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**Plenary of the Intergovernmental Science-Policy
Platform on Biodiversity and Ecosystem Services****Eighth session**

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Item 9 of the provisional agenda*

Improving the effectiveness of the Platform**Overview of responses by the Multidisciplinary Expert Panel,
the Bureau and the Executive Secretary to the
recommendations set out in the report on the review of the
Platform at the end of its first work programme**

1. As part of the first work programme of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES), the Plenary, in section IX of decision IPBES-2/5, mandated a review of the effectiveness of the administrative and scientific functions of IPBES. An internal review, led by the Multidisciplinary Expert Panel and the Bureau, was undertaken in the intersessional period between the fifth and sixth sessions of the Plenary. An external review by a review panel comprising 10 members was completed in time for the seventh session of the Plenary.
2. The Plenary, in its decision IPBES-7/2, took note of the activities undertaken to implement the recommendations set out in the report prepared by the internal review team¹ and welcomed the report on the review of IPBES at the conclusion of its first work programme by the external review panel² and the responses by the Multidisciplinary Expert Panel, the Bureau³ and the Executive Secretary⁴ to the report. In the same decision, the Plenary requested the Bureau, the Multidisciplinary Expert Panel and the Executive Secretary, in accordance with their respective mandates, to take the recommendations made by the review panel into account in the implementation of the rolling work programme of IPBES up to 2030 and to identify solutions and/or issues for the Plenary to consider at its eighth session.
3. The Plenary addressed several recommendations of the review panel through the rolling work programme of IPBES up to 2030, which it adopted in decision IPBES-7/1. The Bureau, the Multidisciplinary Expert Panel and the Executive Secretary further considered the recommendations of the review panel in the implementation of the work programme.
4. The annex to the present note, which is presented without formal editing, sets out progress made in responding to specific recommendations.

* IPBES/8/1.

¹ IPBES/7/INF/17.

² IPBES/7/INF/18.

³ IPBES/7/INF/19.

⁴ IPBES/7/INF/20.

Annex

Overview of the responses by the Multidisciplinary Expert Panel, the Bureau and the Executive Secretary since the seventh session of the Plenary to the recommendations set out in the report on the review of the Platform at the end of its first work programme

1. The table below contains in column 1, the recommendations by the external review as set out in document IPBES/7/5, and in column 2 information on activities undertaken since the seventh session of the Plenary in response to these recommendations. Initial responses by the Multidisciplinary Expert Panel and the Executive Secretary to selected findings ahead of the seventh session of the Plenary were set out in documents IPBES/7/INF/19 and IPBES/7/INF/20.

Origins, conceptualization and positioning of IPBES

<i>Recommendations by the review panel</i>	<i>Activities undertaken since IPBES 7</i>
(1) A formal vision and mission should be discussed and agreed by the Plenary. The vision and mission should serve to reaffirm the niche of IPBES, which many perceive to be that of an interface mechanism providing authoritative knowledge for policy development and decision-making and delivering through its four functions, which are seen as an integrated set. This vision and mission of IPBES should be supported by a short and well-focused strategic plan that embraces all activities of the Platform, against which future development and performance can be evaluated.	The Plenary did not include a formal vision and mission into the rolling work programme for IPBES up to 2030, which it adopted in decision IPBES-7/1. The rolling work programme, in its first paragraph, includes the overall objective of IPBES (“to strengthen the science-policy interface for biodiversity and ecosystem services for the conservation and sustainable use of biodiversity, long-term human well-being and sustainable development”), and states, in its second paragraph, the policy framework of the new work programme (“the 2030 Agenda for Sustainable Development including the Sustainable Development Goals, the biodiversity-related conventions and other biodiversity and ecosystem services processes”). The rolling work programme also includes three initial priority topics, which are aligned with the overall objective of IPBES and its policy framework, and which structure activities under the six objectives of the work programme, thereby fostering integration among the four functions of IPBES. As one example of how this structure guides the implementation of the work programme, please see documents IPBES/8/INF/9, IPBES/8/INF/10, IPBES/8/INF/11, IPBES/8/INF/13 and IPBES/8/INF/14, in which each of the five IPBES task forces sets out how it plans to interact with the nexus and transformative change assessments. As part of their general terms of reference, as set out in annex II to decision IPBES-7/1, the five IPBES task forces under the work programme develop and update a workplan that sets out clear milestones and deliverables with regard to the successful implementation of the relevant topics and objectives of the rolling work programme up to 2030 for periodic consideration by the Plenary. Interim work plans for the intersessional period between IPBES 8 and IPBES 9 for the five IPBES task forces are presented to the Plenary in document IPBES/8/7.
(2) The Plenary should, in the context of the next work programme, clarify the various boundaries that IPBES is trying to span as a science-policy interface, along with the requirements and the vision for success in that regard, in order to prioritize and align resources and partnerships and to identify relevant types of outputs.	
(3) A clear strategy should be developed for enhanced and more synergetic collaboration and engagement with key strategic stakeholders as strategic partners, allowing for differentiation of status (beyond observer status) to enhance mutual benefits.	The Plenary included objectives 5 (b), strengthened engagement of Governments, and 5 (c), strengthened engagement of stakeholders, as part of the IPBES 2030 rolling work programme (decision IPBES-7/1, annex I).

<i>Recommendations by the review panel</i>	<i>Activities undertaken since IPBES 7</i>
	<p>Objective 5 (c) states that IPBES will continue to engage with strategic partners and other stakeholders, inter alia:</p> <p>(a) The United Nations Environment Programme, the United Nations Development Programme, the United Nations Educational, Scientific and Cultural Organization and the Food and Agriculture Organization of the United Nations in the context of the collaborative partnership arrangement between the Plenary and those entities set out in decision IPBES-2/8.</p> <p>A progress report on the United Nations collaborative partnership arrangement is set out in document IPBES/8/INF/23;</p> <p>(b) The Convention on Biological Diversity, the Convention on the Conservation of Migratory Species of Wild Animals, the Convention on Wetlands of International Importance especially as Waterfowl Habitat, the Convention on International Trade in Endangered Species of Wild Fauna and Flora and the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa, in the context of the memoranda of understanding between the IPBES secretariat and the secretariats of those agreements, and the Intergovernmental Panel on Climate Change.</p> <p>The memoranda of cooperation with the secretariats of these multilateral environmental agreements have been extended for the duration of the 2030 rolling work programme (see document IPBES/8/INF/18). Collaboration with IPCC has been initiated with a co-sponsored workshop on biodiversity and climate change (see documents IPBES/8/6 and IPBES/8/INF/20);</p> <p>(c) Self-organized stakeholder networks of IPBES. A stakeholder survey was conducted in 2020, and various activities for stakeholders organized in the intersessional period, including Stakeholder Days ahead of IPBES 8, see document IPBES/8/INF/16. Furthermore, a procedure for the recognition of open-ended networks of stakeholders by IPBES was approved by the Bureau, which is set out in document IPBES/8/INF/17;</p> <p>(d) A limited number of strategic partners, in line with the guidance on the development of strategic partnerships and other collaborative arrangements as set out in annex III to decision IPBES-3/4 and recognized on the IPBES website;</p> <p>and (e) A larger set of collaborative supporters, selected by the Bureau, and recognized on the IPBES website for their own work supporting the overall objective of IPBES and the implementation of the rolling work programme up to 2030.</p> <p>Information on strategic partners and collaborative supporters is set out in document IPBES/8/INF/18.</p>
(4) The stakeholder engagement processes within IPBES needs to be reviewed and strengthened to better deliver for the Platform and the stakeholders. In particular, stakeholder engagement should occur	As described above, the Plenary included objective 5 (c) strengthened engagement of stakeholders as part of the IPBES 2030 rolling work programme (decision IPBES-7/1, annex I). Information on progress in the

<i>Recommendations by the review panel</i>	<i>Activities undertaken since IPBES 7</i>
throughout the assessment process to implement the true co-production of assessments. This will critically rely on appropriate nominations by the Platform members, partners and other stakeholders, in particular of practitioners, biodiversity managers, policymakers and policy experts, and rely on the capacity to generate mutual benefits and to communicate and coordinate at different scales (interest, capacities and coordination should be developed at the national scale, then be leveraged by IPBES at regional and global scales).	<p>implementation of this objective is set out in document IPBES/8/INF/16.</p> <p>In the context of the work on building capacity and IPBES assessments, a number of activities were organized, to widely engage stakeholders in the work of IPBES, in particular the preparation of assessments:</p> <p>(a) Organization of online conferences to seek early input into the scoping processes of the nexus assessment, transformative change assessment and business and biodiversity assessment (see documents IPBES/8/INF/4, IPBES/8/INF/6 and IPBES/8/INF/7);</p> <p>(b) Organization of webinars during the external reviews of drafts of the scoping reports for the nexus and transformative change assessments; and drafts of the values and sustainable use assessments (see documents IPBES/8/INF/3 and IPBES/8/INF/9);</p> <p>(c) Activities to encourage the establishment of science-policy platforms, networks and assessments for biodiversity and ecosystem services at national and (sub)regional levels, including the fourth meeting of the IPBES capacity-building forum (see document IPBES/8/INF/9).</p>
Governance, structure and procedures	
(5) The exact legal status of IPBES should be clarified and effectively communicated, as this has wide-ranging implications, including in terms of partnership development, fundraising and communications.	<p>The mandate and status of IPBES is defined by States who see it as having a separate legal status. IPBES is an independent intergovernmental body. It was established in Panama City, on 21 April 2012 by 94 Governments. The Plenary of IPBES is the decision-making body of IPBES. IPBES is not a United Nations body and not under the United Nations Environment Programme, nor hosted by UNEP. However, at the request of the IPBES Plenary and with the authorization of the UNEP Governing Council in 2013, UNEP provides secretariat services to IPBES. In this capacity, i.e. for the acts performed as the secretariat of IPBES, UNEP assumes liability. As per decision IPBES-1/4, paragraph 3, the secretariat is solely accountable to the IPBES Plenary on policy and programmatic matters.</p> <p>The new IPBES website includes information on the legal status of IPBES at https://ipbes.net/history-establishment.</p>
(6) The principles of scientific independence and the appropriate segregation of duties – which remain of critical importance to ensure the legitimacy and credibility of IPBES – should be strengthened through appropriate revised modalities and procedures.	<p>The Multidisciplinary Expert Panel and the Bureau considered the recommendations by the external review panel and approved modalities and practical guidance for the implementation of their distinct roles in the IPBES assessment process and in the work of IPBES task forces, as set out in document IPBES/8/INF/22.</p> <p>The Bureau and Multidisciplinary Expert Panel also approved a code of practice for their members, also set out in document IPBES/8/INF/22.</p>
(10) The separation created by the establishment of the Multidisciplinary Expert Panel and the Bureau as two distinct bodies has become both cumbersome and seems to add little value. Considering other constraints (notably in terms of the budget and staff time used to support committees), there is an opportunity for a more streamlined governance architecture that the Plenary should consider going forward.	
(7) The “policy relevant but not policy prescriptive” principle should be supplemented with a principle on co-design, co-production and co-implementation, with appropriate procedures in place to maintain scientific credibility and independence.	
(8) IPBES needs to diversify and be more explicit about the different kinds of expertise needed for	IPBES procedures embody considerable co-design, co-production and co-implementation. Since IPBES 7, IPBES has launched calls for nomination for experts to assist with the scoping of the nexus assessment, the transformative change assessment and the business and biodiversity assessment.

<i>Recommendations by the review panel</i>	<i>Activities undertaken since IPBES 7</i>
<p>different activities, and the criteria applied for expert selection, to strengthen the policy dimension within IPBES. In addition to the existing criteria for regional, gender and disciplinary diversity/scientific credentials, criteria aiming to strengthen the capacity of IPBES to operate at the interface between data, science, policy and practice should be included.</p> <p>(9) There is a need to improve the reach of the process for nominating individuals to take part in the Platform's activities, and to improve the quality of the experts nominated to IPBES. This is a key responsibility of members of the Platform. One approach could be to establish national IPBES committees, chaired by the national focal points, that can assist the nomination processes.</p>	<p>The calls for nomination, have specified the disciplines relevant to the assessments, with an emphasis on the social sciences and humanities. IPBES task forces and secretariat have undertaken additional efforts to widely distribute the calls for nomination.</p> <p>As a result, the involvement of social scientists and gender balance continue to improve:</p> <ul style="list-style-type: none"> • Assessment on values: social sciences: 80%, interdisciplinary scientists: 10%; natural sciences: 10%; 52% women; • Assessment of the sustainable use of wild species: social sciences: 30%; interdisciplinary scientists: 13%; natural sciences: 57%; 44% women. <p>The scoping for the business and biodiversity assessment also includes a significant number of practitioners, including from the private sector (see document IPBES/8/INF/7).</p> <p>Efforts to engage with national focal points, e.g. through the organization of dialogue meetings in the context of the review of draft assessments, as well as activities to encourage the establishment of science-policy platforms, networks and assessments for biodiversity and ecosystem services at national and (sub)regional levels, including the fourth meeting of the IPBES capacity-building forum (see document IPBES/8/INF/9), also support national focal points in nominating a diverse pool of experts.</p> <p>Furthermore, the task force on capacity-building has worked to promote a pilot community of practice, on social sciences and humanities, to support enhanced contributions of the social sciences and humanities to IPBES (see document IPBES/8/INF/9).</p>
<p>(11) The current rules of procedure need to be checked for relevance, updated as necessary and made accessible in a more user-friendly way.</p>	<p>The Multidisciplinary Expert Panel and Bureau considered the recommendation and found that, while there were a number of weaknesses in the current structure as determined by the rules of procedure and the procedures for the preparation of IPBES deliverables, the weaknesses would not justify a revision of the existing rules and procedures of IPBES. All existing rules, policies and procedures of IPBES feature prominently on the IPBES website at https://ipbes.net/documents-by-category/policies%20and%20procedures. A compilation of IPBES rules and procedures is being prepared.</p>
<p>(12) There are opportunities for strengthening the impact of the secretariat, including through matching expectations with the resources available, administrative processes and reporting lines with the host agency and the development of an information management strategy.</p> <p>(13) Greater recognition of the critical role of the technical support units within IPBES – for example, in operationalizing the roll-out of assessments, is required and needs to be formalized and better supported to ensure more consistent engagement of the technical support units in the work of IPBES.</p>	<p>The Plenary, in decision IPBES-7/4, approved three new positions for the IPBES secretariat (G-5, P-3 and P-4) as well as a reclassification of the position of the Executive Secretary. Further information on secretariat staffing is set out in document IPBES/8/2.</p> <p>Since IPBES 7, technical support units have been established to support the work of the five IPBES task forces, see document IPBES/8/INF/2. The technical support units meet jointly once a month to coordinate work across work programme objectives.</p> <p>The task force on knowledge and data developed a data management policy for IPBES, which was</p>

<i>Recommendations by the review panel</i>	<i>Activities undertaken since IPBES 7</i>
	approved by the Multidisciplinary Expert Panel and Bureau and it set out in document IPBES/8/INF/12.
(14) IPBES should develop comprehensive guidance on national focal point roles and good practice (while allowing for countries to define their own modalities) and develop dedicated channels for communications between IPBES and national focal points and for interaction among the national focal points themselves.	In response to that recommendation, the Bureau and Multidisciplinary Expert Panel developed a manual for IPBES national focal points, which will be made available on the IPBES website at https://ipbes.net/national-focal-points .
Implementation of the first work programme	
Recommendations by the review panel	
(15) IPBES needs to align the ambitions and scope of its work programme to its budget and staff capacities. The Plenary has a major responsibility in ensuring that the aspirations are met with commensurate resources to deliver on them.	<p>The Plenary, at IPBES 7, adopted the IPBES rolling work programme up to 2030 and budgets for 2019 and 2020 to implement the first deliverables in decision IPBES-7/4.</p> <p>Annual contributions from IPBES members have remained insufficient to match the approved budget. IPBES has, however, been able to implement its full work programme thanks to a combination of major yearly savings and of generous in-kind contributions from Governments and others. Both savings and in-kind contributions are detailed in document IPBES/8/5.</p> <p>The IPBES work programme is considered a “rolling” work programme with only an initial set of deliverables agreed and additional ones to be added over the course of the work programme.</p>
(16) IPBES needs to take a more holistic approach to assessments to ensure that both the process and products serve the IPBES goals of enhancing its role as a science (knowledge)-policy interface, helping to address the issues of biodiversity and ecosystems degradation and ensuring the sustainability of its work. The development of policy options needs to be the basis of all phases of any assessment – and indeed of all IPBES work.	<p>Many elements of the IPBES rolling work programme up to 2030 reflect a holistic approach, including:</p> <p>(a) The structure of the work programme by topics, which include deliverables from all objectives which represent the different functions of the work programme;</p> <p>(b) Assessment experts form part of the membership of the task forces on indigenous and local knowledge system, policy tools and methodologies and knowledge and data.</p> <p>The scoping reports for the nexus and transformative change assessments set out how the other functions of IPBES and related task forces can support the preparation of the assessments (see documents IPBES/8/3 and IPBES/8/4). Each task force also set out how it plans to interact with the nexus and transformative change assessments (see documents IPBES/8/INF/9, IPBES/8/INF/10, IPBES/8/INF/11, IPBES/8/INF/13, IPBES/8/INF/14).</p> <p>The proposed task force work plans detail the interaction of each task force with ongoing assessments, see document IPBES/8/7.</p>
(17) The Plenary should establish a time-limited taskforce to examine the range of ways that assessments can be modernized, including ways to channel and enable effective engagement, as well as to examine new structures and ways of working (including through digital means).	<p>The Plenary included into the 2030 rolling work programme objective 6 (c) on “improving the effectiveness of the assessment process” and requested the Executive Secretary to facilitate the exchange of lessons learned and advice from the authors and other contributors of the completed assessments to those undertaking future assessments.</p> <p>In response, the Multidisciplinary Expert Panel and the Bureau supported the piloting of new and innovative methods and tools in ongoing IPBES assessments. Related efforts are being led by the task</p>

<i>Recommendations by the review panel</i>	<i>Activities undertaken since IPBES 7</i>
	<p>force on knowledge and data. The progress made regarding such efforts, including pilot studies on the application of artificial intelligence and natural language processing for IPBES products, is set out in document IPBES/8/INF/11.</p>
<p>(18) IPBES needs to review its policy support function and the modalities for delivering on it.</p>	<p>The Plenary included objective 4 (a), advanced work on policy instruments, policy support tools and methodologies as part of the 2030 rolling work programme and established a task force to implement the objective.</p> <p>It established, in decision IPBES-7/1, section V, a task force on policy tools and methodologies for the implementation of objective 4 (a) of the rolling work programme in accordance with the terms of reference set out in sections I and VI of annex II to that decision. The Multidisciplinary Expert Panel and Bureau constituted the task force with due regard to practical experience of task force members in policy making.</p> <p>The task force prepared a work plan for consideration by the Plenary, with a strong focus on supporting the use of completed IPBES assessments in decision-making and the proposal to maintain the IPBES policy support gateway only as a repository for IPBES products, see document IPBES/8/7. Information on the work of the task force since IPBES 7 is set out in document IPBES/8/INF/13.</p> <p>The Bureau, at its 13th meeting, selected UNEP-WCMC to continue to provide technical support to this function of IPBES (see document IPBES/8/INF/2).</p>
<p>(19) IPBES needs to strengthen its work on knowledge and data to address gaps and ensure that IPBES work is cumulative.</p>	<p>The Plenary included objective 3 (a), advanced work on knowledge and data as part of the 2030 rolling work programme and extended, in decision IPBES-7/1, section IV, the mandate of the task force for the implementation of that objective, in accordance with the revised terms of reference set out in sections I and III of annex II to that decision.</p> <p>The Multidisciplinary Expert Panel and Bureau constituted the task force with due regard to practical experience of members in data management and knowledge generation, based on lessons learned during the first work programme regarding expertise needed for this task force.</p> <p>The task force developed a data management policy for IPBES, which was approved by the Multidisciplinary Expert Panel and Bureau and is set out in document IPBES/8/INF/12. The task force also prepared a work plan for consideration by the Plenary, see document IPBES/8/7, with a strong focus on supporting assessment authors in handling data products and identifying knowledge gaps, as well as setting out plans for regional workshops to communicate knowledge gaps to research programmers and funders. Information on the work of the task force since IPBES 7 is set out in document IPBES/8/INF/11.</p> <p>The Bureau, at its 13th meeting, selected the Senckenberg Society for Nature Research and</p>

<i>Recommendations by the review panel</i>	<i>Activities undertaken since IPBES 7</i>
	BiodivERsA as technical support unit for this work (see IPBES/8/INF/2).
(20) The capacity-building function should be continued and enhanced to support the sustainability and long-term impact of IPBES. It should be tailored to its target audiences (e.g., policymakers and practitioners) and be a component of all IPBES functions.	<p>The Plenary included objective 2, building capacity, as part of the 2030 rolling work programme, and extended, in decision IPBES-7/1, section III, the mandate of the task force for the implementation of that objective, in accordance with the revised terms of reference set out in sections I and II of annex II to that decision.</p> <p>The Multidisciplinary Expert Panel and Bureau constituted the task force in line with its terms of reference.</p> <p>The task force also prepared a work plan for consideration by the Plenary, see document IPBES/8/7, with a focus on support to IPBES national focal points and experts involved in IPBES deliverables, as well as the IPBES fellowship programme. Information on the work of the task force since IPBES 7 is set out in document IPBES/8/INF/9.</p> <p>The Bureau, at its 13th meeting, selected the Norwegian Environment Agency to continue to provide technical support to this function of IPBES (see document IPBES/8/INF/2).</p>
(21) IPBES should continue to strive to bring indigenous and local knowledge and other knowledge systems into all its work.	<p>The Plenary included objective 3 (b), enhanced recognition of and work with indigenous and local knowledge systems as part of the 2030 rolling work programme and extended, in decision IPBES-7/1, section IV, the mandate of the task force for the implementation of that objective, in accordance with the revised terms of reference set out in sections I and IV of annex II to that decision.</p> <p>The Multidisciplinary Expert Panel and Bureau constituted the task force with due regard to the representation of indigenous and local knowledge experts on the task force.</p> <p>The task force also prepared a work plan for consideration by the Plenary, see document IPBES/8/7, detailing the implementation of the various aspects of the IPBES approach to indigenous and local knowledge for all ongoing and upcoming assessments as well as links with the work of other task forces. Information on the work of the task force since IPBES 7 is set out in document IPBES/8/INF/10.</p> <p>The Bureau, at its 13th meeting, selected UNESCO to continue to provide technical support to this work of IPBES (see document IPBES/8/INF/2).</p>
(22) The task force on indigenous and local knowledge in its present form should be urgently reviewed.	
Budget and financial arrangements	
(23) Annual commitments should be aligned with reliable income sources. The agreed work programme should be aligned with the available budget and prioritized as appropriate should short-term adjustments in the work programme be required.	<p>The Bureau recognized the importance of financial stability and viability, of an appropriate reserve, and of matching the work programme with available resources. The current fund-raising strategy recognizes the importance of increasing members' contributions and the diversification of funding streams. As the consideration of a formula driven system for contributions was inconclusive at several sessions of the Plenary, no renewed attempts were initiated in this regard.</p>
(26) IPBES should initiate an internal discussion on how to regularize the income streams from nation States, especially as the intergovernmental nature of the Platform makes it hard to attract non-governmental funding. This can be achieved through a formula-driven system (e.g., one based on gross domestic product (GDP) or on a combination of GDP	

<i>Recommendations by the review panel</i>	<i>Activities undertaken since IPBES 7</i>
and purchasing power parity) or an honour pledge system.	IPBES has succeeded in implementing its full work programme thanks to a combination of savings and of in-kind contributions from Governments and others.
(24) IPBES should set a target for the reserves that should be maintained.	<p>IPBES currently maintains a reserve of \$0.9 million as per rule 20 of its financial procedures, which sets a target for the reserve IPBES should maintain. Rule 20 requests that “the Trust Fund maintain a working capital reserve of 10 per cent of the average annual budget of the biennium, to be adjusted as necessary by the Plenary. The purpose of the working capital reserve will be to ensure continuity of operations in the event of short-term liquidity problems, pending receipt of contributions”.</p> <p>An analysis by the secretariat of other trust funds held by UNEP indicates that reserves oscillate between 10 and 25%.</p>
(27) IPBES should incorporate a series of key financial health indicators (e.g., net assets, net operating ratio, operating reserve ratio and programme efficiency ratio) into its annual financial reporting systems and a liquidity assessment into its annual financial reviews in order to foster a culture of pursuing financial sustainability. Appropriate targets should be specified for each.	The secretariat presented a set of financial indicators, specifically the ratios suggested by the review panel, together with the draft budget for 2021 and 2022 to the Bureau at its 15 th meeting. Having analyzed these and other possible ratios, the conclusion of this exercise is that, as long as IPBES remains funded from voluntary contributions to its trust fund, the single most appropriate and important indicator to follow is the forecasted evolution of the cash balance. The secretariat continues to provide information on its actual and forecasted cash balance to the Bureau during each of its meetings. Information for the period 2021 to 2023 is included in section IV.B, table 11, of document IPBES/8/5.
(30) There is clearly a need to diversify the funding streams of IPBES – for example, through increased engagement with foundations, pension funds and the private sector. However, the review panel has found that the ongoing engagements between IPBES and the private/corporate sector are still too underdeveloped and would encourage IPBES to refocus on this issue to enhance its fundraising potential. This is a critical area of work for the Executive Secretary, with support from the Head of Development and Chair of the Platform.	The secretariat started to implement the fund-raising strategy with the arrival of the head of development in 2018, thanks to an in-kind contribution from France. Since then, IPBES has received first contributions to its trust fund, and pledges, from private sector sources, amounting to \$1.0 million for the period from 2018 to 2025. Efforts continue to conclude agreements with foundations as possible contributors. Information on contributions already received are provided in table 1 part 2 of document IPBES/8/5.
(25) It may be prudent for IPBES to determine how much of the available budget should be allocated to the different components of the new work programme.	The proposed budget breakdown for the years 2021 to 2023 by component of the new work programme is provided in tables 8 to 10 of document IPBES/8/5. Additional detail is available in information document IPBES/8/INF/24.
(28) IPBES should determine an aspirational target to define how much of its annual budget should be earmarked for the work programme and how much should be allocated to the running of the platform and management functions –a 60%:40% split should be aspired to under ideal circumstances.	<p>In principle, the Bureau agreed with determining an aspirational target for the work programme activities compared to the running costs but prefer to refrain from a pre-allocation among the components of the work programme.</p> <p>The budget is divided in three parts: 1. Meeting of the IPBES bodies; 2- Implementation of the work programme; 3- Secretariat.</p> <p>The proportion of these three components has remained relatively stable over the past years, with the share of the work programme oscillating around 50% between 2017 and 2023 (excluding 2020 which is an outlier because of the pandemic), and the share of the</p>

<i>Recommendations by the review panel</i>	<i>Activities undertaken since IPBES 7</i>
	meetings of the platform bodies and of the secretariat oscillating around 20% and 30%, respectively.
(29) The risk of fatigue in the science community, especially of experienced assessment practitioners who receive little or no reward or recognition, needs to be addressed in some manner. IPBES should track in-kind contributions (secondments, scientists donating their time) and catalysed funding and report on them as part of the budget.	The scientific community participates in international assessments, such as IPBES or IPCC for a myriad of reasons. Intellectual contributions to assessments are clearly identified in the assessment citations, and in addition, the co-chairs, coordinating lead authors and lead authors are encouraged to develop journal publications, which provide further recognition. The secretariat continues to provide detailed information on in-kind contributions and an estimated value of additional in-kind support in section I.B. of document IPBES/8/5.
Towards greater impact	
Recommendations by the review panel	
(31) Further improvements in communications could be achieved through more coverage on television and in other digital media, more placement of opinion pieces and more diversity among IPBES spokespersons. In future communications exercises resulting from assessments and other IPBES products, the key “faces” should be the experts in the subject, who often are best able to discuss results and to consider potential policy and biodiversity management implications, and, for the regional assessments, would have “local presence”.	From 1 May 2019 to 31 December 2020, IPBES tracked more than 54,750 individual online media articles relating to IPBES. Those articles, which exclude print and broadcast reporting, appeared in 188 countries and in 59 languages, bolstered by the success of the launch of the Global Assessment Report on Biodiversity and Ecosystem Services and that of the IPBES Workshop Report on Biodiversity and Pandemics. In comparison, total online media article mentions of IPBES tracked in 2018 were 6,553 articles in 37 languages across 126 countries.
(32) IPBES needs to target its communication towards the primary goal of the Platform, which is to bring evidence to bear in decision-making and to ensure transformative change.	<p>IPBES achieved unprecedented levels of social media reach in 2019 across all measurement metrics. In 2020, IPBES social media followers in English grew by approximately 63 per cent.</p> <p>In June 2020, IPBES launched Facebook and Twitter channels in French and Spanish to further improve its social media presence and outreach. In the first seven months, the French and Spanish social media communities grew to 4,200 and 4,300 followers respectively, exceeding all their targets for the first year within their first nine months of activity.</p> <p>Past and current spokespersons for assessments were and are being trained by media professionals, and include co-chairs, selected coordinating lead authors and limited numbers of lead authors from all regions, that is, recognized experts for each assessment. In addition, IPBES spokespersons, typically the Chair and/or the Executive Secretary, have also received specific requests from media, especially about cross-assessment and wider global issues.</p> <p>To help the IPBES community to present compelling examples of the specific impact of the work of the Platform, the secretariat continued in 2019 and 2020 to update and expand the IPBES impact tracking database (TRACK). With more than 400 separate “impacts” already tracked, the tool remains open for public submissions and is available at www.ipbes.net/impact-tracking-view.</p> <p>In July 2020, IPBES successfully launched a professionally produced, distributed and marketed pilot season of six podcast episodes, with the objective of elevating lesser-heard but important voices from within the wider IPBES community. The</p>

<i>Recommendations by the review panel</i>	<i>Activities undertaken since IPBES 7</i>
	<p>Nature Insight podcast series was well received by the IPBES community, with more than 12,900 downloads from listeners in more than 100 countries.</p> <p>Further information on IPBES work on communications is set out in document IPBES/8/INF/15.</p>
(33) IPBES needs to define its pathways to influence policy more systematically and more strategically, recognizing that resources are needed to complete these tasks satisfactorily and that there are partnerships that can be leveraged.	In addition to the work on communications, the work of the task force on policy tools and methodologies also focusses on supporting the use of completed IPBES assessments in decision-making. Information on the work of the task force since IPBES 7 is set out in document IPBES/8/INF/13.
(34) The Platform, in partnership with FAO, UNDP, UNEP and UNESCO, should attempt to reach universal membership.	Since IPBES 7, five new members, Sierra Leone, Myanmar, Serbia, Uzbekistan and Italy have joined IPBES and the secretariat is working with a number of others that have expressed their interest. The secretariat is actively engaging with states that are not yet members of IPBES to provide information about IPBES and its work to them.
(35) IPBES should put in place regular reviews and self-evaluations of its structures, processes and products.	<p>The Plenary included into the 2030 rolling work programme an objective on “periodic review of the effectiveness of IPBES” (objective 6 (a)) and requested activities towards a midterm review of IPBES during the work programme up to 2030.</p> <p>A notification will be issued following the eighth session of the Plenary, seeking the views of IPBES members and stakeholders on the review of IPBES at the end of its first work programme. Based on the responses received, the Multidisciplinary Expert Panel and the Bureau will prepare the terms of reference for a midterm review for consideration by the Plenary at its ninth session.</p> <p>Further information is set out in document IPBES/8/8.</p>
(36) During the next work programme, IPBES can strengthen its strategic design and implementation by reviewing, refreshing and/or making explicit the change logic or “theory of change” that underlies the design and implementation of IPBES. In order to support risk management, special attention has to be paid to the likely preconditions and key assumptions necessary for making progress towards and success in achieving the expected or desired impact.	In their initial response to the recommendations of the review, the Bureau and Multidisciplinary Expert Panel agreed that elaborating on the “theory of change” and elucidating preconditions, key assumptions and the logic of change is a promising way for improving consistency and the effectiveness of the work of IPBES.