

## Annexures

### Annexure I: Definition of terms

Realising that there are multiple definitions and interpretations of terms used throughout this report, we have adopted the following broad understanding of the following key terms:

*Young people and youth* - these terms are used interchangeably in this report and follow the IUCN definition of persons aged 35 years old and under, including several distinct stages of biological life for young people namely children, teenagers, and young adults.

*Young professionals* - according to IUCN, are persons aged between 18 and 35 years and have shown exemplary engagement in scientific research or activities related to nature conservation.

*Intergenerational partnership* - broadly defined as the collaboration, exchange of ideas, experience, and action between people of all ages working towards a common goal while bridging differences in values and principles based on respect for humanity and nature. The focus here is on the exchange of wisdom and insight between young people and older allies in order to build capacity through learning, information-sharing, and movement building opportunities. Dialogue is critical in the initial stages of intergenerational partnerships where young people are brought on board right at the beginning of any initiative, while the partnership is what is needed to realise the shared goals.

*Intergenerational equity* - in this report, is understood as fairness between generations; balancing the needs of future generations with the needs of the present generation.

*Nature conservation* - is the protection, care, management, and maintenance of ecosystems, habitats, wildlife species and populations, within or outside of their natural environments, in order to safeguard the natural conditions for their long-term permanence<sup>[1]</sup>.

*Meaningful youth engagement* - is a participatory process in which young people's ideas, expertise, experiences, and perspectives are integrated throughout programmatic, policy, and institutional decision-making structures so as to best informed outcomes. This process requires young people to be involved in all levels and stages of program, policy, campaign, and initiative development, including all stages of design, implementation, and evaluation; this is especially true of those programs that directly affect their lives. This participation and engagement must be supported by access to accurate and youth-friendly information, meaningful decision-making mechanisms, and fully integrated accountability mechanisms from stakeholders. This also includes the integration of diverse perspectives and populations in decision-making, especially from those who are most marginalised (Women Deliver, 2016).

*Sustainability* - is the adequate access, use, and management of natural resources to ensure that people of present and future generations are able to meet their basic needs on an uninterrupted basis. It is also a pattern of behaviour that guarantees for all future generations the option to enjoy, at the very least, the same level of welfare enjoyed by the preceding generation. Emphasis is placed on the intergenerational equity of development.

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<sup>[1]</sup> See IUCN Glossary of Definitions.

## **Annexure II: Approaches to the Review**

Three approaches were employed in this review: (i) Document review on youth engagement and intergenerational partnerships followed by an analysis of IUCN's progress in the meaningful engagement of young people and intergenerational partnerships since 2008; (ii) Consultations with key actors within the IUCN community through key informant interviews, long-form surveys, and focus group discussions; and, (iii) Participatory Collective Leadership Compass Survey. These approaches generated both qualitative and quantitative data that has been analysed using appropriate analysis methods to inform the recommendations provided on youth engagement and intergenerational partnerships. Each approach is briefly explained below:

### **1. Document Review**

We first reviewed existing literature on youth engagement and intergenerational partnerships in different contexts to understand and provide a broader understanding of the same within international organisations and their governance systems. We then scoped this review to focus on current issues within conservation organisations and related institutions. The literature review considered diversity in youth engagement and intergenerational collaboration, including gender, Indigenous youth, as well as other marginalised groups. We have identified and included case studies that demonstrate typical, diverse, extreme, deviant, influential, most similar, and most different issues of youth engagement (Annexure III).

Secondly, we completed an in-depth review and analysis of youth engagement and intergenerational partnerships within IUCN commissions, Secretariat, and governing council. This enabled us to elucidate key enabling and constraining conditions for ensuring meaningful youth engagement in decision making within IUCN.

### **2. Engaging with Key Stakeholders**

Key informant consultations are an excellent opportunity for understanding the common perspective frames, to elucidate the benefits, risks, challenges, and opportunities involved with youth engagement and intergenerational partnerships across IUCN. The perspective framing approach is commonly used in policy, governance, and organisational development research to understand how people relate to important issues, events, and/or interactions. We used these approaches to tap into a broad range of perspectives and views. We were able to capture feedback regarding the outcomes and accountability of the IUCN's engagement for meaningful youth engagement and support for intergenerational partnerships. We engaged with diverse key informants, including young professionals (YPs), on what meaningful youth engagement should be, best practices, experiences, lessons learned, as well as challenges that can encourage innovation, facilitate healthy partnerships, and enhance inclusive decision-making processes.

The interviews, long-form surveys, and focus group discussions provided insights and informed the development of the survey statements later used in the Collective Leadership Compass Survey.

## 2.1. Interviews and Long-Form Surveys

Following consultation with the IUCN Secretariat, we held in-depth interviews with nine (9) key informants drawn from the IUCN community and partner organisations. Fourteen (14) additional individuals who were not available for the interviews responded to the open-ended questions in a long-form survey. The key informants were asked to offer their perspectives on benefits, risks, challenges, and opportunities for youth engagement and intergenerational partnerships across IUCN. They were also asked to reflect on their direct and indirect experiences, along with their aspirations for mobilising meaningful youth engagement and intergenerational collaboration within IUCN.

## 2.2. Focus Group Discussions

Members of the broader IUCN community (i.e., commissions, Secretariat, regional offices, programs) were invited to join one of two, two-hour online focus group discussions. After an overview of the aim of the review, participants discussed in breakout groups following three questions relating to their experiences and perspectives of youth engagement and intergenerational partnerships within IUCN:

- 1) How have you seen youth engagement and intergenerational collaboration work well at IUCN?
- 2) What do you think are some of the strengths and weaknesses of the IUCN when it comes to youth engagement and intergenerational collaboration?
- 3) From your perspective, what have been the main challenges and constraining conditions for intergenerational collaboration and youth mainstreaming at IUCN?

Two additional questions were also discussed, enabling the participants to envision how meaningful mainstreaming of youth engagement and intergenerational partnerships could look like within IUCN. This process allowed for insights to be developed around the prioritisation of action items regarding the vision to engage youth within IUCN.

- 1) What do you see as key successes, opportunities, starting points, and low-hanging fruits for intergenerational collaboration and youth mainstreaming and involvement?
- 2) What kind of support and/or organisational changes do you think will be needed to create or enhance intergenerational collaboration, youth engagement, and involvement in substantive decision-making within the IUCN?

Identified priority actions were then presented in a poll enabling participants to rank them from the most important to the least important. These prioritised action items inform the recommendations of this report.

## 3. Collective Leadership Compass Survey

The Collective Leadership Compass approach is a lens through which one can see capacities and qualities that helps to enhance "aliveness" in collaboration systems. Following the engagement with key informants, the broader IUCN community was asked to complete a short survey with 18 statements based on the 18 aspects of the Collective Leadership Compass'

six Dimensions (competency areas): Future Possibilities; Engagement; Innovation; Humanity; Collective Intelligence; and Wholeness (Kuenkel, 2019). This tool asked participants to rate the presence or absence of these qualities on a scale of 1–10. The averages of the results per aspect were calculated with the intention to make patterns of the interdependent dimensions transparent. The results of this tool elucidate patterns of more or less aliveness in the IUCN collaboration system concerning youth engagement and intergenerational partnership. The values gleaned from the survey help show the collaboration system as a whole and look at sub-sections of the collaboration system, such as per Secretariat and Regional Offices, Young Professionals, or Member Organisations. The results of the Collective Leadership Compass survey show the patterns of aliveness based on the six Dimensions of the Compass. A descriptive analysis of the qualities in the system that are strengths or enabling conditions and how they may be used for the benefit of youth engagement was conducted. This also showed areas that could use development or are out of balance or constraining conditions and could use enhancement.

### Annexure III: Insights into youth engagement in global conservation

**Biodiversity Conservation** - The Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) fellows programme that offers young scientists an equal opportunity to learn and contribute to international science policy, working across different disciplines. More than 33 fellows have participated in four regional assessments (Africa, Asia and the Pacific, the Americas, Europe and Central Asia) and in one thematic assessment (land degradation and restoration) and many more are involved in other ongoing IPBES thematic assessments (Lambini & Heubach, 2017). The fellows have also learnt and acquired new roles and norms (Gustafsson, 2018; Gustafsson et al., 2019).

**Climate Change** - Since 2005, young people have lobbied for their inclusion into the international climate negotiations with the adoption of Youth NGOs (YOUNGO) as an observer to the UNFCCC meetings in Copenhagen in 2009 (Thew, 2018). Within the Intergovernmental Panel on Climate Change (IPCC), the creation of new roles is now enabling early career researchers to act in multiple roles such as Chapter Scientists, Contributing Author, etc. thereby having an opportunity to influence climate policy decisions (Gustafsson & Monika, 2020).

**Environment** - In February 2003, the Governing Council of UNEP adopted the long-term TUNZA Youth Strategy for engaging young people in environmental activities and in the work of UNEP. Important by-products of this strategy include the annual Tunza International Youth Conference, Tunza Advisory Council and a quarterly Tunza magazine<sup>[1]</sup>. Young Champions of the Earth award recognises seven youth champions (aged between 18 and 30) from every global region (Africa, Europe, Latin America and the Caribbean, North America, West Asia, and two from Asia and the Pacific) for their outstanding potential to create a positive environmental impact.<sup>[2]</sup> These winners receive seed funding, intensive training, and tailored mentoring to bring their environmental ideas to life and present theme at a high-level UN meeting

**Wildlife Conservation** - the New Deal for Nature and People (ND4NP) is the WWF's vision 2030 global strategy for youth empowerment, leadership and action. It involves training, empowering and mobilising youth for inclusion in WWF's Global Goals by establishing key global partnerships that support empowering and engaging youth at various decision-making levels: within and external to WWF and also connecting and aligning current WWF youth programmes and projects for increased collective impact. This entire vision has been well supported by a clear pathway, approach, and set of criteria and indicators. (WWF, 2020).

**The World Scout Movement Youth Programme** provides scouts around the world with opportunities to participate in projects that contribute to their growth as active citizens. The youth programme offers learning opportunities within scouting fundamentals and shared values. The Scout approach consists of an interdependent group of elements forming a unified and integrated whole to achieve a purpose (team system, symbolic framework, personal progression, nature, adult support, learning by doing,)<sup>[3]</sup>. Most scouting activities take place in parks and protected areas enabling the young people to connect and appreciate the environment. As a result, the movement is also actively involved in climate advocacy and

conservation initiatives. Through these initiatives, young people become agents of positive change who inspire others to take action.

**People and Nature** - IUCN has promoted the campaign to connect people to nature under resolution 6.085 '*Connecting people with nature globally*' adopted at the 2016 World Conservation Congress in Hawaii (Hawai'i 2016), that specifically recognised the potential of technology in engaging youth to connect with nature as well as sharing experiences with others. Through the Nature for All initiative, IUCN-CEC and Children & Nature Network presented to the Convention on Biological Diversity a report on providing evidence for supporting enhanced action on connecting people with nature as a key strategy for achieving Aichi Biodiversity Targets (Target 1) and implementing the CBD post-2020 (CBD, 2018a; CBD, 2018b). Subsequent reports show that connecting children to nature helps in environmental awareness, and meaningful engagement that is key to engendering stronger valuation, support, and action for conservation across generations, sectors, and societies (Charles et al., 2018; GEF, 2020).

**Humanitarian work** - the International Federation of Red Cross and Red Crescent Societies (IFRCRC) envisage youth engagement in the form of an 3Es framework comprising youth Education, youth Empowerment and creating enabling Environments built on openness, dialogue and intentional investment in building capacities as a way of building ownership and sustainability (IFRCRC, 2013). Under this framework, three strategic directions to engage young people are adopted: (i) Engaging youth as leaders, hence ensuring their participation in decision-making at all levels and strengthening their leadership capacity; (ii) Engaging youth as volunteers, hence motivating, recognising, and promoting the social value young people bring to development. It also includes guaranteeing the well-being of the young volunteers and increasing opportunities for meaningful engagement within the institution; and (iii) Engaging youth as beneficiaries hence promoting fundamental humanitarian values and principles, strengthening personal capacities and abilities, while also developing a humanitarian culture among the young people through programmes and services.

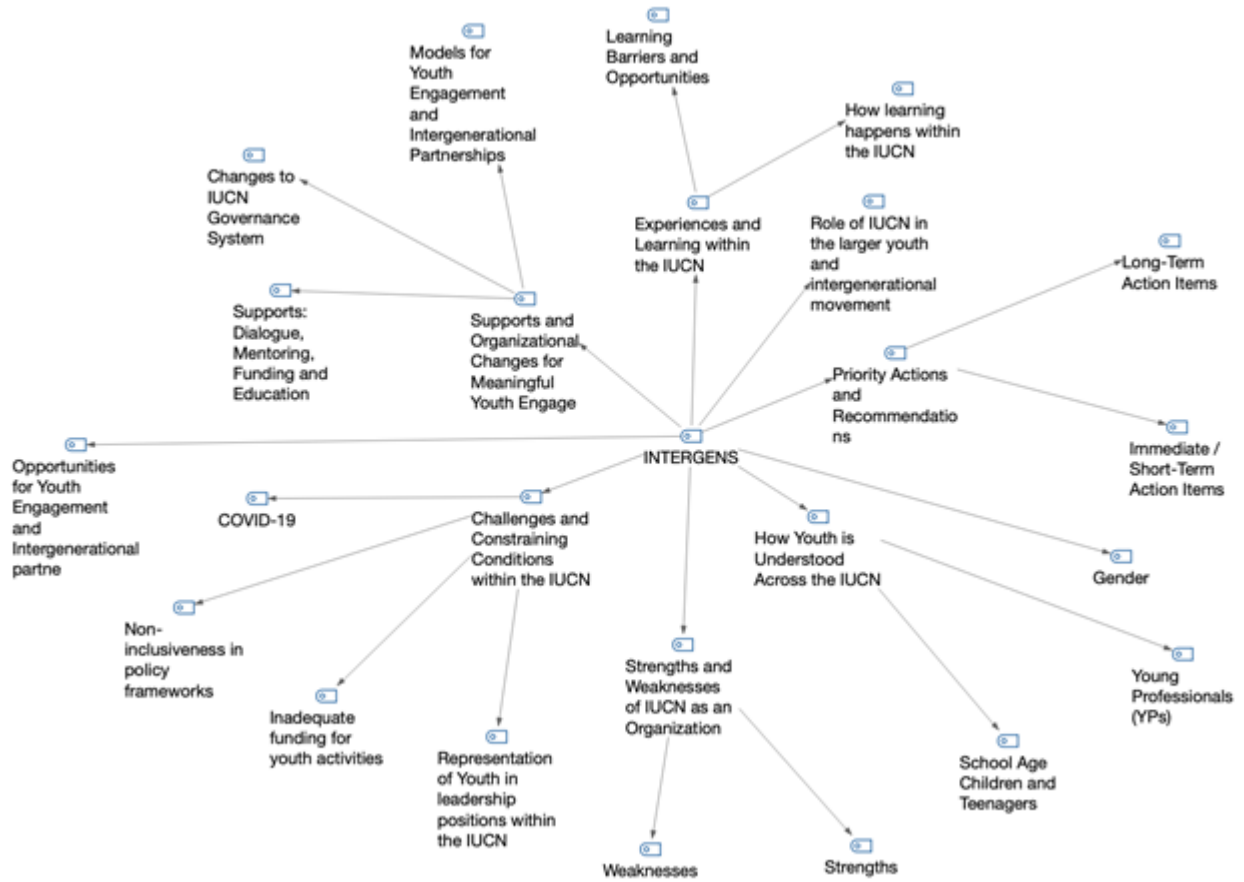
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<sup>[1]</sup> <https://tunza.eco-generation.org/TunzaUnep.jsp>

<sup>[2]</sup> <https://www.unenvironment.org/youngchampions/>

<sup>[3]</sup> <https://www.scout.org/youthprogramme>

Annexure IV: Emergent themes from Stakeholder consultations



## Annexure V: Collective Leadership Compass Survey statements

1. There is a clear shared vision on the purpose and potential impact of youth engagement and intergenerational partnership
2. There is an encouraging and enabling environment for youth contribution
3. Plans for improving youth engagement and intergenerational partnership are set and being monitored
4. Plans for youth engagement and the fostering of intergenerational partnership are transparent, reliable, and inclusive of youth
5. There are active networks that are working towards improving youth inclusion in conservation activities
6. There are collaborative efforts underway to address youth engagement and improve intergenerational partnership
7. Innovative ideas and approaches from youth are welcome
8. People are aware of and embrace good practices regarding youth engagement and intergenerational partnership
9. There are positive reactions in IUCN to youth movements and trends
10. Communication, reflection, and appreciation about youth contributions are present
11. There is an awareness of the need of balancing new and tried and tested approaches to increasing youth engagement and improving intergenerational partnership opportunities
12. There is a genuine openness to listening to the concerns of youth
13. Established structures for involving youth are present
14. There are active efforts to increase the voice of youth and other less heard voices
15. There are regular learning moments that address the practice of integrating and empowering youth
16. There is general agreement on the importance of including youth for the long-term sustainability of IUCN and the larger sustainable development movement (contextuality)
17. There is general agreement on the importance of including youth for the long-term sustainability of IUCN and the larger sustainable development movement (contextuality)
18. There is awareness in IUCN of the significance of youth engagement and intergenerational partnership



**Annexure VI: Compass survey averages of total responses**

Total responses	Groups	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16	Q17	Q18
49	Secretariat	5.449	5.327	5.347	5.265	5.735	5.571	6.347	5.143	6.204	5.959	6.245	6.163	5.204	5.837	5.122	6.327	5.878	6.429
26	Country Office	6.038	6.385	5.846	6	6	6.115	7.115	6.308	7	6.423	6.5	6.769	6.346	6.5	6.154	7.192	6.577	6.692
109	Member Organization	6.193	6.413	5.734	5.633	6.275	6.092	6.679	6.018	6.550	6.183	6.156	6.404	5.679	6.147	5.514	6.578	6.183	6.495
607	Commission member	6.115	6.357	5.694	5.784	6.297	6.149	6.916	5.868	6.715	6.169	6.319	6.412	5.758	6.099	5.723	6.848	6.325	6.814
553	Non YP	5.984	6.201	5.529	5.611	6.089	5.987	6.886	5.767	6.589	6	6.134	6.307	5.517	5.976	5.508	6.705	6.150	6.631
238	YP	6.311	6.538	6.038	6.034	6.622	6.378	6.782	6.071	6.857	6.555	6.681	6.639	6.231	6.395	6.050	6.987	6.601	7
791	Total responses	6.082	6.302	5.683	5.738	6.249	6.105	6.855	5.858	6.670	6.167	6.298	6.407	5.732	6.102	5.671	6.790	6.286	6.742

## Annexure VII: Bibliography

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## Annexure VIII: Brief on the Terms of Reference of the Review

### Background

Meaningful, Union-wide youth engagement and intergenerational partnership in IUCN have long been discussed across the Commissions, the Secretariat, the Council, and Member Organizations of IUCN, and, to a certain extent, has been acted upon. In an effort to move to more sustained action, the new draft IUCN programme “*Nature 2030*,” includes youth and is *for* youth, calling for a Union-wide youth engagement and intergenerational strategy to be designed, implemented, and coordinated in order to deliver on:

- Resolution 4.098 from the Barcelona World Conservation Congress (2008)
- Resolution 5.008 from the Jeju World Conservation Congress (2012)
- The Promise of Sydney from the Sydney World Parks Congress, especially commitments to “Inspire a new generation to prioritise conservation.” (2014)
- The Hawai’i World Conservation Congress commitment: “The conservation community has a responsibility to help youth by inspiring those who have yet to care for nature, empowering young professionals already inspired to develop their capacities and networks, and by lending our time and experience as mentors -- recognizing that youth have as much to teach as they have to learn.” (2016)

A comprehensive review is being commissioned, on the previous and current state of youth engagement and intergenerational partnership across the IUCN (the Commissions, Secretariat, Council, and Member Organizations), which will:

- Define what meaningful youth engagement should be understood to include in IUCN, including through a review of leading literature, including effective engagement across the developmental stages of youth (i.e. children, teenagers, and young and emerging professionals);
- Summarize the full variety of relevant dialogues and collaborative efforts undertaken in IUCN since 2008;
- Highlight successful best practices, experiences and lessons learned, as well as entrenched challenges resulting from these past efforts, including lessons learned from other intersecting IUCN efforts on the inclusion of diversity – such as programmes related to gender and indigenous peoples;
- Compile a new set of recommendations for mainstreaming and institutionalizing youth engagement and intergenerational partnership effectively, and in ways that are realistic and can be sustained, at all levels of IUCN, including in terms of dialogue, collaborative initiatives, governance and accountability, and the results sought and priorities;
- Explore how the Union can support and empower the multitude of currently existing, effective conservation youth-led organizations and networks.

As such, the review will inform the development and implementation of meaningful and sustainable Union-wide youth engagement and intergenerational partnership, with the goal of integrating such an approach into the governance, policies, budgets, and, indeed, culture of



the IUCN. The vision is that youth engagement and intergenerational partnership are valued to such an extent that they are institutionalized and funded as essential, cross-cutting approaches across the Union.

### **Task description**

The person or team hired will produce the above review on the past and current situation, and offer advice and recommendations appropriate to different parts of the Union at all levels. The recommendations must address the goal of making IUCN a more youth-focused organisation that delivers on its vision of biodiversity conservation through intergenerational partnership, taking into consideration other dimensions of human diversity, such as gender, racial and ethnic identity, geographic location, economic background and other relevant issues that evidence diverse challenges and opportunities to thrive as youth in conservation actions, professional and academic careers. Youth is defined in IUCN as “35 years old and under”, recognising that this includes several distinct stages of life for young people.

This will include analysis of capacity building for as well as mainstreaming of youth into IUCN programs; enhancing work with emerging and young professionals; supporting youth engagement by the IUCN Commissions, Secretariat, and Members; integrating young professionals into governance, e.g. onto the Council and Commission Steering Committees; fundraising for youth engagement and intergenerational partnership; and how to work in effective intergenerational partnerships across all previously-mentioned areas.

Outputs from the assignment are a report of up to 30 pages (it is possible to also include annexes as required) and a short Executive Summary, in English. This should be produced as a result of desk research; consultation with young professionals in the IUCN Secretariat (HQ and regional offices) and Commissions; discussions with IUCN Member as well as non-member organisations that are youth led and/or have effective youth engagement strategies and demonstrated leadership working with youth; Commission Chairs, Steering Committee members, and Young Professionals Network members; selected programme and function leaders in the IUCN Secretariat; and members of the IUCN Task Force for Intergenerational Partnership for Sustainability.