



The draft IUCN Programme 2013-16

Executive Summary

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Introduction

This document summarizes the draft IUCN Programme 2013-16 (May 2011), the full version of which is under consultation with the IUCN Constituency – Members, Commissions and the Secretariat – between May and October 2011. The draft Programme 2013-16 has been prepared in accordance with the IUCN Statutes and will be discussed and approved at the World Conservation Congress in Jeju, Korea in September 2012.

A just world that values and conserves nature. This is IUCN's Vision. Nature is our life support system. The diversity of life and nature must be conserved for development to be sustainable. This requires fundamental change in all dimensions of life and society, including politics and economics.

IUCN's niche is to advance nature based solutions both to halt the destruction of biodiversity and to sustain development for all, especially the poorest people and communities who depend directly on nature for their livelihoods. A just world must guarantee equitable rights of access to biodiversity and nature's benefits across generations, economic and social classes, gender, as well as geopolitical lines.

The world needs IUCN to address the growing crisis in biodiversity loss and show how nature can provide solutions to the world's most pressing issues. IUCN is the leading provider of biodiversity related knowledge, tools and standards that are used to influence policy, undertake conservation planning and guide action on the ground. In this role, IUCN is well placed to bring together and work with a variety of actors at different levels.

For the 2013-16 period, IUCN will also take a significant part of its mandate from other international processes, including the Strategic Plan 2011-2020 for Biodiversity, adopted by the UN Convention on Biological Diversity in 2010; the UN Decade for Biodiversity; ongoing negotiations under the UN Framework Convention on Climate Change and the UN Convention to Combat Desertification; and continuing efforts to meet the 2015 target for achieving the Millennium Goals.

The IUCN Programme Framework 2013-16

IUCN's Programme builds on the Vision, *a just world that values and conserves nature* and has been organized into two Core Programme Areas central to biodiversity conservation and three Thematic Programme Areas (see Figure 1, below).

The Core Programme Areas, *Valuing and conserving nature* and *Sharing nature's benefits fairly and equitably* represent the heartland of IUCN's work. These are essential for biodiversity conservation and the ongoing process of developing knowledge, tools and standards that underpin work in the Thematic Programme Areas. Under *Valuing and conserving nature*, IUCN will ensure that its knowledge on biodiversity, as well as associated tools and planning standards, is world-class and used to influence policy and action on the ground. *Sharing nature's benefits fairly and equitably* will focus on consolidating IUCN's experience on working with people in the context of nature, leading to a coherent and consistent set of principles, standards and tools for rights, governance and equity.

Core	Valuing and conserving biodiversity		Sharing nature's benefits fairly and equitably	
Thematic	Nature based solutions to climate change	Managing ecosystems to improve food security	Greening the economy	

Figure 1: IUCN's Programme framework 2013-16

The Thematic Programme Areas are significant areas of work undertaken Union-wide to address the most pressing issues of sustainable development. Importantly, they are also areas where IUCN has the knowledge, on-the-ground activities, policy influence, or stakeholder convening power to effect real change.

The common thread drawing together the three proposed thematic areas of climate change, food security and the green economy is the idea that nature can provide effective, practical, economic and scalable solutions to these challenges (see Figure 2, below). Additional issues that would benefit from nature based solutions, where IUCN's niche could drive change, may also be addressed during the four-year Programme period as appropriate.

In undertaking this work, IUCN will reach out to new stakeholders, and aim to influence policy and action in sectors that traditionally have not considered nature as a potential solution to these key challenges.

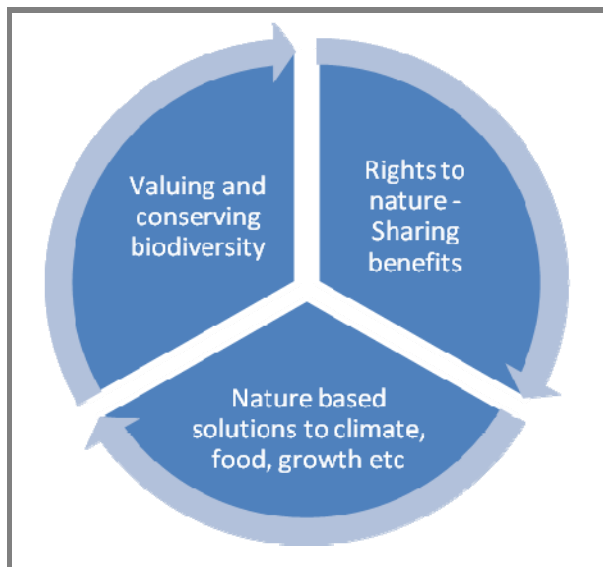


Figure 2: Operationalizing the IUCN Programme 2013-16

IUCN aims to deliver results under a One Programme approach. This requires that Members, Commissions and Secretariat jointly are guided by results under the Core and Thematic Programme Areas. Figure 3 summarizes these intended results for the IUCN Programme 2013-16.

Valuing and conserving biodiversity		Sharing nature's benefits fairly and equitably			
Tools and knowledge for biodiversity conservation	Policies and action in support of biodiversity conservation	Tools and knowledge for better decision making for biodiversity conservation		Policies and governance for biodiversity conservation that respect rights	
Nature-based solutions for climate change		Managing ecosystems to improve food security		Greening the Economy	
Climate change policy that uses nature as a solution	Assessing the impact of climate change on biodiversity	Food security policy that uses nature as a solution	Conservation policy and action that works for food security	Integrating nature in to risk management	Building biodiversity-based economic opportunities
Implementing nature based solutions for adaptation and mitigation		Implementing nature based solutions for food security			

Figure 3: IUCN's Programme framework and results

Core Programme Area: Valuing and conserving biodiversity

Despite its fundamental importance for life on this planet, biodiversity continues to be lost. There are multiple indications of continuing decline in biodiversity in all three of its components – ecosystems, species and genes. Multiple assessments have clearly documented the major challenges for biodiversity and conservation, including the Millennium Ecosystem Assessment, the IUCN Red List of Threatened Species and the Global Biodiversity Outlook 3. The target set by the world's governments in 2002 to halt the loss of biodiversity by 2010 was not met, either internationally or nationally in any part of the world.

There is also mounting evidence that conservation works. These successes need to be scaled up; in other words, do a lot more of what works.

The values of biodiversity are both tangible and intangible. Biological diversity underpins ecosystem functioning and the provision of ecosystem services, and is essential for human well-being. It provides food security, human health, clean air and water; it contributes directly to local livelihoods and economic development; and it is essential to achieve the Millennium Development Goals, including poverty reduction.

This Core Programme Area seeks to address the direct pressures on biodiversity and to promote sustainable use in order to safeguard ecosystems, species and genetic diversity.

Justification

IUCN's mandate for this work comes from two main sources. Members have passed a wealth of Resolutions over the past four World Conservation Congresses, mandating IUCN to address the

issues of valuing biodiversity, threatened species, protected areas including World Heritage sites, and sustainable use of natural resources.

In October 2010, the Parties to the Convention on Biological Diversity adopted a new Strategic Plan 2011-2020 for Biodiversity to galvanize action for biodiversity conservation. The United Nations General Assembly declared a UN Decade for Biodiversity for the same period. The IUCN Programme 2013-16 supports the implementation of the Strategic Plan and has been built to show, monitor and report on exactly where IUCN will contribute to the achievement of its targets.

Approach and results

This programme area is based on the simple premise that better knowledge will help drive action. By combining world-class knowledge, standards and tools with a mobilized network of Members and partners, real change in policies and actions supporting biodiversity is possible.

Global Result 1.1: Tools and knowledge for biodiversity

IUCN will continue its leading role in providing cutting edge science and analysis based on the IUCN Red List of Threatened Species and the proposed IUCN Red List of Ecosystems. Both tools will be strengthened for use in effective conservation planning.

Global Result 1.2: Policies and action that support biodiversity

Knowledge must be used. IUCN will leverage its knowledge, standards and tools for policy influence and to support action on the ground, particularly action undertaken by IUCN Members. IUCN has a long history of supporting countries implement the biodiversity related conventions, most notably the Convention on Biological Diversity, the World Heritage Convention and the Convention on the International Trade of Endangered Species, and will continue to do so.

Core Programme Area: Sharing nature's benefits fairly and equitably

People everywhere depend directly or indirectly on biodiversity for their well-being. Nature has always supported the growth and prosperity of human societies and there is growing evidence that the economic value of this support is enormous.

Nature's benefits, however, are not equally shared. Decisions on the management and use of biodiversity, and the way in which these decisions are made, can have major impacts upon human well-being. Sharing power, responsibility and benefits with respect to natural resource management, as well as strengthening governance arrangements to make them more transparent, inclusive and equitable, are good for both people and biodiversity. It is the basis of a just world that is capable of valuing and conserving nature.

Justification

Previous IUCN Programmes treated issues such as governance, rights, equity and gender as cross-cutting themes. This led to an inconsistent approach that lacked focus and coherence across the Secretariat and Commissions. The Union's work in this area – how decisions about conservation and natural resource use are made and implemented and how the costs and benefits need to be shared – must be a constant feature of its Programmes.

This approach is already supported by a strong mandate from Members in IUCN's policy. In addition to the Union's Vision and Mission, there are over 100 resolutions that deal directly with and unambiguously link conservation science and practice with social justice and equity.

There is also a significant mandate from outside of IUCN to address these issues. IUCN's work will help deliver the CBD Strategic Plan for Biodiversity 2011–2020 and implement the recently adopted Protocol on Access and Benefit Sharing. Several international mechanisms such as the United Nations Declaration on the Rights of Indigenous Peoples are pushing governments to improve social equity for marginalized groups – including rights with respect to natural resources.

Approach and results

IUCN has linked conservation and sustainable development for many years; however the emphasis now must be on creating a coherent and consistent approach. IUCN's work will create a robust set of principles, standards and tools, consolidating what already exists, and convening and empowering stakeholders to design solutions that influence policy, governance and action.

Global Result 2.1: Tools and knowledge for better decision making

IUCN aims to deliver a new flagship set of principles, standards and tools linking conservation and human wellbeing through equity, rights and governance. Achieving this will involve consolidating previous experience, systematically learning from activities across IUCN and mobilizing the Union and its partners – many of whom come from the most vulnerable segments of society – to develop, test and refine these new flagship tools.

Global Result 2.2: Policies and governance that respect rights

It is not enough to document how conservation should properly incorporate equity, rights and governance; it must also be incorporated in policy, governance and action at all levels. IUCN will demonstrate how these issues are linked and the best solutions available in order to change policy and deliver tangible benefits to people and communities.

Thematic Programme Area: Nature based solutions to climate change

Human-induced climate change is already happening at an increasing rate of change and its impacts are wide-spread and often irreversible. Delay in reducing emissions significantly constrains opportunities to achieve greenhouse gas concentration stabilization levels and thereby increases the risk of more severe climate change impacts.

Many biodiversity components are already showing impacts of climate change, resulting in loss of species and the ecosystem services on which livelihoods depend. Higher CO₂ concentrations are also leading to rapid ocean acidification, jeopardizing ocean species and ecosystems.

There is a need to halt and reverse climate change (mitigate), and to better deal with the inevitable impacts that are already happening (adapt). Comprehensive, cross-sector actions are required. Nature offers solutions to both adaptation and mitigation that are available, scalable and sustainable.

Justification

Climate change often compounds other stresses that biodiversity is facing and in some cases can be the primary cause of biodiversity loss. In order to conserve biodiversity, IUCN also needs to deal with the impacts of climate change on biodiversity.

Biodiversity can be fully integrated into climate change policy and practice by demonstrating the importance of ecosystems in providing solutions.

IUCN Members have passed 16 resolutions directly related to climate change, covering issues such as the impact of climate change on biodiversity, the role of biodiversity in both adaptation and mitigation, REDD+ (Reducing Emissions from Deforestation and forest Degradation), the UNFCCC and the CBD. The IUCN Council recently endorsed the IUCN Policy Statement on Ocean Acidification, clarifying IUCN's mandate in this area.

The proposed scope also positions IUCN to support the delivery of a number of targets in the CBD Strategic Plan 2011-2020 for Biodiversity.

Approach and results

IUCN's approach to climate change is based on the premise that nature based solutions exist for both mitigation and adaptation. IUCN will work on a two track approach, influencing policy to incorporate nature based solutions while demonstrating their effectiveness on the ground. Underpinning this, IUCN will continue to generate knowledge on the impacts of climate change on biodiversity and develop solutions that properly address the rights of vulnerable groups including indigenous peoples and women.

Global Result 3.1: Policy that promotes nature as a solution

IUCN will continue to influence UNFCCC negotiations and national policy and plans that support nature based solutions to climate change mitigation and adaptation. Emphasis will be on countries with ecosystems amenable to nature based solutions, including those with extensive forests and mangroves.

Global Result 3.2: Implementing nature based solutions for adaptation and mitigation

In countries where IUCN is promoting policies and plans that support nature based solutions, IUCN will pilot initiatives that demonstrate best practice on the ground. A key part of this work is ensuring that the rights of vulnerable groups, including indigenous peoples and women, are well protected.

Global Result 3.3: Assessing the impact of climate change on biodiversity

Underpinning the policy and practical results above, IUCN will continue to develop and refine the understanding of how climate change is impacting biodiversity. This will benefit everyone working on climate change issues and help the conservation community plan where action is most urgently needed.

Thematic Programme Area: Managing ecosystems to improve food security

Close to one billion people suffer from hunger. As populations continue to grow and food production systems expand, pressure is increasing on the ecosystems that sustain those systems. Increasingly, decisions regarding the expansion of food production and the conservation of biodiversity are impacting each other.

There is a compelling need to demonstrate how the two competing challenges can be reconciled and even leveraged to deliver nature based solutions for food security.

Justification

Growing populations and demands on food production systems impact decisions on land use and consequently on biodiversity. Demonstrating the importance of biodiversity and ecosystem services to human wellbeing, and particularly the livelihoods of the rural poor, has also been a key feature of IUCN's work on biodiversity conservation for decades.

IUCN Members have given a strong policy mandate with over 40 Resolutions explicitly referencing food security, food production and the importance of healthy natural ecosystems in underpinning food systems.

IUCN also has a role to play in demonstrating how biodiversity underpins the Millennium Development Goals, not only for the seventh goal on ensuring environmental sustainability, but also the first on eradicating extreme poverty and hunger.

Approach and results

Similar to IUCN's work on climate change, the work on food security aims to expand knowledge on how ecosystems underpin food security, demonstrate nature based solutions and ensure that policy and action are influenced by this knowledge. IUCN has a clear niche in the food security debate as an organization with the ecosystem perspective, something which is currently lacking.

Global Result 4.1: Policy that uses nature as a solution

It is vital that ecosystem issues get on to the food security agenda and that the issues and solutions are well understood by policy-makers. IUCN will target a small number of international policy processes and work with a number of amenable countries to link ecosystems and food security in policy.

Global Result 4.2: Implementing nature based solutions

Part of making the case for influencing policy is demonstrating how ecosystems can be managed to benefit food security. IUCN will create a compelling body of evidence to show that nature really does provide solutions. As always, IUCN will manage activities on the ground in a way that protects the rights of vulnerable groups.

Global Result 4.3: Conservation policy and action for food security

Getting the food security community to understand the role of biodiversity in food security is only part of the equation. IUCN will also work with its Members and other partners to ensure that the conservation community supports food security needs.

Thematic Programme Area: Greening the economy

These are turbulent times for the global economy. The financial and economic crises over the past five years have given new impetus to the transition towards more sustainable forms of economic development, as seen in the growing popularity of a 'green economy'.

Early discussions of the green economy focused on climate change and the need to adopt low carbon development. Currently, emphasis is on resource efficiency and renewable energy in greening the economy.

Reducing global CO₂ emissions is of course essential; however the green economy is also about effective and sustainable management of natural resources by and for the people who are directly dependent on land, water, forests, crops and other things nature provides for their livelihood. And it is about jobs and business opportunities in greening the economy.

An important contribution in this area was a study of The Economics of Ecosystems and Biodiversity (TEEB) launched in 2007 by the G8, with the governments of five major emerging economies. The study's findings showed the significant economic values of biodiversity and ecosystem services. Importantly, the TEEB report also illustrates the wide range of policy and market mechanisms that are being used to 'internalize' the values of biodiversity in public and private decision making.

Justification

Governments are gradually using economic incentives to reduce environmental damage and encourage 'green' business. Producers are becoming more aware of the environmental impacts of their activities and some companies seek competitive advantage by going beyond the minimum required by law. The development of 'green' markets and increasing concerns about sustainability are leading more investors to seek out 'green' assets and opportunities.

IUCN Members have approved many resolutions on addressing various aspects of the economy. These cover sectors and policies that are dependent on biodiversity, as well as those with a high footprint on biodiversity.

Ecosystem conservation and restoration is critical for achieving fundamental economic objectives such as greater productivity, reduced cost and risk, or increased profits. The challenge for IUCN is to demonstrate clearly how conserving nature contributes to economic development and business success, and how greening the economy is required to conserve biodiversity. Key priorities include the development and promotion of ambitious targets, robust indicators and credible assurance mechanisms to ensure that the green economy leads to concrete action and measurable improvements in biodiversity conservation, sustainable use of natural resources, and more equitable sharing of costs and benefits.

Approach and results

Building on recent progress in generating knowledge and raising awareness on the economic values of biodiversity (e.g. the TEEB Study), the time has come for practical solutions to fully integrate ecosystem values into the economy. IUCN's work in this area aims to fill the knowledge, capacity and implementation gaps currently impeding the transition to a sustainable green economy.

The approach will include: 1) Expanding the economic case for biodiversity; 2) Demonstrating the green economy in practice: public policy and corporate behavior; 3) Greening national accounts and plans by valuing ecosystem services; 4) Developing biodiversity-based economic opportunities through markets for ecosystem goods and services and for biodiversity offsets; 5) Promoting equity

and livelihood security in green economy concepts; and 6) Show-casing nature based solutions to economic development.

Across its Programme 2013-16, IUCN will define, develop and disseminate nature based solutions to the global challenges of climate change, food security and sustainable development.

Global Result 5.1: Building nature based solutions to economic development and risk management

IUCN will deliver inclusive and practical approaches to greening the economy by reducing vulnerabilities and managing economic risk through ecosystem management, restoration and stewardship. These nature based solutions will 1) deliver an effective solution to a major global challenge using nature; 2) provide biodiversity benefits in terms of diverse, well-managed ecosystems; 3) be cost-effective relative to other solutions; 4) be easily explained and compellingly communicated; 5) be measured, verified and replicated; and 6) respect and reinforce communities' rights over natural resources.

Global Result 5.2: Building biodiversity-based economic opportunities and ensuring net positive impact on biodiversity from investments

In its engagement with the private sector, IUCN views “net positive impact” on biodiversity as a way of greening investments and infrastructure development. IUCN will work with a small number of private sector entities to develop and implement tools, standards and mechanisms that transform the impact of business on nature. Through a mixture of avoidance, mitigation and offsetting, a particular private sector operation can and must have a net positive impact on an area's biodiversity and biodiversity-dependent livelihoods.

Implementing the IUCN Programme 2013-16

The ambitious nature of the Programme 2013-16 demands a highly effective and efficient IUCN, leveraging the combined efforts of all three constituents of IUCN – the Membership, Commissions and Secretariat. To prepare for this the Secretariat, and how it facilitates the work of the Union, is being reorganised around a new draft business model, organizational structure and approach to working together, under the One Programme Charter.

The new business model emphasizes three lines of deliverables around which IUCN will be organized – generating and using knowledge, delivering results on the ground and mobilizing the Union. All three business lines will have their own unique way of resourcing, delivering and communicating their successes. Different parts of IUCN will have different responsibilities for delivering against the business model and the organizational structure is being reorganized to reflect that.

The business model takes its priorities from the IUCN Programme. Operating under the One Programme Charter means to unlock the potential of IUCN. All three parts –Members, Commissions and Secretariat –will act as one, in word and deed, to ensure that IUCN delivers world class knowledge, results and services in support of biodiversity and sustainable development of the planet.