



INTERNATIONAL UNION
FOR CONSERVATION
OF NATURE

ANNUAL REPORT 2017



International Union for
Conservation of Nature



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MESSAGE FROM THE PRESIDENT AND DIRECTOR GENERAL

While we cannot afford to underestimate the severity of today's global challenges – climate change, ecosystem degradation, species extinction, to name a few – there is a growing cause for optimism. Change is happening and it is happening at scale.



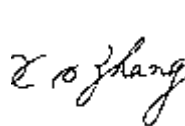
Jochen Flasbarth, State Secretary at the German Ministry for Environment, Nature Conservation, Building and Nuclear Safety and IUCN President Zhang Xinsheng at the first Asia Bonn Challenge High-Level Roundtable Meeting in Palembang, South Sumatra, Indonesia.

Civil society and citizens all over the world are demanding and taking ownership of the conservation effort; governments are elevating sustainability priorities to the highest spheres of international discussion; companies are investing heavily in clean opportunities; and the scientific community is revealing red flags and offering solutions better and faster than ever before.

In 2017, IUCN continued its almost 70-year mission to encourage, assist and guide these actors as they embrace and lead the transition towards sustainable development.

As illustrated in this report, the Union and its partners were as engaged as ever in all the major international fora, where we made a strong case for conservation action as a core component of operationalising global commitments such as the Paris climate agreement and the UN Sustainable Development Goals. The Union also engaged in preparations for a post-2020 Strategic Plan for Biodiversity. Our case was, as always, backed up by rigorous science and the latest findings generated by the Union's world-leading Commissions and the Secretariat's rich portfolio of projects around the world.

2018 will be another big year and we especially look forward to celebrating IUCN's 70th anniversary – an excellent chance to reflect on our Union's illustrious history and remarkable legacy of conservation leadership. We will also take this opportunity to reflect and innovate, as so many of our predecessors have done over the decades, to ensure that IUCN continues to be the agency of change and voice for sustainable development that the world needs, perhaps now more than ever in this make or break window of opportunity.



Zhang Xinsheng



Inger Andersen



IUCN Director General Inger Andersen speaks to French President Emmanuel Macron at the UN Climate Change Conference in Bonn, Germany.

In 2017, IUCN continued its 70-year mission to assist and guide civil society, governments, companies and scientists as they lead the transition towards sustainable development.

OVERVIEW OF IUCN

IUCN is a membership Union uniquely composed of both government and civil society organisations.

It provides public, private and non-governmental organisations with the knowledge and tools that enable human progress, economic development and nature conservation to take place together.

Created in 1948, IUCN has evolved into the world's largest and most diverse environmental network.

It harnesses the experience, resources and reach of its more than 1,300 Member organisations and the input of some 10,000 experts.

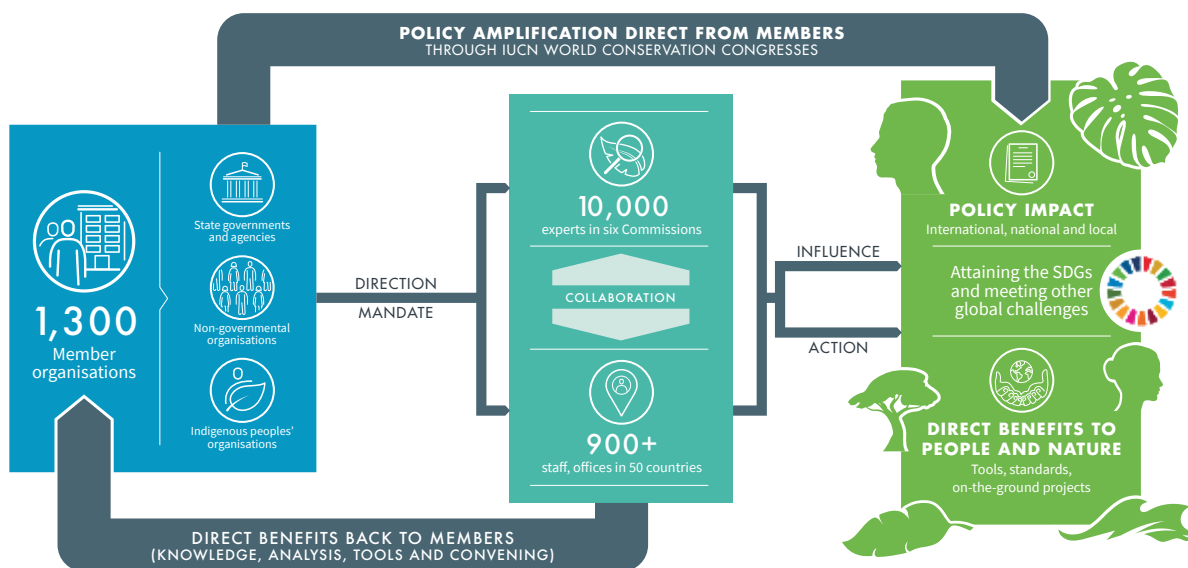
IUCN is the global authority on the status of the natural world and the measures needed to safeguard it. Our experts are organised into six Commissions dedicated to species survival, environmental law, protected areas, social and economic policy, ecosystem management, and education and communication.

The ability to convene diverse stakeholders and provide the latest science, objective recommendations and on-the-ground expertise drives IUCN's mission of informing and empowering conservation efforts worldwide.

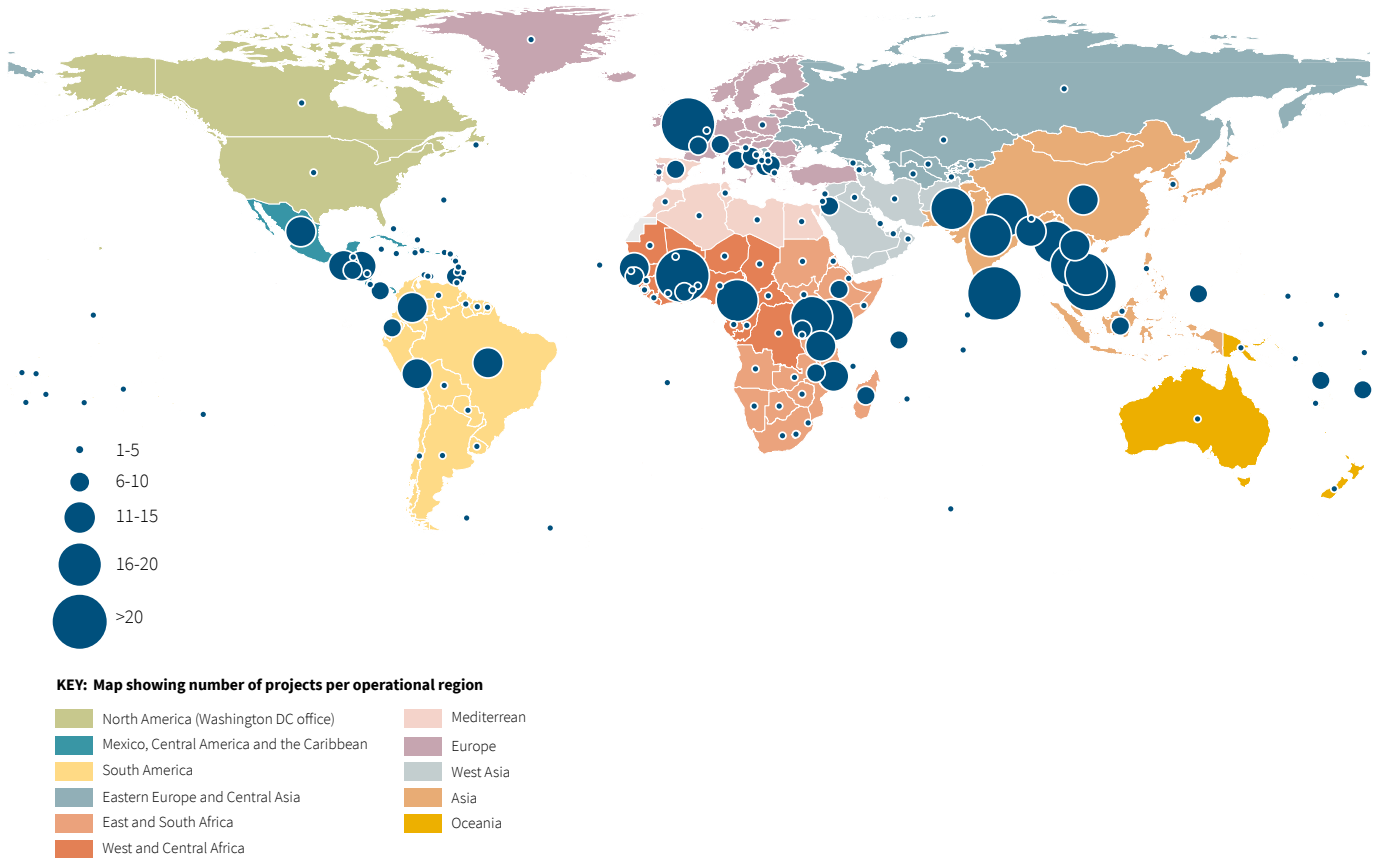
We provide a neutral forum in which governments, NGOs, scientists, businesses, local communities, indigenous peoples' groups, faith-based organisations and others can work together to forge and implement solutions to environmental challenges.

By facilitating these solutions, IUCN provides governments and institutions at all levels with the impetus to achieve universal goals, including on biodiversity, climate change and sustainable development, which IUCN was instrumental in defining.

Combined, our knowledge base and diverse membership make IUCN an incubator and trusted repository of best practices, conservation tools, and international guidelines and standards. As one of the only two environmental organisations with official



A GLOBAL REACH – IUCN'S PROJECTS AROUND THE WORLD



United Nations Observer Status, IUCN ensures that nature conservation has a voice at the highest level of international governance.

IUCN's expertise and extensive network provide a solid foundation for a large and diverse portfolio of conservation projects around the world. Combining the latest science with the traditional knowledge of local communities, these projects work to reverse habitat loss, restore ecosystems and improve people's well-being. They also produce a wealth of data and information which feeds into IUCN's analytical capacity.

Through their affiliation with IUCN, Member organisations are part of a democratic process, discussing and approving Resolutions which lay the foundations for the global conservation agenda. Members meet every four years at the IUCN World Conservation Congress to set priorities and agree on

the Union's work programme. IUCN congresses have produced several key international environmental agreements including the Convention on Biological Diversity (CBD), the Convention on International Trade in Endangered Species (CITES), the World Heritage Convention, and the Ramsar Convention on wetlands. We continue to support these conventions as they strengthen and evolve so that they can respond to emerging challenges.

Our Member organisations are represented by the IUCN Council – the governing body. Headquartered in Switzerland, the IUCN Secretariat comprises around 950 staff in more than 50 countries.

MEMBERS AND COMMISSIONS

IUCN harnesses the knowledge, resources and reach of over 1,300 Member organisations from 164 countries.

These include States, government agencies, non-governmental organisations (NGOs) and indigenous peoples' organisations (IPOs). In 2017, 79 new Members joined the Union, with the NGO sector accounting

for the largest percentage of the growth. State membership increased with the addition of Egypt, and government agency membership of the Union remained stable.



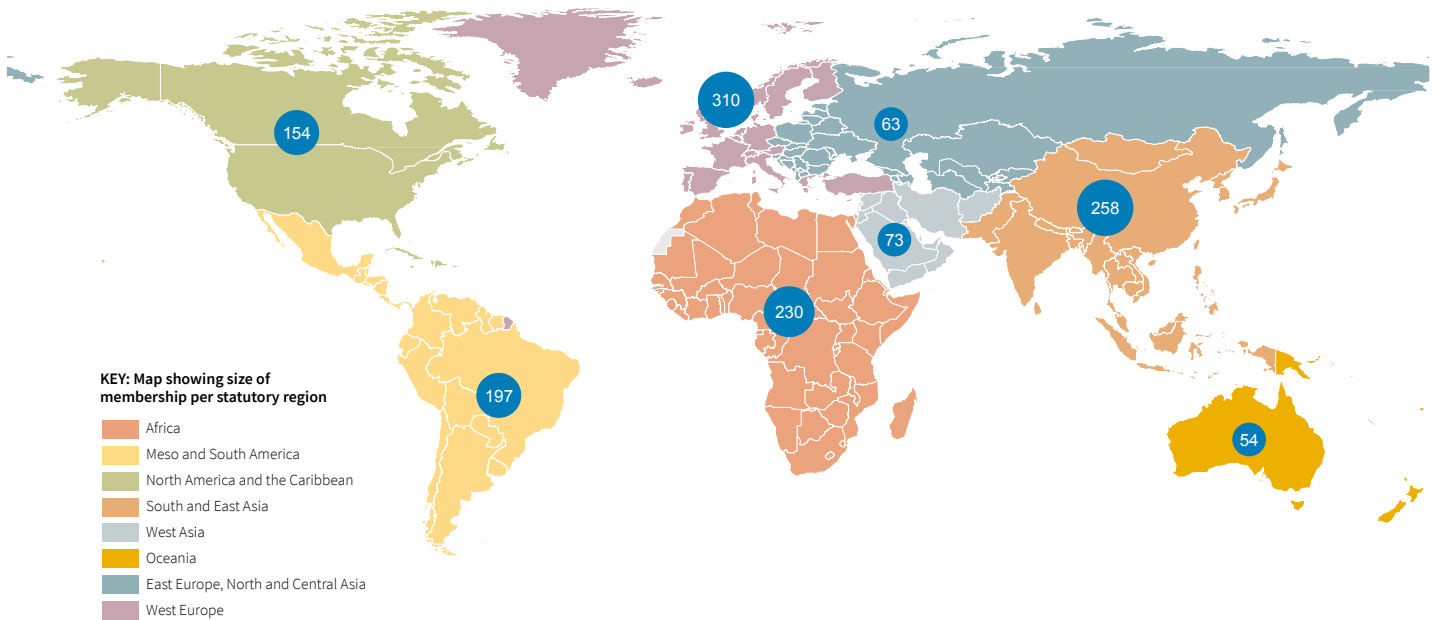
IUCN Council 2017–2020 during its 93rd meeting at IUCN's headquarters in Gland, Switzerland.

Committees of IUCN Members 2017

IUCN Members within a country or region may choose to organise themselves into National and Regional Committees to facilitate cooperation among Members and with other parts of the Union. There are currently 64 officially recognised National Committees and seven recognised Regional Committees.

Statutory Region	National	Regional
Africa	17	2
Meso and South America	14	2
North America and the Caribbean	3	1
South and East Asia	9	1
West Asia	5	1
Oceania	2	
East Europe, North and Central Asia	3	
West Europe	11	
Total	64	7

IUCN MEMBER ORGANISATIONS AROUND THE WORLD



IUCN's Commissions unite 10,000 experts from a range of disciplines.

The six IUCN Commissions are a broad and active network of more than 10,000 scientists and experts providing IUCN and its Members with sound know-how and policy advice to drive conservation and sustainable development. The Commissions focus on developing environmental laws and policies, linking conservation to social and economic decision making, evaluating the status of species and ecosystems, promoting expanded and improved management of protected areas and natural resources, and strengthening conservation through education, training and strategic communication.



DIRECTOR GENERAL'S STRATEGIC ORIENTATIONS 2018

Without a doubt, 2017 has been a year of many achievements for the organisation. Many of these are reflected in this report, from across regions, across topics and across IUCN's vibrant membership base.

The Union continued to shape global policy along so many essential dimensions – illustrating the centrality of IUCN's work to achieving the Sustainable Development Goals (SDGs). Much needed attention was, for instance, given to the plight of our oceans and IUCN was very active in the Ocean Conference for implementation of Sustainable Development Goal 14 (June) as well as the High-Level Political Forum on Sustainable Development (July) which focused, in particular, on SDG 14. Not to mention negotiations on the conservation and sustainable use of marine biological diversity of areas beyond national jurisdiction which made significant and welcome progress this year. Drawing on IUCN's unique Commission structure, the Union is able to bring excellence, relevance and science to international fora for enhanced sustainability outcomes.

In 2017, as in previous years, IUCN continued to make full use of its Observer Status to the United Nations, which was awarded almost twenty years ago in recognition,

by the United Nations, of IUCN's status as also being that of an intergovernmental organisation. Indeed, the strength of the Union continues to be its unique blend of government and non-government Members.

Through 2017, IUCN navigated challenging financial waters, responding to profound donor pattern changes as well as continued pressure on the multilateralism system. IUCN did so by driving an ambitious efficiency programme, by streamlining operations but also by expanding and rationalising the project portfolio. 2017 also marked the first encouraging signs of a portfolio shift from smaller self-standing projects to larger programmatic engagements, often with on-granting to others for the on-the-ground implementation role.

Of these numerous achievements, some are more visible than others but, in the aggregate, all strongly contribute to demonstrating the continued relevance of the organisation in the context of an ever-changing and complex environment. These achievements provide a very solid basis on which to celebrate, with pride, panache, but also a keen eye on future possibilities, the next 70-year chapter of the Union.

This enthusiasm notwithstanding, we should also note with some real concern a challenging outlook on a number of environmental, social and geopolitical fronts.

It is in this context that I have set the following strategic orientations for the organisation in 2018.

As we edge closer to 2020 and the end-line for the Aichi Targets, working towards the targets must remain an imperative. As biodiversity loss continues to undermine the very stability of the planet as we know it, as illustrated by updates of The IUCN Red List of Threatened Species™, we must work to secure the life support systems of the planet post 2020. In this light, IUCN holds that we need bold, new and disruptive thinking, whilst maintaining a sound scientific underpinning. In particular, there is an urgent need to address both the drivers of biodiversity loss (through engagement with relevant sectors), and the barriers for implementation and success. IUCN will continue to work for a high level of ambition in the post -2020 goals, based on clearly defined science-based



José Graziano da Silva, Director General of the UN Food and Agriculture Organization (FAO) and IUCN Director General Inger Andersen at FAO's headquarters in Rome, Italy.

targets. An ambition that should be specific, positively framed, succinct and enabling. In this respect, IUCN sees that there are important lessons to draw from the Paris Accord, which was based on a clear target and a bottom-up approach of Nationally Determined Contributions (NDCs).

The climate agenda continues to be a high global priority as evidenced by research published throughout the year 2017, including by the World Meteorological Organization (WMO). Data available from the latest WMO statement on the State of the Global Climate, for instance, indicates that 2015, 2016 and 2017 were the three warmest years on record. The question then becomes how the changing climate will impact and be impacted by the very planetary systems that underpin life on Earth. IUCN's work on this agenda will continue to demand new science and new understandings on the relationship between climate and ecosystems and species.

At the same time, recent research clearly demonstrates that nature-based solutions, especially improved land stewardship, can provide over one-third of the cost-effective climate mitigation needed between now and 2030. As the 'Paris Rulebook' continues to be negotiated in 2018, it becomes imperative to ensure that greater investments in the resilience of nature's infrastructure become part and parcel of the national commitments that countries make towards addressing climate change, including through their NDCs under the Paris Agreement.

With respect to land degradation, IUCN took good note of the first edition of the *Global Land Outlook*, released by the United Nations Convention to Combat Desertification. This report warns that about one-fifth of the planet's vegetated surface shows persistent declining trends in productivity over the last 20 years, mainly as a result of land and water use and management practices. It also alerted us to the fact that over 1.3 billion people are trapped on degrading agricultural land with limited or no options for alternative livelihoods. At IUCN, the focus remains on investing to ensure the productivity of fragile and degraded ecosystems. IUCN is proud of the work undertaken with partners under the Bonn Challenge, where the 2020 goal of committing to take restoration action for 150 million hectares of degraded land by 2020 was surpassed in 2017, with the end-2017 hectares pledged standing at 160.2 million.

On the issue of conflict and forced displacement, a 2017 UN Refugee Agency (UNHCR) report alerted us to a major increase in displacement, from about 1 in 160 people a decade ago to 1 in 113 today – or 65.6 million individuals by the end of 2016. Clearly there is a need to develop a deeper understanding of conflict and migration on the one hand, and environmental sustainability on the other. Research also projects that asylum applications to the European Union by the end of the century are to increase, on average, between 28

and 188% depending on the scenario. In 2018, as an illustration of this effort, IUCN will author and publish a flagship report on nature and conflict.

FUTURE-PROOFING THE ORGANISATION

As IUCN reaches and celebrates its 70th anniversary, my first duty is to ensure that the organisation is equipped for the future and aligns its operations with industry standards. Apart from anything else, this will condition IUCN's very ability to continue to exist in the next 70 years.

Several major projects have been underway over recent months and will continue to receive Senior Management's close attention in 2018.

As an international organisation with State as well as non-State membership, IUCN is actively seeking to harmonise its status in every jurisdiction in which it operates. A major breakthrough was achieved in 2017 when Germany recognised IUCN as an intergovernmental organisation, reaffirming the Union's important role on the global environmental and development stage. This decision recognises the official functions IUCN carries out on behalf of its Member States. The new legal status allows IUCN to build on its strong presence in the city of Bonn.

Over the last couple of years, the organisation has invested in the development of a Programme and Project Portal. This unique tool provides project managers as well as Senior Management with standardised analytics on the state of our project portfolio.

The Portal is now fully integrated into day-to-day operations and has become central to regular



IUCN Director General Inger Andersen greets the President of Nepal Bidya Devi Bhandari at IUCN's headquarters in Gland, Switzerland.

budgeting and operational cycles. As staff familiarity with the tool grows and as functionalities get finessed and augmented, IUCN is starting to see some very promising opportunities in terms of day-to-day project management, strategic portfolio construction as well as outreach to partners.

For these opportunities to be exploited more fully, however, additional investment will have to be made in Monitoring & Evaluation functions across the organisation. This will be geared towards strengthening data quality, better capturing the impact of our work on the ground, better connecting the dots from local to regional to global interventions as well as continuing to demonstrate IUCN's contribution to the implementation of the SDGs.

In close collaboration with its major development assistance donors, IUCN will also continue to reflect on the modalities for sharing project data, in alignment with emerging transparency standards. A first step in this direction will be the publication of a Data Policy in 2018.

In 2017, considerable investment was also made in strengthening the organisation's risk culture. In 2018, this will be formalised with the publication of a new Internal Controls policy as well as an Enterprise Risk Management policy. I was particularly encouraged that at its last meeting, Council reflected on strategic risks for the organisation. 2018 will therefore see some significant shifts on how Senior Management identifies, communicates, treats and mitigates risks, thus better aligning with industry standards.

DEVELOPING A PROGRAMME FOR 2021–2024

Significant changes were introduced in the development of the current Programme for 2017–2020, including an explicit and deliberate reference to the SDGs as well as an enhanced results framework. While ensuring full implementation of the current Programme, Senior Management necessarily needs to start envisaging how to develop our next overarching programmatic framework. This will start in 2018.

Learning from early but very promising indicators for the implementation of the 2017–2020 cycle, we all agree with the need to maintain a bold IUCN Programme for 2021–2024. We need to continuously challenge ourselves so as to ensure that the new Programme is:

- **Ambitious, vibrant and solutions-driven** – Offering solutions at scale with the world's problems; mobilising tools and technology such as big data, artificial intelligence and blockchain; open to learning from other industries; as well as leveraging the work of Members and partners more effectively and innovatively.
- **Outward looking** – The Programme needs to be pertinent to the global conversation. We need to build conservation narratives that find traction with other actors and sectors of society including key policy makers beyond the environmental community.
- **Development-centric** – People and planet need to be at the heart of our interventions. In this regard, our priority will remain to demonstrate our contribution to the implementation of the SDGs.
- **Championing gender** – IUCN has an established history of a strong gender programme, including influencing other organisations as they work to engender their programme. IUCN will continue to build on the organisation's knowledge, experience and leadership to ensure that the IUCN Programme ambitiously addresses gender equality and equity.
- **Engaging indigenous people** – With the approval of Resolution 004 (Including indigenous peoples' organisations in the structure of the Union) at the IUCN Congress 2016 in Hawai'i, IUCN's new Programme needs to reflect a self-determined indigenous peoples' engagement on nature and conservation. During 2018, indigenous peoples' organisations that are Members of IUCN will be working to define areas of priority that they wish to see IUCN pursue over the years ahead.



Stéphane Travert, French Minister of Agriculture receives IUCN Director General Inger Andersen at the French Ministry of Agriculture and Food.

- **Results focused** – There is increasing pressure to show the impact of public spending. Conservation is no exception in this regard and therefore IUCN has to adhere to industry best practice. It is therefore imperative that a robust monitoring framework forms an integral part, from the very start, of the new Programme development. A key element of this will be the extent to which IUCN project data can be better exploited.

I would also like to ensure that our new Programme truly takes centre stage at the next World Conservation Congress. My ambition is for the new Programme to shape informal and formal discussions at the Forum and Members' Assembly. The Programme should prove a relevant, ambitious and upbeat framework for Members, including new Members, and other participants.

ENHANCING ANALYTICS AND PUBLICATIONS

In 2017, some significant steps have been taken to reorganise IUCN's analytical production. Under the guidance of the Chief Scientist and Chief Economist, IUCN will henceforth be providing quadrennial and annual pipelines of Secretariat publications. This will help further enhance IUCN's analytical muscle; ensure we maintain relevance to the outside world; help harmonise the quality of our publications as well as improve reach and impact.

Throughout its 70-year history, IUCN has published many impactful publications. In 2018, Senior Management will reflect on the analysis, the data, the infographics, and the various innovative formats which need to be produced and mobilised to ensure that our work better influences and reaches target audiences.

INVESTING IN NATURE, AT SCALE

In 2017, IUCN has very successfully been awarded a number of conservation finance projects. This included, most recently, a project financed by the Global Environment Facility to improve the conservation and sustainable use of biodiversity by demonstrating innovative finance blending models to increase return-seeking private investment in conservation.

This is in the wake of some very promising work on SDG financing across the world, where an estimated annual US\$2.5 trillion funding gap is to be filled for developing countries alone.

In this context, research estimated that, between 2004 and 2015, private capital flows to conservation investments such as sustainable food and fibre production, habitat conservation, and water quality and quantity protection reached US\$8.2 billion.

So as to ensure scale, coherence, efficiencies and impact, in 2018 Senior Management will look into how to actively manage this emerging and promising portfolio so that it grows beyond a collection of individual projects.

As we pursue these strategic orientations in 2018, I look forward to engaging with many Members and partners as well as welcoming new Members as we celebrate our 70th anniversary and design the next promising chapters of our impactful, relevant and strong Union.

We need bold, new and disruptive thinking, whilst maintaining a sound scientific underpinning. There is an urgent need to address both the drivers of biodiversity loss and the barriers for implementation and success.

SCIENCE AND ECONOMICS

A sound scientific basis is vital for effective decision making in nature conservation, ensuring that biodiversity persists and continues to provide the services on which human well-being and the global economy depend.

IUCN recognises that economic growth must be sustainable, and works to improve the way impacts and dependencies on nature are measured and valued, in order to inform economic decision making. IUCN compiles data and assesses them against formal standards, provides access to information, publishes research and analysis, and interacts with peer conservation science networks.

To support this work, an integrated Science and Economic Knowledge team was created in 2017, led by the newly appointed Chief Economist and Chief

Scientist. The team's primary goal is to provide the strategic direction and quality control for IUCN's research and analytical work, building the foundation for IUCN's scientific and economic analytical leadership.

The new team will oversee all IUCN Secretariat publications and will lead on the production of IUCN's Flagship Report, with the aim of influencing decision makers in governments, companies and international organisations by highlighting the importance of nature conservation in addressing current global challenges.



Nebojsa Nakicenovic, Deputy Director General/Deputy CEO of the International Institute for Applied Systems Analysis, Naoko Ishii, CEO and Chairperson of the Global Environment Facility, Inger Andersen, IUCN Director General, Johan Rockström, Director of the Stockholm Resilience Centre and Dominic Waughray, Head of the Public-Private Partnership World Economic Forum during a Global Commons meeting at the IUCN headquarters in Gland, Switzerland.

SCIENCE

ASSESSING THE STATE OF NATURE AND CONSERVATION

New and updated assessments for 8,417 species were completed for The IUCN Red List of Threatened Species™. Work with IUCN's Species Survival Commission and Red List Partners increased coverage of The IUCN Red List to 91,523 species. These assessments document biodiversity declines, but also conservation successes, such as the Rodrigues Flying Fox moving from the Critically Endangered to the Endangered category thanks to conservation efforts.

IUCN continued to develop the Red List of Ecosystems under the global IUCN standard for assessing the risk to ecosystems. IUCN started developing a global ecosystem classification system and, with national partners, supported ecosystem assessments in Madagascar, Colombia, Myanmar and China. Ecosystem risk assessments have now been completed in 16 countries, with over 550 ecosystem types assessed. Discussions are underway to initiate global ecosystem assessments of the Arctic and coral reefs.

IUCN expanded and strengthened the World Database of Key Biodiversity Areas (KBAs) – sites contributing significantly to the global persistence of biodiversity. 2017 saw the establishment of the KBA Committee, recruitment for its Secretariat, and guidelines for applying the KBA standard, as well as work to identify KBAs in Canada, Myanmar, the Mediterranean, Madagascar, Lake Victoria and beyond. Alliance for Zero Extinction sites are KBAs which contain over 95% of the global population of a highly threatened species. IUCN updated and expanded the Alliance for Zero Extinction inventory, working with BirdLife International, to include information on cycads, cacti, shrimps, crabs and chameleons.

IUCN formally adopted the Green List of Protected and Conserved Areas standard to assess site conservation impact and success. This is now being implemented in 15 countries including Malaysia, Mexico and Côte d'Ivoire. Together with the UNEP World Conservation Monitoring Centre, IUCN continued to monitor progress towards achieving the Aichi Targets on protected areas.

APPLYING CONSERVATION DATA TO DECISION MAKING

IUCN experts developed an indicator on policy responses to invasive alien species, adopted in 2017 to track progress on Sustainable Development Goal (SDG) 15.8. In total, the UN has now adopted five indicators based on IUCN standards to track progress towards the SDGs. The 2017 Sustainable Development Report included four: the Red List Index (SDG 15.5), and coverage of Key Biodiversity Areas by protected areas in oceans (SDG 14.5), land and freshwater (SDG 15.1), and mountains (SDG 15.4).

IUCN continued to engage in the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) peer network. In 2017, IUCN contributed data and co-wrote four of IPBES' regional assessments, to reflect the Red List, KBAs, and Protected Planet in these reports.

Over the course of the year, IUCN publications were downloaded 847,762 times, up from 507,648 in 2016. Over the same period, 32 IUCN manuscripts were approved by the IUCN Editorial Board, prior to official publication.

Under the Global Environment Facility-funded Global Commons project, IUCN drafted a white paper on the impact of conservation action, and began an initiative for defining science-based environmental targets, among other contributions.



The Diocesan Bishop of Polynesia, the Most Reverend Dr Winston Halapua provides insight on green growth and development issues during the Green Growth Leaders Coalition Talanoa discussions in Tonga.

ECONOMICS

ECONOMIC ANALYSES OF NATURE

IUCN's analyses of the economic benefits of forest landscape restoration (FLR) in Costa Rica, El Salvador and Honduras informed national restoration strategies and priorities for public and private investments. For example, in El Salvador, the findings formed the basis of the *Landscapes and Ecosystems Restoration National Strategy*, which aims to restore one million hectares of degraded and deforested land as a contribution to the Bonn Challenge. In Honduras, the findings will guide the country's *National Restoration Plan*.

The Mekong Basin Connect Team – a partnership involving IUCN, the Stimson Center, University of California, Berkeley and The Nature Conservancy – analysed energy options for Viet Nam, including the pricing of renewable energy. As a result, Viet Nam was advised to take a more proactive role in hydroelectric dam development in the Mekong region by ensuring better regional coordination in the management of rivers and by boosting environmentally sustainable energy investments.

In China, IUCN and partners completed Gross Ecosystem Product studies, providing indicators to examine the total economic value of ecosystem products and services in Bijie (a prefecture-level city in Guizhou province) and Tonghua (an industrial city in Jilin province). The aim is to achieve consistency

with the UN System of Economic Environmental Accounting – the global statistical standard which links environmental goods and services to the system of national accounts and the associated Experimental Ecosystem Accounting.

PEOPLE IN NATURE

The People in Nature (PiN) initiative aims to provide a systematic way to measure and document how biodiversity contributes to livelihoods and well-being, focusing on material use and cultural values. In 2017, PiN developed a 'benefits assessment' tool that can be used to document the trade and use of species. This tool aims to ensure more consistent data collection for species assessments. The 'benefits assessment' will be used within the IUCN Species Information Service, a central database that stores and manages species data and assessments for publication on The IUCN Red List.

ECONOMICS AND ENVIRONMENTAL MANAGEMENT IN THE PACIFIC

The IUCN Pacific Centre for Environmental Governance became the secretariat of the Pacific Resource and Environmental Economics Network (PREEN). PREEN works to promote the use of economic analysis and concepts in environmental management within the Pacific region. It also aims to increase the capacity of individuals able to conduct such analyses, and provide a forum for information exchange and peer support.

An integrated
Science and Economic
Knowledge team created
in 2017 will provide
strategic direction
and quality control for
IUCN's research and
analytical work, building
the foundation for
IUCN's scientific
and economic
analytical leadership.

UPCOMING WORK

In 2018, IUCN will implement a new work programme integrating science and economics, which will include the production of IUCN's first Flagship Report, focusing on nature conservation and conflict. A new IUCN Publications Committee will also be fully operational to drive strategy for IUCN publications.

IUCN will also conduct global re-assessments of mammal and amphibian species on The IUCN Red List and publish at least 15,000 new species assessments.

IUCN will identify freshwater Key Biodiversity Areas in Malawi and Indonesia, and Alliance for Zero Extinction sites in Madagascar. IUCN will complete a global ecosystem classification system for the Red List of Ecosystems and analyse the impacts of ecosystem risk assessments. IUCN will also continue to develop the IUCN Green List.

The PiN initiative will focus on supporting indigenous peoples and local communities in Honduras and Malawi. Gross Ecosystem Product studies on valuing ecosystem services will be undertaken in Sichuan and Guizhou, China. IUCN will continue work under the Global Commons initiative.

MAJOR PUBLICATIONS

Davidson-Hunt, I. et al. (2017). *A proposal for assessing species benefits at a landscape scale and aggregating data within the Species Information Service at IUCN*. People in Nature Working Paper No. 7. Gland, Switzerland: IUCN and CEESP.

MARN y UICN (2017). *Fortaleciendo la estrategia nacional de restauración*.

Meijer, S. et al. (2017). *Background Paper for Livelihoods Module Workshop: Cambridge 20-22 March 2017*. People in Nature Working Paper No. 6. Gland, Switzerland: IUCN and CEESP.

Stephenson, P.J., Brooks, T.M. et al. (2017). 'Priorities for big biodiversity data'. *Frontiers in Ecology & Environment* 15(3).

Strassburg, B.B.N., Brooks, T. et al. (2017). 'Moment of truth for the Cerrado hotspot'. *Nature Ecology & Evolution*.

AREAS OF WORK

ASSESSING THE STATE OF NATURE AND CONSERVATION

CONNECTING TO PEER NETWORKS

ECONOMIC ANALYSIS OF CONSERVATION AND SUSTAINABLE MANAGEMENT OF LAND, WATER AND OTHER NATURAL RESOURCES

MAINTAINING IUCN'S CULTURE OF SCIENCE AND KNOWLEDGE

NATURAL CAPITAL ASSESSMENTS

PEOPLE IN NATURE (PIN), NATURE-BASED LIVELIHOODS

GLOBAL POLICY ENGAGEMENTS

The decisions taken by IUCN Members at the IUCN World Conservation Congress set the global conservation agenda and guide IUCN's policy engagements at the local, national and global levels.

In 2017, IUCN continued to stress the importance of integrating nature conservation into global and national strategies and called for concrete action to achieve the global targets, such as the Paris Agreement on climate change, the Strategic Plan for Biodiversity of the UN Convention on Biological Biodiversity, the Land Degradation Neutrality targets of the UN Convention to Combat Desertification and the UN Sustainable Development Goals.

Reaffirming IUCN's important role on the global environmental and development stage, the German government officially recognised IUCN as an intergovernmental organisation.

UN General Assembly

As an observer to the UN General Assembly (UNGA), IUCN – together with the government of France and Wildlife Conservation Society – provided scientific data on the links between conservation, conflict and peace to the UNGA and its subsidiary bodies.

IUCN Resolutions: [WCC-2016-Res-062](#), [WCC-2016-Res-095](#)



Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services

IUCN contributed data and co-wrote four Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) regional assessments of biodiversity and ecosystem services, drawing on The IUCN Red List of Threatened Species™, Key Biodiversity Areas and Protected Planet.

IUCN Resolutions: [WCC-2012-Res-117](#), [WCC-2012-Res-118](#)



UN Convention on the Law of the Sea

IUCN experts provided resources and technical input into discussions of the UN Preparatory Committee charged with developing recommendations for an international legally-binding instrument on the conservation and sustainable use of marine biological diversity in areas beyond national jurisdiction. This included advice on processes for establishing and managing marine protected areas, provisions for identifying and evaluating the environmental impacts of decision-making processes, and systems for sharing benefits provided by marine genetic resources. The Committee recommended that the UN General Assembly convene intergovernmental negotiations on a treaty in 2018.

IUCN Resolution: [WCC-2016-Res-047](#)



World Heritage Committee

IUCN is the official advisory body on nature to the World Heritage Committee. At the 41st session of the Committee, IUCN warned that illegal fishing, logging and poaching are impacting two-thirds of the 58 natural World Heritage sites IUCN monitored in 2017. Following IUCN's advice, three new sites and one site extension were among five approved inscriptions of natural areas on the World Heritage List and Côte d'Ivoire's Comoé National Park was among two natural sites removed from the List of World Heritage in Danger. Following IUCN's advice, Poland was also urged to stop logging in the Białowieża Forest. An IUCN field mission to Mexico's Islands and Protected Areas of the Gulf of California was also requested to assess new measures to protect the Critically Endangered vaquita.

IUCN Resolutions: [WCC-2012-Res-046](#), [WCC-2012-Res-047](#)



UN Ocean Conference

At the UN Ocean Conference, IUCN highlighted the role of conserving and restoring marine ecosystems – nature-based solutions – in achieving Sustainable Development Goals (SDGs). As a result, IUCN became the main technical partner of the Blue Action Fund for marine protected areas, launched at the Conference and supported by Germany and Sweden. IUCN also became one of the implementing partners of the Save Our Mangroves Now initiative to improve the management of mangroves worldwide, launched at the Conference by Germany.

IUCN Resolutions: [WCC-2016-Res-021](#), [WCC-2016-Res-047](#), [WCC-2016-Res-049](#), [WCC-2016-Res-050](#)



4th International Marine Protected Areas Congress

IUCN and the government of Chile organised the 4th congress on marine protected areas. Key outcomes included the expansion of Chile's marine protected area network, including Rapa Nui National Park and the establishment of the world's largest marine park – the Cook Islands Marine Protected Area.

IUCN Resolution: [WCC-2016-Res-050](#)



UN Convention to Combat Desertification

In line with IUCN's recommendations through the UNCCD Science-Policy Interface, Parties to the UNCCD recognised that their Land Degradation Neutrality targets and the activities to achieve them are directly linked to their national SDG, climate and biodiversity agendas. Greater emphasis has also been put in the revised Strategic Framework of the Convention on gender-responsive policies and involvement of civil society in the implementation of the Convention. Also following IUCN's recommendations, Parties agreed to use the Drought Resilience, Adaptation and Management Policy framework in order to strengthen their capacity to prepare for and respond to drought.

IUCN Resolutions: [WCC-1996-Res-074](#), [WCC-2000-Res-003](#), [WCC-2008-Res-093](#), [WCC-2008-Rec-134](#)



UN High-level Political Forum on Sustainable Development

At the 2017 Forum, IUCN highlighted the environmental dimension of the SDGs. IUCN stressed that conserving nature and its life-sustaining services – nature-based solutions – underpins the implementation of multiple SDGs. As a result of IUCN's input, references to biodiversity loss and environmental degradation were included in the Ministerial Declaration, the outcome document of the Forum.

IUCN Resolution: [WCC-2016-Res-062](#)



UN Framework Convention on Climate Change

At the 23rd session of the Conference of the Parties to the UN Framework Convention on Climate Change (UNFCCC COP23), IUCN stressed the key role of nature-based solutions in addressing climate change, and the need for early and ambitious climate action across all sectors. IUCN provided technical inputs into the Marrakech Partnership for Global Climate Action, particularly on forests, water, oceans and resilience.

IUCN also supported Parties in the development of the first UNFCCC Gender Action Plan, which was adopted at COP23, and provided technical input into the development of the Local Communities and Indigenous Peoples (LCIP) Platform. The platform's aim is to enhance the knowledge, practices and efforts of local communities and indigenous people that will allow them to effectively respond to climate change.

IUCN Resolutions: [WCC-2016-Res-056](#), [WCC-2016-Res-057](#), [WCC-2016-Rec-107](#)



UN Convention on Biological Diversity

At the 21st meeting of the Subsidiary Body on Scientific, Technical and Technological Advice to the Convention on Biological Diversity (CBD), IUCN emphasised the need for the 2050 Vision for biodiversity to be more specific in order to spur concrete action and called for the 2030 mission for a new Strategic Plan of the Convention to be underpinned by quantifiable, science-based targets. In line with IUCN's recommendations, the Subsidiary Body requested that the CBD Secretariat make provisions for sound analytical work in developing the post-2020 global biodiversity framework, emphasising the links between biodiversity conservation and the SDGs.

IUCN Resolutions: [WCC-2016-Res-096](#), [WCC-2016-Res-050](#)

HIGHLIGHTS FROM DONORS AND SUPPORTERS

Partnerships are the very essence of IUCN and a cornerstone of its work. The contributions of Framework Partners and donors are crucial investments in nature conservation, delivering cost-effective nature-based solutions to some of today's biggest global challenges.

2017 saw a significant growth in the number of IUCN's strategic engagements worldwide. We are grateful to our partners and donors, who committed close to CHF 129 million to IUCN.

IUCN's work remains firmly supported by Official Development Assistance from bilateral and multilateral partners, which provides close to 70% of the organisation's financial support, alongside Membership dues, financial support from foundations, the private sector and non-governmental organisations, and support from IUCN Patrons of Nature.

FRAMEWORK PARTNERS

Finland, France, the Republic of Korea, Norway, Sweden, Switzerland, the USA and the MAVA Foundation remain instrumental partners through the provision of core funding and project funding in support of the delivery of the IUCN Programme. IUCN is grateful for the renewal of a number of multi-year Framework Agreements in support of the 2017–2020 Programme.

EUROPEAN UNION

In 2017, IUCN strengthened its collaboration with the European Union (EU) through the European Commission. Several significant agreements at international level were concluded, such as the Biodiversity and Protected Areas Management Programme (BIOPAMA) in Sub-Saharan Africa, the Caribbean and the Pacific, the continuation of the programme on Biodiversity and Ecosystem Services in Territories of European Overseas (BEST), as well as support to the SOS – Save our Species initiative to launch a comprehensive African carnivore action plan.

Many other IUCN projects are also implemented with support from the EU, including IUCN's work on the European Red List, invasive alien species, assessing Natura 2000 protected areas, the water-energy-food nexus, green economy, community support and many others. Through this collaboration, IUCN provides policy support to the EU on the implementation of the

EU Biodiversity Strategy within the Union and globally, and on integrating biodiversity and nature-based solutions (NbS) into other EU programmes and policies in areas such as research, agriculture and reduction of marine plastic litter.

GERMANY

The German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety (BMUB) and KfW Development Bank supported a number of large projects related to climate change resilience, biodiversity conservation, protected areas management, marine protected areas and forest landscape restoration.

In 2017, eight governments committed to bringing a further 22.89 million hectares of deforested and degraded land into restoration under the Bonn Challenge – an initiative launched by the government of Germany and IUCN in 2011. To date, 47 governments, private associations and other organisations have committed to restoring over 160 million hectares of deforested and degraded land.

“The Bonn Challenge is the most successful initiative we have ever triggered in the international climate agenda.” **Jochen Flasbarth, State Secretary, BMUB, speaking at the UN Climate Change Conference in November 2017**



IUCN Patrons of Nature at their annual meeting hosted by HSH Prince Albert II of Monaco.

GLOBAL ENVIRONMENT FACILITY

Through its role as an accredited implementing agency with the Global Environment Facility (GEF), IUCN works with State Members to implement large multi-year projects. At the end of 2017, the GEF portfolio included four projects underway worth US\$ 12.4 million, including forest landscape restoration work with the UN Food and Agriculture Organization and UN Environment Programme, setting Land Degradation Neutrality targets with the UN Convention to Combat Desertification, and developing solutions to safeguard global environmental commons. Ten additional projects worth US\$ 37.2 million are set to commence in 2018.

US AGENCY FOR INTERNATIONAL DEVELOPMENT

Through its collaboration with the US Agency for International Development (USAID), IUCN will support the US Strategy for Engagement in Central America through a five-year regional programme on Coastal Biodiversity in Central America and the Caribbean, which aims to protect the region's biodiversity, address climate change impacts and promote economic growth. IUCN remains an important partner to USAID's programme to advance women's leadership and gender equality within national responses to environmental conservation, natural resource management, and climate change.

IUCN PATRONS OF NATURE

The number of IUCN Patrons of Nature grew from 14 at the end of 2016 to 17 in 2017. This group of prominent and influential conservation leaders provides financial and strategic support to IUCN.

At the 2017 annual meeting of IUCN Patrons of Nature, hosted by HSH Prince Albert II of Monaco, Patrons pledged to increase their support to and outreach for the Union in honour of its 70th anniversary in 2018.

"It is absolutely essential to have an organisation that acts as a convenor – for policy, governments, NGOs, civil society and foundations – that brings all the varied voices together. IUCN is a diverse, global organisation that upholds the diversity of nature." **IUCN Patron of Nature Jessica Sweidan, co-founder of Synchronicity Earth, a UK-based charity**

SECRETARIAT SERVICES

IUCN aims to ensure that its corporate support units are lean and effective, and contribute to achieving the Union's mission.

ORGANISATIONAL CHANGE PROCESS

In 2017, IUCN continued to re-evaluate and improve Secretariat functions – a process initiated in 2016. This included putting in place standardised approaches to improve operational effectiveness, cost recovery from projects, fundraising and programme delivery.

A 'Global Programme Operations Unit' and service hubs for finance, human resources and information systems were created. They will ensure a consistent and efficient implementation of processes in IUCN Headquarters and across its regional offices. New systems-related enhancements will help increase automation and improve efficiency in staff-time management, contract management and travel, and procurement processes.

Reforms to programme delivery were introduced to consolidate thematic programmes worldwide, enhance coherence across IUCN's Secretariat, Members and Commissions, and maximise IUCN's impact globally.

FINANCE AND ADMINISTRATION

In 2017, IUCN embarked on several initiatives to increase efficiency, improve service levels and ensure a high standard of fiduciary control.

IUCN completed the rollout of workflow tools to all offices to support procurement and travel administration, and began the implementation of a new cash management strategy. This includes a reduction in the number of banking partners and bank accounts and the integration of eBanking into the finance system to improve payment processes. Together with the implementation of workflow tools, this provides the basis for regional centres of excellence that will be responsible for the control and processing of disbursements.

GENERAL SERVICES

In 2017, IUCN continued to maintain the IUCN Conservation Centre in Switzerland – one of the greenest office buildings in Europe. Its 25-year-old solar



WWF International Director General Marco Lambertini, IUCN Director General Inger Andersen and WWF Board Member André Hoffmann mark WWF International's move to the IUCN Conservation Centre in Gland, Switzerland.

thermal panels were replaced and extensive renovation works were undertaken to welcome WWF International into the IUCN Conservation Centre.

GLOBAL COMMUNICATIONS

IUCN's corporate communications made significant progress in 2017, boosted by strong performance and a series of new products. A new format for the IUCN Annual Report presented IUCN's work in a more impact-based manner. This was followed by a publication of IUCN's contributions to the Sustainable Development Goals and a new corporate brochure. Issues Briefs, launched in 2015, grew in number and popularity, with eight new briefs coinciding with key policy events.

Strong media relations resulted in over 60,000 articles mentioning IUCN in global media. IUCN Twitter and Facebook followers grew to over 250,000, and Twitter engagement jumped 20% above that of 2016. IUCN's new website, launched in 2016, received over 8.6 million page views.

HUMAN RESOURCES

To gauge staff sentiment and gather their feedback, the Secretariat conducted a 'Pulse Survey' and a 360-degree leadership assessment was completed for managers and directors.

A new programme on People Management was launched for the 85 most senior staff. IUCN also deployed a new online Performance Management System and Staff Compensation Programme for salary increases, promotions and performance awards. Internal professional networks were created to share knowledge and best practice across IUCN Regions.

In 2018, a competency framework will be launched to improve staff recruitment, performance and career development.

INFORMATION SYSTEMS

In 2017, IUCN continued to deploy its digitalisation strategy. Its aim is to improve collaboration across the Union through enhanced collection, storage and access to data, and ensure secure and compliant information systems and more sustainable technologies.

A new Programme and Project Portal was launched to improve project reporting and budgeting processes. A highly efficient network technology was deployed throughout all outposted and regional offices to enhance the security of computers and servers, reduce power consumption and automate disaster recovery, while reducing overall operating costs.

LEGAL

In 2017, IUCN worked on integrating the contract management process into the Programme and Project Portal. This will enhance contract management at IUCN and improve the review and approval process of donor contracts. IUCN also launched an assessment of its

practices in order to align them with the Swiss Federal Act on Data Protection and the European Union's General Data Protection Regulation.

MONITORING AND EVALUATION

Significant progress was made in further developing IUCN's Programme and Project Portal – a centralised system for all project-related information. The Portal provides standardised, transparent and relevant analytics across the IUCN portfolio, and was used in 2017 as the primary data source for mid-year and 2018 budgeting activities.

Other 2017 successes include the completion of programme-wide indicators and baseline values; an improved work plan for 2018; as well as an enhanced reporting framework for the period 2017–2020.

In 2018, the Unit will expand its remit focusing on Planning, Monitoring, Evaluation and Risk in the context of the roll-out and implementation of enterprise risk management.

OVERSIGHT

Rapid disruption in the global environment is creating new opportunities, but also greater uncertainty and an increasing compliance burden. IUCN is driving innovation and transparency in risk management, internal control and anti-fraud programmes.

Key initiatives were undertaken in 2017 to upgrade IUCN's risk control frameworks: an enterprise risk management framework was put in place; a benchmarking exercise strengthened IUCN's anti-fraud programme; and a new risk control self-assessment tool was developed to enable managers to assess and report on their control systems, providing comprehensive fiduciary assurance to governing bodies.

UNION DEVELOPMENT

2017 was the first year for the new IUCN Council elected at the IUCN World Conservation Congress 2016 in Hawai'i. The Union Development Group supported the new Council, which provided strategic direction and oversight to the Union, and established a Bureau to handle Union oversight matters. The Council also appointed standing committees and Vice-Presidents, and approved IUCN's 2018 Work Plan and budget.

A total of 79 Members were admitted to IUCN in 2017. The new indigenous peoples' organisations membership category, created at the IUCN Congress 2016, was fully integrated into the Union's framework. IUCN Members provided input into a new IUCN membership strategy which is expected to be finalised in 2018.

IUCN also began the host country selection process for the IUCN Congress 2020 and completed a robust evaluation and risk assessment of applicants.



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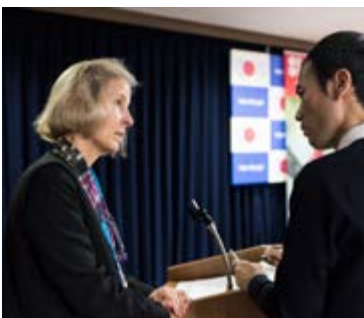
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BUSINESS

The business sector is heavily dependent on natural resources, so it is not surprising that economic activity is a major threat to biodiversity.

In order to transform the way business values, manages and invests in nature, IUCN engages companies and key sectors to identify their impacts on biodiversity and create innovative solutions to address this challenge.

INVESTING IN NATURE

IUCN launched an independent scientific panel to support the rehabilitation of the Rio Doce watershed and the affected communities following the deadly tailings dam breach in Brazil in 2015.

Based on recommendations from the IUCN Niger Delta Panel, Shell Petroleum Development Company of Nigeria Limited published the results of scientific trials exploring new techniques to treat oil-contaminated soil in the Niger Delta.

In Pakistan, an IUCN-hosted roundtable involving the Port Qasim Authority and business leaders resulted in a new Business and Biodiversity Platform that will identify emerging business opportunities stemming from climate and nature-friendly economic growth.

In collaboration with IUCN's SUSTAIN initiative, the CEO Roundtable of Tanzania incorporated biodiversity considerations into its business strategy. In Mozambique, SUSTAIN and its partner ADPP, a non-governmental association, established 40 producer clubs to build climate-resilient, sustainable value chains for farmers in the Zambezi Valley.

In Guatemala's Lachua Ecoregion and Las Verapaces region, IUCN increased sustainable cocoa production, improved access to sustainable forest management and implemented beekeeping programmes. As a result, 236 small private cocoa producers more than doubled their annual income and 120 farmers expanded their supply of fine cocoa.



Yolanda Kakabadse, Chair of the IUCN-led Rio Doce Panel, surveys the landscape during a field visit to the Rio Doce watershed.

VALUING BIODIVERSITY

IUCN provided technical guidance to Tata Power, Tata Steel and the Aditya Birla Group on developing and implementing biodiversity conservation policies, management plans and standards for their operations in India.

In the industrial Port Qasim in Pakistan, IUCN improved coastal resilience to climate change by restoring mangroves on reclaimed industrial land, working together with Engro Elengy and Sui Southern Gas Company.

In Sri Lanka, IUCN worked with Anantara Hotels, Resorts and Spas and the Department of Wildlife Conservation to protect threatened marine turtles. In Bangladesh, IUCN conducted a biodiversity assessment for North-West Power Generation Company Limited, examining the potential impacts of a proposed power plant on the Endangered Ganges river dolphin.

In Iraq, in collaboration with Shell, IUCN convened government officials to strengthen the management of the Hawizeh Marshes, home to thousands of migrant birds and other species.

IUCN co-organised the 3rd World Forum on Natural Capital which attracted over 700 delegates from 60 countries. The event saw the launch of IUCN's Biodiversity Return-on-Investment Metric – an innovative index to measure the impact of investments in nature conservation on biodiversity.

BIODIVERSITY NET GAIN

Building on long-term collaboration with the Rio Tinto mining group, IUCN published a Review Protocol for Biodiversity Net Gain, providing a guide for project managers to measure their progress towards biodiversity net gain targets.

In partnership with The Biodiversity Consultancy, IUCN launched the first global database of national biodiversity offset policies. The database shows that more than 100 countries are currently developing or considering adopting offset policies – a number which has doubled over the past 15 years.

With support from the Tiffany Foundation, IUCN developed guidelines for companies operating in or around Key Biodiversity Areas – places which provide vital habitats for species – to help minimise their impact on biodiversity.

UPCOMING WORK

With support from the International Olympic Committee, IUCN will produce a series of reports to help sports and sporting events reduce their impacts on nature. IUCN will assess the biodiversity impacts of infrastructure projects of the energy company Enel in Brazil, Chile, Mexico and Italy. The IUCN Western Gray Whale Advisory Panel will continue to advise Sakhalin Energy on ways to reduce its impacts on Critically Endangered whales in Russia. The IUCN-backed Coalition for Private Investment in Conservation will release sector-wide investment plans to increase funding for conservation.

MAJOR PUBLICATIONS

Borges, M.A. et al. (2017). *Business for Sustainable Landscapes: An action agenda for sustainable development*. Gland, Switzerland: IUCN and Washington, DC: EcoAgriculture Partners.

IUCN Business and Biodiversity Programme (2017). *Highlights 2016: IUCN Business and Biodiversity Programme*. Gland, Switzerland: IUCN.

IUCN Business and Biodiversity Programme (2017). *IUCN Review Protocol for Biodiversity Net Gain: A guide for undertaking independent reviews of progress towards a net gain for biodiversity*. Gland, Switzerland: IUCN.

AREAS OF WORK

BUSINESS AND INVESTING IN NATURE
BUSINESS AND VALUING BIODIVERSITY
BUSINESS AND BIODIVERSITY NET GAIN



In 2017, IUCN launched an independent scientific panel to support the rehabilitation of Brazil's Rio Doce watershed following the deadly tailings dam breach in 2015.

CLIMATE CHANGE

Climate change is one of the most pressing environment and development challenges. Healthy ecosystems such as forests, drylands and mangroves contribute to climate change mitigation by absorbing and storing carbon. They also help vulnerable communities adapt to the adverse effects of climate change.

IUCN advances nature-based solutions to climate change, including mitigation, adaptation and disaster risk reduction, by improving the conservation, management and restoration of natural ecosystems. IUCN also assesses the impacts of climate change on species and ecosystems, and ensures that climate policy and action are socially inclusive and responsive to the needs of the most vulnerable.

ASSESSING AND RESPONDING TO CLIMATE RISKS

At the 23rd session of the Conference of the Parties to the UN Framework Convention on Climate Change (UNFCCC COP23), IUCN launched the *IUCN World Heritage Outlook 2* report, which revealed that the number of natural World Heritage sites threatened by climate change nearly doubled in three years and that climate change today impacts a quarter of all sites.

To respond to the growing threat of climate change to nature, IUCN released best-practice guidelines on climate change adaptation for protected area managers and planners. With the support of the European Union, IUCN also developed the MPA-ADAPT initiative in the Mediterranean region, aimed at enhancing the resilience of marine protected areas (MPA) to climate impacts.

NATURE-BASED SOLUTIONS TO CLIMATE CHANGE

IUCN continued to strengthen its portfolio on nature-based solutions to climate change. In 2017, eight governments committed to bringing a further 22.89 million hectares of deforested and degraded land into restoration under the Bonn Challenge. With new pledges from Cameroon, Chad, Mongolia, Pakistan, Bangladesh, Sri Lanka, Chiapas (Mexico) and Nigeria, total restoration commitments are now at over 160 million hectares.



At the 13th session of the Conference of the Parties to the UN Convention to Combat Desertification, IUCN stressed the importance of conserving carbon-rich soils as a way to mitigate climate change, particularly in drylands. Cyriaque N. Sendashonga, Global Director of IUCN's Policy and Programme Group, Jonathan Davies, Coordinator of the IUCN Global Drylands Initiative and IUCN President Zhang Xinsheng represented IUCN at the conference.

At UNFCCC COP23, IUCN engaged in the Marrakech Partnership for Global Climate Action, aimed at mobilising stronger and more ambitious climate action, particularly on forests, water, oceans and resilience. The 'International Declaration on Nature-based Solutions for Water Management under Climate Change', signed by 33 water sector alliances representing governments, international and national organisations and other stakeholders, drew on the IUCN definition of nature-based solutions adopted at the IUCN Congress 2016.

With the support of the government of Luxembourg, IUCN launched the Blue Natural Capital Financing Facility (BNCFF) aimed at developing investable coastal climate resilience projects. IUCN also joined the Global Peatlands Initiative, an effort to prevent carbon emissions from peatlands, which represent the world's largest terrestrial organic carbon stock.

IUCN joined the Global Mangrove Alliance as a founding member, with the aim of increasing the global coverage of mangroves by 20% by 2030. Through its Mangroves for the Future work in Asia, IUCN promoted the inclusion of mangrove forests more consistently in national REDD+ strategies and processes, with support from Norway.

With the support of the German government, IUCN led the development of criteria and standards for ecosystem-based adaptation (EbA) with the Friends of EbA (FEBA) network, a group that it also convenes. IUCN also contributed to the drafting of the National Adaptation Policy in Costa Rica, which incorporated EbA as one of the key approaches, and provided support including climate-related training in the Central American and Caribbean regions.

Noting the important role of healthy soils in mitigating climate change by storing carbon, IUCN contributed to setting Land Degradation Neutrality (LDN) targets under the UN Convention to Combat Desertification, with 32 new countries developing LDN targets in 2017.

INCLUSIVE CLIMATE POLICY AND ACTION

IUCN supported the development of the first Gender Action Plan under the UNFCCC at COP23, and facilitated the development of Climate Change Gender Action Plans (ccGAPs) in countries including Zambia, Dominican Republic, and the first indigenous peoples-led ccGAP in Sonora, Mexico. IUCN also contributed to the development of the Local Communities and Indigenous Peoples Platform established under the UNFCCC.

UPCOMING WORK

The aim for IUCN in 2018 will be to further develop its work on climate change in three core areas – assessing and addressing the impacts of climate change on vulnerable species and ecosystems, advancing nature-based solutions to climate change, and promoting socially equitable and inclusive climate policy and action. IUCN also plans to publish case studies on ecosystem-based approaches to climate change adaptation and mitigation.

MAJOR PUBLICATIONS

Hidahl, K. et al. (2017). *Mujeres de los páramos*. Quito, Ecuador: UICN.

Monty, F. et al. (2017). *Ecosystems protecting infrastructure and communities*. Gland, Switzerland: IUCN.

Podvin, K. et al. (2017). *Equidad y REDD+ en Perú*. Quito, Ecuador: UICN.

AREAS OF WORK

ASSESSING AND ADDRESSING CLIMATE CHANGE IMPACTS ON SPECIES AND ECOSYSTEMS
NATURE-BASED SOLUTIONS TO CLIMATE CHANGE
PROMOTING SOCIALLY INCLUSIVE, EQUITABLE CLIMATE POLICY AND ACTION



At the UN Climate Change Conference in Bonn, Germany (COP23), IUCN provided technical inputs into the Marrakech Partnership, mobilising ambitious climate action on forests, water, oceans and resilience.

DISASTER RISK REDUCTION

Ecosystems such as mangroves, flood plains and marshes can provide cost-effective natural buffers against the impacts of climate change. They also increase the resilience of vulnerable people in the face of natural hazards, such as droughts, hurricanes and earthquakes.

IUCN works with governments and local communities to develop and implement policies and actions that enhance their resilience to disasters and climate change by sustainably managing, conserving and restoring ecosystems.

ECOSYSTEM-BASED DISASTER RISK REDUCTION

IUCN, in partnership with the government of Japan and the Secretariat of the Convention on Biological Diversity, and with financial support from the Japan Biodiversity Fund, convened governments in Latin America, Africa, Asia and Oceania to learn about Ecosystem-based disaster risk reduction (Eco-DRR). Bringing together some 160 senior government representatives from 80 countries, these workshops created a global network of practitioners and strengthened the understanding of ecosystem-based approaches.

In Latin America, IUCN – in collaboration with the Coordination Center for Natural Disaster Prevention in Central America and the Dominican Republic – updated the *Central American Policy for Comprehensive Risk Management*. The new version of the policy now incorporates ecosystem management approaches for disaster prevention in the region.

In Africa, IUCN worked with the UN International Strategy for Disaster Reduction (UNISDR) to highlight the importance of ecosystems in disaster management. As a result, UNISDR's Africa Regional Platform adopted the *Africa Regional Strategy for Disaster Risk Reduction*, which recognises and promotes the role of ecosystems in reducing disasters.



Coastal ecosystems act as natural buffers against disasters and the impacts of climate change. IUCN works to conserve and restore these ecosystems around the world.

In Asia, IUCN hosted training sessions on implementing ecosystem management for disaster risk reduction, and with IUCN's support, Japan, Nepal, Thailand, Viet Nam and the Philippines introduced new policies and programmes on Eco-DRR.

In Oceania, IUCN provided training on the role of ecosystems and biodiversity in disaster risk reduction, which resulted in the revival of the IUCN-led Pacific Mangrove Initiative aimed at sustainably managing mangroves, and a pledge from Fiji to restore over 8,000 hectares of mangroves by 2030.

IUCN also collaborated with the Partnership for Environment and Disaster Risk Reduction on the creation of two Massive Open Online Courses on the role of healthy ecosystems in disaster risk reduction, which attracted over 12,000 participants.

ECOSYSTEMS PROTECTING INFRASTRUCTURE AND COMMUNITIES

IUCN completed the Ecosystems Protecting Infrastructure and Communities (EPIC) project, funded by the German International Climate Initiative. This global initiative aimed to protect communities from disasters and climate change by employing ecosystem-based approaches.

As part of the EPIC project, IUCN worked with local communities and governments in six countries to restore forests and mangroves, resulting in improved local conditions for agriculture production, water supply, tourism and other ecosystem services. This included supporting communities in Nepal to predict and manage the risk of rainfall-induced landslides by using weather stations set up in local schools and applying bioengineering techniques to restore grasses on slopes, as well as guiding the Nepalese government in adopting a nation-wide policy on eco-safe roads. IUCN also enhanced the capacity of the Chilean government to use forest cover as a protection from landslides, by drawing on the experience of the Swiss Federal Institute for Snow and Avalanche Research. In Thailand, the project helped restore mangroves to stabilise erosion and provide a physical barrier to storm surges, and contributed to tackling droughts and salinisation in Senegal through sustainable land use management and restoration of vegetation. The project also produced guidelines and best practice on the implementation of Eco-DRR in response to environmental hazards.

UPCOMING WORK

In 2018, IUCN will guide communities, local authorities and national governments in implementing Eco-DRR and ecosystem-based adaptation (EbA) in order to address the impacts of climate change. The aim is to enhance their ability to manage the risk of immediate disasters, while adapting to a changing climate – with more frequent and intense weather-related hazards – in the longer term.

IUCN will apply the Red List of Ecosystems methodology to sub-national and community levels in order to inform management interventions that can simultaneously enhance ecosystem and community resilience.

MAJOR PUBLICATIONS

Monty, F., Murti, R., Miththapala, S. and Buyck, C. (eds). (2017). *Ecosystems protecting infrastructure and communities: Lessons learned and guidelines for implementation*. Gland, Switzerland: IUCN.

AREAS OF WORK

ENHANCING RESILIENCE AND REDUCING RISKS THROUGH ECOSYSTEM-BASED APPROACHES



IUCN brought together some 160 senior government representatives from 80 countries to improve understanding of ecosystem-based approaches to disaster risk reduction.

ENVIRONMENTAL LAW

Law is fundamental to just and effective governance of natural resources, for the benefit of people and nature.

IUCN aims to advance environmental law through the development of legal concepts and instruments. IUCN also helps societies apply environmental law in the conservation of nature and ensure that any use of natural resources is equitable and ecologically sustainable.

BIODIVERSITY IN THE HIGH SEAS

IUCN experts provided technical advice to the UN Preparatory Committee charged with developing recommendations for an international legally-binding instrument on the conservation and sustainable use of marine biodiversity in areas beyond national jurisdiction. This included advice on processes for establishing and managing marine protected areas, provisions for identifying and evaluating the environmental impacts of decision-making processes, and systems for sharing benefits provided by marine genetic resources. The Committee recommended that the UN General Assembly convene intergovernmental negotiations on a treaty in 2018.

MANGROVE CONSERVATION

IUCN and WWF conducted a study on legal frameworks related to mangrove conservation in Mexico, Costa Rica, India, Viet Nam, Kenya and Madagascar. This analysis will guide governments in conserving mangrove ecosystems, and contribute to the implementation of the UN Sustainable Development Goals and the Paris Agreement on climate change.

INNOVATIVE FINANCING

Ten protected areas in Africa, Asia, Latin America and Europe, lacking financial security for long-term management, were selected as pilot sites to test innovative ideas for financing conservation. This is part of a new IUCN initiative Incubator for Nature Conservation.



Justice Luc Lavrysen, Member of the Constitutional Court of Belgium, Justice Antonio H. Benjamin, Member of the National High Court of Brazil and Chair of the IUCN World Commission on Environmental Law, Laurence Boisson de Chazournes, Professor of international law at the University of Geneva, and Justice Swatanter Kumar, Chairperson of the National Green Tribunal of India during the panel discussion 'Acting through law' at the launch of the Global Pact for the Environment.

MULTILATERAL ENVIRONMENTAL AGREEMENTS

IUCN continued to support eight Caribbean countries implementing the Convention on Biological Diversity's Nagoya Protocol on genetic resources. This included analysis of existing legal frameworks, advice on proposed laws, and the development of a mechanism for regional cooperation.

The revised African Convention on the Conservation of Nature and Natural Resources, which enhances environmental protection and harmonises policies across the continent, entered into force in 2017. IUCN assisted in the drafting of the original Convention in the 1960s as well as the revised Convention in the early 2000s, and supported countries during the ratification process.

CAPACITY DEVELOPMENT

IUCN and the IUCN Netherlands Committee provided legal and governance training to governments and civil society organisations in 15 countries to strengthen legal capacity and understanding of environmental issues.

ENVIRONMENTAL ADJUDICATION

IUCN experts engaged with judicial communities worldwide to promote environmental adjudication – legal processes to resolve disputes concerning the environment. These efforts included missions to Viet Nam, India, Zambia and Tanzania to exchange experiences with governmental and judicial bodies and create a global network of judicial experts addressing environmental challenges.

GLOBAL JUDICIAL INSTITUTE FOR THE ENVIRONMENT

The Global Judicial Institute for the Environment, established in April 2016 to promote environmental rule of law, adopted its Statutes which defined the institutional structure of the organisation.

GLOBAL PACT FOR THE ENVIRONMENT

IUCN experts provided input into the draft “Global Pact for the Environment”, launched with the backing of French President Emmanuel Macron, former UN Secretary-General Ban Ki-moon and IUCN President Zhang Xinsheng. The Pact sets out principles which compel States and legal persons to protect the environment. Should the Pact be adopted by the UN, it would give, for the first time, legal and binding power to environmental rights at national and international levels.

UPCOMING WORK

In 2018, IUCN will expand efforts to combat wildlife crime through the collection and analysis of court judgments on the issue. IUCN will also conduct legal assessments of laws and policies addressing marine plastic pollution and conduct a series of training sessions on law and conservation for civil society organisations in 15 countries. IUCN will also produce a legal framework for a national system of terrestrial protected areas in Fiji. At the 8th World Water Forum, IUCN will convene for the first time, more than 50 senior judges and environmental prosecutors on strengthening environmental rule of law for water resources.

AREAS OF WORK

- ENVIRONMENTAL GOVERNANCE
- MARINE BIODIVERSITY IN AREAS BEYOND NATIONAL JURISDICTION
- ACCESS AND BENEFIT SHARING
- WILDLIFE CRIME
- PROTECTED AREAS LAW AND GOVERNANCE
- LEGAL ASPECTS OF CLIMATE CHANGE ADAPTATION
- INTEGRATED LAND-USE PLANNING
- INFORMATION MANAGEMENT OF ENVIRONMENTAL LAW
- WATER LAW AND GOVERNANCE



IUCN missions to Viet Nam, India, Zambia and Tanzania helped create a global network of judicial experts addressing environmental challenges.

FORESTS

Forests stabilise the climate, support biodiversity and sustain communities, supplying goods and services that can drive sustainable growth.

IUCN works to build sustainable landscapes, protect primary forests, advance the rights of forest communities and engage donors from the private sector and multilateral agencies. Through its forest initiatives, IUCN helps countries implement effective forest and land-use policies, achieve national priorities and meet international commitments on climate change, biodiversity and land degradation.

LANDSCAPE GOVERNANCE AND RIGHTS

IUCN and partners launched the Sustainable Land Use initiative in the Democratic Republic of the Congo, Ghana, Tanzania and Uganda. The initiative will strengthen land management policies for communities in and around protected areas, enhancing livelihoods and creating healthy landscapes.

Land Use Dialogues, co-organised by IUCN in areas at risk of deforestation in Brazil and Tanzania, led to new partnerships between communities and industries.

In Papua, Indonesia, IUCN improved the engagement of indigenous groups in land-use decision making through the mapping of customary land rights. In Ghana, IUCN strengthened local land governance and facilitated the adoption of gender considerations in the UN Framework Convention on Climate Change's reducing emissions from deforestation and forest degradation (REDD+) mechanism.

THE BONN CHALLENGE

Eight governments committed to bringing a further 22.89 million hectares of deforested and degraded land into restoration under the Bonn Challenge. With new pledges from Cameroon, Chad, Mongolia, Pakistan, Bangladesh, Sri Lanka, Chiapas (Mexico) and Nigeria, total commitments now exceed 160 million hectares.

Regional ministerial and technical dialogues supported by IUCN in Indonesia, Malawi, India and Honduras showcased the potential of forest landscape restoration (FLR) for achieving the Sustainable Development Goals and other international commitments.

IUCN released the first Bonn Challenge Barometer Spotlight report, charting progress in the USA, El Salvador, Brazil, Mexico and Rwanda on policy development, funding for FLR and restoration results on the ground.

RESTORATION OPPORTUNITIES

IUCN guided Malawi and Uganda in assessing their potential for FLR using the Restoration Opportunities Assessment Methodology (ROAM). The results from ROAM formed the basis for Malawi's FLR strategy and informs Uganda's national restoration policy.

IUCN's application of ROAM increased FLR capacity in Peru and improved cooperation between the environment and agricultural ministries in Burundi. It also informed climate change and land-use policies in Brazil and defined national climate change strategies in Costa Rica. It increased private sector engagement



Jochen Flasbarth, State Secretary at the German Ministry for Environment, Nature Conservation, Building and Nuclear Safety and Stewart Maginnis, Global Director of IUCN's Nature-Based Solutions Group, speaking about the Bonn Challenge initiative at a press conference held during the UN Climate Change Conference in Bonn, Germany.

in restoration in Mexico and helped the Guatemalan government prioritise restoration funding. So far, IUCN has led the application of ROAM in 26 countries.

A high-level forum, organised by IUCN, solidified forthcoming guidelines for biodiversity in FLR assessments.

PARTNERSHIPS IN ACTION

IUCN and partners formed the Global Mangrove Alliance aimed at increasing global mangrove coverage by 20% by 2030.

IUCN and Yale University's Environmental Leadership and Training Initiative (ELTI) developed an online training course for restoration practitioners, reaching 125 individuals in 30 countries.

Through participatory radio programmes and mobile applications, IUCN provided communities in Uganda with information on tree species best suited for local conditions, increasing the success of restoration activities. IUCN and the Natural Capital Project also developed a software application, ROOT, enabling users to optimise restoration opportunities.

A value-for-money calculation of IUCN's contribution to FLR policy in Guatemala estimated a US\$ 56 return over a 35-year period for every dollar invested in IUCN by the UK-supported KNOWFOR programme.

UPCOMING WORK

IUCN is developing FLR in Viet Nam, Myanmar, Indonesia, Burundi, Costa Rica, El Salvador, Mexico and Colombia. These countries are completing their ROAM assessments, and will begin implementing FLR on the ground.

IUCN will begin FLR capacity building in 10 countries in Asia and Africa.

More pledges to the Bonn Challenge are expected at regional events in Guatemala, Sri Lanka and Republic of Congo, and implementation will continue to be tracked with the Bonn Challenge Barometer of Progress.

MAJOR PUBLICATIONS

Dave, R. et al. (2017). *Bonn Challenge Barometer of Progress: Spotlight Report 2017*. Gland, Switzerland: IUCN.

ELTI & IUCN (2017). *Leaders in Action: Achieving Forest Landscape Restoration through Online Learning*. New Haven, CT and Gland, Switzerland: ELTI and IUCN.

IUCN (2017). *Gender-responsive restoration guidelines: A closer look at gender in the Restoration Opportunities Assessment Methodology*. Gland, Switzerland: IUCN.

AREAS OF WORK

THE BONN CHALLENGE

FOREST LANDSCAPE RESTORATION

RESTORATION OPPORTUNITIES ASSESSMENT

METHODOLOGY

LOCALLY CONTROLLED FORESTS

SLOWING THE GLOBAL RATE OF DEFORESTATION



With new pledges from eight countries in 2017, total forest restoration commitments under the Bonn Challenge are now at over 160 million hectares.

GENDER

Gender responsive decision making and action contribute to more effective, efficient and equitable outcomes across the environmental sphere.

IUCN identifies and overcomes gender gaps to enable better natural resource governance and conservation.

KNOWLEDGE ON GENDER AND THE ENVIRONMENT

IUCN applied its Environment and Gender Information (EGI) methodology to generate data and analysis on how Parties to the Basel, Rotterdam and Stockholm Conventions, which address hazardous chemicals and wastes, have integrated gender considerations into chemical and waste management. This EGI approach also informed research on gender in national energy frameworks worldwide, which fed into action under the Sustainable Energy for All (SEforAll) initiative. These analyses demonstrate the wide-ranging ways in which countries can integrate gender into their policies and plans.

GENDER EQUALITY AND CLIMATE ACTION

IUCN provided technical support to Parties to the United Nations Framework Convention on Climate Change in developing its first Gender Action Plan. IUCN also continued to support governments and their stakeholders to implement gender-responsive commitments, enabling both women and men to act on climate change. National Climate Change Gender Action Plans (ccGAPs) were approved in Zambia, Dominican Republic and in the Grandes Islas in Sonora, Mexico, with support from IUCN. The plan in Sonora is the first of its kind that is led by an indigenous group.

WOMEN'S ROLE IN FOREST RESTORATION

IUCN produced the first-ever forest landscape restoration (FLR) gender guidelines, now being applied by the Union throughout Asia as well as other regions. IUCN worked with marginalised groups including local women and men in Burundi, Ghana, Malawi, Mozambique, Brazil, El Salvador, Mexico and Guatemala to develop and apply the guidelines, ensuring inclusive and responsive solutions to deforestation and emissions reduction. This work has also been influential among decision makers at international fora and in a variety of environmental financing mechanisms.



A woman participates in a gender action plan workshop in Liberia. IUCN works with countries to develop their national Climate Change Gender Action Plans, enabling both women and men to address climate change.

GENDER EQUALITY IN CONSERVATION GOVERNANCE

Over the past year, IUCN ensured gender considerations were included in its water governance programmes under the Mangroves for the Future (MFF) initiative, which promotes investment in coastal ecosystem conservation for sustainable development.

MULTI-STAKEHOLDER PARTNERSHIPS FOR SUSTAINABLE DEVELOPMENT

IUCN continued to assist Members and partners to enhance gender equality and women's empowerment in conservation and sustainable development policies and programmes. Advancing Gender in the Environment (AGENT), a partnership between IUCN and the US Agency for International Development (USAID), generated new data on links between gender and sustainable development and ran a webinar series on gender in the global energy sector. The Shared Resources, Joint Solutions project advances the knowledge and capacity of partners to address gender gaps related to international public goods that affect all people, such as water and clean air.

UPCOMING WORK

Forthcoming technical guidance on the links between gender-based violence and environmental conservation will inform donors, policy makers and practitioners. IUCN will enhance its programmatic work with a gender-responsive approach. IUCN will also develop a gender equality certification, and partner with other institutions to develop a Gender and Environment online course for all IUCN staff. Targeted projects will help fill information gaps on gender and biodiversity, sustainable landscapes, urbanisation and other key themes.

MAJOR PUBLICATIONS

Clabots, B. and Gilligan, M. (2017). *Gender and biodiversity: Analysis of women and gender equality considerations in National Biodiversity Strategies and Action Plans (NBSAPs)*. Washington, USA: IUCN.

Gilligan, M. and Sabater, L. (2017). *Women's participation and gender considerations in country representation, planning and reporting to the BRS Conventions*. Washington, USA: IUCN.

Prebble, M. and Rojas, A. (2017). *Energizing Equality: The importance of integrating gender equality principles in national energy policies and frameworks*. Washington, USA: IUCN.

AREAS OF WORK

DATA AND KNOWLEDGE GENERATION ON GENDER AND THE ENVIRONMENT

TECHNICAL EXPERTISE AND CAPACITY BUILDING ON GENDER AND THE ENVIRONMENT

GENDER ACTION PLANS AND GENDER-RESPONSIVE POLICY DEVELOPMENT



IUCN gave technical input into the first Gender Action Plan adopted by the UN Framework Convention on Climate Change, enabling women and men to contribute to climate action.

GOVERNANCE AND RIGHTS

Rights-based approaches and equitable solutions that support social inclusion are fundamental to effective natural resource management and conservation.

The importance of social justice, equity, transparency and inclusion anchors IUCN's vision and mission. IUCN respects the rights of indigenous peoples; advances gender equality and women's empowerment; strengthens natural resource governance; and promotes human rights-based solutions to conservation.



IUCN, through the “Women of the Paramos” project, works with indigenous communities from Ecuador’s Chimborazo province to enhance governance and productive activities for sustainable livelihoods and climate change adaptation.

INDIGENOUS WOMEN AND MEN'S RIGHTS

At the IUCN World Conservation Congress 2016, IUCN Members adopted a landmark decision to establish a new membership category for indigenous peoples' organisations (IPOs). In response to this, IUCN supported IPO Members in defining their priorities and approach to environmental decision making through IUCN programmes and projects, as well as conservation-related conflict resolution.

INCLUSION THROUGH GENDER-RESPONSIVE ACTION

IUCN supported the Comca'ac Indigenous People of Sonora, Mexico, in developing a Climate Change Gender Action Plan (ccGAP) – not only the first ccGAP for a protected area, but also the first protected area governed by an indigenous group.

In South America, IUCN's “Women of the Paramos” project conducted studies of paramo conservation, sustainable commercial activities, climate change adaptation and gender. The project increased the women's ability to participate equitably in community governance processes. In Honduras, IUCN assisted the designation of two women leaders as focal points for UNFCCC's reducing emissions from deforestation and forest degradation (REDD+) mechanism, and revenue-generating activities based on environmental resources such as farming and timber production. In Nicaragua, IUCN supported the engagement of women of the Tawira, Karatá and Prinzú Ahuya Un indigenous communities in the development of the inter-territorial agreement of the Miskito Cays Biological Reserve. As a direct result of IUCN's support, the women of these three indigenous groups formed the Inter-territorial Commission on Women's Participation in Governance, which will ensure that indigenous women continue to contribute to the management of the inter-territorial agreement for the Reserve.

In Uganda, IUCN partnered with the Climate Action Network and Uganda's Climate Change Department to ensure the voices of the most vulnerable people, who are also the most threatened by negative climate change impacts, were heard. As a result, the group generated a civil society position paper that was presented to the Climate Change Department for integration into their draft bill on proposed climate change legislation.

GOVERNANCE OF NATURAL RESOURCES

IUCN published the foundational documents of its Natural Resource Governance Framework (NRGF), providing guidance on inclusive approaches to assessing and strengthening natural resource governance. The NRGF will act as an internal institutional standard for IUCN and will be applied among decision makers, rights-holders and practitioners. Following the first World Forum on Ecosystem Governance in October 2015 in Beijing, a discussion paper was also published to further examine the role of ecosystem governance in achieving SDGs.

HUMAN RIGHTS-BASED APPROACHES TO CONSERVATION

In Lebanon, IUCN partnered with the Association for the Development of Rural Capacities on sustainable fisheries management, aimed at improving the livelihoods of the coastal fishing community in the city of Tyre. With support from IUCN, fishers and other local stakeholders worked with government agencies to develop a local governance framework and system for the fisheries. This led to a 90% reduction of destructive fishing practices within three years.

IUCN's local governance framework for fisheries in the Lebanese city of Tyre led to a 90% reduction of destructive fishing practices within three years.

UPCOMING WORK

In 2018, IUCN will continue to support governments and non-governmental organisations in the development of socially inclusive conservation through policy and programmes.

A strong focus will be placed on supporting IPO Members of IUCN to develop an engagement strategy led by indigenous representatives based on the priorities of IPO Members that will determine the way they contribute to and benefit from IUCN programmes and projects. IUCN will also support the tenure security of rural and indigenous peoples, and engage in national-level platforms for sharing knowledge and experiences between experts in the environmental and human rights fields to promote best practices. For instance, IUCN's Regional Office for Mexico, Central America and the Caribbean (ORMACC) will support the inclusion and participation of indigenous and Afrodescendent women in work platforms and community governance structures.

In partnership with IUCN Regions, IUCN's Commission on Environmental, Economic and Social Policy (CEESP), and support from donors like Sida, IUCN will establish the NRGF as the overarching standard for its programmes and projects, and contribute to the development of indigenous-led strategies for IPO Members.

MAJOR PUBLICATIONS

IUCN Gender Office (2017). *Advancing indigenous peoples' rights in IUCN's conservation programme*. Washington, USA: IUCN.

Vasseur, L., Horning, D., Thornbush, M. et al. (2017). *'Complex problems and unchallenged solutions: Bringing ecosystem governance to the forefront of the UN sustainable development goals'*. *Ambio* 46:731-742.

AREAS OF WORK

PROMOTING THE RIGHTS OF INDIGENOUS PEOPLE
ADVANCING THE REALISATION OF A HUMAN RIGHTS
APPROACH TO CONSERVATION
STRENGTHENING GOVERNANCE OF NATURAL
RESOURCES



MARINE AND POLAR

Over three billion people depend on coastal and marine biodiversity for food and income. The polar regions are also critical for climate regulation and other functions supporting human well-being. However, all of these environments are increasingly threatened by habitat destruction, overexploitation, pollution and climate change.

IUCN works to ensure that coastal, marine and polar ecosystems are restored and maintained, and that any use of their resources is sustainable and equitable. IUCN also makes sure that the conservation of these ecosystems is integrated into national climate change mitigation and adaptation policies.



Walters Shoal seamount, located 700 km south of Madagascar. An expedition to the seamount, carried out by IUCN and partners, gathered scientific data on its fauna, currents and sea water characteristics, and led to the discovery of around 100 new species.

MARINE PLASTICS

A report by IUCN examined sources of primary microplastics – plastics that enter the oceans in the form of small particles, as opposed to larger plastic waste that degrades in the water. It found that invisible particles from products such as synthetic clothing and car tyres are major sources of microplastics in the ocean. The report has important implications for the global strategy to tackle ocean plastic pollution, which currently focuses on reducing plastic waste.

Together with its Members and partners, IUCN launched an international programme on marine plastic pollution in the Baltic Sea, Mediterranean Sea, Indian Ocean and Asia-Pacific regions. Its aim is to develop innovative solutions to plastic pollution by changing industry behaviour and influencing regulation.

AQUACULTURE

A report by IUCN and partners revealed that the fast-growing aquaculture sector – representing over 50% of global fish production – can become more sustainable by using fish feed made from sustainable raw materials, such as algae and insects. Another IUCN publication showcased best practice for achieving sustainable aquaculture systems in marine protected areas.

SEAMOUNT CONSERVATION

IUCN concluded a four-year project, funded by the French Global Environment Facility, which analysed the governance patterns in the South-West Indian Ocean region and identified opportunities for their improvement.

IUCN and partners carried out an expedition to the Walters Shoal seamount, located 700 km south of Madagascar. It gathered scientific data on benthic (seafloor) and pelagic (water column) fauna, as well as currents and sea water characteristics, helping improve the understanding of high seas ecosystems. Preliminary findings indicate that around 100 new species were discovered during the expedition.

BIODIVERSITY IN EU OVERSEAS TERRITORIES

As part of the European Commission-funded Biodiversity and Ecosystem Services in Territories of European Overseas initiative (BEST), IUCN developed ecosystem profiles for the seven EU Overseas regions. The profiles identified 367 Key Biodiversity Areas (KBAs) and other areas that require conservation action, totalling 3.5 million km². They form the basis for investment strategies for over 400 potential conservation projects, amounting to over €60 million.

IUCN also established a grant facility supporting conservation projects in 25 EU Overseas Countries and Territories. In 2017, more than €1.2 million were invested in 17 new projects focused on conserving marine and terrestrial ecosystems, bringing the total number to 61 projects worth €8 million.

IUCN and the French National Museum of Natural History developed a species and habitats inventory for the French outermost regions, which includes data on 600,000 species and 260 protected areas, to guide conservation efforts.

OCEAN GOVERNANCE

IUCN and Chile organised the 4th International Marine Protected Areas Congress in La Serena and Viña del Mar, Chile. Major announcements included the expansion of Chile's Marine Protected Area network and the establishment of the world's largest marine park – the Cook Islands Marine Protected Area.

IUCN became the main technical partner of the Blue Action Fund, and one of the implementing partners of the Save Our Mangroves Now initiative. These initiatives aim to improve the management of marine protected areas and mangroves respectively.

An IUCN report revealed that invisible particles from products such as synthetic clothing and car tyres are major sources of microplastics in the ocean.

UPCOMING WORK

IUCN will begin work on an international programme, aiming to develop innovative, country-specific solutions to marine plastic pollution in the Asia-Pacific region, East Africa, the Mediterranean and the Baltic Sea.

In collaboration with the insurance industry, IUCN will analyse the risk that threatened marine environments pose to businesses and industries.

IUCN will release a report on ocean deoxygenation, and provide regional training on ocean acidification to climate policy makers, scientists and industry representatives.

IUCN will also work with governments to develop sustainable financing mechanisms for coastal ecosystem restoration.

MAJOR PUBLICATIONS

Boucher, J. and Friot, D. (2017). *Primary Microplastics in the Oceans: A Global Evaluation of Sources*. Gland, Switzerland: IUCN.

Laffoley, D., Le Gouvello, R. and Simard, F. (2017). *Aquaculture and marine protected areas: Exploring potential opportunities and synergies*. Gland, Switzerland: IUCN.

Martinez, C., Rockel, S. and Vieux, C. (2017). *European Overseas coastal and marine protected areas – overview of coastal and marine conservation efforts in the European Union's Overseas Countries and Territories and Outermost Regions*. Gland, Switzerland: IUCN.

AREAS OF WORK

CLIMATE CHANGE MITIGATION AND ADAPTATION
EUROPEAN OVERSEAS
FISHERIES AND AQUACULTURE
MARINE PLASTICS
MARINE PROTECTED AREAS
MARINE SPECIES CONSERVATION
OCEAN GOVERNANCE
POLAR ACTIVITIES
SECURING COASTAL LIVELIHOODS



PROTECTED AREAS

Protected and conserved areas are the foundation of biodiversity conservation. They safeguard nature and cultural resources, improve livelihoods and drive sustainable development.

IUCN works to establish best practices and standards that maximise the effectiveness of protected and conserved areas and advances justice and equity in conservation, including the rights of indigenous peoples and local communities.

PROTECTED AREA COVERAGE

IUCN, in partnership with the UNEP World Conservation Monitoring Centre, continued to monitor progress towards Aichi Target 11, which requires at least 17% of land and 10% of marine area to be conserved. At the end of 2017, terrestrial coverage was 15% and overall ocean coverage was almost 7%. At the request of the Parties to the Convention on Biological Diversity, IUCN continued to develop guidelines to identify and incorporate “other effective area-based conservation measures” in this target.

GLOBAL PROTECTED AREA STANDARDS

IUCN formally adopted the IUCN Green List of Protected and Conserved Areas, a global standard that measures the effectiveness of all protected areas worldwide. The standard is currently being implemented in 15 countries, including Malaysia, Mexico and Côte d'Ivoire, and IUCN has guided partner agencies to enhance implementation.



Lac Alaotra, Community patrol member in northeast Madagascar. IUCN develops guidelines to identify and incorporate effective conservation measures such as community-managed protected areas.

PROTECTED AREA GOVERNANCE AND MANAGEMENT

IUCN completed the first phase of the Biodiversity and Protected Areas Management Programme (BIOPAMA) to strengthen protected area management in Africa, Caribbean and Pacific countries. More than 2,000 protected area, NGO, academic and government staff in 79 countries received support to address regional and community needs. Four regional resource hubs compiling information used in decision making were established. This led to new financing by the European Commission to continue this work.

IUCN, with the support of Germany's International Climate Initiative, assessed the diversity and quality of governance of protected and conserved areas in ten countries, including Ecuador and Tanzania. IUCN also helped Honduras and El Salvador to develop new operational management plans for ten protected areas, and launched an Environmental Information System for Central America that will support better decision making.

IUCN provided legal and technical advice leading to the establishment and management of large marine protected areas in Oceania, including the Phoenix Islands (Kiribati), the Marae Moana (Cook Islands) and the Natural Park of the Coral Sea (New Caledonia).

Working with eight countries in South America, IUCN determined and addressed priorities for improving management of their protected areas. IUCN also helped countries in the region to establish several new protected areas to fulfil their national commitments under the Paris Agreement on climate change.

IUCN and partners developed training materials for use in local communities in Eastern and Southern Africa to address the illegal wildlife trade. Workshops and training held in Western and Central Africa improved community understanding of climate change impacts on protected areas in the region.

IUCN organised a workshop entitled "Humanity on the Move" with the Austrian government that resulted in a new initiative in Austria and neighbouring countries to help integrate migrants through active involvement in managing protected areas.

The learning initiative, PANORAMA, which IUCN leads jointly with IUCN Member GIZ and other partners, showcases examples of how protected areas can provide solutions to global challenges. The initiative now includes solutions for ecosystem-based adaptation to climate change and sustainable agriculture.

UPCOMING WORK

In 2018, IUCN will provide grants through BIOPAMA to local communities, NGOs and other key actors in Africa, the Caribbean and the Pacific, enabling them to enhance livelihoods through the sustainable use of resources in protected areas. Further work on the IUCN Green List will take place in Viet Nam, Colombia, Peru and Kenya. IUCN and partners will work to strengthen indigenous peoples' and community conserved territories and areas, and enhance governance in protected area systems.

MAJOR PUBLICATIONS

IUCN WCPA (2017). *PARKS. The International Journal of Protected Areas and Conservation*, Volumes 23.1 and 23.2. Gland, Switzerland: IUCN.

Lewis, N. et al. (2017). *Large-Scale Marine Protected Areas: Guidelines for design and management*. Best Practice Protected Area Guidelines, No. 26. Gland, Switzerland: IUCN.

AREAS OF WORK

GREEN LIST OF PROTECTED AND CONSERVED AREAS

PANORAMA – SOLUTIONS FOR A HEALTHY PLANET BIODIVERSITY AND PROTECTED AREAS MANAGEMENT PROGRAMME (BIOPAMA)



The IUCN Green List, which measures the effectiveness of protected areas, is now being implemented in 15 countries, including Malaysia, Mexico and Côte d'Ivoire.

SPECIES

Species are critical for a healthy planet, but a growing human population is placing them under enormous pressure. Habitat destruction, invasive species, overexploitation, illegal wildlife trade, pollution and climate change are threatening the survival of species worldwide.

IUCN is at the forefront of the global fight to save species from extinction. Its Species Survival Commission has 6,108 members, within 130 Specialist Groups. The IUCN Red List of Threatened Species™ is used to guide decision making and conservation action. IUCN provides technical expertise for conservation issues and projects.

THE STATUS OF BIODIVERSITY

New and updated assessments for 8,417 species were completed for The IUCN Red List of Threatened Species™, including plants (2,443 species), invertebrates (2,930 species), marine fishes (351 species), freshwater fishes (115 species), mammals (649 species), reptiles (1,175 species) and birds (238 species). These assessments provided evidence for the decline of many species around the world, such as ash trees in North America and antelopes in Africa. They also flag other important issues, such as the threat to future food security from a decrease in the number of wild relatives to food crops. This year the ancestors of modern agricultural crops were assessed for the first time, and the results show that three species of wild rice and two species of wild wheat are considered threatened. Importantly, the assessments also measure the recovery of populations of species and provide evidence that conservation works. For example, the Rodrigues flying fox moved from Critically Endangered to Endangered, and two species of kiwi moved from Endangered to Vulnerable, thanks to conservation efforts.

IUCN developed a global indicator on the proportion of countries adopting national legislation and providing adequate resources for the prevention or control of invasive alien species. The indicator was adopted by the Inter-Agency and Expert Group on Sustainable Development Goal Indicators (IAEG-SDGs) to monitor progress on SDG Target 15.8 on invasive species. As part of the Integrated Biodiversity Assessment Tool initiative, which aims to facilitate access to conservation data, IUCN produced national-level summaries of threatened species to aid biodiversity management and decision making.

GLOBALLY IMPORTANT SITES FOR BIODIVERSITY

Alliance for Zero Extinction sites are Key Biodiversity Areas (KBAs) which contain over 95% of the global population of a species at risk of extinction. IUCN and BirdLife International updated and expanded the Alliance for Zero Extinction database to include information on cycads and cacti, shrimps, crabs and chameleons. Twenty-three sites in Madagascar and 29 around Lake Victoria were recognised as globally significant to the persistence of freshwater biodiversity using the new KBA standard.



Kazuhiko Makita, Science Correspondent at Japan's Yomiuri Shimbun newspaper interviews Jane Smart, Global Director of IUCN's Biodiversity Conservation Group following a press conference announcing the latest update of The IUCN Red List.

CONSERVATION ACTION

SOS – Save Our Species is a grant-making initiative led by IUCN which contributes to the long-term survival of threatened species, their habitats and the people who depend on them. In 2017, SOS launched African Wildlife, a €12 million initiative aimed at halting the decline of lions, leopards, cheetahs, wild dogs and Ethiopian wolves and related prey species, in partnership with the European Commission. SOS also expanded the Lemurs initiative with the addition of 18 new projects thanks to support from a private Geneva-based foundation. The SOS portfolio grew to 125 projects in action, with 11 African Wildlife projects also confirmed for funding.

IUCN's conservation action work aims to save wild tigers and their habitats, as well as supporting human populations in key biodiversity locations in Asia. The Integrated Tiger Habitat Conservation Programme (ITHCP) is a strategic funding mechanism, launched in 2014, which is supported by the German government and KfW Development Bank. In 2017, the ITHCP funded projects in central India, Sumatra and central Myanmar.

UPCOMING WORK

In 2018, IUCN will publish at least 15,000 new assessments of species on The IUCN Red List, including a large number of reptiles, fishes and plants. IUCN will also identify freshwater Key Biodiversity Areas in Malawi and Indonesia (Sulawesi) and Alliance for Zero Extinction sites in Madagascar. A new website for The IUCN Red List will be launched. IUCN will implement SOS initiatives in Africa and Madagascar, and will continue efforts to increase tiger populations.

MAJOR PUBLICATIONS

Del Mar Otero, M. et al. (2017). *Overview of the conservation status of Mediterranean Anthozoa*. Malaga, Spain: IUCN.

Garcia Criado, M. et al. (2017). *European Red List of Lycopods and Ferns*. Brussels, Belgium: IUCN.

Pippard, H. et al. (2017). *The Conservation Status of Marine Biodiversity of the Pacific Islands of Oceania*. Gland, Switzerland: IUCN.

AREAS OF WORK

ASSESSING THE STATUS OF, AND TRENDS IN, BIODIVERSITY

INFLUENCING DECISION MAKING AND PLANNING FOR THE BENEFIT OF BIODIVERSITY AND LIVELIHOODS

SUPPORTING AND UNDERTAKING DIRECT CONSERVATION INTERVENTIONS



IUCN Red List assessments revealed that the once-abundant ash tree and antelope species, as well as wild crops important for food security, face extinction.

WATER

Only 3% of the planet's water is fresh water, two-thirds of which is captured in glaciers and polar ice. Given current climate predictions, safeguarding the water supplies we need for a global population set to reach 10 billion by 2050 will be a challenging task.

IUCN promotes sustainable management of water resources that benefits nature and people. Working with experts, governments and private sector partners, IUCN develops solutions to preserve water resources, focused on sustainably managing river basins.



Irrigation channel in Katuma River, western Tanzania. SUSTAIN partners and IUCN work with local farmers and government representatives to ensure water is shared equitably among farmers, while enough is available for hippos and other species in downstream Katavi National Park.

SUSTAIN INITIATIVE – INCLUSIVE GREEN GROWTH IN AFRICA

As part of the SUSTAIN initiative, IUCN and partners trained over 2,000 farmers and parliamentarians in 'growth corridors' in Tanzania and Mozambique – areas designated to boost agricultural production, trade and economic integration across the continent – on sustainable water and landscape management and conservation agriculture. The aim of the initiative is to enable inclusive and climate-resilient economic growth in Africa.

In Tanzania, IUCN held the second Land Use Dialogue, bringing together representatives from communities, businesses and the government. Results from the dialogue are strengthening the implementation of national policies on management of land, water and biodiversity in the Southern Agricultural Growth Corridor of Tanzania. IUCN also led the development of a Charter to establish the Tanzania Climate Smart Agriculture Alliance, which will help include climate-smart agriculture in government policies.

With guidance from SUSTAIN's partners and IUCN, the government of Tanzania approved the strategic plan to convert the 75,000 ha Kalambo Forest into Kalambo Nature Forest Reserve, to protect biodiversity and water sources. This will become the second-largest forest reserve in the country. SUSTAIN partners and IUCN helped finalise a five-year action plan and strategy for the restoration of the Katuma catchment. IUCN, together with its implementing partner and Member African Wildlife Foundation, also identified risks and opportunities posed by growth corridors in Africa.

BUILDING RIVER DIALOGUES AND GOVERNANCE INITIATIVE

Through the Building River Dialogues and Governance (BRIDGE) initiative, IUCN – working with the UNECE Water Convention Secretariat – held the first transboundary workshop for the Sio-Malaba-Malakisi basin shared between Kenya and Uganda, bringing together diverse stakeholders. As a result, the basin stakeholders agreed to include natural infrastructure development, such as forest landscape restoration, in the management of the basin, moving beyond conventional built infrastructure. The project was supported by the Swiss Agency for Development and Cooperation and the US Bureau of Oceans and International Environmental and Scientific Affairs (OES).

In partnership with the Stimson Center, IUCN organised a series of dialogues between the governments of Viet Nam, Laos and Cambodia on energy provision, hydropower and power grid development in the lower Mekong countries. The results of the dialogues are being used in national strategies for more sustainable energy futures in the Mekong basin, to support sustainable economic development in the region and significantly reduce ecological, social and political risks.

In the Xayá-Pixcayá basin in Guatemala, IUCN advised on drafting a law which aims to create the Authority for the Comprehensive and Sustainable Management of the Sub-basins of the Xayá-Pixcayá Rivers. If approved by the country's Congress, the law will ensure safe drinking water for more than half a million people in Guatemala City.

In the Cahoacán River Basin of Mexico, with IUCN's support, communities restored 293 hectares of coffee agroforestry systems, and established 40 community water monitoring systems for domestic use to improve ecosystem management, water and food security.

UPCOMING WORK

In 2018, IUCN will form a new committee to guide the conservation and sustainable use of resources in the Kilombero landscape of Tanzania under the SUSTAIN initiative. The committee will also produce sustainable financing guidelines for the CEO Roundtable of Tanzania. IUCN will develop value chains for farmers in the Zambezi landscape, focusing on conservation farming and non-timber forest products.

Under the BRIDGE initiative, IUCN will conduct an institutional review and provide recommendations for the establishment of a joint water cooperation mechanism in the Lake Malawi / Nyasa / Niassa basin. IUCN will also produce guidelines and recommendations on the management of the Catamayo-Chira River Basin, shared between Ecuador and Peru, and the Pungwe, Buzi and Save basins, shared between Mozambique and Zimbabwe. Partnering with the Central American Integration System, IUCN will hold a Regional Water Forum on national water management initiatives.

IUCN will also publish a report on clean technology development and investment in water, energy and food.

AREAS OF WORK

TRANSBOUNDARY RIVER AND LAKE BASIN
GOVERNANCE
NATURAL WATER INFRASTRUCTURE
SUSTAINABLE WATER MANAGEMENT



IUCN trained over 2,000 farmers and parliamentarians in Tanzania and Mozambique on conservation agriculture and sustainable water and landscape management.

WORLD HERITAGE

Natural World Heritage sites are recognised as the planet's most important protected areas, providing life-supporting benefits to millions of people worldwide. And yet, they are under increasing pressure from climate change, infrastructure development, mining, poaching and other threats.

IUCN is the official advisory body on nature under the World Heritage Convention. IUCN evaluates sites nominated for the World Heritage List and monitors the state of conservation of listed sites. IUCN aims to improve the management of World Heritage sites and enhance the role of the World Heritage Convention in nature conservation and sustainable development.

IUCN WORLD HERITAGE OUTLOOK

IUCN published the *IUCN World Heritage Outlook 2* – the first update of the 2014 *IUCN World Heritage Outlook* report – which assesses the conservation prospects of all 241 natural World Heritage sites. The report found that two-thirds of the sites are likely to be well conserved over time, while 29% face significant concerns and 7% have a critical outlook. The report revealed that the number of sites threatened by climate change has grown from 35 to 62 in just three years, climate change being the fastest growing threat. Updated every three years, the *IUCN World Heritage Outlook* is supported by the MAVA Foundation.

ADVICE TO THE WORLD HERITAGE COMMITTEE

IUCN's recommendations to the UNESCO World Heritage Committee included 58 reports monitoring the state of conservation of World Heritage sites facing threats and 13 evaluations of proposed inscriptions of new sites, and extensions or boundary changes to existing sites. The Committee followed IUCN's advice to inscribe new sites in Argentina, China, Mongolia and Russia, and to approve the extension of an existing site in West Africa. It also approved the extension of a European forest site into 10 countries, which IUCN had recommended to delay.



Portugal's Permanent Delegate to UNESCO H.E. Mr José Filipe Mendes Moraes Cabral consults Tim Badman, Director of IUCN's World Heritage Programme during UNESCO's 41st session of the World Heritage Committee. The Committee followed IUCN's advice to inscribe new sites in Argentina, China, Mongolia and Russia on the World Heritage List, and to approve the extension of an existing site in West Africa.

A review by IUCN, in partnership with the African World Heritage Fund, found that chimpanzee and elephant populations in Côte d'Ivoire's Comoé National Park are recovering. As a result, the park was removed from the List of World Heritage in Danger, as advised by IUCN.

Following a Regional Dialogue on the illegal trade of Siamese rosewood, co-hosted by IUCN, Thailand and surrounding countries are uniting their efforts to address this issue, which is a key threat to the Dong Phrayayen-Khao Yai Forest Complex World Heritage site. Based on a field mission to the site, IUCN advised the World Heritage Committee not to danger-list the site – a recommendation that was followed.

The Committee also followed IUCN's advice to urge Poland to immediately halt all logging and wood extraction in the old-growth forests of Białowieża. An IUCN field mission to Mexico's Islands and Protected Areas of the Gulf of California was also requested to assess new measures to protect the Critically Endangered vaquita.

PROTECTING WILDERNESS

IUCN published a study on improving the conservation of wilderness areas and large landscapes and seascapes through the World Heritage Convention. Supported by the Pew Charitable Trusts and The Christensen Fund, the study identifies gaps in the coverage of World Heritage wilderness sites, and suggests ways to respond to the threats they face.

PROTECTING THE ARCTIC OCEAN

IUCN, in partnership with the Natural Resources Defense Council (NRDC) and UNESCO's World Heritage Centre, and with support from the Prince Albert II of Monaco Foundation, published a report identifying seven marine sites in the Arctic Ocean that may qualify for World Heritage status. According to its findings, melting sea ice in the Arctic is opening up previously inaccessible areas to activities such as shipping, bottom trawl fishing and oil exploration. The report urges enhanced protection for the Arctic Ocean.

UPCOMING WORK

In 2018, IUCN will further analyse IUCN World Heritage Outlook data and mobilise action to respond to its findings.

As part of the Benefits of Natural World Heritage project, funded by the German Federal Agency for Nature Conservation (BfN), IUCN will train site managers on assessing ecosystem services provided by World Heritage sites.

IUCN will also provide advice to the UNESCO World Heritage Committee for its 2018 meeting in Bahrain.

In addition, IUCN will continue the World Heritage Leadership Programme, launched in 2016 – an initiative between IUCN, ICCROM (an advisory body on cultural heritage) and Norway to improve the management of natural and cultural World Heritage sites.

MAJOR PUBLICATIONS

Kormos, C. F. et al. (2017). *World Heritage, Wilderness and Large Landscapes and Seascapes*. Gland, Switzerland: IUCN.

Osipova, E. et al. (2017). *IUCN World Heritage Outlook 2: A conservation assessment of all natural World Heritage sites*. Gland, Switzerland: IUCN.

Speer, L. et al. (2017). *Natural Marine World Heritage in the Arctic Ocean, Report of an expert workshop and review process*. Gland, Switzerland: IUCN.

AREAS OF WORK

ADVISING THE WORLD HERITAGE CONVENTION

IUCN WORLD HERITAGE OUTLOOK

WORLD HERITAGE LEADERSHIP

BENEFITS OF NATURAL WORLD HERITAGE

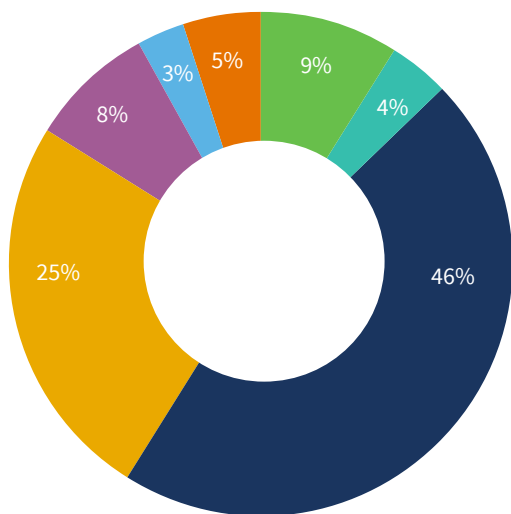


The *IUCN World Heritage Outlook 2* revealed that climate change is the fastest growing threat to natural World Heritage sites, as the number of sites it threatens has almost doubled in just three years.

THANKING OUR MEMBERS, DONORS AND PARTNERS

IUCN is a unique Union of States, government agencies, non-governmental organisations and indigenous peoples' organisations, committed to valuing and conserving nature. Their continued and valued engagement is vital for the existence of the Union.

IUCN's work is further supported by public and private partners – governments, multilateral agencies, foundations and trusts, businesses, individuals and non-governmental organisations. Governments and multilateral institutions continue to be IUCN's largest donors, providing both core and programme support.



IUCN's total 2017 income amounted to CHF 134.8m (unaudited)

- Membership – 11,718,172 (9%)
- International and national NGOs – 5,306,926 (4%)
- Government agencies – 62,848,733 (46%)
- Multilateral agencies and conventions – 33,755,003 (25%)
- Foundations – 10,872,404 (8%)
- Corporations – 4,090,769 (3%)
- Other – 6,270,012 (5%)

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Governments: Australia, Austria, Denmark, Ireland, Italy, Japan, Luxembourg, Spain, United Arab Emirates/ Abu Dhabi and the United Kingdom

Multilateral institutions: Convention on Biological Diversity, Convention on International Trade in Endangered Species of Wild Fauna and Flora, Food and Agriculture Organization of the United Nations, International Finance Corporation, United Nations

Convention to Combat Desertification, United Nations Development Programme, United Nations Educational, Scientific and Cultural Organization, United Nations Environment Programme, West African Economic and Monetary Union and the World Bank

Foundations/Funds: Prince Albert II of Monaco Foundation, Arcus Foundation, Argidius Foundation, Fondation Segré, Ford Foundation, Geneva private foundation, Manna Foundation, Open Society Foundation, Swedish Postcode Foundation, The Asia Foundation

International NGOs: BirdLife International, Conservation International, IUCN Netherlands Committee, World Resources Institute, WWF International

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“World leaders have set clear targets for a sustainable future, and nature can help us achieve them. But time is short... we must act now.”

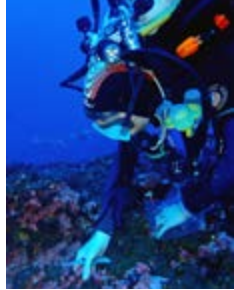
IUCN Patrons of Nature, 2017

This is the first volume of the IUCN Annual Report for 2017. The financial statements, which form an integral part of this report, will be published as the second volume once they have been audited and approved by the IUCN Council.

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