



# ACHIEVEMENTS 1978-1981

IUCN  
1981  
006

For Reference  
Do Not Take  
From the Library

INTERNATIONAL UNION  
FOR CONSERVATION OF NATURE  
AND NATURAL RESOURCES

14CN  
1981  
006



# ACHIEVEMENTS 1978-1981

*Report of the Director General*

Gland, Switzerland  
1981



**Library**  
CH-1196 Gland



The INTERNATIONAL UNION FOR CONSERVATION OF NATURE AND NATURAL RESOURCES (IUCN) was established in 1948 to promote scientifically-based action directed towards the protection and sustainable use of living natural resources. It is an independent, international, non-governmental organization with 480 members in 110 countries, including 56 sovereign states, 116 government agencies, and over 300 non-governmental organizations. It carries out a substantial programme of monitoring, planning, promotion and assistance to governments, intergovernmental bodies, and non-governmental organizations. IUCN's global network, in addition to the membership, comprises over 3000 scientists and other experts in all phases of conservation, participating in the work of IUCN commissions and centres.

Membership in IUCN is acquired, in the case of States, by formal notification of adherence to the Statutes, addressed to the Director General; and in the case of government agencies, non-governmental organizations and affiliates by application to the Director General for decision by the Council.

## PREFACE

This report highlights the major activities of IUCN during the three year period between its 14th General Assembly in Ashkhabad, USSR (September, 1978) and its 15th General Assembly in Christchurch, New Zealand (October, 1981). The following pages do not present a detailed chronicle of all the organization's many activities. However, by touching on the major areas of activity and accomplishments, they provide an insight into the extraordinary range of IUCN's endeavours, and help explain what IUCN is and what it does.

The past three years have seen development and achievement unparalleled in IUCN's previous 30 years' existence. The World Conservation Strategy was completed and its launch in 1980 has probably done more to put conservation on the world's agenda than any other recent event. IUCN has put in place a planning procedure involving the membership and commissions, providing for the first time a solid, long-term programme framework for its activities and those of its principal cooperators. Membership has been increased and has been strengthened by the establishment of a number of national IUCN Committees. Four main units of the computerized Conservation Monitoring Centre have been set up at Kew and Cambridge, U.K., and they already are producing a new series of Red Data Books and other forms of data for action. New facilities have enabled IUCN to produce an unparalleled number of publications, clearing many years' backlog. Three Commissions have been restructured and revitalized, and for most of the period, for the first time in IUCN history, each Commission has had an Executive Officer at the Secretariat. In 1978 IUCN took on the total management functions for projects funded by World Wildlife Fund. New systems for project development, screening, management and evaluation have been put in place, providing greatly increased output in reduced time. During the three year period, IUCN was responsible for the management of projects worth US\$ 15.7 million in 90 countries worldwide, and conducted other activities (for example, of Commissions and the Secretariat) in a total of 141 countries. In 1979, IUCN and WWF moved into an impressive and functional new headquarters at Gland, near Geneva. A new, major component of IUCN, the Conservation for Development Centre, was initiated in 1981 and it already has an active programme on several continents. The financial budgetary and control systems of IUCN, never a strong point in the past, have been totally

revised, as has the organization's internal management, and IUCN enters the next triennium with sound management; tight, effective fiscal controls; and a balanced - if very limited - budget. IUCN's solid achievements have gained it increasing recognition in many forms, most recent among them in 1981 being the award of the prestigious Olympia prize of the Onassis Foundation and the receipt, by four IUCN staff members, of high decorations from governments in Africa and Latin America.

It should be noted that during the first two years of this triennium of outstanding achievement, IUCN was under the leadership of Dr. David Munro. In August, 1980, Dr. Munro retired as Director General of IUCN and the undersigned was appointed to fill the position. It is with deep gratitude that I acknowledge the rôle which Dr. Munro has played, along with that of a truly outstanding staff, in the achievements chronicled in the following pages. IUCN also fully realizes that the achievements of the past three years would not have been possible without the financial assistance and professional participation of its membership, and particularly its close associates, World Wildlife Fund and the United Nations Environment Programme.

Lee M. Talbot  
Director General

## INTRODUCTION: A MISSION DEFINED

The single most significant event for IUCN during these past three years undoubtedly was the completion of the *World Conservation Strategy* in March 1980, and the new direction it provided to the substance of our programme. True, it is now exactly 25 years since IUCN changed its original title from "protection" to "conservation" of nature and natural resources. Yet it is equally true that until March 1980 there really was no broadly accepted platform reflecting this change, no reference base for reconciling the classical requirements of nature protection and those of sustainable economic progress.

This overdue definition of our long-range goals has now been provided by the Strategy. It has been described as "bridging the gap" between conservation and development. It resulted in a re-formulation of our entire programme, and the review which follows here is therefore structured in accordance with the nine new programme areas of IUCN.

### 1. DEVELOPMENT PLANNING

A major innovation was the setting up of the *Conservation for Development Centre* (CDC) within IUCN in April 1981, to ensure as far as possible that the priorities of conservation are recognized throughout the world in the planning and implementation of economic development. The three major components of its activity are:

- i) the identification of problem areas in which substantial environmental degradation is being or will be caused by development (or lack of it) and the formulation of projects for the solution of the more significant of such problems;
- ii) the expansion of the IUCN expert/consultant roster system to ensure that the full potential of world expertise in the many fields of environment and conservation are brought to bear on these projects;
- iii) the acquisition of financial support for the implementation of these projects.

The new Director of the CDC took up his duties in April 1981 and the programme is now well under way. Priority problem areas have been identified, detailed proposals produced for a number of major projects and relations have been developed with major multilateral and bilateral development assistance agencies and also with developing country governments. Work on environmental impact assessment has commenced with a consultancy project to assist the Natural Resources Board of Zimbabwe in the assessment of alternative energy development proposals, with support from the Swedish International Development Authority.

In preparation of a number of other projects due to start in 1982, the Centre is currently setting up a joint activity with the International Institute for Environment and Development (IIED) called Joint Environmental Service which will provide environmental services tailored to the needs of the development assistance institutions.

The IUCN *Commission on Environmental Planning* (CEP) has been reconstituted following the 14th session of the General Assembly. It developed a programme focussing on three main elements:

- principles of environmental planning
- conservation strategies and plans
- development projects.

The Commission initiated actions on conservation for development at the edges of settlements (urban fringes), devastated landscapes and their rehabilitation, and the links between cultural values and beliefs and conservation, developing a project on resource management tools for indigenous arctic communities. As the result of a joint workshop with the United Nations University held at the Centro Agronómico Tropical de Investigación y Enseñanza (CATIE) in Costa Rica in 1981, the CEP prepared guidelines on Environmental Planning Approaches to Conservation Strategies and Plans for Development. It provided expert services to countries such as Malaysia, Thailand and Tanzania which were interested in developing their own strategies and plans. The Commission also participated in an evaluation of the environmental aspects of proposed dams in the Gambia and in the Kagera River Basin in Central Africa.

## 2. LEGAL INSTRUMENTS

IUCN is responsible for secretariat services in respect of several international conservation treaties. The 1973 *Washington Convention on International Trade in Endangered Species of Wild Fauna and Flora* (CITES) has almost doubled its membership since October 1978, and with 74 Parties is the most widely accepted international conservation treaty today. The CITES Secretariat, administered by IUCN on behalf of UNEP, is now funded primarily by direct government contributions to a special United Nations Trust Fund established in 1980. It organized two major intergovernmental conferences (in San José/Costa Rica in 1979 and in New Delhi/India in 1981), at which the species lists of the Convention were updated. A series of notifications and enforcement aids were issued to the Parties, including guidelines for transport of wild animals and plants, a directory of national management and scientific authorities, world-wide statistics on wildlife trade, and the first part of a species identification manual. The Secretariat brought more than 300 cases of suspected violations of the Convention to the attention of national authorities, and through cross-checking of trade documents uncovered 18 forgery cases involving wildlife exports from 12 countries, worth more than US\$ 15 million.

The number of States Parties to the 1971 *Ramsar Convention on Wetlands of International Importance especially as Waterfowl Habitat* increased from 21 to 30 during the three years under review. IUCN in performance of its bureau functions under the treaty organized the first meeting of the Contracting Parties in Cagliari (Italy) in November 1980, in cooperation with the International Waterfowl Research Bureau (IWRB). The conference recommended a number of measures to improve the effectiveness of the Convention, including the preparation of textual amendments and secretariat arrangements which are now being pursued with the governments concerned.

Most of IUCN's activities in this field are carried out through the *Commission on Environmental Policy, Law and Administration* (CEPLA) and the IUCN *Environmental Law Centre* (ELC) in Bonn. The Centre's expanding computerized law library provides the basis for this work and for the development of specialized publications (partly produced in cooperation with the Fund for Environmental Studies) such as the multi-volume series "Multilateral Treaties - International

Environmental Law” and “Environmental Law of the European Communities”, and a computerized “Index to Species mentioned in Legislation”. In addition, documentary information has been provided, in response to over 300 requests, from the Centre’s collection; and an agreement in principle was reached in 1981 for IUCN to provide part of the environmental law data bank (ENLEX) for the Commission of the European Communities. Legal drafting assistance was provided for conservation legislation in India, Jordan, Malawi, Papua New Guinea and Swaziland; and on the request of the government of Saudi Arabia, a study was undertaken to identify the basis for environmental legislation within Islamic law.

The adoption in June 1979 of the Bonn *Convention on the Conservation of Migratory Species of Wild Animals* represents the culmination of several years of preparatory work by IUCN in conjunction with the Federal Republic of Germany. The Convention to date has received 29 signatures and 4 ratifications, and work has started on a related international agreement for the conservation and management of Western Palearctic migratory birds.

IUCN also provides advisory services to Unesco for the 1972 *Convention Concerning the Protection of the World Cultural and Natural Heritage*, screening all natural sites to be considered for addition to the World Heritage List. On the request of the competent regional organizations, IUCN prepared drafts for a new Southeast Asian Nature Conservation Convention and draft amendments for the 1968 African Convention on the Conservation of Nature and Natural Resources.

On the request of President Mobutu of Zaire, IUCN prepared a draft *Charter for Nature*, which was presented to the U.N. General Assembly by the Government of Zaire in 1980; pursuant to Resolution 37/5 the Secretary General of the United Nations has initiated through UNEP the required process of revision of the draft, in which IUCN participates. IUCN also contributed to continuing U.N. efforts for a new Law of the Sea Treaty, and a study on the environmental law of the sea, sponsored by CEPLA, was completed in 1981.

### 3. PUBLIC AWARENESS

IUCN concentrated its efforts in this programme area on the task of increasing public awareness of the World Conservation Strategy. Following the simultaneous launch in 34 countries — which in itself was a

major public information exercise in partnership with WWF and UNEP — the Strategy was presented to governments in various international fora (the U.N. General Assembly, the UNEP Governing Council, the Organization for Economic Cooperation and Development), in special regional meetings and seminars (e.g., in the Caribbean and in the Common Market countries), and through the national committees and members, to all of whom copies were distributed.

At the national level, IUCN members distributed the strategy to a wide cross-section of “target groups”: from executive summaries for political leaders (as done by World Wildlife Fund Canada) to elementary-grade teaching materials for school children (as prepared by the Association for the Conservation of Wildlife in Thailand). The Strategy thus generated a variety of new information concepts and approaches for conservation.

The IUCN *Commission on Education* (EduC) undertook development of an information booklet on the WCS for decision-makers, a multi-media pack and an illustrated glossary for teachers, an environmental education activities handbook, and a wildlife club guidebook to assist young leaders in the formation of wildlife clubs. In close collaboration with the Commission on Environmental Planning, a model university course was organized in the spring of 1981 at Tufts University, U.S.A., which concentrated on the World Conservation Strategy and aimed specifically at demonstrating how global environmental policies relate directly to local conservation issues.

In view of the great differences between countries in the perception of needs and priorities, the Education Commission is making a particular effort to create national committees to address these issues. So far, it has established committees in Australia, Canada, China, Czechoslovakia, India, Mexico and Poland, besides the two previously existing regional committees for North West Europe and East Europe.

Production of the World Conservation Strategy materials was facilitated by improved technical arrangements at Gland headquarters, especially the introduction of a word processing system. The strategy was issued in a “pack” version (English, French, Spanish, Chinese editions) and as a brochure (English, French, Spanish), followed by Robert Allen’s paperback “How to Save the World” (English and Spanish version, French in preparation). The multiplier effect of these materials is

illustrated by the wide range of their translations (into Czech, Danish, Dutch, German, Hungarian, Italian, Portuguese, Russian, Swahili, Swedish) and subsequent national adaptations by the IUCN membership.

Implementing a new publishing policy approved in March 1979, IUCN succeeded in 1980 and 1980 in eliminating a significant publication backlog. The following is the list of major *publications*\* since the last session of the General Assembly:

Threatened Deer: Proceedings of the IUCN/SSC Deer Specialist Group Meeting in Longview, Washington, USA, and Dossier on the Planning of Restoration Programmes for Threatened Mammals (1978)

Otters: Proceedings of the IUCN/SSC Otter Specialist Group Meeting in Paramaribo, Suriname (1978)

The Biosphere Reserve and its Relationship to other Protected Areas (English/French/Spanish, 1978)

Ecological Guidelines for Balanced Land Use, Conservation and Development in High Mountains (1979)

The International Trade in Rhinoceros Products (1979)

Symposium sur l'avenir des Alpes: Conservation et développement d'un patrimoine européen (1980)

Proceedings of the 14th Session of the General Assembly of IUCN and 14th Technical Meeting in Ashkhabad, USSR (English/French 1980)

Nordic Countries Legislation on the Environment (1980)

Trends in Environmental Policy and Law (English/French 1980)

Directory of Wetlands of the Western Palearctic (1980)

The Javan Tiger and the Meru-Betiri Reserve: A Plan for Action (1980)

Polar Bears: Proceedings of the IUCN/SSC Bear Specialist Group (1981)

Nature Conservation in Northern and Western Europe (1981)

Guidelines for Protected Areas Legislation (1981)

\* Other than those specifically mentioned in other sections of the present report.

#### 4. ECOSYSTEMS

In line with the priorities identified by the World Conservation Strategy, a major focus during this triennium was on the development of a joint IUCN/WWF programme for tropical forest, which will now become the basis for the 1982-83 WWF Tropical Forests and Primates Campaign.

Building on earlier IUCN initiatives to save tropical rainforests, and with the assistance of a national member (the Natural Resources Defence Council, NRDC), IUCN prepared an agreed policy statement for the Nairobi meeting of tropical forest experts held under UNEP auspices in February/March 1980. The statement was widely distributed with a special rainforest issue of the IUCN *Bulletin* in May 1980, and followed by a detailed IUCN programme document also developed by NRDC and broadly endorsed by the IUCN Programme Planning Advisory Group (PPAG) in 1981. Besides providing guidance for several ongoing and forthcoming national programmes in which IUCN provides assistance, this ecosystem-oriented planning process illustrated how the IUCN network can make a long-range contribution to the preparation of WWF fund-raising campaigns, and to the selection of projects for implementation.

Members of the IUCN *Commission on Ecology* (COE) were active in this area. The COE is preparing four volumes of sourcebooks for the World Conservation Strategy: viz., on terrestrial, freshwater, coastal and marine ecosystems. Besides its working group on tropical rainforests, the Commission set up working groups on mangrove, coral reef and coastal ecology; mountain and river basin management; inland water ecosystems; ecological aspects of species migration and reintroductions; ecology of the oceans; the continental shelf; oil pollution; and the relationship of conservation to rural development, and to traditional lifestyles. These working groups have produced several status reports, newsletters, and draft position statements as a basis for future IUCN action. As the result of a joint workshop in May 1981 with the UNEP/WHO International Register of Potentially Toxic Chemicals (IRPTC), a COE working group on ecological aspects of environmental pollutants prepared a draft position statement on pesticide use and initiated a project on the assessment of future pesticide hazards to species and ecosystems.

In the context of preparatory work for the *Convention on the Conservation of Antarctic Marine Living Resources* (adopted in 1980), IUCN/WWF carried out two joint projects with the International Institute for Environment and Development (IIED) on "Living Resources Management of the Southern Ocean Ecosystems", and on "Krill and Southern Ocean Management Options", followed by a 1980 Washington workshop on Antarctica, co-sponsored by IUCN/WWF, the Center for Law and Social Policy and the Oceanic Society. Another joint project with IIED aims at improving the scientific basis for sustainable utilization of animal populations, through a series of case studies concentrating particularly on examples from marine fisheries that are well-documented and where species interactions within an ecosystem are most important. Started in September 1980, the latter project envisages case studies for the Gulf of Thailand, the North West Atlantic, and herring in the North Sea. At the request of FAO, the study will also analyze the interactions of exploited and un-exploited species with certain fishery complexes as a proportion of their virgin biomass, in order to assess sustainable yields.

At an expert meeting of the U.N. Economic Commission for West Asia, held in Damascus in May 1981, an IUCN proposal to integrate wildlife conservation and rangeland management in arid zones by reviving the ancient conservation-oriented Bedouin "hema" system of grazing reserves was well received and will now be submitted to the governments concerned.

## 5. PROTECTED AREAS

With the recent establishment of the *Protected Areas Data Unit* (PADU) as part of IUCN's Conservation Monitoring Centre, the Union now possesses the long-needed computer facilities for its expanding registry of world-wide information on national parks and other protected natural areas. It has begun to produce basic data sheets on these areas, and will also help to identify biomes in need of area protection. Located at Kew Gardens (United Kingdom), the Unit became fully operational in July 1981, and now works on the revised (1982) version of the "United Nations List of National Parks and Protected Areas" last issued by IUCN in 1980.

There are now well over 2000 national parks and major protected areas around the world, totalling over 3 million square kilometers. While these represent less than 5% of the earth's surface, their rational management is crucial for conservation action at the national and international level. The "Objectives, criteria and categories for protected areas" prepared by the IUCN *Commission on National Parks and Protected Areas* (CNPPA) in 1978 received wide international acceptance for this purpose.

One of the most significant innovations occurred in the field of marine areas: in February 1979, a workshop organized by IUCN with UNEP/WWF support in Guerrero Negro (Mexico) recommended the establishment of international cetacean sanctuaries in which all whaling activities would be banned. Following a formal proposal to this effect by the Seychelles, the International Whaling Commission at its 1980 session decided to create an Indian Ocean sanctuary for whales, extending from the African coast to 130° East in the Southern Hemisphere and southwards as far as the Antarctic convergence. With assistance from IUCN and WWF, the Republic of Seychelles convened a meeting in 1980, at which 15 nations bordering the Indian Ocean agreed to form a Conservation Alliance for the management of marine and coastal resources in the area. The meeting was also successful in promoting improved management of whale populations, e.g. for grey whales in Mexico, and humpbacks in Tonga.

Besides 12 issues of *PARKS Magazine* (in English, French and Spanish) published since the last General Assembly, the proceedings and papers of CNPPA appeared in two recent volumes "Conserving Africa's Natural Heritage" and "Conserving the Natural Heritage of Latin America and the Caribbean", based on the work of the Commission's 1980 and 1981 working sessions held in Garoua (Cameroon) and Lima (Peru), respectively. Preparations are now under way for the 1982 World Parks Congress to be held in Bali (Indonesia) hosted by the government of Indonesia and co-sponsored by UNEP and FAO, with administrative support from Parks Canada.

The IUCN *International Parks Valour Award* was conferred for the first time in November 1980. The recipients were Yano Danfa and Insa Diatta, two wardens in the Niokolo Koba National Park (Senegal), for their exceptional courage in armed combat against ivory poachers. CNPPA participated in a number of national and international training



programmes for parks and wildlife managers, and initiated work on a new world map of biogeographic provinces and an "Atlas of Biogeography for Conservation" to be completed in 1983.

## 6. GENETIC RESOURCES

The IUCN *Species Survival Commission* (SSC) now includes over 60 specialist groups of experts on endangered species or groups of species, an unique source of scientific expertise and volunteer conservation action which has won official recognition in a number of international fora. E.g., in January 1981, the Oslo meeting of the five Arctic member nations of the International Agreement on the Conservation of Polar Bears expressly acknowledged the scientific support received from the IUCN Polar Bear Specialist Group (which had been instrumental in IUCN's earlier preparatory work for the Agreement). The recent FAO/UNEP Global Action Plan for the Conservation of Marine Mammals assigns a wide range of programme tasks to IUCN; and the World Health Organization, in developing its international primate resources programme, initiated consultations with IUCN/SSC.

The preparation and continuous updating of the "Red Data Books" is carried out at the IUCN *Conservation Monitoring Centre* (CMC) in the United Kingdom, for animal species by the *Species Conservation Monitoring Unit* (SCMU) at Cambridge and for plant species by the *Threatened Plants Committee* Secretariat at Kew. In December 1978 the first Red Data Book on Plants was published, covering 89 countries and featuring 250 selected species from among the total of 25,000 considered as rare, vulnerable or endangered. In 1979, a new volume on amphibians and reptiles, and updated volumes on mammals, fish and birds were issued. The installation of computer facilities at Kew and Cambridge in April 1981 has brought major improvements in data processing.

The IUCN Conservation Monitoring Centre is part of UNEP's Global Environment Monitoring System (GEMS). It also comprises a *Wildlife Trade Monitoring Unit* (WMTU - formerly known as TRAF-FIC: Trade Records Analysis of Fauna and Flora in Commerce), which moved to Cambridge in December 1980. Cooperating closely with WWF-supported trade data centers in Washington, Frankfurt, Nairobi

and Tokyo, WMTU provides monitoring services for the CITES Convention Secretariat, including a world-wide tabulation of national statistics on trade in wildlife and wildlife products for 1978; tables for 1979 and 1980 are in preparation. WMTU also participated in the preparation of the revised CITES "Guidelines for transport and preparation for shipment of wild live animals and plants" issued in 1981; undertook special research on trade in a wide range of species including birds, cacti, sponges, harp and hooded seals; and published studies on the international trade in wildlife (1979), on trade in sea turtle products (1979), in corals (1981) and in ornamental shells (1981).

One of the most important functions of the IUCN/SSC scientific network during the past three years has been the preparation and implementation of action plans (e.g., on the African rhino and elephant, and on marine turtles) and agreed position statements (e.g., on whaling, on farmed stocks of wild fauna, and on the keeping of wild animals in captivity). An action plan for Sahelian antelopes thus led to the establishment of a WWF-funded 10,000 square kilometers reserve in Niger for conservation of the world's last significant addax population. In 1980, on the basis of IUCN recommendations to the government of Oman, a group of Arabian Oryx from the captive-bred World Herd established (at IUCN's initiative) in 1962 were sent to Oman, where an area of 30,000 square kilometers has been set aside for the reintroduction and conservation of the species.

Another example was the vicuña issue: when a national and international controversy developed in 1979/80 over the scientific justification of vicuña culling operations in the Peruvian reserve of Pampa Galeras, a joint IUCN/WWF expert mission with funding from the Federal Republic of Germany was dispatched in October 1980 to observe the population count carried out by the Government and compare it with the results of earlier counts. The survey revealed that as a result of a successful conservation programme, the vicuña population in the reserve and surrounding areas stood at 48,000, a spectacular increase from 1000 animals in the mid-1960s. The IUCN/WWF position statement issued in March 1981 reported on the survey and recommended a series of future management measures.

## 7. ACTION IN THE REGIONS

The IUCN programme document issued in December 1980 (A Conservation Programme for Sustainable Development, 1981-1983) identified certain regions, countries and islands as geographical priorities for conservation action. From the wide range of IUCN/WWF projects throughout the world, which of course involve many other regions and countries, the following summary selects a few of the activities undertaken in these priority areas during the past three years:

— in the *Caribbean*, as part of IUCN's contribution to the regional action plan of UNEP and the U.N. Economic Commission for Latin America, preparation of a "Strategy for the Conservation of Living Marine Resources and Processes in the Caribbean Region" and of an associated Data Atlas (which won an honour award in 1980 by the Ontario Association of Landscape Architects); and assistance to the Caribbean Conservation Association (CCA) in organizing a regional meeting of non-governmental organizations in the Dominican Republic in August 1981, with support from the Canadian International Development Agency (CIDA), to discuss and provide guidance to IUCN for implementing the Strategy;

— in the *Northern Indian Ocean*, a project on critical marine habitats for implementation under the UNEP-sponsored regional Kuwait Action Plan; a one-million Rial trust fund agreement for conservation measures in the Gulf area, concluded in 1980; and assistance for marine resource conservation in the Indian Ocean Sanctuary promoted by the Seychelles;

— in the *Wadden Sea*, establishment of an IUCN/WWF Advisory Committee with experts from Denmark, the Federal Republic of Germany and the Netherlands, which in 1981 developed a conservation strategy to prevent irreversible damage (in particular, by embankment and land reclamation projects) to this unique coastal area; and implementation of strategy recommendations with the assistance of IUCN members in the countries concerned;

— in the *Mediterranean*, preparatory work on behalf of UNEP for a draft protocol on protected coastal areas to be finalized in 1982, especially "Principles, Criteria and Guidelines for the Selection, Establishment and Management of Mediterranean Marine and Coastal Protected Areas"; and a project for the conservation of the monk seal;

— in the *Antarctic*, joint research projects with the International Institute for Environment and Development (IIED) on living resources management, and on krill and Southern Ocean management options, as contributions towards the "Convention on the Conservation of Antarctic Marine Living Resources" adopted by the Antarctic Treaty Powers in 1980, to which IUCN serves as an observer;

— in the *Association of South East Asian Nations (ASEAN)* region, development of a draft regional convention on conservation, and of a related draft regional action plan, at the request of the ASEAN experts group on the environment and in liaison with the UNEP-sponsored Regional Seas Programme;

— in the *South Pacific*, a consultant report, with UNEP support, on conservation in the context of the South Pacific Regional Environment Programme (SPREP), and expert assistance to the governments of several island groupings (Vanuatu, Solomon Island, Western Samoa, Fiji) for the development of conservation programmes and strategies, and for the management of living resources such as marine turtles;

— in the *Sahel*, major conservation projects for oryx and addax in Chad (abandoned due to the escalation of civil war in 1979), Niger and Mali; organization of a technical meeting, with UNEP assistance, on the conservation of biotic communities of West and Central Africa, held in Ouagadougou (Upper Volta) in February 1980; and conclusion, in 1981, of a project agreement with the Technical Assistance Programme of the Federal Republic of Germany, on the protection and utilization of wild fauna and flora as a contribution to integrated rural development and desertification control.

The range of national IUCN/WWF projects in the priority countries and islands selected (which, however, only represent part of the more than 280 projects currently managed by IUCN) is illustrated by the following:

— in the *People's Republic of China*, pursuant to an agreement concluded by WWF in September 1979, field work started in 1980 on conservation of the giant panda, to be extended to the leopard and the black bear;

— in *Thailand*, in collaboration with UNEP, preparation of conservation policy guidelines in 1979 for the National Environment Board, and a follow-up mission for project development in 1980/81;

— in *Indonesia*, implementation of a 5-years cooperative agreement signed between WWF and the Government in 1977, covering a total of 22 current conservation projects; and development of a new programme starting in 1982, involving project funding up to US\$ 1.5 million to integrate conservation and socio-economic development;

— in *Madagascar*, following the establishment of a national WWF/IUCN Bureau by government decree in 1979 and the appointment of a resident representative, and thanks to a US\$ 500,000 private donation, a group of projects were agreed on in 1981 as elements of a comprehensive action plan for living resources conservation;

— in the *Seychelles*, besides continued support for the conservation of endangered birds in collaboration with WWF and the International Council for the Protection of Birds, a UNEP/IUCN consultancy in 1979 identified marine conservation needs, resulting in projects for a marine turtle survey, support to Aldabra Island (through the Seychelles Islands Foundation), and a conservation education programme;

— in the *Galapagos Islands* of Ecuador, support to the National Parks Service and the Darwin Research Station, for their conservation programmes.

## 8. THE CONSERVATION NETWORK

Many of the activities described in the preceding sections are carried out either directly by, or in close cooperation with, the IUCN *membership* in the countries or regions concerned.

IUCN now has 480 members in 110 countries, including 56 state members, 116 government agencies, 279 national and 22 international non-governmental organizations and 7 affiliates. In a number of countries, members have formed national committees. IUCN provides a wide range of services to its members, including advice and expert assistance for the development of local conservation programmes and strategies. Examples from the 3-year period under review include the following:

— in *Africa*, assistance to the Liberian Forestry Development Authority for a country-wide wildlife research programme and for conservation aspects of the 5-years Development Plan;

— in *Asia*, cooperative linkage between the Australian national committee and the newly-formed Japanese national committee; information assistance for Malaysia and New Zealand in their preparatory work for national conservation strategies;

— in *Europe*, the efforts of an IUCN advisory committee and a visit to Greece by the Director General led to the establishment of a reserve for birds of prey in the Evros Delta in 1980;

— in *Latin America and the Caribbean*, expert assistance for Honduras in preparation of a national conservation strategy; in collaboration with CIDA, the addition of a marine scientist to the staff of the Caribbean Conservation Association; and support, together with other organizations, for the Eastern Caribbean Natural Areas Management Programme;

— in the *Near East*, assistance to Oman for the establishment of a new governmental unit for the Conservation of the Environment and Prevention of Pollution. This was in addition to assistance provided on request by the Oman Government for projects dealing with the reintroduction of the Arabian oryx, management of marine turtles, and conservation of the Arabian tahr.

During the same period, the Director General addressed specific letters of intervention to heads of state or competent government departments in 57 countries. In several cases, these interventions resulted in national action on urgent conservation issues, which had been raised either in IUCN General Assembly resolutions or at the initiative of local IUCN members.

IUCN has succeeded in involving its members increasingly in the development and implementation of field activities: Over 60% of the projects managed by IUCN in 1981 originated from proposals by members, and a similar percentage involves active participation by members in project implementation, e.g., the Natural Resources Defense Council's rôle in elaborating a tropical forest programme; the rôle of the Netherlands Society for Conservation of the Wadden Sea, and of the Caribbean Conservation Association, in the development of regional marine programmes; the rôle of the International Institute for Environment and Development in programmes for Antarctica and the Southern Ocean; and the rôle of the African Wildlife Leadership Foundation in developing, implementing and monitoring IUCN/WWF conservation projects in East Africa.

Another essential component of the IUCN conservation network are six Commissions (on Environmental Planning; Environmental Policy, Law and Administration; Education; Ecology; National Parks and Protected Areas; and Species Survival). World-wide membership in the Commissions has expanded significantly since the 14th session of the General Assembly. There now are more than 1200 experts in 120 countries who are members of one or more Commissions, and over 2000 correspondents and consultants. The Commissions undertake projects with financial support from UNEP and with core funding provided by WWF, certain governments, and private foundations.

To carry out its mission, IUCN relies on the close interdependence between members, the Commissions and the Secretariat. The Union as a whole was honoured by the citation of the Onassis Foundation when conferring its coveted US\$ 100,000 Olympia prize on IUCN in 1981 for its "important contribution and effective action in the protection and conservation of the environment world-wide".

## 9. MANAGEMENT

The long-range goals of the World Conservation Strategy have been translated into IUCN's programme objectives through a new system of programme planning. The programming process includes continuous consultations with IUCN's membership and the Commissions. Since 1979, a Programme Planning Advisory Group (PPAG, consisting of the Commission Chairmen, representatives from IUCN's membership, individual experts and representatives of WWF and UNEP) has guided the preparation of the triennial programme document for presentation to the Council and the General Assembly, now in the form of the "IUCN Conservation Programme for Sustainable Development, 1982-1984".

On the basis of the programme priorities, specific projects have been developed on the initiative of the Commissions and the Secretariat (as in the case of a number of projects for elephant and rhino conservation in conjunction with special WWF fund-raising campaigns), or on the basis of external project proposals: In the course of the screening process introduced in January 1979, more than 1000 proposals for project funding were reviewed by the IUCN/WWF Project Committee in consultation with Commissions and members. Approximately 25% of these were eventually recommended to WWF for funding.

IUCN currently manages over 280 projects throughout the world, with a total budget of US\$ 7 million, the great majority of which comes from WWF. A new procedure for expert evaluation of project results was introduced in 1981 to ensure, in particular, that recommendations for future action are followed up.

Coinciding with the move of the IUCN Secretariat from Morges to the new joint headquarters with WWF in Gland, completed in 1980, a series of reorganization measures were taken to provide joint administrative services for the two organizations and to streamline the internal structure of the Secretariat. There now are six divisions at IUCN headquarters in Gland:

Commission Services and Centres (including matters relating to the IUCN Conservation Monitoring Centre in Cambridge/Kew, and the IUCN Environmental Law Centre in Bonn); Membership and Executive Affairs; Finance and Management Services (jointly with WWF); Regional and Project Services; Conservation for Development Centre; and the Secretariat of the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES). Responsibility for programme planning and coordination lies with the Assistant Director General.

To meet the serious financial situation facing the Union in 1980, Council decided on a series of necessary economy measures, including reductions in Secretariat staff. The Director General has made an appeal to the membership for special contributions or staff secondments to cope with these reductions.

# IUCN ORGANIZATION CHART

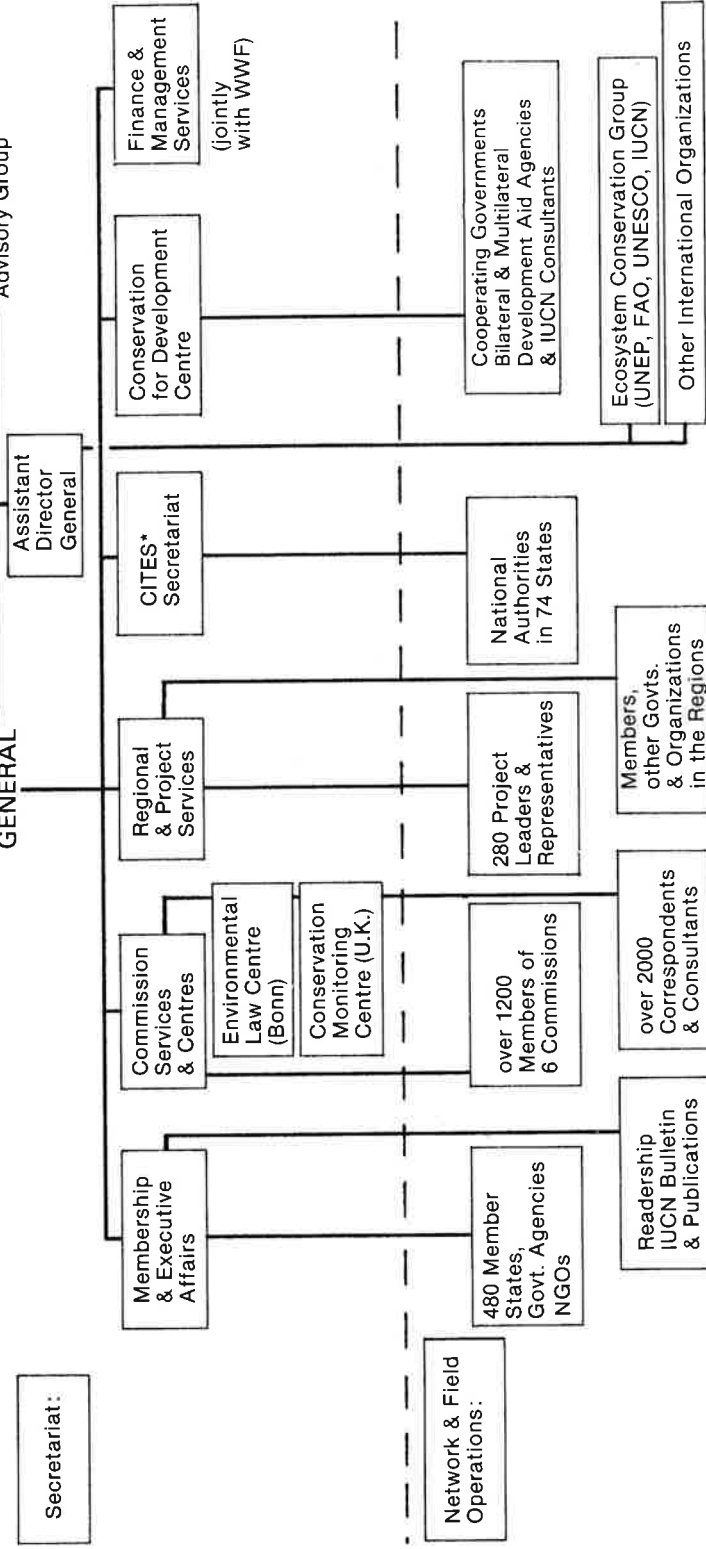
GENERAL ASSEMBLY

COUNCIL

BUREAU

DIRECTOR GENERAL

Programme Planning  
Advisory Group



\* Convention on International Trade in Endangered Species of Wild Fauna & Flora, administered by IUCN on behalf of UNEP, under guidance from Standing Committee

In conclusion, it should be noted that the process through which the World Conservation Strategy was developed and launched illustrates a fundamental change in the global context of conservation in which IUCN operates. When the Union was founded at Fontainebleau in 1948, it was a voice crying in the wilderness; indeed, the only existing universal organization for nature conservation. Today — one generation later — it finds itself part and partner of a complex balance of international institutions.

IUCN's two most important partners are, of course, the ones with whom it jointly launched the World Conservation Strategy: the World Wildlife Fund founded on the initiative of IUCN in 1961; and the United Nations Environment Programme which emerged from the U.N. Stockholm Conference in 1972. But there also are a number of other established inter-governmental and non-governmental organizations, pursuing specific conservation goals, ranging from the specialized U.N. agencies which officially collaborated in the World Conservation Strategy to the many specialized conservation groups which actively participated. IUCN remains unique among the international organizations in this field, because of the breadth of its approach, its global network representing top expertise in all aspects of environmental conservation, and its ability to bring together governmental and non-governmental participants in common action for a common goal: world conservation. With the solid achievements of the past triennium, and with a sound management basis, IUCN looks forward with confidence to the challenges ahead.

Collection" programme undertaken jointly with WWF. Without this "extraordinary" income IUCN's books, at 1 January 1980, would have shown an accumulated deficit in unrestricted funds of Sfr. 494,381 as opposed to a deficit of Sfr. 48,747 shown in the audited accounts (see General Assembly Paper GA/15/81/15).

In financial terms 1980 was an extremely difficult year for IUCN. Basically due to under-budgeting for some items of expenditure and lack of control on others (partly in connection with the launch of the "World Conservation Strategy") IUCN was faced with a severe deficit situation at the end of 1980. The annual operating deficit in unrestricted funds of Sfr. 1,066,427 brought the real accumulated deficit to Sfr. 1,560,808 (excluding the royalty income from the "Conservation Coin Collection" programme as mentioned above, since Council had decided at its November 1979 meeting to establish a separate "Interim Capital Account" as a repository for these funds).

In view of this critical financial situation Council then decided in June 1981 to eliminate the "Interim Capital Account" which held a total of Sfr. 594,755 at the end of 1980 and to capitalise some of the expenditure incurred in connection with the "World Conservation Strategy" (Sfr. 300,000 to be amortised by the end of 1983, thus deferring expenditure of Sfr. 100,000 to each of the years 1981 to 1983). These two measures reduced the accumulated deficit in unrestricted funds to the level shown in the audited accounts, i.e. Sfr. 666,053 at the end of 1980. This level was acceptable to IUCN's auditors who nevertheless in their report to Council dated 1 July 1981 made it clear that "insolvency is a condition which results in the dissolution of an association" (the latter being IUCN's legal status under Swiss law) and that IUCN's accumulated "deficit has not resulted in the insolvency of the association as World Wildlife Fund, an associated organisation, has provided financial support".

It was clear that the 1980 level of expenditure was not supportable by IUCN and that severe measures had to be taken in order to avoid a cash-flow situation which would prevent IUCN from meeting its obligations.

The 1981 budget which was accepted at the start of 1981 by a Budget Sub-committee appointed by Council in November 1980 still showed an operating deficit of Sfr. 181,000. Council reviewed this budget at its June 1981 meeting and approved an operating deficit of Sfr. 171,000 plus the 1981 share in the amortisation of the "World Conservation Strategy" costs of Sfr. 100,000.

Council further decided a number of measures aimed at reducing the level of expenditure in the medium- and long-term which, however, increase the 1981 budget deficit by approximately Sfr. 105,000. These items are partly offset by the cash received from the Onassis Foundation in connection with the Olympia Prize which has been awarded to IUCN (Sfr. 208,000). After taking the above four items into account the projected deficit for 1981 in unrestricted funds will be approximately Sfr. 168,000 bringing the projected accumulated deficit in unrestricted funds to approximately Sfr. 834,000 at the end of 1981.

As can be seen from General Assembly Paper GA 15/81/17 on the Estimates of Income and Expenditure for 1982-1984 the measures taken by Council will result in a triennium budget which is not only balanced but which will provide for the two remaining amortisations of the "World Conservation Strategy" costs of Sfr. 200,000 as well as for Sfr. 302,000 for contingencies and to offset part of the accumulated deficit in unrestricted funds as projected for the end of 1981.

## 10. Finance

### Introduction of Budgetary and Control Systems

During the years 1978 to 1981 considerable progress has been made in relation to the introduction and implementation of budgetary and reporting (control) systems. As far as the budgeting process is concerned this becomes evident when one compares the Estimates of Income and Expenditure for the triennium 1979-1981 as per General Assembly Paper GA. 78/7 presented in Ashkhabad with the same document for the triennium 1982-1984 to be presented in Christchurch (General Assembly Paper GA/15/81/17).

The most striking differences are:

1. Income and expenditure are clearly split into the unrestricted and the restricted components. This allows IUCN to distinguish between the central management activities carried out with funds derived from its membership and the various project activities funded by sponsoring organisations. In other words the present budgeting system is output-oriented.

2. Expenditure is further broken down into managerial units which IUCN calls operational centres. Each of these centres falls into the managerial responsibility of a key officer of IUCN who is assigned control of his area of responsibility by the Director General.

Both factors are very important in the relationship with the sponsoring organizations, such as WWF and UNEP, which can clearly see the link between the support they provide and the output rendered by IUCN. This presentation also enables IUCN's membership to see on which parts of the budget their funds are spent. From looking at Annex 1 and/or Annex A of General Assembly paper GA/15/81/17 it is evident that comparatively small amounts of membership funds generate projects of a much greater magnitude. In other words, through this new budgetary system IUCN's catalytic functions become clearly visible.

The introduction of the operational centres has made it possible to manage IUCN's areas of responsibility (such as individual commissions and other departments) in a business-like fashion. The total budgets of these operational centres are broken down into items of expenditure controllable by the officer in charge of the centre (see Annex C of General Assembly Paper GA/15/81/17). Expenditure and thus budgetary control is maintained by a monthly reporting system by which the Director General and the officers in charge of an operational centre are provided with computer expenditure statements showing budgeted and actual expenditure and the variance between both, if any, item by item. This control system then enables the Director General to take the necessary measures in case budgets are exceeded. Even more so, this system makes the individual officer in charge of an operational centre feel responsible for his managerial unit and he therefore controls expenditure himself very closely.

### Development of IUCN's Financial Position

It is gratifying to note that IUCN's income rose steadily between 1978 and 1980, and especially that income from the three major sources, i.e. membership, WWF and UNEP, increased. It has to be noted, however, that both in 1978 and in 1979 the income and expenditure account was only balanced because of the royalty income from the "Conservation Coin