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**IUCN**  
The World Conservation Union



# FORGING LINKAGES

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An  
Assessment  
of Progress  
2004



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The World Conservation Union

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2004



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## Foreword

The World Conservation Union draws strength from the diversity of its membership, commissions, partners, donors, programmes, projects and global staff. This report reveals the contours of that diversity, assesses the progress of our programme, and measures the strength of our character.

Our Progress and Assessment Report is first and foremost a tribute to the individuals and institutions who support the idea and the work of this remarkable Union through their enthusiasm, commitment and resources.

In 2004, the Union grew stronger than ever as it:

- *Expanded the scientific conservation of biodiversity into more biomes – marine, mountains, arctic tundra and desert dryland;*
- *Broadened the base of financial resources through fresh target audiences;*
- *Increased membership to record levels;*
- *Engaged more with members, while welcoming Angola, Iran, Gabon, Cote d'Ivoire, Equatorial Guinea and Sao Tome e Principe as State members into our network;*
- *Strengthened its local presence with new offices in Africa, Asia, Europe and the Middle East;*

- *Established strong and strategic new alliances, including with trade officials, game poachers-turned-wildlife scouts, universities and multinational companies;*
- *Leveraged every € 1 in member fees into € 11 of conservation funding;*
- *Convened, mobilized and empowered more than 4,800 participants in the world's largest conservation assembly.*

A rapid expansion in diversity tests the elasticity and integrity of any complex system, whether natural or institutional. In three distinct stages, this report reveals how the Union evolves by forging enduring linkages through history, across geography and among peoples.

## Our Donors

To date, six government agencies have signed Framework Agreements with IUCN:



Canadian International Development Agency



Royal Danish Ministry of Foreign Affairs



Ministry of Foreign Affairs, Directorate-General for International Cooperation (DGIS), The Netherlands



Norwegian Agency for Development Cooperation



Swedish International Development Agency



Swiss Agency for Development and Cooperation

In addition, IUCN received voluntary contributions from:



Ministry of Foreign Affairs, Directorate General for Development Cooperation, Italy

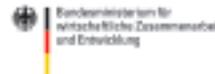


Department of State, United States of America

## Bilateral Donors



Department for International Development, United Kingdom



Federal Ministry for Economic Cooperation and Development, Germany



German Technical Cooperation



Department of Foreign Affairs, Ireland



Ministry of Agriculture, Nature and Food Quality, The Netherlands



Ministry of Environment and Protection of the Territory, Nature Conservation Service, Italy



Ministry of Environment, Spain



United States Agency for International Development



Federal Ministry for the Environment, Nature Conservation and Nuclear Safety, Germany



Japan International Cooperation Agency



Forestry Commission of Ghana

Besides the Framework Agreements and voluntary contributions, IUCN received project funding above 250,000 Swiss francs from:

**Multilateral Donors,  
Agencies and  
Conventions**



Asian Development Bank



Convention on International Trade in Endangered Species of Wild Fauna and Flora



European Commission



Global Environment Facility



International Bank for Reconstruction and Development



International Finance Corporation



International Tropical Timber Organization



United Nations Development Programme



United Nations Environment Programme



United Nations Educational, Scientific and Cultural Organization



World Bank

**Non-Governmental  
Organizations,  
Foundations and  
Corporations**



Conservation International



Fondation Internationale du Banc d'Arguin



Ford Foundation



Humanist Institute for Cooperation with Developing Countries



International Development Research Centre



Shell International



Total Foundation



World Wide Fund for Nature

The work of The World Conservation Union – IUCN is made possible through the generosity, trust and confidence of a growing number of partners: governments, bilateral development assistance agencies, multilateral and intergovernmental institutions, international conventions and non-governmental organizations (NGOs), foundations, corporations and individuals. We are most grateful for all the contributions received in 2004 to support the Union's work.

## Yolanda Kakabadse Assesses the Past

It is but a nanosecond in geological terms, and only a blink in humanity. Yet eight years represents one-seventh of the Union's lifespan. What I find so astonishing is how during those years, IUCN defied the natural laws of entropy. Other aging institutions may soften, slow down, lose direction, or retire gracefully. Not us. If anything, each year our Union grows only more dynamic, assertive, muscular and organized for enduring impact. Why?

One of the reasons, I think, is an ethos of rigorous peer review – in our publications and in our work – that constantly sharpens our edge. It would be nice, for example, to congratulate ourselves for convening a series of successful events. Instead, we question it: Do our strenuous efforts before, during and after pivotal assemblies – Johannesburg, Durban and Bangkok were only a fraction of our meetings – subtract from our long-term work programme? What is the 'return on our investment'? The answer depends on how, where, by whom and for what purpose we invest energy.

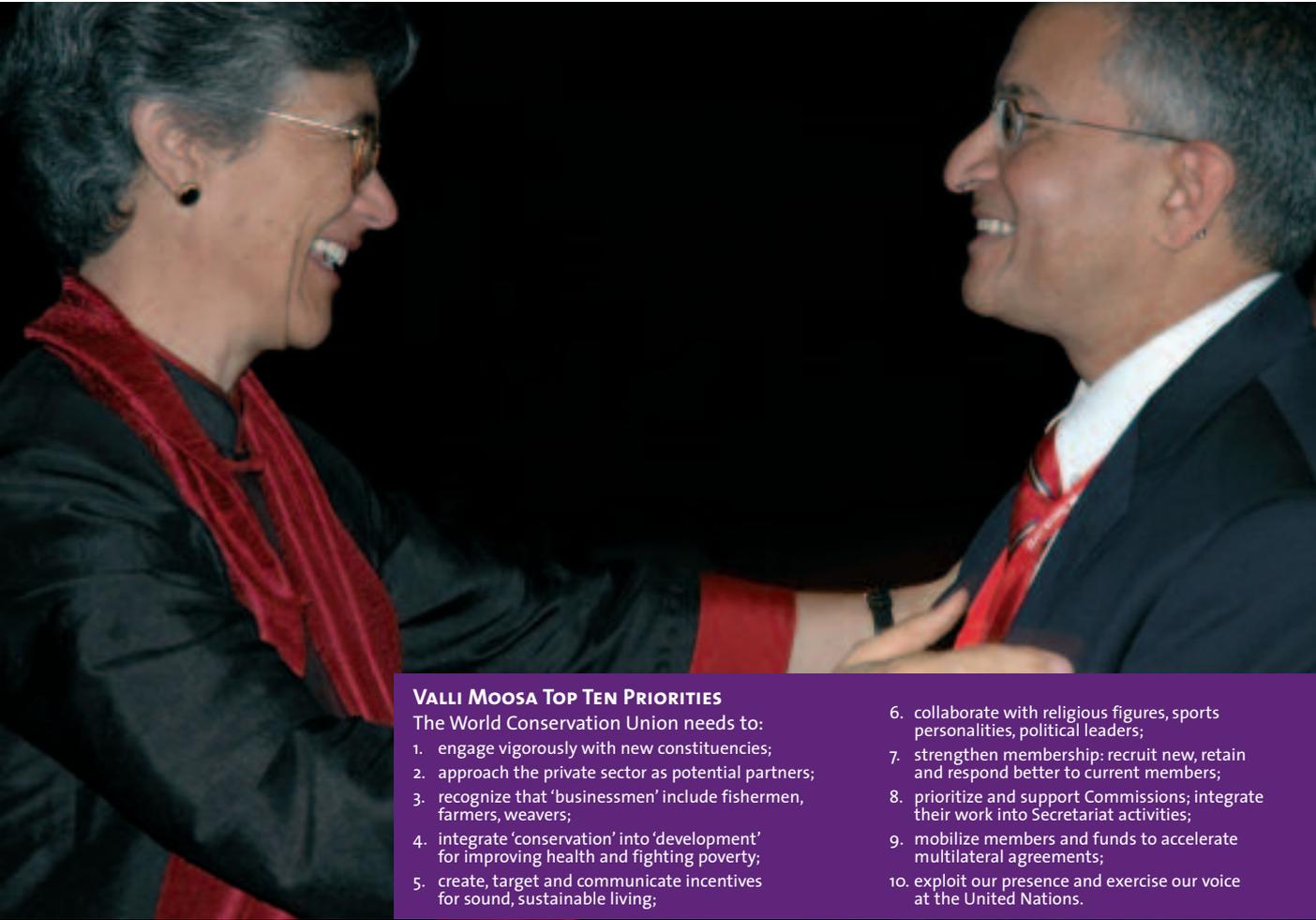
At the World Summit on Sustainable Development, the Union's investment in our high profile Environment Centre empowered us to: amplify and clarify the voice of the conservation movement; mainstream sustainability into the technocratic discourse of trade and development; and integrate economics and social equity into ongoing environmental plans.

Investments in the V<sup>th</sup> IUCN World Parks Congress let us scale upward, grow outward, and reach downward: heads of State committed to € 25 million and 200,000 square kilometers of new protected areas; those areas expanded beyond existing boundaries to include integrated ecosystems; and State agencies devolved more management authority downward to local communities to share the costs and benefits of conservation.

And our 3<sup>rd</sup> IUCN World Conservation Congress let us integrate conservation and development in ways that elevated our profile in both areas. Trade, finance, health, water and environment ministers – ranging from Pakistan to Senegal to Ecuador – turned to IUCN as the authoritative voice for recommendations. Finally, for the first time, the G-8 Summit opened its speakers' platform to us.

If done with care and foresight, convening meetings and events further intensifies and crystallizes our networks' rationale, our edge. Indeed, our *raison d'être*. It positions us as honest brokers who lead pragmatic responses. It ensures transparent peer review that legitimizes our applied scientific consensus. It reinforces our niche as a global catalyst of discussion and action between conservation and development, governments and NGOs, science and society, economy and ecology.

So, looking back we discover that our dual leadership roles – convening and conservation – are not, in fact, mutually exclusive. They have become, and will remain, profoundly symbiotic.



**VALLI MOOSA TOP TEN PRIORITIES**

The World Conservation Union needs to:

1. engage vigorously with new constituencies;
2. approach the private sector as potential partners;
3. recognize that 'businessmen' include fishermen, farmers, weavers;
4. integrate 'conservation' into 'development' for improving health and fighting poverty;
5. create, target and communicate incentives for sound, sustainable living;
6. collaborate with religious figures, sports personalities, political leaders;
7. strengthen membership: recruit new, retain and respond better to current members;
8. prioritize and support Commissions; integrate their work into Secretariat activities;
9. mobilize members and funds to accelerate multilateral agreements;
10. exploit our presence and exercise our voice at the United Nations.

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**Valli Moosa Plans the Future**

After absorbing the strong views of almost 5,000 outspoken conservationists, some might panic and worry that the World Conservation Union may be getting 'too big'.

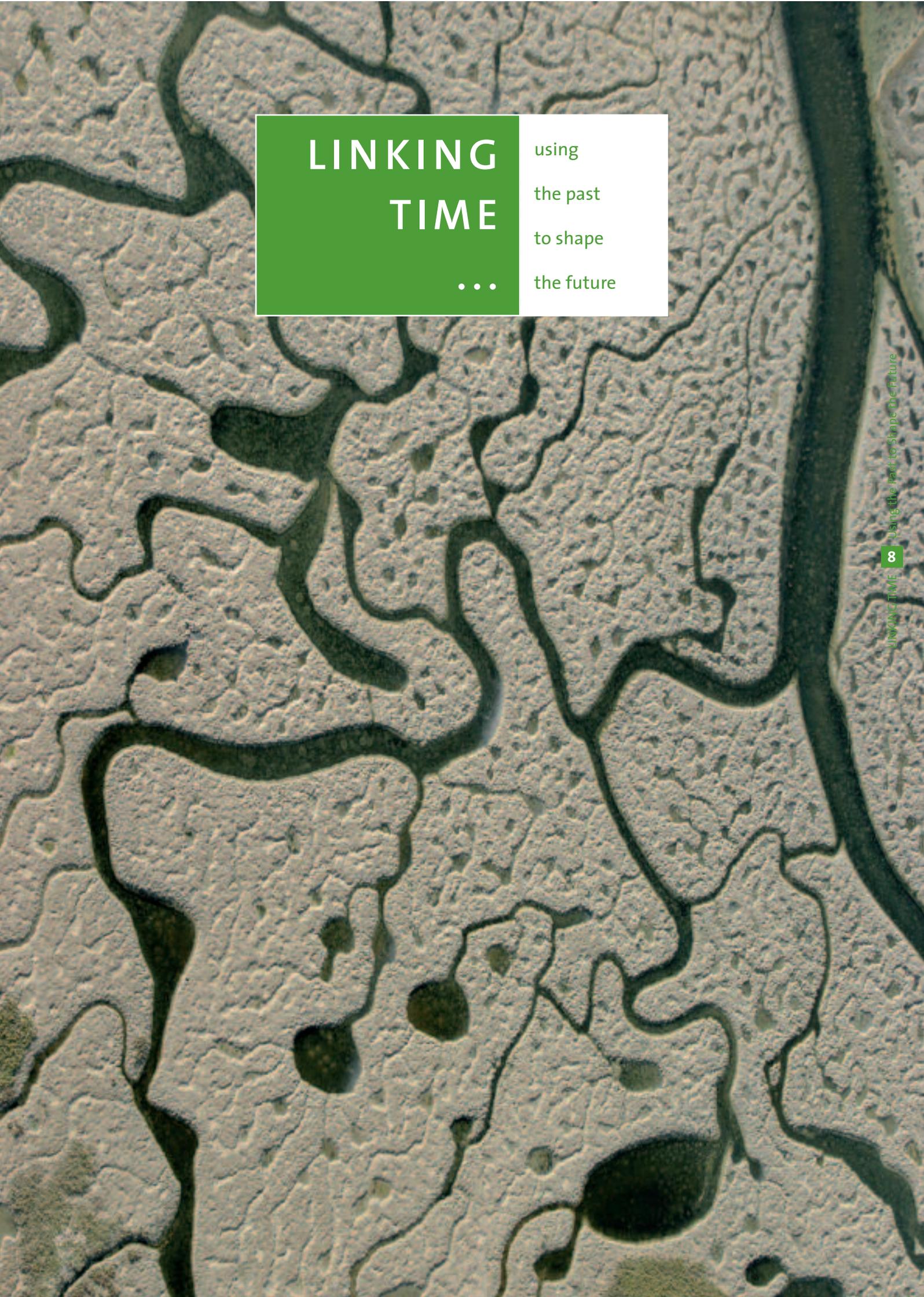
It is not. It can never grow too big, too complex, too diverse or too inclusive. My home country of South Africa's motto – "Unity in Diversity" – is not a paradox, I assure you. For it is from diversity that we gain our muscle, our political niche and our unique moral authority.

Rather than hold back, limit or micro-manage our swelling ranks we need to engage and involve and reach out to more people: young, old, rich, poor, urban, rural, scientist and layperson. We need to continue to grow forceful through numbers and through variety. We need to include all streams of thought through incentives, merging these many diverse tributaries into a more powerful current.

The World Conservation Union is a unique and expanding partnership between civil society and governments, far greater than the sum of its parts. And its ability to bridge the North-South divide means it, uniquely, can accomplish great things through the links in its vast network. As the Union's first African President, I hope to be part of those links and of that accomplishment.

Scientific knowledge is the touchstone of our standing and legitimacy, and will remain so. Yet knowledge alone does little unless we persuade old and new constituencies to instill it into their policies and practice. We already own the 'know-why' of conservation. Let us now prove we also possess the know-how, know-who and know-where.

As we enter the next intersessional period, we know ourselves equipped with the tools to address the threats to our very existence. Now, let us show ourselves willing to fight for the integrity, intrinsic value and diversity of nature. Willing to stand together to defend our shared interests. Willing to light candles in the dark corners of conservation and development, face seemingly insurmountable obstacles, and never, ever, lose hope.



# LINKING TIME

...

using  
the past  
to shape  
the future

## Membership Trends Over time – Outward, Onward and Upward

### The first IUCN linkage is temporal

– that is, how we advance over time. Ever since it was founded in 1948, the World Conservation Union has both shaped and been shaped by history.

Time links the Union as a river links the land. It erodes here, builds up there. It constantly innovates and evolves in structure while growing more forceful under gravity's pull. It anticipates, provokes and responds to underlying tectonic shifts – felt locally or globally – and meets each challenge head on.

2004 was a watershed year, both for the maturity and sophistication with which IUCN leveraged its position and for how the larger world turned to the Union to respond effectively to those rapidly shifting global currents.

It felt the rising confidence in, and influence of, the new leadership's wisdom.

It strode closer to the epicenter of decision-making in international agreements that ranged from biodiversity to climate change to trade policy.

It convened the largest conservation assembly in history and set forth a comprehensive agenda for collaborative steps.

It responded to the worst natural disaster of our time with empathy, vision, and swiftness under pressure.

IUCN is a unique alliance of three different constellations – Secretariat, Commissions and members. The first two depend on the third; its numbers give strength. Indeed, the Union's most important dividends come through the diversity of our membership, which continued to rise from 721 members ten years ago to 1,061 today.

Even more revealing: most of our new members come from the South. In six years the membership grew 19% in Western Europe, while Africa and South and East Asia grew 25%. Despite the requirements of being a member – including dues that make up 10% of IUCN's total budget – members are eager to tap into the aggregation of influence and knowledge that comes from joining together.

Did such a rigorous input match reward? Venezuela's leaders thought so, citing IUCN's increasing profile and capacity as value added to their global integration as a reason behind restoring its membership in full. The Union's 'Big Tent' also welcomed Iran, Angola, Gabon, Cote d'Ivoire, Equatorial Guinea and Sao Tome e Principe as new members who recognize that partnership carries privileges.

In preparation for the Congress, National Committees met increasingly in 2004 to discuss and in many cases to reach agreement on a common voice on elections of IUCN's officers or on motions of particular interest to their country.

Regional Committee meetings have become favoured fora for members to discuss, contribute and agree on IUCN's Programme and on governance issues leading to a more transparent and improved Union and in 2004, three sub-regions (WESCAN, the Mediterranean region and South-Eastern Europe) met to add to the number of Regional, sub-Regional and inter-Regional Committee meetings which took place between the Amman and the Bangkok Congresses.

One powerful draw for members has been IUCN's 'magical multiplier effect': every euro in membership dues leverages € 11 of conservation funding. Does that 'return on investment' sound impressive? We aim to increase it.

## The Year 2004 in Review – IUCN in Action

### OVEREXPOSURE EXTINCTIONS

**8 January** – Climate change rivals habitat loss as the worst threat to land animals and plants, say IUCN experts. Their analysis suggests one million species could be threatened by climate change.

### TRAWLING TERROR

**10 February** – IUCN warns against deep sea bottom trawling on the grounds that the destruction it wreaks – dragging chains and nets across ocean floors while killing vulnerable creatures – grossly outweighs economic benefits.

### RECOVERING THE MISSING LINK

**16 February** – IUCN co-produced a scientific action plan to reverse the decline of chimps, which fell from 1 million to 150,000 due to habitat loss, trapping, disease and the bushmeat trade.

### FLOOD FORTUNE, DELTA DIVIDENDS

**18 February** – IUCN's ten-year environmental flows effort has begun to restore Mauritania's Diawling Delta: bird counts up 17-fold, fish catches up 113-fold.

### JORDAN – JUST ADD WATER

**3 April** – IUCN hosted a conservation forum to coordinate the West and Central Asia and North Africa region's responses to water scarcity among 24 nations, and then opened its new Regional Office in Amman, Jordan.

### TRANSFRONTIER FOREST FUTURE

**8 April** – IUCN brokers a landmark agreement to ensure the species-rich, old-growth Bialowieza Forest will be protected by park managers on both sides of the Polish – Belarusian border.

### SEEDS INTO SOAP

**13 May** – IUCN brokers pioneering agreement between Unilever and two development and conservation groups to extract, for the first time on a commercial scale, edible oil from seeds of the West African *Allanblackia* tree.

### GREEN MINDS MELD GLOBALLY

**7 June** – Fourteen university leaders and IUCN launched the first global network to link higher education with conservation scientists to expand and improve environmental decision making, management and performance.

### JAWS... OF LIFE

**15 June** – IUCN's Shark Specialist Group warned against the overexploitation of sharks, skates and rays that grow slowly, mature late and produce few young; while global catches rise, shark fin soup grows common and coastal habitat declines.

### MEET THE NEW 'BIG FIVE'

**30 June** – At IUCN's recommendation, UNESCO added five new natural World Heritage sites: Ilulissat Icefjord (Denmark), the Wrangel Island Reserve (Russia), the Tropical Rainforest Heritage of Sumatra (Indonesia), the Cape Floral Region (South Africa) and the Pitons (Saint Lucia).

### MOVING 'MOUNTAINS OF THE MOON'

**5 July** – At IUCN's behest the rugged Rwenzori Mountains National Park of Uganda graduated off UNESCO's 'danger list' where it sat due to civil unrest, poaching and encroachment; but security has since improved.

### TICK,TOCK...TICK, TOCK!!

**6 July** – The European Council of Environment Ministers formally endorsed the IUCN-inspired 'Countdown 2010' initiative to halt the loss of species, ecosystems and biodiversity as a whole, in six years. Europe has 200,000 species, many of them endangered.

### TURNING TANKER TRAGEDY INTO TRUST

**July 15** – Pakistan's coast, near Karachi suffered from a major oil spill of 30,500 tonnes of light crude oil. IUCN worked with the Environment Ministry to assess the impact on mangroves; its report led the State to entrust IUCN with restoration.

### EU EXPANDS, LEAVES RURAL FIELDS BEHIND

**22 July** – IUCN warned that the expanding EU neglects fragmentation and disparities in rural areas. The latter cover 90% of the EU, house half its population and provide the bulk of biodiversity habitat. It urged the EU to increase its rural budget proportionately.

### LOSING NEMO?

**28 July** – Never mind the fictional hero of the animated blockbuster, IUCN warned that one of the real world's most unusual marine creatures, the Spotted Handfish, found off the coast of Tasmania, may soon go extinct forever due to invasive species, increased siltation, heavy metal pollutants and urban effluent.

### WET AND WEALTHY ESTATE

**29 July** – An IUCN economic valuation of That Luang Marsh near Vientiane, Lao PDR shows the presumed ‘worthless wasteland’ to in fact be a: ‘job-factory’ for 16,000, ‘food market’ worth € 2 million, € 52,000 ‘wastewater purification plant’ and € 2.1 million ‘flood control device’.

### PLUMMETING PACHYDERM

**6 August** – Global horn prices and civil unrest in Democratic Republic of Congo meant Africa’s last Northern White Rhinos in Garamba World Heritage Site were slaughtered one per month, cutting the population in half and spurring IUCN to rally global support to stop it.

### BACK FROM THE EDGE OF THE SEA

**23 August** – Twelve complete specimens of a fish once thought extinct since the age of dinosaurs were found by fishermen in shark nets off Tanzania. Survival of the endangered ‘living fossil’ Coelacanth delighted IUCN ecologists who integrate data about its marine ecology.

### OIL’S WEALTH & WHALES’ HEALTH

**26 August** – IUCN convened an independent panel to assess the impacts of oil and gas development on the critically endangered Western Gray Whale, off Sakhalin Island in the Russian Far East.

### CONCRETE AND WIRE INTO GREEN BELT

**10 September** – From Stetin in the Baltic to Trieste in the Adriatic... IUCN is helping transform the rusty Iron Curtain into an ecological corridor.

### FISHERS OF MEN

**21 September** – IUCN challenged Europe’s sport and recreational fishermen to unite against over-fishing, habitat destruction, pollution and mismanagement that are driving one third of earth’s freshwater fish extinct.

### MORE CARROTS, FEWER STICKS

**2 October** – IUCN showed how CITES can better bring about sustainable development and improved livelihoods by providing positive conservation incentives rather than regulatory sticks.

### EXPERTS SAY: PULL THE PLUG

**8 October** – 9 in 10 global experts and water management professionals told IUCN that environmental flows – strategic releases of water to restore rivers downstream – are needed to resolve water scarcity; 7 in 10 require them even in water scarce regions.

### RUSSIAN KREMLIN BEARHUGS KYOTO

**22 October** – IUCN welcomed the Russian Federation’s ‘bold’ ratification of the Kyoto Protocol, which brings into force the only international agreement aimed at slowing climate change.

### NEW INDEX FINGERS CULPRITS

**26 October** – IUCN partners unveiled a cutting edge tool to measure trends in overall extinction risks, starting with the world’s 10,000 bird species. The Red List Index turns ‘snapshots’ into ‘time-lapse’ to illustrate scientifically where, how and why species are declining.

### COALITION OF THE WILLING

**8 November** – Angola followed Iran this week in joining IUCN as the 81<sup>st</sup> State member, building on a relationship that began with a national evaluation of natural resources in 1992.

### MASS ASSEMBLY VS. MASS EXTINCTIONS

**17 November** – IUCN convened almost 5,000 delegates in the world’s largest conservation gathering, united in response to an increasing number of species facing extinction.

### A RAINBOW UNION

**24 November** – IUCN’s 1,000 members chose their first African president, and approached gender and geographic balance in elections of officers, Commission Chairs and Regional Councilors.

### BUILDING THE FOUNDATION

**17 December** – After the Swiss Government agreed to support IUCN for another 4 years, Achim Steiner travelled to Copenhagen to sign the framework agreement with the Danish Government.

### DESTROYED BUT NOT DEFEATED

**26 December** – Asia was hit by a tsunami that killed 250,000 and drew both sympathy and pragmatic support in response from IUCN environmental and development experts.



Furtwangler Glacier and Northern Icefield on Mount Kilimanjaro, Tanzania, in 1998 © Alastair Dobson

## IUCN Seizes the Moment against Climate Change

2004 may be remembered as the year climate change descended from the sky; the year we irrefutably documented how carbon in the atmosphere is disrupting ecosystems down on earth, lowering productivity, worsening access to clean water, energy and food and hitting the poor the hardest.

Yet it was also the year nations began at last to respond to climate change as a unified community, to build ecosystem ‘shock absorbers’, and to prepare for collaborative action, with IUCN as a central catalyst.

In an unprecedented statement to the world, IUCN and seven of the world’s largest conservation organizations raised climate change to the top of their agenda as the single most serious threat to biodiversity and human development. It melts glaciers from Kilimanjaro to the South American Andes, dries the Cape Floral Kingdom, and drives 15–37% of species on land to the edge of extinction.

IUCN’s marine ecosystem partnerships led efforts not only to recognize and document the first tangible links between greenhouse gas emissions and biodiversity – such as coral bleaching in all of the world’s tropical oceans – but also developed strategies to help reefs survive and resist impacts from global climate change as temperatures rise in the decades ahead.

Russia’s decision to ratify the Kyoto Protocol generated colossal new momentum. Russia, a State member of IUCN, put the Protocol into effect and shifted the global terms of debate. To the Union, it marked a historic turning point in efforts to tackle climate change as a community of nations. Earth now has a binding global agreement. It may just be a beginning but the costs of inaction would have been far higher to the increasingly vulnerable communities around the world.

Easy for some to say: “Reduce Emissions”. IUCN used its extensive network, global influence and high visibility to ‘walk the talk’ and show the world how to do exactly that.

It pioneered a campaign that aims to minimize the impact of at least 30% of its members with regards to emissions from business operations by 2008. Then it led by example.

After a cutting-edge emissions audit of its global operations, IUCN launched a web-based ‘Flight Emissions Calculator’ that allows IUCN staff worldwide to track and report emissions from air travel and move toward carbon-neutral status. A five-month pilot showed 20 units travelled 1 million kilometers, emitting 134 tonnes of CO<sub>2</sub>, which was equivalent to 45 hectares of native pine forest storing carbon for a year.

The Environmental Law Programme led IUCN’s energy-related work by linking international law and the promotion of renewable energy, and helped the policy and forest programmes clarify how multilateral emissions trading can be most effective.

Beyond warning of risks, IUCN began ‘Coping with Change.’ It sought to create biodiversity and poverty ‘shock absorbers’ that range from restoring mangroves in Bangladesh to afforestation in southern Mexico. Case studies in Argentina, Chile, the Philippines and Ghana were undertaken to see how environmentally sound and socially equitable afforestation and reforestation project activities under the Kyoto Protocol’s Clean Development Mechanism could be implemented.

Furtwangler Glacier and Northern Icefield on Mount Kilimanjaro, Tanzania, in 2003 © Alastair Dobson



## The Congress – Nine Days for New Confidence and Focus

As 2004 began, self-described ‘skeptics’ raised grave doubts. Was environmentalism alive? Could anyone tackle climate change? Did biodiversity matter? Was poverty directly linked to ecosystems? Were individuals ready, willing or able to halt extinctions?

During nine days of debate in the largest democratic conservation assembly ever to convene – the 3<sup>rd</sup> IUCN World Conservation Congress – the answer was a proud and irrefutable: YES.

Yes, earth’s natural resources were in trouble. But yes, too, we could and would collectively illuminate the path to sustainability, restoration and hope.

The 3<sup>rd</sup> IUCN World Conservation Congress attracted 4,889 people from all walks of life and from across the globe, including 1,000 of the world’s leading scientists, 200 business representatives, 40 Ministers of Foreign Affairs, Environment, Agriculture, Tourism and Fisheries as well as hundreds of environmental activists, community and religious leaders. The scope and magnitude of this response surpassed everyone’s expectations. Its positive consensus offered a clear focus for conservation in the years ahead – ecosystem management, biodiversity loss, poverty and livelihoods.

### Changing of the Guard

Every Congress builds up to, and turns on, elections. Votes matter. They change the minds, the directions, the focus and the priorities of IUCN. Elections give legitimacy and credibility and momentum to the collective force of the Union. The Congress approved new mandates for six expert Commissions, and elected three new chairs.

### A Decisive Members’ Assembly

The assembly voted on over 100 Resolutions and Recommendations on critical conservation policies and actions. Decisions ensure that IUCN will, among other breakthroughs:

- *Establish the World Conservation Learning Network to build capacity of conservation and development professionals;*
- *Conserve critically endangered vulture species in South and Southeast Asia;*
- *Pursue activities for the conservation of biodiversity in the Aral Sea basin;*
- *Combat poverty in the context of IUCN’s core conservation mission and values;*
- *Address the conservation and sustainable management of the high seas;*
- *Call for a moratorium on the further release of genetically modified organisms;*
- *Work with indigenous peoples to manage and establish protected areas;*
- *Invite France, Italy and Switzerland to inscribe Mont Blanc on the UNESCO World Heritage List.*



Her Imperial Highness Princess Takamado of Japan, Honorary President of BirdLife International, presents an IUCN gold medal to Her Majesty Queen Sirikit of Thailand © IISD

### A New Congress Convened By and For the Members

By 2004, IUCN had evolved into a sprawling, muscular, boisterous assembly. Members set their agenda, took responsibility for organizing events, and sponsored participatory workshops, conservation platforms, knowledge marketplace, contact groups and future dialogues in which they created space for each other. The result? Three times the registration numbers compared to Amman. Vigorous debate at all levels showed what united the Union – rather than what divided it.

### Gracious Hosts of Foreign Visitors

IUCN's Asia office took the lead in inviting Her Majesty Queen Sirikit for the inauguration, and integrated fully with the Royal Thai Government in the organizational aspects. It also facilitated special Thai programmes during the event. In the process, it formed a close rapport with the relevant state agencies and other organizations, which proved invaluable in taking forward the Thailand programme.



Professor Mick Clout of the Species Survival Commission with a Kakapo, a Critically Endangered flightless parrot of New Zealand © Dr Jacqueline Beggs

## Four Themes: Milestones in Restructuring Global Conservation Debate

For four years, IUCN has been rethinking, re-energizing and repositioning itself in response to a rapidly changing world. The elements of this new conservation world crystallized at the Congress into Four Themes that bridged the conservation and development divide and demonstrated the relevance of our knowledge to both people and nature.

### 1. Ecosystem Management: From 'islands' to 'umbilical cords'

IUCN drew upon decades of experience to help the conservation and development world grasp a profound epiphany: Don't just protect beauty and diversity for nature's sake, but also conserve whole life support systems for our survival.

Flowing rivers, diverse forests, fertile soils, wetlands and coral reefs depend upon people far less than we depend upon their richness and integrity. The goods and services that ecosystems provide are no doubt worth billions of dollars. Yet to the extent that we cannot exist three days without them, they are priceless.

Crisis opened opportunities. Workshops focused on solutions. Concern over food quality led rural providers to seek and market organic production. Worries over water quality drove cities to protect the upstream rural basins and aquifers their inhabitants depend on.

## 2. Health, Prosperity and Conservation: Profoundly Interdependent

The Congress discussed binding ties between health, poverty and conservation. These links were emphasized in the context of the UN Millennium Development Goals, by members in poverty-related action, and by rapidly growing constituencies in IUCN who represent indigenous communities.

The Congress overwhelmingly agreed that IUCN must address poverty. But it differed over the extent of our focus and funds to do so. Newer members demanded that conservation organizations must reduce it; 'classic' biodiversity workers urged restraint; 'ending poverty' was the World Bank's mandate, not IUCN's mission.

A majority began to reconcile where and how conservation and development could be mutually reinforcing. For example, villages desperate for fuel hack into green, healthy trees; deforestation hurts surrounding biodiversity; and the loss of biodiversity in turn jeopardizes essential components of livelihoods.

## 3. Biodiversity Loss and Species Extinction: Reducing Risks

The IUCN Red List of Threatened Species showed many of 15,589 species under threat of extinction. But that sobering figure only galvanized members. All seek approaches, options and priorities that improve the lives not only of rare and declining species, but also of abundant and prolific human species that depend on biodiversity for life.

Seeking, they found. Society is starting to get enough information to design far more effective and durable conservation strategies. These environmental strategies inform commitments to reduce the rate of biodiversity loss by 2010 and guide the UN Millennium Development Goals.

Invasive species, loss of medicinals, water scarcity and climate change made participants recognize biodiversity risks as threats to human security. Responses involved: correcting market failures; strengthening protected areas; increasing transparency and accountability of government decisions; putting a greater emphasis on adaptive management.

## 4. Markets, Business and the Environment: Maintaining Natural Capital

The words 'economy' and 'ecology' share the same Greek root for 'habitat'. At the Congress they shared the same agenda, as IUCN pursued a multi-pronged approach: improve the social and environmental performance of markets and business; stimulate debate on the dominant model of economic growth and consumerism; and harness global trade flows to work for – instead of against – biodiversity conservation.

Natural resources are increasingly managed in the context of globalizing markets, beyond the influence of national or local governments. Conservation strategies must change to confront this new reality. For example, NGO certification schemes promote best management practices in the agro-business sector, promote trade as an incentive for peace and stability, and reduce illegal trade.

More than 70 private sector events during the Forum attracted 200 delegates from a range of countries, companies and sectors. Compared with the V<sup>th</sup> IUCN World Parks Congress, participants felt far greater understanding and trust, with members and businesses asking not whether to engage with each other, but how. Key issues discussed:

- *Corporate social responsibility - what does it mean for biodiversity?*
- *Business and biodiversity partnerships - learning to collaborate more effectively*
- *Investment and capital markets - building toolkits for sustainable finance*
- *Certification for sustainability - the potential and limitations of eco-labelling*
- *International trade - strengthening coherence between trade and environmental regimes*
- *Ecosystems for sale - making markets work for both nature and people*



Damaged fishing boat, Koh Phra Thong, Thailand after the 2004 tsunami © IUCN/Jeff McNeely

## Tsunami Galvanizes IUCN into Action

On 26 December 2004, an earthquake measuring 9.3 on the Richter scale struck just offshore northwest Sumatra.

The earthquake hurt Indonesia nearest the epicenter, but the resulting tsunami hammered nearly 5 million people, killed 250,000, and spread economic and ecological ruin across the Indian Ocean, from Thailand to India, even as far as the coast of East Africa.

IUCN's response was immediate and sustained. In Sri Lanka a project site was annihilated, but teams there converted into emergency humanitarian relief workers, providing fresh water and food to people along the coast. Staff worldwide donated over CHF 25,000 from their salaries to help damaged communities.

Our Asia Regional Office in Bangkok carried out rapid, mid- and long-term assessments for rehabilitation strategies. It also set up a fund for post-tsunami development work, and called for an early warning system of seismic sensors, tide monitors, wave detectors and alerts, as well as integrated coastal zone management.

IUCN assessed the dimensions of the damage and determined priorities for recovery. It prepared papers to guide habitat restoration that incorporated livelihoods into each plan. Our strategy was to link natural and human needs as interdependent. To that end, we began taking the lead in long-term resource rehabilitation in Sri Lanka and southern Thailand.

The Union's work dramatically illustrated how healthy coral reefs and mangrove forests buffer impacts: wherever nature was still intact, the tidal wrath was absorbed; where forests and reefs had been crippled by careless development, the tsunami finished them off. Correlation between healthy ecosystems and reduced damage was manifest from the coastlines of Thailand, India, Sri Lanka and the Maldives.

The tsunami tested the relevance of our global programme. It revealed our ability to respond in a crisis to secure livelihoods and biodiversity, distribute responsibility, reach out to shore up habitats in ways that allowed natural and human communities to recover their functioning capacity as soon as possible.

In the longer term, IUCN is continuing to work with its various local, national, and international government and NGO members and partners to integrate natural and human economies in the ongoing reconstruction and recovery process.

*"We must confront the pervasive fallacy that an emphasis on nature conservation compromises the fight to eradicate poverty. They are inextricably linked. Nowhere is this lesson more clear than in the Union's environmental recovery efforts in the wake of the Asian tsunami. Restoring the economies of these devastated regions depends on the restoration of their natural resources and the return of their biodiversity."*

Valli Moosa



Fishermen receive new fishing nets from IUCN partners in Sri Lanka to regain their livelihoods © IUCN/L P D Dayananda

# LINKING PLACES

...

building  
bridges  
across  
the world

## The second IUCN linkage is horizontal

The second IUCN linkage is horizontal – that is, connecting habitats and societies across earth’s geography. By statute, the World Conservation Union is anchored in geopolitical realities to help nations conserve our wealth of biodiversity. Yet it knows that nature’s own frontiers are at once more intricate, more subtle and more profound than the artificial borders human society has constructed around itself.

A Western Gray whale, an Amazon river, an Asian crane, an Oceanic sea turtle, a Caribbean trade wind, a Middle Eastern aquifer or a matriarchal herd of African elephant – these forces transcend any notion of a single nation-state. They precede the oldest human governments by millennia.

So while IUCN works closely and pragmatically within well-defined states, economies and institutions, we simultaneously reach farther and further – toward recognition of the original contours and patterns of biomes and ecological diversity – striving to adapt our legitimate human needs to the far wilder and more ancient demands of creation.



William Jackson (right) © IUCN/Jean-Yves Pirot

## William Jackson – Horizontal Linkages Across Uncharted Territory

The World Conservation Union has a built-in healthy tension.

Each year, an ever-stronger headquarters devolves more decision-making power and fund-raising authority to diverse regions. This ‘flatter’ Union offers broader scope for customized policy influence and entrepreneurship at regional, national and sub-national levels. But it brings a paradox. Horizontal devolution demands greater coordination to ensure coherence and focus; escalating centrifugal forces require a stronger hub.

What’s more, while the world may feel smaller, it has not grown any simpler. As some nations fuse, others break off. Likewise, our regional programmes beg questions: “Where does WESCANA’s jurisdiction end and the Mediterranean region begin?” Or: “Who does a mangrove project in Samoa turn to for support: Oceania, to our Marine Programme, to our Forests Programme or to our Wetlands and Water Resources Programme?”

The answer – as shown in this report – is that form follows function. The structure of our work grows organically from nature’s demands. As we discover more about what human and natural communities need to develop in harmony with each other, a clear strategy emerges. We gather our local and institutional expertise and apply it to problems arising from a region. Then, to resolve it, we reach out across invisible but often divisive geographical boundaries.

The trick is to avoid overreach. For while we are pulled in every direction, we select our fights with deliberation and care. We can not be everything to everyone, nor work everywhere at once.

That said, we continue to expand new geographical linkages into ‘uncharted territory’. Uncharted territory may be marine, dryland, mountain and tundra ecosystems. It may be the no-man’s-land between sovereign states, the undefined communal land tenure surrounding parks. It may be the turbulent interface between biodiversity and trade.

It may even be an abandoned, old, demilitarized zone where a divisive Iron Curtain gives way to a potential green corridor with enough natural charisma to reunite an entire continent.



Fishing boats along the coast between Nouakchott and the Banc d'Arguin National Park in Mauritania © FIBA/Helio-van Ingen

## IUCN in Africa: Decolonizing Nature

When Europeans carved up Africa's national borders they ignored river floodplains, mountain ranges, rain forests, hunting grounds and wildlife migrations. To further confuse matters, colonists artificially segregated human and natural worlds within nations. Early conservation uprooted inhabitants from parks and sequestered wildlife from the vast majority.

Like it or not, that heritage of colonial exclusion – to keep people out and animals in – increasingly has been resisted as politically, and often ecologically, untenable. Here, the World Conservation Union has taken on the role of peace broker.

It recognizes biodiversity as the continent's richest asset, but an asset over which all Africans must equitably share benefits, access and responsibility. Long-term security for both people and wildlife often means we must decolonize interdependent communities.

By working with IUCN to expand conservation across national boundaries and pioneer community-based natural resource use, the African continent is lighting the way.

### Pan-African Integration

Decolonizing nature means engaging diverse members in sovereign nations to collaborate whenever doing so serves the interest of all parties. Co-operation may translate into:

- ▶ Helping South Africa, Mozambique and Zimbabwe tear down once-divisive political boundaries to open and engender the world's largest international park – the Great Limpopo Transfrontier National Park.
- ▶ Shared monitoring and coordinating coastal fisheries along the Atlantic Ocean shores of Mauritania, Angola, Namibia, South Africa.
- ▶ Setting up mechanisms to share the responsibilities and opportunities posed by hungry, thirsty elephant herds migrating across seven nations – Zambia, Malawi, Zimbabwe, Tanzania, Namibia, Angola, Botswana – in one summer.
- ▶ Co-managing large dams, sharing aquifers, coordinating fisheries on lakes, and jointly managing river flows that transcend borders of the most water scarce nations on earth: Volta, Orange, Okavango, Victoria, Niger, Pangani, Tanganyika, Zambezi and Senegal.



Village chief talks to children in Frank village, lower Shire in Malawi, as part of the Zambezi Basin Project © Denis Mint

- ▶ Strengthening civil society's muscles in international and regional policy to tackle illegal logging, associated illicit trade, and corruption in the forest sector. With half of all members engaged in forestry, IUCN aims to build their capacities through a bottom-up approach, starting in Ghana. One project, Allanblackia, focuses on non-timber forest products; others target forest fires.
- ▶ Reclaiming drylands with native people and forests. The semi-arid Shinyanga Region used to be called the 'Desert of Tanzania'. Not any more. Using local knowledge and customary law of the 2.22 million Sukuma people brought success of forest landscape restoration in a region covering 350,000 hectares and 833 villages. The project has restored 152 species of tree, shrub and climbers, and 145 birds and 13 mammals have now been recorded in the dry season. Fourteen per cent of the medicines used by

the local community come from the restoration efforts. The total value of the restoration is € 10 per person per month, or € 890 per household per year, in an area where average monthly consumption is € 6.65.

IUCN expanded its Freshwater Biodiversity Assessment Programme across the continent, so that water resource managers and environmental planners throughout Africa can integrate information on freshwater biodiversity within the development process. Existing data was hopelessly scattered and disorganized. But through our collation, networks, and training workshops the right information can now be synthesized to use Red List assessments or species distribution maps to guide everyday decisions. At four sites, best practice applications demonstrate how securing species help safeguard livelihoods dependent on wetland resources.

## Southern Africa: Planning with Pachyderms

To conserve southern African wildlife, some want state agencies to run the show. Others want communities to take the lead. IUCN proposes a third way. It requires a thorough understanding of wildlife's complex demands, then adapting government and communal plans to these patterns and boundaries to maximize returns on the richness of nature.

By tracking migratory populations with durable collars and radio telemetry, IUCN and its partners developed the SADC Rhino Conservation Strategy. It helped survey, compile a database, raise awareness, transfer and bond-pair both black and white rhino in field strategies to ensure their safety, diversity and viability.

Pachyderms attract high-paying tourists from overseas, but they also destroy crops. To reduce poverty while boosting herds, IUCN collaborated on non-harmful deterrents across Zambia, Zimbabwe and Namibia. The Union also published studies exploring why or whether African elephants are really endangered; disenfranchisement of people in transfrontier zones; and land use and tenure within protected parks.

Following food and water, elephants can migrate from mountains to the sea. To help them, IUCN and South Africa's Department of Environmental Affairs and Tourism jointly plan strategic conservation – such as in the Blyde River Project – that connects protected biodiversity corridors.

Elephant and rhino need lots of space. But their habitat is constricted by narrow, sector-specific mindsets. So IUCN scaled up management plans to think big, and integrate whole ecosystems such as the Makgadikgadi, Marromeu, Rufiji and Okavango Delta wetlands. Its southern Africa office mobilized and engaged relevant stakeholders, who then prioritized projects through a holistic approach.

Elephants in Botswana © IUCN/Frederik Schutyser



## Western Africa: Reversing the Erosion of Diversity

Few populations rely more heavily on scarce natural resources than people in the Sahel. Each day, farmers, nomadic herders and fishers from Senegal to Chad adapt to the pulse of nature. They take advantage of the succession of rains and floods that transform the desert into lush and fertile plains. In West Africa, IUCN helps biodiversity absorb uncertainty and helps people reduce resource conflicts.

People in cities like Ouagadougou and Bobo-Dioulasso in Burkina Faso burn 0.7 kg of fuel wood per day, eating into natural forests. At government request, IUCN assessed and educated large-scale forestry programmes about impacts caused and benefits derived by people on the ground. Its tools help the energy department and communities share information that harmonizes development and could spur negotiation on carbon credits to offset greenhouse gas emissions.

A century ago the coast of Mauritania was almost empty. It now holds a third of the population. Rich in biodiversity with two national parks – Banc d'Arguin and Diawling – the coastal zone has been threatened by escalating fisheries, oil extraction, tourism and unregulated urban growth. IUCN and its partners defined the national Coastal Management Master Plan involving resource users and civil society, who now embrace the precautionary principle.

IUCN and its partners began a socio-economic assessment of the 20 different tree and plant species that women and children collect and sell in cities. Our study showed

that, despite a colonial-era ban on their use, medicinal plants support a vital cornerstone of human health and livelihoods. These results spurred Senegal to amend the outmoded law.

For fifteen years IUCN has been promoting an effective protected area network along the coast of Guinea Bissau: the largest mangrove forest park in West Africa (Cacheu); the largest marine turtle breeding ground in the region (Joao Viera Island); and the Biosphere Reserve of the Bijagos Archipelago. Lengthy consultations with indigenous communities ensured these protected areas endure, and culminated in 2004 with establishment of the national Institute for Protected Areas.





Eldad Tukahirwa, Alex Muhweezi and Florence Chege listen to members of parliament during a tour of Mount Elgon facilitated by IUCN, East African Community, and East African Wildlife Society © IUCN/Edmund Barrow

## East Africa: Providing Relief for Stress over Water

The health of water reflects those who use it. When villages grow desperate with demands, their river suffers. When fishermen pull their nets in opposite directions, the catch yields of the lake declines. Yet the reverse may also apply. IUCN manages water and nature in order to secure healthy people.

It took four years of education, analysis, planning, development, implementation and revision. But IUCN finally ensured that four Tanzanian villages now plan with the rhythms of the Rufiji River floodplain. At a larger scale, its studies and technical assistance ensured that Tanzania's Wildlife Division could designate the 596,908 hectare Rufiji-Mafia-Kilwa Marine as a Wetland of International Importance.

Through a decade of resource assessment, support and plans for Lake Naivasha, IUCN helped Kenya set up, and then devolve authority to, a coalition of rural organizations and government agencies. This community-based approach tackled the impact of invasive plants on the quality of habitat for migratory waterfowl.

Lake Tanganyika, shared by Burundi, Democratic Republic of Congo, Tanzania and Zambia, suffers from resource conflicts, watershed degradation, unchecked pollution, and rural underdevelopment. IUCN led a multi-partner consortium to harmonize management of the Lake, with € 33 million to turn theory into reality. It gives teeth to a trans-boundary Convention, Authority and Secretariat.

When tempers flared over Lake Victoria's fisheries, IUCN stepped in to broker peace. It facilitated cross-border exchange visits between fishing communities from Kenya, Tanzania and Uganda. It negotiated Memoranda of Understanding among rival communities. It planted seeds of tranquility through follow-up work, plans and monitoring visits.

The Pangani is Tanzania's most water stressed river. IUCN convened upstream and downstream actors in the basin to discuss collaboration, not competition. These dialogues helped forge government/community partnerships to manage water and reduce conflicts. Now other river basins throughout the region are following suit.

## Central Africa: Hearts of Brightness

The media usually tell the story of anarchy, strife, poverty, disease and war. IUCN's Central African office tells a quieter story of progress beneath the surface:

- ▶ Hosting 357 participants in the productive 5th Conference of Central African Moist Forest Ecosystem or the Brazzaville Process;
- ▶ Building bridges between science and civil society in the NEPAD Environment Initiative;
- ▶ Launching ten micro-grant forest projects that helped reconcile biodiversity conservation and poverty reduction in six countries;
- ▶ Enlisting seven new members to reach thousands of potential collaborators;
- ▶ Finalizing a Code of Conduct for the 'Peace Parks' initiatives in the Great Lakes trans-frontier protected areas.

One story captures how IUCN draws on its past, its global support structure and its reputation for scientific impartiality. It involves a dam.

When Cameroon took the decision to construct the Lom Pangar reservoir on the Sanaga River in order to increase power generation of downstream hydropower plants during the dry season, some supported it and others opposed it. IUCN and the Government of Cameroon set out to document impacts and provide options for long-term mitigation agreeable to all concerned.

First, IUCN established and hosted an independent panel of social and environmental experts in the necessary Environmental Impact Assessments for the reservoir. The panel has the mandate to scrutinise 25 or more reports produced by the consulting firms in charge of environmental and social feasibility studies, request additional studies, and produce recommendations for government and private sector alike.

IUCN will help the panel to disseminate findings rapidly, widely and transparently, using operational communication channels like Radio Environment, newspapers, e-mails and both local and global IUCN websites. Thanks to IUCN's technical and operational support, the panel is set to explore new ways of reconciling human development and biodiversity conservation.



Floating market in Thailand © IUCN/Jim Thorsell

## **IUCN in Asia: Restoration, Rehabilitation and Resilience**

Struck by the worst – oil spills, civil unrest, earthquakes, mudslides, floods, droughts and a tsunami – Asia bounces back with remarkable resilience.

IUCN has been working in the region to ensure that Asia's recovery and rehabilitation anticipates and minimizes any future disturbances.

The Union seeks to inform and share the costs and benefits among a more diverse network of decision makers. And it collaborates towards more equitable use of resources, whether medicinal plants, fisheries or water itself.

### Pan-Asian Integration

To catalyse conservation and development across Asia, the World Conservation Union works with partners to find place-based solutions. Each collaboration of people, geography and ideas amounts to more than the sum of its parts. Such positive and transcendent outcomes result from:

**Adding Value:** In Asia, IUCN aims to make economic valuation an integral part of water management and development decisions. The book *VALUE* presents field-tested approaches and methodologies to make the tools of economic valuation widely available and practically applicable. That Luang Marsh near Vientiane, Laos PDR, provides total benefits of € 3.6 million to the 161,000 inhabitants, which is equivalent to a full livelihood for 16,000 people. Traditional wetland tanks in the Kala Oya river basin of Sri Lanka generate livelihood benefits worth € 314 per household annually in terms of food and water.

**Adding Power:** The poor need energy. IUCN helps them find the most equitable and sustainable source. For 8,000 households in Dir Kohistan, in the Northwest Frontier Province of Pakistan, that meant learning to 'burn' water instead of valuable deodar wood (*Cedrus deodara*). As the surrounding jungle shrank, IUCN led 70 villages to

harness micro-hydro power to generate 2,000 KW, saving deodar wood while powering light bulbs... and the Internet.

**Adding Outreach:** During the World Conservation Congress, IUCN signed a Memorandum of Understanding with the Government of India to launch the India programme. This event was followed by a meeting with India members. Similar efforts were undertaken to launch programmes in China and Thailand. A notable milestone is the MoU signed with the Asian Development Bank, which will provide opportunities for partnerships for work in Asia.

**Adding Enterprise:** Official decision makers too often assume the only, or most profitable, use of the forests. In Sri Lanka, IUCN is helping autonomous village committees generate income from alternative enterprises by cultivating, processing and marketing medicinal plants. In Nepal, IUCN helped the poor secure land tenure rights of 6,000 ha for this purpose. Another small scale enterprise in Nepal builds capacity of local women to make and market pickles and squash for commercial trade, and is scaling the project nationwide.

**Adding Stability:** In Pakistan, IUCN turned a ravaged mountain ecosystem and a tanker tragedy into opportunities to plan and prevent. Several years of groundwork in over 200 meetings with 3,500 people culminated in a Northern Areas Strategy for Sustainable Development. When the grounded *Tasman Spirit* leaked 35,000 tonnes of light crude oil into the channel off Karachi, IUCN worked with the Ministry of Environment to assess and control damage on water resources and the impact on mangroves, culminating in a landmark report which drove a joint restoration plan.



The *Tasman Spirit* off the coast of Karachi © UNEP/Stefan Micallef

## Asia Regional Programme: Continental Confluence

For all the region's diversity, water is what holds the vastness of Asia together: people's fierce demand for it, the rich power and life flowing within it, our shared use and management of it. The Union seeks to harness this continental confluence of people and waters.

IUCN and its partners started a regional project to conserve the natural resources in the wetlands of the Mekong River. It scoped existing frameworks in Mekong riparian countries to implement the Strategic Priorities of the IUCN-sponsored World Commission on Dams. The coalition also put special emphasis on community access to, and use of, an incomparable Ramsar site in Cambodia south of Khone Falls. Our assessment showed that surrounding villages depend intimately on Stung Treng wetlands for their fish, water supply and transport, all worth € 2,350 per household per year, or half to three quarters of their food security and income.

IUCN's assessments of biodiversity, water resources and livelihoods had profound effects throughout Sri Lanka. They inspired Ramsar to fund a natural resource management plan in the Anaiwilundawa wetlands. Terrestrial and inter-tidal biodiversity assessments proved invaluable in tracking post-tsunami biodiversity changes in the island's southern region. State water agencies used economic valuation studies to prioritize small tank (water bodies) rehabilitation in the North Central Province.

Eastern Nepal's common flash floods threaten river-banks and agricultural land. In response, IUCN established community-based stream management by and for the poor, which checks soil erosion, reduces damage to houses and losses of animals, and generates profits. The income from sale of special grasses in their previously flooded land was enough to encourage residents to install spurs and curtail grazing by animals.

Bangladesh is keen to restore its degraded wetlands, hill tracts, haors and floodplains. IUCN found opportunities to reverse decline. Through its extensive research and community fieldwork, IUCN fueled the rehabilitation of swamp forest and riparian vegetations; conserved turtle, fish and indigenous and medicinal plants; secured local seed banks and promoted alternate energy like solar or biogas.



Hazim El Nasser, Minister of Irrigation and Water Resources, Jordan, signs the agreement for the WESCANA Regional Office in Amman © IUCN

## WESCANA: From Many Pieces Towards Integrated Peace

In April, the West and Central Asia and North Africa (WESCANA) region opened a secretariat office in Amman, Jordan. The base will unite voices from a wide coalition of scientists, experts, NGOs and governments. This loose and diverse alliance has managed to cooperate effectively on water and other resource management issues. With a high profile platform, the alliance gains geographical traction.

*“This vast region stretching from Morocco to Kazakhstan, with its extraordinary diversity of cultures, languages, ecosystems and governance, emphasizes and challenges IUCN as a convener – building bridges between states and civil society, promoting synergies between countries sharing biodiversity or resource management challenges, and ensuring effective linkages around shared values between all the three components of the Union.”*

Regional Director Odeh Al Jayyousi

After technical support and strategic collaboration from IUCN, Qatar signed and ratified the Biodiversity Convention, coordinating its environment programme through the Supreme Council and concluded its National Biodiversity Strategy and Action Plan.

IUCN provided similar technical support to Yemen to conclude its NBSAP in 2004 and also introduced an innovative process linking policy levels and local decision makers for biodiversity conservation and development on Socotra Island – the ‘Treasure Island of Yemen’.

IUCN continued its decade-long collaboration with Saudi Arabia’s conservation sector and built new partnerships in the region. After extensive negotiations, Iran became a State member of IUCN and attended the Congress on that basis. In Egypt, a new programme of support to reform and development of the protected area system was finalized and the Central Asia programme was consolidated through a portfolio of priority initiatives identified by members.

A foundation was laid for a long-term IUCN programme for one of the region’s most critical and potentially divisive resources – water. A meeting in April brought together expertise and information from some 170 participants from 15 countries and developed an initiative to build regional networks, support policy reforms in fresh water resource management, and pilot practical solutions through demonstration sites.



*Jr. Epipedobates tricolor* on red Passion Flower (Ecuador, South America) © NHPA/James Carmichael

## IUCN in the Americas: Securing a Natural Foundation

Past efforts to integrate the Western Hemisphere turned on political doctrines, economic models or trade negotiations like the Free Trade Area of the Americas or MercoSur-CAN. Last year even saw the official creation of a South American Union.

Yet long before these man-made constructs, the region was united by the richness of life that thrived here and nowhere else on earth.

IUCN respects and works closely with these modern governance institutions. But it also knows that any long-term integration of human development must first require the broadest and most secure foundation between nature conservation and poverty reduction.

That means all parties must find new ways to conserve the beauty, integrity and diversity of the Americas' natural resources they share.

### Pan-American Integration

Throughout the Americas, IUCN linked people, places, waters and ideas. The cases below represent only a fraction of projects where the World Conservation Union:

- ▶ Strengthened the region's Environmental Impact Assessment Agreement by giving technical assistance to the governments, by including public participation, and by harmonizing and modernizing the transboundary EIA system throughout Central America. By improving this system, IUCN better informs: free trade agreements and wider private investment like the Modernization and Transformation Plan for Central America and the Plan Puebla Panama.
- ▶ Catalysed a collaborative venture between Ecuador, Colombia, Panama and Costa Rica that is helping develop a new Marine Corridor between the Galapagos, Gorgona, Malpelo, Coiba and the Cocos Islands. It also reviewed criteria for Marine World Heritage Sites and nominations of St. Kilda and Hawar Islands.
- ▶ Helped lead the White Water 2 Blue Water Initiative for the Wider Caribbean. The initiative brought together several IUCN regional offices in the hemisphere to promote integrated management of watersheds and marine ecosystems in the region.
- ▶ Completed round one of the Tagubar Guanabara Bay environmental remediation project. This culminated in the construction of de-pollution equipment to be used in the test area off Rio de Janeiro. IUCN's Marine Programme began sediment analysis, prepared a Decision Support System, and undertook a mid-term evaluation of the project.
- ▶ Accompanied and supported the eight countries of the Amazon Cooperation Treaty Organization to such an extent that it has become an indispensable full partner in writing and implementing a large-scale sustainable development strategy.
- ▶ Linked equity with water governance through two demonstration projects in the Barra de Santiago-El Imposible (El Salvador) and Tacana (Mexico-Guatemala) river basins. Both watersheds integrate platforms that include governmental agencies, technical institutions, IUCN NGO members and water users. The Tacana River Basin project enlisted municipalities in the management structure, with scope for international management and legal reviews.



Representatives of member organizations from Costa Rica and Nicaragua at their first coordination meeting for the Alianzas Programme in June, 2004 © IUCN/Gabriela Hernández

- ▶ Helped build a Regional Strategy for the High Andean Wetlands on three fronts. It organized a workshop with Ramsar in Quito to define elements, guidelines and a work plan. Through a partnership with governments and other Ramsar associated organizations, it helped draft an elaborate strategy structure, presented this draft in the 3<sup>rd</sup> Pan-American Regional meeting in Mexico and planned approval next year.
- ▶ Through the ALIANZAS programme, working consortia in three trans-boundary areas El Salvador-Guatemala, Nicaragua-Costa Rica, and Costa Rica-Panama established structures, mechanisms and knowledge to improve the self-management of the natural resources of each area. The programme is funded by the Kingdom of Norway, but the consortia of civil society and local governments is also developing long-term self-financing mechanisms for economic sustainability when donor funds run out.
- ▶ Compiled information about priority-shared, or trans-boundary Ramsar sites to launch the implementation of the Central American Policy on Wise Use of Wetlands and take a first step toward compliance.

## Mesoamerica: Rediscovering its True Richness

Mesoamerica, land of contrasts, continues to teeter between extraordinary natural wealth on one hand and deep deficiencies in economies on the other. IUCN explores and finds innovative ways to leverage ecological capital into social equity.

One way is to more accurately value natural resources. *Economic Valuation of the Térraba-Sierpe Wetland* generates precise information about direct and indirect socioeconomic use of the wetland resources. It also includes new financial and structural incentives as tools to improve ecosystem management by local peoples, who in turn benefit from participation.

Several IUCN projects help local populations do well by doing good. Lachuá incorporates their productive and commercial activities into the Program of Forest Incentives of the National Institute of Forests of Guatemala. The Tacana pilot project includes communities in the integrated management of the water resources to develop options for additional income.

The Union systemized more than 60 experiences in Central America to define how best to improve co-management of protected areas through local experience and participatory management, and 75 case studies demonstrate the difference of a gender-based approach to conservation and sustainable development.

IUCN advised the Central American Commission on Environment and Development on regional strategies and approaches to forest, protected areas and gender-based management, and environmental impact assessments. It also developed a policy and strategy to engage the private sector for the internalization of environmental costs in business processes.

Fisherman in the Térraba-Sierpe © Luis Diego Marín



## South America: Linking Andes to Oceans

Home to six out of 17 'Megadiverse' countries (the endemic species-rich Colombia, Brazil, Ecuador, Peru, Venezuela, Bolivia), it is no surprise that a diverse tapestry of environmental organizations also weave through the region.

IUCN plays a keystone role in systematizing their knowledge, elaborating tools, convening stakeholders, and catalysing their dialogues. It links governments and civil society to fuse ecosystem management and social equity.

Under the Gran Ruta Inca initiative, the Union galvanized funds, communications and human resources toward restoration projects throughout the Andes mountains and cloud forest ecosystems. Outreach tapped into a deep heritage of cultural and spiritual values.

IUCN stepped up conservation in the Tambopata Inambari watershed (Amazon headwaters) through: biodiversity inventories; selection of plants with economic potential; a broad agenda of environmental education and outreach. We evaluated conservation potential of productive systems from biophysical, social, agronomic and institutional standpoints. And IUCN advanced a decision support system to implement the ecosystem approach.

IUCN launched the Conservation and Social Equity Clearinghouse in Spanish and Portuguese, to clarify and communicate – in both directions – vital information to its continental membership. The clearinghouse provides: electronic forums, access to online documents on social equity and conservation, an electronic magazine, and information on funding opportunities, training events, scholarships and prizes.

IUCN convened the first regional meeting to analyse, discuss and promote the lessons from 82 habitat corridors throughout South America. Corridor managers from different governmental and non-governmental organizations shared experiences on different types and current approaches to develop these corridors, and advanced the clear potential and relevance of applying the Ecosystem Approach to corridor management.



China-Canada Study Tour at the Landon Bay Barbara Heck Foundation, Thousand Islands, Ontario, Canada, August 2004 © IUCN/Chucri Sayegh

## North America: Feeding the International Flame

In North America, IUCN has been primarily a representative and policy office that supports the global programme and reaches out to the Union's constituency. It links valuable policy and economic knowledge and information about and from various contributors and partners. But the region is also diversifying the Union's support base beyond its main donors. The US Office also coordinates and manages all of IUCN's liaison functions with special observer status to the United Nations. Finally, it is also helping the Union meet the high targets it has set for itself.

The Canada office is compiling a systematic global guide to sustainable harvesting of medicinal and aromatic plants in the wild.

It is helping China to build capacity to manage nature reserves and to inform the Chinese people about the value of nature conservation.

The US office has identified patterns of human dependency upon ecosystem services, and is finding incentives and policy influence to secure those services in the face of global climate change and aggressive trade liberalization.

IUCN's US and Global Marine Programmes launched a new informal network called the 'DC Marine Community', which provides an ongoing information exchange for marine conservation experts and institutions across the range of bodies located in the United States.

Reversing a negative historic trend, IUCN ensured that the World Bank's new policy on development lending will, for the first time, seek to safeguard the world's forests by protecting the environment, indigenous peoples' rights, and project-affected communities.



Bison herd in Bialowieza Primeval Forest © J. Walencik

## IUCN in Europe and CIS: From No-Man's-Lands to Havens of Life

Many saw the Mediterranean as a wide barrier between Europe, the Middle East and North Africa; IUCN is turning it into an ecological force that unites 17 countries.

History created a Cold War wall to keep communism and capitalism apart. Now dismantled, IUCN is transforming that lifeless, sterile gap into a living, breathing corridor of conservation and renewal.

### Pan-European Integration

The European Union is the most powerful engine driving integration in the region.

But in order to build a tighter community of people, Europe must also first strengthen geographical links to the far broader community of nature.

IUCN is securing a solid resource foundation of wild biodiversity so that the continent's human and cultural diversity can truly, and sustainably, thrive.

To better map, conserve and use the Mediterranean, IUCN is charting a course beneath the waves. It has found that 26.6% of all Mediterranean marine fauna are endemic, due to adaptations in a complex of high salinity, relatively warm waters, cold-seeps, submarine canyons and seamounts. Its understanding will help address the economic trend to move from shallow-water to deep-water fisheries.

The relatively complex legal status of the Mediterranean Sea makes the current marine biodiversity conservation and management system uncoordinated, inadequate and ineffective. Three IUCN programmes began to set governance back in order. The initiative began dialogue between key sectors and actors; made recommendations by experts; produced case studies and relevant documents; and described future challenges.

IUCN convened ground-breaking workshops with key nations on High Seas Marine Protected Areas. Its authoritative briefings on science and policy elevated IUCN as the key source of expertise on high seas governance and fisheries issues. Our work led New Zealand and Norway, among others, to promote urgent banning of bottom trawling to protect high seas biodiversity.

IUCN holds the secretariat for the European Green Belt initiative which established an ecological network running the entire length of the former Iron Curtain. The corridor secures Europe's human and natural communities and dovetails with trans-boundary Natura 2000 and the Emerald Network of protected areas. Europe has plenty of conservation laws, but struggles to halt the decline of biodiversity; it hopes the Green Belt will give momentum, integrity and substance to international conventions.

To promote financial tools for organic agriculture, IUCN and its partners published *The best of Natura 2000 in Central Europe* with pictures and descriptions of sites with proven high natural value, tourism, diverse landscape and local culture.

After two years of collaboration, the World Conservation Union, Moscow-based NGOs and the Russian Federal Forest Agency formally established the Forest Public Council to advise the Russian Ministry of Natural Resources on different forest issues. As a result, the new version of the Forest Code of the Russian Federation now includes public participation and obligatory public hearings on planned use.

## Regional Office for Europe: Countdown 2010

The Republic of Srpska (BIH) considered building the Buk Bijela Hydroelectric dam in Southeast Europe. An IUCN/UNESCO mission evaluated conservation in the spectacular area. It showed exactly how a dam would affect the ecosystem of Tara canyon and Durmitor National Park World Heritage Site and Biosphere Reserve. By 2005, the Republic of Montenegro had decided against it.

Elsewhere in Europe and the Commonwealth of Independent States, the World Conservation Union:

- ▶ Coordinated the Secretariat of Countdown 2010, an initiative that engages the IUCN membership, partners in the business world, and local, regional and national governments to achieve the declared goal of European Heads of State 'To halt the loss of biodiversity by 2010'. IUCN, through its Species Survival Commission Red List Programme, plans to undertake a Pan European biodiversity assessment which will help monitor progress towards the 2010 target.
- ▶ Held the First International Non-Timber Forest Products Fair and Forum in Moscow with its partners, welcoming small businesses from distant Altai, Kamchatka, Sakhalin and Magadan to reach broader markets and share their lessons and concerns.
- ▶ Tightened its relationship with the European Commission, the executive body of the EU, and the European Parliament through its Intergroup on Sustainable Development. Hardly known three years ago in the two institutions, IUCN is now fully recognized as the most prominent international organization for the sustainable use of natural resources.
- ▶ Strengthened partnerships for forest conservation and management in Russia by adapting the WWF Rapid Assessment of Protected Areas methodology for the Russian context. Building on this, the project team evaluated management effectiveness of 155 protected areas, including 70% of Russian protected areas at the federal level.



The Mediterranean Shame-faced crab (*Calappa granulata*) © José Antonio Moya

## Mediterranean: Breakthroughs in Co-Management

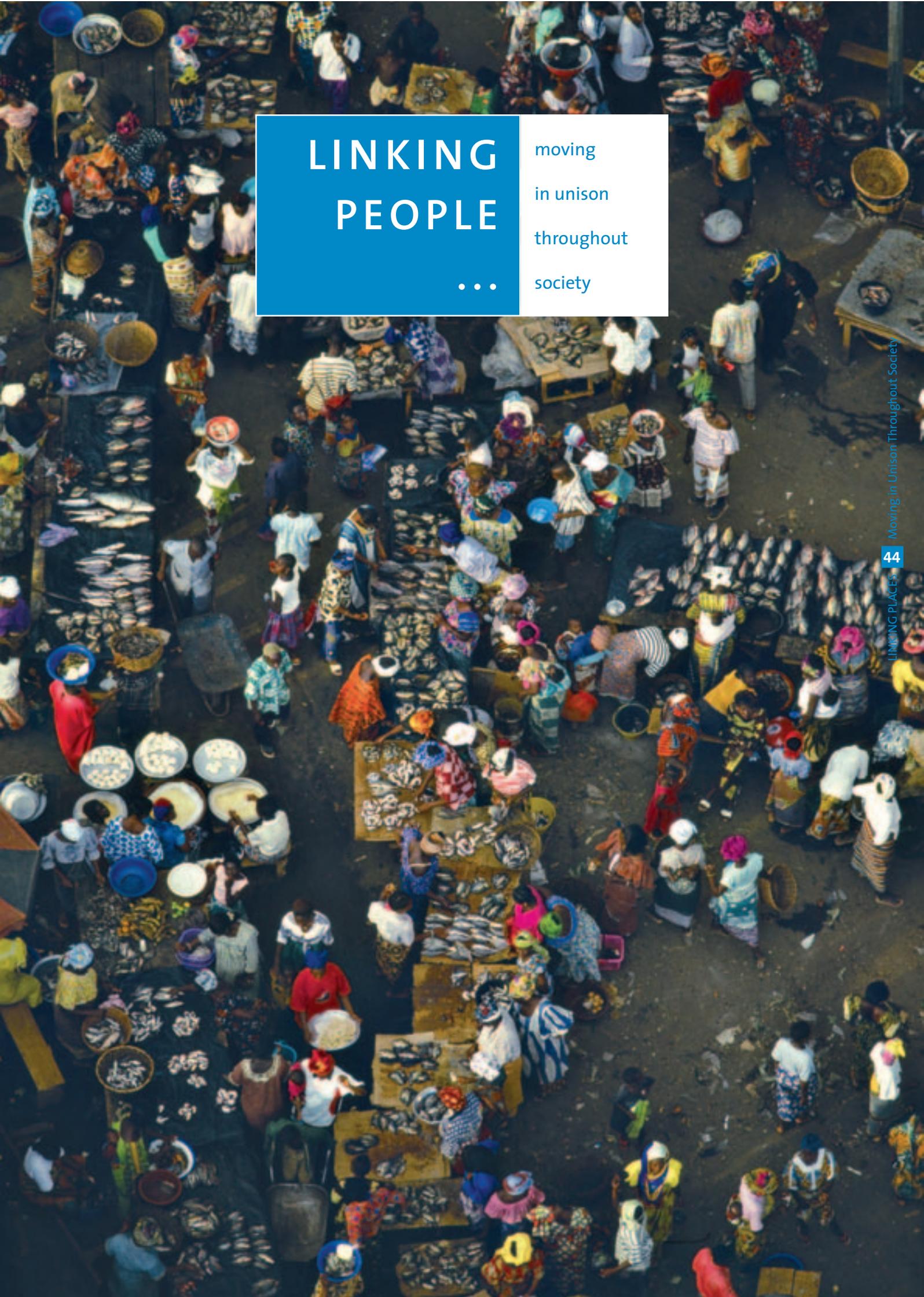
Ancient Rome conquered by force lands surrounding what it proudly called 'our sea'. Modern IUCN conserves the Mediterranean region through voluntary, willing partnerships.

On land and under water, the region's high levels of species endemism mark it as one of the world's biodiversity havens. But knowledge of this richness is conflicting, and data dispersed. There was no recognized baseline to assess which species are in fact truly threatened by what or by whom. Until now.

The World Conservation Union clarified regional Red Lists for over 700 species of reptiles, amphibians, sharks and freshwater fish. It demonstrated not only the willingness of the scientific community to collaborate, but the degree to which environmentalists consider a regional Red List the most essential tool to guide and assess nature conservation priorities.

IUCN and its partners undertook the first steps to develop the Mediterranean's Important Plant Areas programme that: hosts some 25,000 plant species; provides specific plant data (Red Lists) that galvanize other existing national, regional and global conservation; shares mapped data; sets standards; links science and policy; guides relevant national legislation; and structures future assessments, compensation or decision making.

North Africa has one of the oldest, richest and most diverse cultural traditions associated with the use of medicinal plants, which often underlie primary health care needs. Yet despite their cultural and economic importance, many medicinal and aromatic plants are endangered. So is the indigenous knowledge behind their use, cultivation and distribution. IUCN ensures that both are conserved, respected, valued and promoted.



# LINKING PEOPLE

...

moving  
in unison  
throughout  
society

## The third IUCN linkage is vertical

The third IUCN linkage is vertical – that is, connecting people working at the local level with those who work at the global level. Forging human connections is more art than science. It takes savvy planning, bold execution and relentless follow-through. Yet for these reasons strategic ‘matchmaking’ has become the World Conservation Union’s oldest and, arguably, most valuable asset.

Our political art draws in partners who are not members; intergovernmental bodies who are not state members; experts who are not members of Commissions; donors who are seeking a more interactive relationship with IUCN; and the hundreds of young professionals who have flowed through IUCN as interns, volunteers, and limited term project staff. Yet we engage our core constituency above all.

What does that constituency structure look like? Scientists Watson and Crick illustrated how they unlocked ‘the secret of life’ by constructing the ‘double helix’ - linking strands of genetic DNA.

Likewise, the World Conservation Union may be unlocking the ‘secret of sustaining life’ through consensus-driven collaboration. Its own ‘triple helix’ binds members, Commissions and Secretariat together in an upward spiraling ladder of vertical linkages.

From its inception IUCN sought ways to strengthen that structure. Some days this process feels as exciting as fusing atoms. Other times it’s as difficult as herding cats. Combinations and outcomes take place in quiet moments, undetected, and may be impossible to quantify.

Yet each new combination does somehow add up to a qualitative and lasting value that is immeasurable but essential. That potential, that excitement, is what keeps IUCN’s triple helix dynamic. In seven key areas, investments in our unique networks of vertical linkages have begun to yield lasting results.



© IUCN

## Achim Steiner – The Evolution of Synergy

We live in an age of specialization. Just look at IUCN's members and staff. Our researchers, partners, NGOs, business affiliates, scientists, religious leaders, donors, employees, publishers, volunteers and commissioners define the best meaning of 'leaders'. They carve out unique geographic and institutional niches. They maximize resources. They 'own' issues. They dominate agendas. They hold Nobel prizes. They show others the way to a better future.

Yet none feel 'lonely at the top', because each has the wisdom and humility to recognize that life has no real 'top.' No matter how respected they are, IUCN specialists remain part of a functioning whole. Our members are not a collection of static objects but a dynamic communion of subjects to each other. They depend on a larger interdependent entity – full of their direction and purpose – to express our collective aspirations.

Other growing institutions can become ossified by specialty, prisoners to brand. They lock themselves in by compartmentalization, by silo-thinking, by sound-proof office cubicles. Yet IUCN specialists avoid that by reaching over, tunneling under or breaking through walls that prevent development from becoming durable and equitable.

In response to changing conditions, we evolve.

We evolve as the planet finally 'discovers' what the conservation community has known for long: women form a majority of our population and deserve equal say; a global economy offers both huge risks and rewards; an unstable climate is both cause and consequence of activities on earth; ecosystem management demands poverty reduction, and vice-versa; invasive aliens pose threats worse than science-fiction writers could imagine; rivers are infinitely more complex than Rome's most sophisticated aqueducts; migratory wildlife requires cooperation across even hostile borders; UN conventions on paper require concerted action on the ground.

For me, IUCN's ability to evolve responsively – to forge local to global synergies – is the most magical aspect of our existence. But magic can never be taken for granted. That is why we constantly take a hard, close, critical look at ourselves, even if the reflection is sometimes less than flattering. Our goal is not beauty. It is to effectively carry out our members' demand for a just world that values and conserves nature. To that end we have begun to unclog our arteries, fuse our wires, recalibrate our targets, measure our progress, rethink our tactics and forge influential new alliances.

We will redouble our efforts as often as necessary. Why? We have no choice. Just as there is no real 'top' in our network, our conservation work has no finite 'end'.

The richness of evolution cannot just come to a stop in the wild. To ensure it won't, neither can we.

## I. Effective Management and Restoration of Ecosystems

In 2003, the world discovered it had protected 12% of the earth's surface for conservation. Some called it one of the shining achievements of the last century. We called it a good start.

Our World Commission on Protected Areas recognized, soberly, how spatial targets alone have done and will do little to ensure survival of diverse ecosystems. So the Union engaged members worldwide to rethink strategically how, with whom and where IUCN could more effectively expand ecosystem conservation's purpose, partners and portfolio.

**How:** IUCN led the selective shift beyond a simplistic quantitative target from 'bigger' to 'better'. That meant a tight focus on best approaches, assessing ecosystems most worthy of conservation. Ironically, the result may favor smaller acreage of protected areas that are almost embarrassingly rich in endemic species.

**With whom:** IUCN also showed how incentives could turn those viewed as 'part of the problem' into 'part of the solution'. Electric fences and concertina wire do defend nature from casual poachers. Yet a top-down 'fortress parks' approach too often made bitter enemies of potential allies. IUCN members catalyse a more participatory and inclusive approach. It engages communities as stakeholders who may live outside the

boundaries of a protected hub, yet within the ecosystem on which a park or reserve depends. Locals who share costs of management or restoration – through game scouts, crafts, tourism, communication, administration, reduced use of resources – also partake in the benefits.

**Where:** Most of us worry about threats where we live. Yet doing so skews us to disproportionately conserve forests, wetlands, rivers and savanna. We unconsciously neglect the harsher but often more diverse places where most of us don't live, such as marine, mountain, tundra and dryland ecosystems. Through a diversification of protected areas IUCN is balancing the portfolio of priorities.

Exemplifying these three progressive directions, IUCN concluded a project in Samoa that built the capacity of 21 villages in two districts to plan, co-manage, and influence national policy for community-based marine protected areas. The World Bank evaluated our approach as embracing 'best practice.' It will be replicated in other Pacific Islands. It expanded our presence in Oceania. And it demonstrated to governments the 'value added' of our vertical linkages.



Biological control of water hyacinth: weevils cause leaf scars © IUCN/Geoffrey Howard

## Natural Nightmares - Global Invasive Species

One universal menace illustrates the effectiveness of IUCN's 'how, with whom and where' strategic response: Invasive Alien Species. In some biomes invasives overtook habitat loss as the main threat to biodiversity. This new enemy demanded fresh and aggressive tactics.

People quickly grasp that it is both easier and cheaper to keep out invasives than to eradicate them once they take root and spread. But this 'ounce of prevention' requires vertical integration from local nurseries to global governance of trans-oceanic shipping. IUCN and its partners in the Global Invasive Species Program played that decisive role of catalyst for cooperation as we:

- ▶ Engaged the insurance industry, on the grounds that insurers will bear the 'externalized' cost of invasives if no one else claims responsibility;
- ▶ Targeted invasives as part of World Heritage Site protections;
- ▶ Recommend input to the World Trade Organization to reduce the impacts of trade on the spread of species;
- ▶ Backed the profitable use of native species for biological control, aquaculture and horticulture;
- ▶ Circulated information on 100 species of invasives amongst Vietnamese communities and farmers, vigilant against any introduced species;
- ▶ Built capacity across East Africa to minimize the impacts of invasives and supported the invasives strategy of the Environment Action Plan of the New Partnership for Africa's Development.

## II. Key Institutions, agreements, processes and policies

IUCN moved from promoting its long-recognized 'know why' to getting traction in application of its cutting edge 'know how'. Drawing on a half century of experience, it turned six conventions into six highlights of pragmatic conservation.

In Kuala Lumpur, IUCN joined the 7th Conference of Parties to the Convention on Biological Diversity in adopting the most ambitious Work Programme on protected areas in history. It set out to translate into action the World Parks Congress accord and Johannesburg Summit commitments, especially the target to reduce the rate of biodiversity loss by 2010. In the process, it drew on its work on indicators, threatened species and protected areas, and focused on the adoption of principles on sustainable use and the negotiation of a regime on access and benefit sharing. The Commission on Ecosystem Management helped convince the parties to the Convention to endorse the 'ecosystem approach', for sustainable use that puts local communities at the centre of decisions. Finally, the Commission on Environmental,

Economic and Social Policy helped address issues of equity and participation by creating political momentum and providing tools for implementation.

At the same time, IUCN supported the first meeting of the Cartagena Protocol on Biosafety which set an initial framework for the implementation of this instrument, with decisions on capacity-building, information-sharing, labelling, compliance, liability and redress, and transfers of genetically modified organisms between parties and non-parties to the protocol.

At the 12th Session of the UN Commission on Sustainable Development, IUCN's Water and Wetlands Programme, Corporate Strategies Group, Policy, Biodiversity and International Agreements unit and the US Multilateral Office hosted workshops and brought consensus on policy statements on water, sanitation and human settlements. Collaboration also included a workshop with the International Center for Trade and Sustainable Development and the Environmental Law Programme on GATS, Water Services and Policy Options.

© IUCN/Nicola Bartelone



In Nairobi, Kenya at the International Conference on Ecoagriculture, IUCN helped 210 of the world's leading innovators to define 'ecoagriculture' and find ways to improve rural livelihoods, sustain agricultural production and conserve biodiversity. The Conference opened an important door for multi-stakeholder dialogue and cooperation, and resulted in detailed technical reports, policy recommendations and the establishment of a new partnership to promote sustainable forms of agriculture.

At the Convention on International Trade in Endangered Species, IUCN advocated the use of incentives as much as deterrents to save declining species. CITES Parties approved trophy hunting quotas for leopard, cheetah and black rhino to provide revenue to support the conservation of the species. Consideration of local livelihoods and local economies was also central to decisions on conservation of other commercially important species such as Ramin, Hoodia and Sturgeon.

Through its Programme on Protected Areas and the World Commission on Protected Areas, IUCN evaluated 24 potential properties for listing under the World Heritage Convention and examined the state of conservation of 44 existing World Heritage properties, to leverage a number of key conservation victories:

- ▶ Panama legally established the Coiba National Park and extended it by more than half with a Special Zone of Marine Protection.
- ▶ The Rwenzori Mountains National Park moved back into safety.
- ▶ South Africa launched ambitious and innovative plans to conserve the endemic plant-rich Cape Peninsula.
- ▶ Russia enhanced protection of Wrangel Island, the first World Heritage property in the Arctic.

To put the Convention on a solid strategic foundation, IUCN also played a key role in: reviewing the Operational Guidelines; analysing the World Heritage List for critical gaps; and preparing a global framework for capacity development on the ground.



Honeybee (*Apis mellifera*) on Composite inflorescence © NHPA/N.A. Callow

### III. Incentives and Finance

*“How can peoples’ attitudes and behaviour be changed drastically? One way, I believe, is through incentives for environmentally sound, sustainable living. The Union has powerful tools of persuasion in the form of economic, political, legal and ethical incentives.”*

Valli Moosa

For decades, IUCN conserved a bird, wasp, orchid or soft coral species for its beauty and from our moral responsibility. Yet today the Union is harnessing an equally powerful incentive to keep habitats whole: economics.

There is consensus that trade policy matters not only to the broader goal of sustainable development, but also to biodiversity objectives. But doubts remain when it comes to how trade policy influences work related to the conservation of biodiversity, the sustainable use of natural resources, and the development of sustainable livelihoods. The work of IUCN on trade and biodiversity has scoped out several of the incentives that could turn trade into a powerful tool for conservation, and vice-versa.

Wildlife makes us all much richer, aesthetically and financially. Grain-eating crows can be a pest to farmers, but songbirds in agricultural nations produce billions of dollars in free pest control services. Dazzling coral reefs freely generate billions more in commercial and recreational fishing. One out of three tasty bites we eat come courtesy of the free but vital pollination of food by bat, fly, moth, hornet, beetle, butterfly and bee species.



Western Gray Whale and the Molikpaq Platform off Sakhalin Island, Russia © Dave Weller

The result? Showing this helps us ensure intact living trees, worth far more than their timber or potential conversion to farm or pasture. Ignoring it led others to cut or fragment forests. Fragmentation reduced avian diversity and increased pesticide use. The Union's networks in Africa engage the private sector and show how indigenous birds provide billions of dollars worth of natural crop pest control, jobs in tourism, and tax revenues from wildlife watching equipment.

Skeptics criticised the idea of putting a price tag on something in nature that people cannot or will not actually purchase. But the Union countered that all humans evolved to make rational choices based on recognized and relative worth.

So IUCN made the clear and explicit valuation of natural goods and services into a fundamental tool. It is a powerful incentive that decision makers require every hour, at every level. By unveiling nature's hidden costs and benefits, the Union helped society harmonize our human and wild economies. It created conditions that put price tags on the priceless.

Off Sakhalin Island, survival of the Western Gray Whales was worth enough for conservationists, governments, and multinational companies to support IUCN in mobilizing the Union's capacity across all its components for an Independent Scientific Review to address the dilemma of offshore development and biodiversity conservation.

People who use metals mined from the ground also depend on fish and water from healthy watersheds. The Union sought to address the linkages between the local and global economies of mining through dialogue with the International Council on Mining and Metals, and by providing it with technical assistance with support from the Working Group on Extractive Industries and Biodiversity.

## IV. Equitable Sharing of Costs and Benefits

Land and water form the basis of all human wealth. A fenced-off savanna or dammed-up river severs more than biodiversity; it interrupts a community's access to the 'natural fat' produced by diverse resources.

What's more, a recent IUCN study indicated that only about 30 countries (less than 16% of Convention on Biodiversity Contracting Parties) have developed policies, legislative or administrative measures that ensure access and benefit sharing activities. In 2004, IUCN expanded legal rights, dialogue and conservation knowledge to empower these disenfranchised peoples.

IUCN led a global Task Force that demonstrated how intimately the first six UN Millennium Development Goals relate to and depend on the seventh: 'Environmental Sustainability.' It proposed healthy fisheries so children can attend school instead of working in the city. It fought to stabilize streams so that women can gather water near home without trekking hours to a well. It promoted conservation of forests to provide a village with firewood, mulch, medicines and building materials.

And the Union fought to ensure that permanent access to and sharing of such resources are not privileges permitted by a few from above, but rather inalienable rights to be recognized by all from within. By upholding rights, IUCN ensured that societies cared for and secured healthy ecosystems.



Gender Advisor Lorena Aguilar 'Plants a Tree for Peace' to celebrate Nobel Peace laureate Wangari Maathai's efforts for gender equality and the environment © FIRE journalists

## Water's Rights versus Our Right to Water

One human right felt self-evident: deprive access to water and you deny life itself. Yet rights demand reason, not feeling. To set priorities and clarify values in 2004 the IUCN Environmental Law Centre and Commission on Environmental Law explored the human rights-environmental nexus through workshops, flyers and publications of substance. Through debate among its network of legal experts came consensus: by protecting an explicit human right to water society *de facto* extended implicit rights for the resource, because this legal instrument let people negotiate water shares, use it efficiently and conserve its complex benefits. In contrast, abstract rights of water did not always invariably extend to society because people lacked intrinsic checks and balances on their demand.

## Nesting Equity within Communities

IUCN ensured that human rights to resources exist in practice, not just on paper. Through its global network, Commissions, and vertical linkages, the Union informed communities of their rights to access benefits of and obligations to shared natural capital. For example, in South Africa, the Union piloted the establishment of a 'fair trade mark' to more equitably root the lucrative tourism industry. In Mozambique, the Union negotiated Memoranda of Understanding between itself and the Ministry of Tourism, the Government and communities, and communities and private Safari operators. Each collaboration ensured wide, transparent distribution of benefits from top to bottom, whether from hunting or hospitality.

## Focus on Gender Makes the Difference

In addition to expanding resource access rights to communities, IUCN's Commission on Environmental, Economic and Social Policy ensured more equitable sharing of resources within those same communities.

Men and women approach biodiversity differently, with distinct needs. In Uttar Pradesh, for example, men use forests for fodder, fuel and mulch for agriculture; women seek forests' household applications: medicines, tonics, cleansers, fiber, food and tools. Without equal rights, exclusively male decisions may distort resource use and knock nature off balance.

IUCN has been working in establishing the important connections in relation to the promotion of gender equity, conservation and sustainable development initiatives. Improved land tenure for women supports biodiversity, because secure female access leads to greater habitat protection of veld products that might have been lost.

## V. Assessment of Biodiversity and Related Social and Economic Factors

IUCN strategically measured what we value in 2004. In so doing, it gave content and definition to what others took for granted. By assessing species, we shaped social and economic values as well.

### Amphibians in Trouble

They are very sensitive to changes in water quality. They link land and water ecosystems. They offer night music and vibrant color. Yet, by 2004, at least a third of earth's amphibians were going extinct.

Over three years IUCN's Species Survival Commission – with Conservation International and NatureServe – convened 500 scientists from 60 nations to analyse the distribution and status of all 5,743 known frogs and toads, salamanders, and caecilians. We found 1,856 (32%) are in grave danger.

The Global Amphibian Assessment brought an important problem to public attention through sober science rather than uninformed alarm. And while it was not always crystal clear why some species went extinct, it illuminated current negative human impacts and the focused research required to discover other unknown causes.

### The IUCN Red List of Threatened Species and Index

Every year the Red List grows longer. Why? Where? What do we do about it?

Without a way to track and measure changes in the rise or fall in biodiversity, none could tell if, or how, we can halt the rate of loss by 2010 as required.

Now we can.

IUCN's Red List Consortium with BirdLife, Conservation International and NatureServe developed an Index based on information on the status of all species in a large, representative group of organisms world-wide. Over four sessions, between 1988 and 2004, it measured trends in overall extinction risks, starting with birds. Another Index tracked trends with amphibians.

The resulting collaboration did more than quantify risks for 10,000 bird species. It confirmed specific reasons behind rapid deterioration in status: Deforestation of Indonesian lowlands was wiping out South East Asia's birds. Long-line fishing depleted populations of albatross and petrel.

## VI. Information Management and Communication Systems

Knowledge is the only treasure you can give entirely without running short of it, says an old African proverb. Our Union trades in knowledge – traditional and modern; local and global; experiential and experimental – but how should we share its treasures? There are more ways to package and deliver wisdom than there are people to receive it. For five decades, IUCN drove to get information out to broad audiences, fast. We loaded elite decision makers with scientific studies. The system worked.

Yet our audience diversified, membership democratized, demands grew complex and competitive. In 2004, so too did our outreach.

People make difficult decisions at the bottom as often as at the top of the pyramid. So we tailored our messages to those working in fields, forests and fisheries as much as those walking the corridors of power. The World Commission on Protected Areas targeted the young to prepare them for influence and impact.

Our goal evolved from merely protecting nature to improving livelihoods through conservation of biodiversity. To reflect that evolution, IUCN leveraged our conservation ‘research and development’ through cutting edge ‘marketing’. It more selectively targeted its knowledge. It spoke new languages – from PowerPoint to sign to Farsi. It grew more demand-driven, viewing constituents as customers with – literally and figuratively – specific needs.

### The Conservation Commons

The Conservation Commons is a new paradigm for sharing of biodiversity data, information, knowledge and technology to help conserve biodiversity. Organizations worldwide are formally endorsing the Principles of the Conservation Commons – open access, mutual benefit and clear rights and responsibilities – and are collaborating in new ways to build interactive systems and effectively share conservation information.



Live demonstration of the prototype Species Information Service at the 3<sup>rd</sup> IUCN World Conservation Congress © IUCN

## E is for Environmental, Electronic, Education

In response to demand for environmental expertise, IUCN's Commission on Education and Communication established the World Conservation Learning Network, a global partnership that links 500 universities with conservation organizations to:

- *Provide professionals with short practical environmental courses;*
- *Multiply access to IUCN knowledge through web-based learning;*
- *Engage people in all sectors and in all regions to undertake continuing education, for instance how water managers can maintain ecosystem services by implementing environmental flows.*

## Watch Out Hollywood

“Lights! Camera! Action!” may speak louder than words, especially in regions of high illiteracy, or whose inhabitants speak several dozen different languages.

In recognition of the growing importance of film as a means of communication, IUCN established a film unit in southern Africa. The Unit will deal with most elements of film production and distribution, and establish guidelines for filming with an impact.

Beyond airing films in rural communities, producers are working with regional airlines to show short films on board to deepen passengers' awareness of the complexity of conservation and development issues on the continent.



Visitor uses a laptop on the peaks of Yosemite National Park, United States © Lonely Planet/Corey Rich

## The Virtual Green Web Spreads Out

Who cares what IUCN has to say? More every day, according to our website's trackers. In 2001, virtual viewers were sparse, scattered and inattentive: only 102,000 people made 200,000 visits, and read one million pages.

Since then we have seen a 1000% increase; up 130% over 2003, and with a 30–40% growth in unique, returning and lingering visitors.

In 2004, just under a million people made 2.2 million virtual visits, and read 7 million pages. Top 10 Keywords, in order: **conservation, extinction, species, world, areas, animals, management, Africa, protected, water.**

## Six Most Influential Recent Publications

### IUCN's Prolific Pen IS Its Political Sword

IUCN has published over 400 publications over the past four years in collaboration with the Union's members, donors and partners. Last year over 140 titles associated with IUCN were published worldwide, many resulting directly from the V<sup>th</sup> IUCN World Parks Congress in 2003.

The publications are distributed widely in print and electronically. But a creative tension exists over how best to make what we publish free, focused and effective.

Over the last three years, publishing as an industry has changed considerably, as have the approaches to knowledge management and dissemination of this knowledge. IUCN is on the cutting edge of 'open access' publishing through its policy of free use of published material for educational purposes. Now the discussion on this has widened to include all publishers, not just those in development. Electronic publishing technology has improved significantly and supports the cost-effective, targeted, demand-driven and immediate distribution of literature. IUCN has reviewed these developments and in 2005 will issue updated policies and guidelines for the Union.

IUCN publications are important ways for sharing the Union's knowledge and expertise. Most have narrow audiences. Some resonate deep and wide. Of these, six stand out in particular.

Launched at the 3<sup>rd</sup> IUCN World Conservation Congress, the [2004 IUCN Red List of Threatened Species: A global species assessment](#) is the most comprehensive evaluation ever of the status of the world's biodiversity.

[Indigenous and Local Communities and Protected Areas](#) explores protected area approaches and models that see conservation as compatible with human communities.

[How much is an Ecosystem worth?](#) explains how economic valuation of ecosystem services can answer key policy questions.

[Can Protected Areas contribute to Poverty Reduction?](#) presents a balanced perspective on how protected areas relate to poverty, both positively and negatively.

The Environmental Law Centre publication [Water as a Human Right?](#) examines the competing arguments and challenges in relation to a right to water.

[Education and Sustainability](#) tells stories of people who work with communities and organizations to motivate them to create a more sustainable future.



Cover of *Water as a human right?*: Kyrgyz boys drink water from a well in the village of Kyzyl-Oy © Reuters



Image from a NASA "Uninhabited Aerial Vehicle" of a coffee-growing region © NASA

## VII. Effective, Efficient and Accountable Governance and Management

Evolution is a continuous process of testing, review and refinement. So is focusing the work of IUCN.

To that end, in 2004, the Union absorbed a comprehensive external review of its work. The review recommended: strengthening vertical links within and between the six Commissions; increasing the participation of members; and further innovating interdisciplinary work and collaboration.

The results of a meta-evaluation of 70 project and programme evaluations found that projects were not adequately connected to a policy framework, and that knowledge management and learning strategy frameworks were not in place to synthesise, share and disseminate best practice. IUCN needed to improve communications, feedback systems, opportunities for dialogue and lessons learned from monitoring and evaluation work.

The World Conservation Union is tackling its own ecological footprint and corporate responsibility. It has joined the Global Reporting Initiative (GRI) – which develops sustainability reporting guidelines – and has started collecting data on current practices from paper use to carbon dioxide emissions. This will lead to the implementation of best environmental and social practices in all of our operations.

## IUCN Policy Review

Every institution can find ways to grow more coherent, consistent, effective and accountable. IUCN is no exception.

Recognizing this potential, IUCN reviewed existing policy represented in the 788 Resolutions and Recommendations adopted by the General Assemblies and the World Conservation Congresses since its creation in 1948. How could policies be streamlined?

A resulting review of existing IUCN policy summarised existing policy on selected issues; identified gaps and inconsistencies; developed a motion on precedence that was submitted by Council and approved by the Congress. The exercise also raised awareness of thematic programmes on existing policy in their areas of work.



The Council (2001–2004) deserves our deepest appreciation, in particular for their efforts to improve the governance of the Union © IUCN

## Commissions Review

With each other, we intuitively connect development with environmental health. But do we convince others of this critical linkage? Not as clearly as we need to.

The IUCN Council peer-reviewed this area to strengthen our ability to address livelihood-poverty-conservation issues. It examined work done at project, programme and policy level within the various Commissions and Secretariat. It identified how to improve the impact and influence of our work on the environment-poverty interface. It undertook a landscape analysis of the state of global knowledge in this area. And it identified the expertise we need to enhance IUCN's outreach on the poverty-conservation links.

## Policy Influence Review

Are we making a difference? Yes. But not in the way we imagine.

IUCN remains a leader through its ability to convene, mobilize and empower organizations across the globe for conservation and development based on Union-driven, state-of-the-art knowledge and science. A Review of IUCN's Influence on Policy found that half the Secretariat and Commission programmes regard influencing policy as the major component of their work; a third of us spend all our time on it. But many inside and outside IUCN are mixed about policy directions, priorities, methods and expectations. The review is now leading to policy actions that are more focused and have more impact.

## Knowledge Management Review

How does our information translate into influence? With practice. To cross our threshold between knowledge and wisdom, a review found sobering, but helpful insights.

We too often sought to win debate with no clear grasp of either our opponent or our audience. We operated on dated assumptions. We used outmoded vehicles. We published scientific knowledge for an undefined readership. We drew on the local experience of our left hand but did not connect those lessons with the potential of our right.

That is changing, fast. In 2004 IUCN:

- *leveraged the Internet as a means to an end, not merely a 'data depository';*
- *hired a full-time advisor to shape a fully networked and highly effective Union;*
- *transformed traditional linear knowledge – from research to publication to delivery – into symbiotic processes that engage the target every step of the way;*
- *worked with partners like the US National Aeronautics and Space Administration to manage information;*
- *upgraded technical capacity in and increasing use of the Intranet; identified who can effect change and building relationships with them to do so; put products and services online, then improving navigation so the right people can easily find and use them;*
- *strengthened current relationships as urgently as seeking new constituencies.*

As part of our change management strategy, IUCN embarked on a determined effort to increase the use and influence of its knowledge. Strategic Reviews and studies have underscored the Union's impressive capacities, yet pointed out untapped potential.

Our goal goes beyond mere accuracy. The Union seeks a clarity in conservation knowledge that is dispassionate, transparent, muscular and precise.

Through peer review our knowledge grew sharper, more durable; it now resonates with greater impact as we enter the 2005–2008 intersessional period invigorated and refreshed.

## Charting the Course Ahead: Where Commissions are Taking the Union

If IUCN members provide fuel, and the Secretariat builds momentum through its global horsepower, the six Commissions help chart the Union's pioneering course.

Like a pilot, each Commission engages the Union through responsive signals and constant feedback. Hardwired to thousands of specialists in each field who volunteer their time, findings and expertise, the six Commissions calibrate the pulse and needs of conservation on the ground. So while steering according to the approved Programme, Commissions can and do make slight adjustments in speed or direction as need arises.

The 3<sup>rd</sup> IUCN World Conservation Congress made directions and pace both visible and explicit. Without dissent, every Commission sought to work closer with each other, with members and with the Union at large. There has been some progress towards integration, but not enough to satisfy demand.

Linking Commission programmes together – such as the 'marine' and 'water rights' alliances between Commissions on environmental law, social policy, ecosystem management and protected areas – paid healthy dividends over the last year. As did strategic Commission partnerships with, for example, the Society for Ecological Restoration International and the Society for Conservation Biology.

Still, we need more of such outreach efforts, given the Union's capacity. Commissions recognize that such synergies can mobilize resources, close gaps, avoid duplication and grasp opportunities that spontaneously appear en route.

In 2004, the Commissions were gratified to see years of work on paper gain traction and respect in policy. The Convention on Biological Diversity now recognizes and sometimes follows the advice of the World Commission on Protected Areas. The Commission on Ecosystem Management has long voiced lonely advocacy for the 'ecosystem approach', and last year saw it go mainstream globally in policy and in practice following the December tsunami. And the Species Survival Commission saw how its tools and products have influenced decisions by multinational corporations, within state governments and among global decision makers. Other new directions only began last year, but reveal changes to come.



Some employ cutting edge tools to meet traditional mandates. To leverage knowledge links between field research, technology, universities and cyberspace, the Commission on Education and Communication launched the World Conservation Learning Network. The Species Survival Commission has taken the Red List to the next level, with an Index that synthesized geographical and historical elements into a sobering – yet influential – revelation about biodiversity trends.

Others deploy old tools in fresh fields. The Commission on Environmental, Economic and Social Policy injected the principles of biodiversity conservation into unfamiliar but vital sectors of economic policy, market dynamics, corporate responsibility and poverty eradication. Likewise, the Commission on Environmental Law began welding its message into the larger but closely related context of human rights, health and trade issues. The Commission on Ecosystem Management extended its approach toward addressing new issues such as management of Large Marine Ecosystems, the impact of large urban systems within natural landscapes, and the valuation of ecosystem goods and services. And the World Commission on Protected Areas expanded its existing work to include climate change impacts, the spread of invasive species and – on a brighter note – the energy and ambitions of the next generation of conservationists.

**From left to right**

Commission on Ecosystem Management  
**Hillary Masundire**  
 Botswana

Commission on Environmental, Economic and Social Policy  
**Taghi Farvar**  
 Iran

Commission on Education and Communication  
**Denise Hamú**  
 Brazil

Commission on Environmental Law  
**Sheila Abed**  
 Paraguay

Species Survival Commission  
**Holly Dublin**  
 USA

World Commission on Protected Areas  
**Nikita Lopoukhine**  
 Canada

None of these represents a break with the past, but rather an ability to learn from the present. As shown in this report, the Commissions conduct frequent reviews – call it the Union’s internal ‘research and development’ – of its mission and operations. Commissions never stop recalibrating. They are constantly comparing abstract maps and visible reality as it pilots the most effective and efficient course of action.

Only through endless refinement can they keep the Union at the avant-garde of conservation experience and policy.



**CEL**



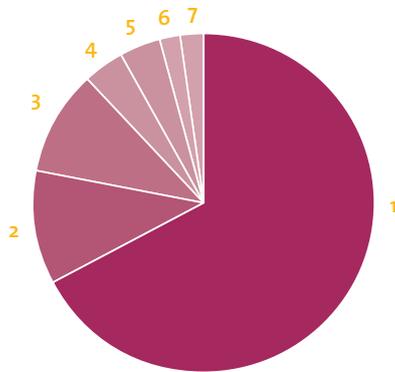
## The IUCN Council 2005–2008

Elected by over 1,000 member organizations to lead the conservation movement



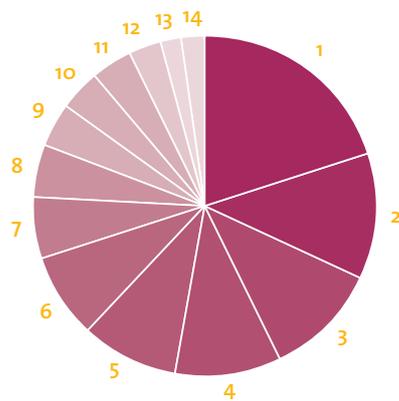
**Valli Moosa** South Africa · **Sven Sandström** Sweden · **Pierre Hunkeler** Switzerland · **Aroha Te Pareake Mead** New Zealand · **Abdul Mueyed Chowdhury** Bangladesh · **Hillary Masundire** Botswana · **Taghi Farvar** Iran · **Denise Hamú** Brazil · **Sheila Abed** Paraguay · **Holly Dublin** USA · **Nikita Lopoukhine** Canada · **Russell A. Mittermeier** USA · **Nobutoshi Akao** Japan · **Han Xingguo** China · **Monthip Sriratana Tabucanon** Thailand · **Talal Al-Azimi** Kuwait · **Ali Darwish** Lebanon · **Javed Jabbar** Pakistan · **Lionel Gibson** Fiji





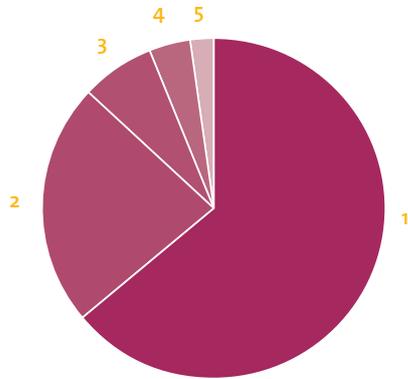
### 2004 Contributions by Donor Category

1	68%	Governments
2	11%	Multilaterals
3	10%	Members
4	4%	Other
5	4%	NGOs
6	2%	Corporations
7	2%	Foundations



### 2004 Distribution of Total Contributions from our Partners

1	20%	Netherlands
2	12%	Other
3	11%	Multilaterals
4	10%	Members
5	9%	Italy
6	8%	Sweden
7	6%	Switzerland
8	5%	Denmark
9	4%	Other Governments
10	4%	Norway
11	4%	Canada
12	3%	United States of America
13	2%	United Kingdom
14	2%	Germany



## 2004 Distribution of Expenditure

1	64%	Regional Component Programmes
2	23%	Global Programmes & Commissions
3	7%	Corporate Strategies
4	4%	Support Services
5	2%	Director General's Office

## A secure foundation for strategic investments

Our work is made possible through the continuous, long-term generosity and confidence of a diversifying coalition of partners: governments, bilateral development assistance agencies, multilateral and inter-governmental institutions, international conventions and non-governmental organizations, foundations, corporations and individuals.

Despite the sluggish global economy, investment in IUCN's work increased. The Union in turn leveraged these funds through careful strategic reinvestments. Allocations and expenditures reflect development and conservation priorities in 2004, including substantial increases in the Mediterranean and WESCANA offices, its Marine and Business and Biodiversity programmes, and the Communications budget.

A large expenditure was the 3<sup>rd</sup> IUCN World Conservation Congress in Bangkok. The investment does not reflect the resources devoted by every programme and office, especially the Asia Regional Office and the Species Programme. Yet, this investment pales in comparison to the decisive advances it brought to the conservation movement's voice, power, knowledge and governance.

**DONOR CONTRIBUTIONS IN 2004**

	RESTRICTED CORE FUNDS	PROJECT FUNDS	TOTAL 2004
<b>GOVERNMENTS</b>			
CANADA	1'331	3'198	4'529
DENMARK	4'134	794	4'928
GERMANY	4	2'110	2'114
ITALY	-	9'954	9'954
IRELAND	-	984	984
JAPAN	2	466	468
NETHERLANDS	3'776	17'508	21'284
NORWAY	1'655	2'484	4'139
SPAIN	-	789	789
SWEDEN	5'062	3'425	8'487
SWITZERLAND	3'100	2'788	5'888
SOUTH AFRICA	-	464	464
UNITED KINGDOM	23	2'246	2'269
UNITED STATES OF AMERICA	1'373	1'997	3'370
<b>TOTAL OTHER</b>	<b>41</b>	<b>1'512</b>	<b>1'552</b>
<b>TOTAL CONTRIBUTIONS FROM GOVERNMENTS</b>	<b>20'500</b>	<b>50'721</b>	<b>71'221</b>
<b>MULTILATERAL DONORS</b>			
UNITED NATIONS DEVELOPMENT PROGRAMME	13	4'792	4'805
EUROPEAN UNION	4	1'083	1'087
WORLD BANK	2	1'322	1'324
CITES	3	753	756
UNESCO - WORLD HERITAGE	5	740	745
UNITED NATIONS ENVIRONMENT PROGRAMME	250	832	1'083
UNITED NATIONS FOUNDATION	-	189	189
ASIAN DEVELOPMENT BANK	1	334	335
INTL BANK FOR RECONSTRUCTION & DEVELOPMENT	-	306	306
INTERNATIONAL FINANCE CORPORATION	-	-	-
OTHERS	28	438	466
<b>TOTAL MULTILATERAL DONORS</b>	<b>306</b>	<b>10'790</b>	<b>11'096</b>
<b>NON-GOVERNMENTAL ORGANIZATIONS</b>			
CONSERVATION INTERNATIONAL	22	849	871
WORLD WIDE FUND FOR NATURE	386	340	726
RAMSAR CONVENTION BUREAU	460	-	460
HIVOS	-	389	389
IUCN COMMITTEE NETHERLANDS	-	338	338
IUCN COMMITTEE JAPAN	-	55	55
INTERNATIONAL TROPICAL TIMBER FOUNDATION	-	208	208
OTHER NGOS	203	876	1'079
<b>TOTAL NGOS</b>	<b>1'071</b>	<b>3'054</b>	<b>4'125</b>
<b>FOUNDATIONS</b>			
FONDATION INTERNATIONALE DU BANC D'ARGUIN	3	524	527
FORD FOUNDATION	-	390	390
TOTAL FOUNDATION	-	257	257
MACARTHUR FOUNDATION	-	108	108
OTHER FOUNDATIONS	79	909	988
<b>TOTAL FOUNDATIONS</b>	<b>82</b>	<b>2'188</b>	<b>2'271</b>
CORPORATIONS	5	1'787	1'791
INDIVIDUALS	131	199	331
OTHER DONORS	2'113	1'908	4'022
MEMBERSHIP DUES	9'973	-	9'973
	<b>34'182</b>	<b>70'647</b>	<b>104'829</b>

**IUCN TOTAL EXPENDITURE IN 2004**

CHF THOUSANDS

DIRECTOR GENERAL'S OFFICE & SPECIAL PROJECTS	1'546
INTERNAL AUDIT	211
<b>SUB TOTAL DGO</b>	<b>1'757</b>
US MULTILATERAL OFFICE	2'334
ASIA	17'349
CENTRAL AFRICA	2'791
WEST AFRICA	8'429
CANADA	865
EASTERN AFRICA	6'442
CENTRAL AMERICA	4'331
EUROPE AND CIS	3'259
SOUTHERN AFRICA	10'264
MEDITERRANEAN	2'123
SOUTH AMERICA	2'559
UNITED KINGDOM	1'806
WEST/CENTRAL ASIA & NORTH AFRICA	914
<b>SUB TOTAL REGIONAL COMPONENTS</b>	<b>63'465</b>
GLOBAL PROGRAMME	1'631
SPECIES	2'310
PROTECTED AREAS	3'169
SOCIO-ECONOMICS & GENDER	1'062
BUSINESS & BIODIVERSITY	1'016
FOREST CONSERVATION	1'515
WETLANDS & WATER	1'467
ECOSYSTEM MANAGEMENT	750
MARINE	2'223
POLICY, BIODIVERSITY & INTL AGREEMENTS	778
ENVIRONMENTAL LAW	2'581
CHIEF SCIENTIST	671
OTHER INCL CONGRESS	2'930
<b>SUB TOTAL GLOBAL &amp; THEMATIC UNITS</b>	<b>22'102</b>
CORPORATE STRATEGIES	1'278
EDUCATION & COMMUNICATION	2'158
MEMBERSHIP & GOVERNANCE	1'260
INFORMATION MANAGEMENT GROUP	1'261
PUBLICATIONS	296
MONITORING & EVALUATION	874
<b>SUB TOTAL CORPORATE STRATEGIES</b>	<b>7'127</b>
CEC	95
CEESP	160
CEL	50
CEM	136
SSC	255
WCPA	225
<b>SUB TOTAL COMMISSIONS</b>	<b>921</b>
FINANCE	1'766
HUMAN RESOURCES	966
ADMINISTRATION	1'539
<b>SUB TOTAL SUPPORT SERVICES</b>	<b>4'271</b>
<b>OVERALL TOTAL EXPENDITURE</b>	<b>99'643</b>

## The IUCN Programme 2001–2004 Confidence, Focus, Results

Three words characterize the progress in the implementation of the IUCN Programme over 2001–2004: confidence, focus and results. These three traits have no order or hierarchy. They have grown together and intertwined, just as a rainforest emerges from a bustling array of trees, plants and animals.

The Union has regained confidence in itself and of others. The turn-around we have achieved by formulating one single, integrated programme of work has confirmed our fundamental belief in the Union. This belief is reflected and confirmed by the growing numbers of members, the refound trust and generosity of our donors, and the partnerships we have forged with new constituencies.

The new Programme has given us much greater focus. It asks us to engage with new constituencies and target our interventions in the complexities of interconnected markets, societies and ecosystems. It has challenged us to more effectively link the practice and reality of the field with the guiding principles of national, regional and international policy. And finally, we are increasingly able to deliver practical results by focusing on the fundamental connection between conservation and livelihoods.

The Union is delivering knowledge on conservation issues, ranging from advances in traditional tools such as the IUCN Red List of Threatened Species, to new tools such as environmental valuation and payment for ecosystem services, or capacity building through the World Conservation Learning Network.

We are empowering people to manage their resources more equitably and sustainably, for instance through our work in twelve river basins under the Water and Nature Initiative, on medicinal plants and non-timber forest products, or on practical measures for climate change mitigation.

The Union's ability to improve governance was particularly clear at the World Summit on Sustainable Development and the V<sup>th</sup> IUCN World Parks Congress, but our impact ranges from promoting an international regime for our high seas to the involvement of indigenous peoples in the management of a particular protected area.

This does not mean that our job is done. The reviews of our work show that we need to improve the way we manage knowledge, deliver policy and engage with members and Commissions. It is a job we are eager to do in the years ahead, and it is one we are better equipped to do thanks to the confidence and focus of the Union.

Between 2001 and 2004, the 'rainforest' of the Union regenerated itself and became healthier than ever. Now, the Programme for 2005–2008 is set to deliver tastier fruits – a growing and stronger global Union that unifies the conservation movement for the conservation of our natural wealth, and the equitable social and economic sharing of its dividends.

