Law | UNCLOS | United Nations Convention on the Law of the Sea |
| ERO | IUCN's Europe Regional Office | UNDP | United Nations Development Programme |
| EU | European Union | UNEP | United Nations Environment Programme |
| FAO | Food and Agriculture Organization of the United Nations | UNEP-GC | United Nations Environment Programme Governing Council |
| FCCC | Framework Convention on Climate Change | UNGA | UN General Assembly |
| Forests | IUCN's Forest Conservation Programme | WB | World Bank |
| FSC | Forest Stewardship Council | WCD | World Commission on Dams |
| GEF | Global Environment Facility | WCMC | World Conservation Monitoring Centre |
| GEIS | Global Ecosystem Information System | WCPA | IUCN's World Commission on Protected Areas |
| GISP | Global Invasive Species Programme | WESCANA | IUCN's Regional Office for West and Central Asia and North Africa |
| GWP | Global Water Partnership | Wetlands | IUCN's Wetlands and Water Programme |
| HRD | IUCN's Human Resources Division | WIPO | World Intellectual Property Organization |
| IFF | Intergovernmental Forum on Forests | WHC | UNESCO's World Heritage Convention |
| IDRC | International Development Research Centre, | WRI | World Resources Institute |
| | | WTO | World Trade Organization |
| | | WWC | World Water Council |

