



# Strategic Plan

## 2026-2029

## VISION

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

## MISSION

**Catalyse informed action for nature conservation**

## GOALS

**Represent IUCN in Australia**  
**Lead an effective and equitable alliance for nature**  
**Enhance our engagement and impact**  
**Raise our profile, reputation and reach**  
**Ensure long-term organisational sustainability**

## VALUES

**Integrity**  
**Equitable and inclusive engagement**  
**Supportive of Indigenous Leadership and Knowledge**  
**Finding common ground across diverse perspectives**  
**Evidence-based practice and policies**

GOALS	OBJECTIVES	STRATEGIES
<p><b>1</b></p>	<p><b>1.1</b></p>	<p><b>1.1.1</b></p>
<p><b>Represent IUCN in Australia</b></p> <p>Embody the core values of IUCN and work to achieve goals and resolutions set by the IUCN Vision, Work Programme and World Conservation Congress.</p>	<p>The IUCN core values of knowledge, inclusion, equity, justice and collaboration are embedded into everything we do.</p>	<p>Guided by IUCN values and principles, aim to share knowledge and collaborate equitably, effectively and inclusively with all stakeholders.</p>
	<p><b>1.2</b></p>	<p><b>1.2.1</b></p>
	<p>Share IUCN knowledge and expertise, and promote the adoption of IUCN resolutions, policies, standards, frameworks, tools and guidelines with members and stakeholders across Australia.</p>	<p>Promote the adoption of relevant IUCN Standards, Frameworks, Resolutions, Policies and Tools to Governments, NGOs and IPOs.</p> <p><b>1.2.2</b></p> <p>Promote IUCN World Conservation Congress outcomes and encourage the delivery of relevant resolutions and recommendations in Australia.</p>
	<p><b>1.3</b></p>	<p><b>1.3.1</b></p>
	<p>Support the delivery and promotion of the IUCN 2050 Vision and the 2026-2029 Work Programme.</p>	<p>Align our work with the 3 IUCN impact targets for 2026-2029:</p> <ul style="list-style-type: none"> <li>• Biodiversity is effectively conserved, protected and restored - and mainstreamed across sectors.</li> <li>• Conservation of biodiversity and ecosystem services is helping to address the nature / global change nexus</li> <li>• Equitable, legitimate, legal and sustainable use of nature is contributing to nature conservation and a just, equitable and sustainable society</li> </ul>
		<p><b>1.3.2</b></p>
		<p>Whenever possible. support the mainstreaming of nature conservation across 8 key transformational areas:</p> <ul style="list-style-type: none"> <li>• Climate Change Adaptation and Mitigation</li> <li>• Green, Just Energy Transition</li> <li>• Alignment of Economic Systems with Nature</li> <li>• Regenerative Blue Economy</li> <li>• Food Systems and Agriculture</li> <li>• One Health</li> <li>• Sustainable Cities</li> <li>• Water security and stewardship</li> </ul>

GOALS	OBJECTIVES	STRATEGIES
<p><b>2</b></p> <p><b>Lead an effective and equitable alliance for nature</b></p> <p>Facilitate improved outcomes and catalyse informed action for nature by providing an inclusive platform for stakeholders to share knowledge, build capacity, and collaborate.</p>	<p><b>2.1</b></p> <p>Provide an inclusive platform to encourage and facilitate knowledge exchange and collaboration between experts, practitioners, Indigenous Peoples, Governments and NGOs to address urgent and emerging environmental challenges.</p>	<p><b>2.1.1</b></p> <p>Aim to lead or take opportunities to participate in the six catalytic roles identified by IUCN to foster positive change, mobilise people and drive action:</p> <ul style="list-style-type: none"> <li>• Convening and networking</li> <li>• Knowledge, science and data</li> <li>• Policy and advocacy</li> <li>• Capacity strengthening</li> <li>• Mobilising resources for people and nature</li> <li>• Advancing education and awareness</li> </ul> <p><b>2.1.2</b></p> <p>Convene all stakeholders via forums, workshops, symposiums, webinars and meetings to share knowledge and facilitate collaboration on conservation priorities.</p> <p><b>2.1.3</b></p> <p>Support and promote Indigenous leadership and Traditional Knowledge, and work to embed First Nations perspectives into nature conservation policy and practice.</p> <p><b>2.1.4</b></p> <p>Engage with diverse partners on conservation priorities, and support cross-sectoral collaboration for nature conservation.</p>
	<p><b>2.2</b></p> <p>Stimulate cooperation and catalyse informed action for nature conservation.</p>	<p><b>2.2.1</b></p> <p>Coordinate relevant stakeholders to assist Australia's delivery on international and national nature conservation agreements, policies, strategies and action plans.</p> <p><b>2.2.2</b></p> <p>Lead and coordinate with relevant stakeholders to produce publications and other outputs, including evidence-based recommendations for conservation action.</p>

GOALS	OBJECTIVES	STRATEGIES
<p><b>3</b></p>	<p><b>3.1</b></p>	<p><b>3.1.1</b></p>
<p><b>Enhance our engagement and impact</b></p> <p>Diversify our audiences, explore new approaches to engagement, foster connections with global networks, and deliver opportunities and impact.</p>	<p>Expand and diversify the people and organisations we engage with.</p>	<p>Increase engagement with practitioners, volunteers, youth, the public, business, industry, and other sectors. Support and build capacity for existing cross-sector networks.</p> <p><b>3.1.2</b></p> <p>Increase dialogues and supportive collaborations with Indigenous People Organisations (IPOs) and Indigenous Land and Sea Managers.</p>
	<p><b>3.2</b></p>	<p><b>3.2.1</b></p>
	<p>Work more effectively in and outside the sector.</p>	<p>Aim to break through silos and engage with new audiences, while exploring new and innovative approaches to engagement with all audiences.</p>
	<p><b>3.3</b></p>	<p><b>3.3.1</b></p>
	<p>Foster connections between network members, Commissions, the Oceania Regional Office, other National Committees, the IUCN Council and the IUCN Secretariat.</p>	<p>Seek out and support opportunities for connection and communication between members, IUCN Commissions, the Oceania Regional Office and the IUCN Secretariat.</p> <p><b>3.3.2</b></p> <p>Build a closer relationship with other regional and national committees through the IUCN Global Group for Committee Development and other initiatives.</p>
	<p><b>3.4</b></p>	<p><b>3.4.1</b></p>
	<p>Deliver opportunities and make a positive impact.</p>	<p>Encourage and coordinate member participation in major IUCN international events, and aim to provide members with IUCN global collaboration opportunities.</p>
		<p><b>3.4.2</b></p>
		<p>Scan for needs and aim to fill national conservation gaps where relevant and possible.</p>

GOALS	OBJECTIVES	STRATEGIES
4	4.1	4.1.1
<p><b>Raise our profile, reputation and reach</b></p> <p>Raise the organisational profile and reputation, and retain and grow the membership base.</p>	<p>Raise the organisational profile and reputation.</p>	<p>Raise our profile by building our presence and reach, growing visitation, registrations and engagement with our communications platforms, events and initiatives.</p> <p>4.1.2</p> <p>Enhance our reputation by sharing our achievements and demonstrating value to members, partners, and the nature conservation sector.</p> <p>4.1.3</p> <p>Increase awareness and understanding of our role and purpose, prioritising clarity and accessibility for new audiences.</p>
	4.2	4.2.1
	<p>Retain, nurture, and grow the membership base.</p>	<p>Retain and nurture our membership network by providing value through consistently positive and rewarding experiences, opportunities and communications.</p> <p>4.2.2</p> <p>Grow our membership network by inviting eligible organisations to engage in our activities, and recruiting target organisations via communications and rewarding experiences.</p> <p>4.2.3</p> <p>Work with the IUCN Secretariat and Oceania Regional Office to create appealing, tangible membership benefits for Indigenous Peoples Organisations.</p> <p>4.2.4</p> <p>Survey members for feedback and testimonials, and review membership categories to ensure target organisations are in alignment with achieving our mission.</p>

GOALS	OBJECTIVES	STRATEGIES
5	5.1	5.1.1
<p><b>Ensure long-term organisational sustainability</b></p> <p>Ensure organisational viability by following the highest standards of financial management, planning and governance.</p>	<p>Ensure ongoing financial viability.</p>	<p>Secure and grow the primary income streams of memberships, events, and government support.</p> <p>5.1.2</p>
	5.2	5.2.1
	<p>Ensure the highest standards of financial management and governance.</p>	<p>Ensure a high level of financial management including checks and balances, regular reporting to the board, and clearly recorded, independently reviewed annual reports.</p>
		5.2.2
		<p>Maintain a strong Board with broad expertise and a diversity of perspectives, including Indigenous representation.</p>
5.2.3	<p>Ensure a high standard of corporate governance that meets all relevant regulatory, legal, ethical, and financial standards, in accordance with our Constitution and IUCN Statutes and Regulations.</p>	
5.3	5.3.1	<p>Activate network expertise and encourage participation in events, meetings and projects.</p>
		5.3.2
		<p>Seek capacity building and professional development opportunities for staff and Board members.</p>



**More Information:**

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