



IUCN 2001

## **Our Vision**

A just world that values and conserves nature

## **Our Mission**

To influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable

## **Our Goals**

### **Facing the Extinction Crisis**

The extinction crisis and massive loss in biodiversity are universally recognised as a shared responsibility, resulting in action to reduce this loss of diversity within species, between species and in ecosystems

### **Ecosystem Integrity**

Ecosystems are maintained and where necessary restored and any use of natural resources is sustainable and equitable

The background features a light blue, hazy image of a mountain range. A prominent, dark blue vertical stripe runs down the center. On either side of this stripe, there are large, dark blue square brackets. The main title is centered in the upper half of the page.

The IUCN Programme:  
An Assessment of Progress 2001

*IUCN 2001*

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## Message from the President

Photo: LIV / I.R. Lengui



*Ms Yolanda Kakabadse  
IUCN President*

**T**HIS is the first report of IUCN's new global conservation programme which was approved at the second World Conservation Congress in Amman, Jordan in 2000. Its contents are a testimony to the creative and bold responses of IUCN members and personnel in addressing the world's most challenging conservation and natural resource problems today.

The IUCN Programme in 2001 is characterized by a clear focus on the links between loss of biodiversity and human wellbeing; and a strong commitment to collaborative approaches to nature conservation and the sustainable use of natural resources. All living things have intrinsic value and the problem of species extinction generates issues of tremendous ethical and ecological significance. In IUCN we are also concerned that loss of biodiversity and ecosystem degradation threaten the livelihoods of millions of the world's poorest people. The impacts of climate change and conflicts over natural resources, such as water, also undermine the security of the world's most vulnerable groups. Our understanding of the links between conservation problems, social inequalities and poverty has grown over the past decades. And, in the spirit of IUCN's Vision and Mission, we know that conserving the integrity and diversity of nature must go hand-in-hand with promoting equity and alleviating poverty.

Looking back on 2001 I am inspired by the resilience and adaptability of IUCN. We have faced up to the challenges of 2001 and emerged stronger and more focused. 2001 began with a new Programme, a new Council, financial uncertainty and a challenge to find a new Director General. The ad interim arrangements put in place by Council exceeded my expectations and I wish to express my sincere appreciation to Dr Simon Stuart, Dr William Jackson and Senior Managers for stabilizing the Secretariat and our finances, getting the new Programme and Business Plan started and supporting my Councillors.

In June 2001 I was delighted to announce the arrival of our new Director General, Mr Achim Steiner. Achim inherited a strong programme and an enthusiastic Secretariat, Commissions and Council. Under his dynamic and energetic leadership the Union is poised ready for the challenge to build a just world that values and conserves nature, and we are all committed in our efforts to support him.

A handwritten signature in black ink, which appears to read 'Yolanda Kakabadse'. The signature is fluid and cursive.

# Message to our Donors

**T**HE implementation of the activities described in this report is made possible through the generous support of IUCN's members and a growing number of supporters, which include governments, government aid agencies, multilateral and inter-governmental institutions, international conventions, non-governmental organizations (NGOs), foundations, corporations and individuals. We are pleased to acknowledge in particular the following contributions received in 2001 to support the Union's work.

## ■ Governments

- Canada** – Canadian International Development Agency (CIDA) and International Development and Research Centre (IDRC)
- Denmark** – Royal Danish Ministry of Foreign Affairs (Danida)
- France** – Ministère des Affaires étrangères, Coopération internationale
- Germany** – Bundesministerium für Wirtschaftliche Zusammenarbeit (BMZ) and Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ)
- Italy** – Ministry of Foreign Affairs, Directorate General for Development Cooperation (DGCS)
- Japan** – Ministry of Foreign Affairs
- Netherlands** – Ministry of Foreign Affairs, Ministry for Development Cooperation (DGIS) and the Ministry of Agriculture, Nature Management and Fisheries (LNV)
- Norway** – Royal Ministry of Foreign Affairs and the Norwegian Agency for Development Cooperation (NORAD)
- Spain** – Ministerio de Medio Ambiente and the Consejería de Medio Ambiente, Junta Andalucía
- Sweden** – Swedish International Development Cooperation Agency (Sida)
- Switzerland** – Swiss Agency for Development and Cooperation (SDC) and Swiss Agency for the Environment, Forests and Landscape (SAEFL)
- United Kingdom** – Department for International Development (DFID) and the Department for Environment, Food & Rural Affairs (DEFRA)
- United States of America** – Department of State; National Parks Service; US Agency for International Development (USAID); US Fish & Wildlife Service; US Department of Commerce, National Oceanic and Atmospheric Administration (NOAA)

## ■ Multilateral Organizations

- Asian Development Bank
- Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES)
- European Commission
- Food and Agriculture Organization (FAO)
- Global Environment Facility (GEF)
- Inter-American Development Bank (IADB)
- International Finance Corporation (IFC)
- United Nations Development Programme (UNDP)
- United Nations Educational, Scientific and Cultural Organization (UNESCO)
- United Nations Environment Programme (UNEP)
- United Nations Office for Project Services (UNOPS)
- World Bank

## ■ Non-Governmental Organizations, Foundations

- Avalon Foundation
- Conservation International
- Ford Foundation
- Fundesco/Agencia Española de Cooperación Internacional (AECI)
- Hivos
- International Centre for Environment Management (ICEM)
- National Wildlife Federation
- Netherlands Committee for IUCN
- Ramsar Convention on Wetlands
- World Wide Fund for Nature (WWF)
- John D. and Catherine T. MacArthur Foundation
- MAVA Foundation

For more information on IUCN's donors and partners please visit <http://www.iucn.org/about/donors.htm>.



# Message from the Director General

**A**NNUAL reports pose a dilemma to every organization. On the one hand, we wish to report on the wide variety of activities and initiatives being implemented across our global Union. On the other, we must also seek to answer the question of IUCN's effectiveness in terms of its vision and mission as well as progress made in delivering our Programme.

Should you find the time to study this entire report you will be left wondering, as I have, how an organization with a budget of just under US\$ 70 million can be active in so many countries, across such a wide spectrum of issues and in partnership with literally hundreds of organizations. The record for 2001 shows that the combined strengths of IUCN members, volunteers, experts and Secretariat staff are capable of delivering extraordinary value added, both in terms of conservation impact and funds invested.

However, no organization should rest on its laurels. As the world prepares to meet in Johannesburg later this year to review progress on sustainable development since the Rio Earth Summit, we have reason to celebrate, but also to be concerned. IUCN's members and Commissions have, over the past decade, demonstrated what can be done when commitment and professionalism are combined to support local initiative and community actions. But they have also encountered inertia, lack of political will and complacency, often preventing us from making progress.

As a Union, IUCN aims to provide support and leadership to the conservation community. In Amman, our global membership approved the Programme which now guides the work of all components of the Union. It is our "GPS tool" (Global Positioning System) for determining where, how and with whom IUCN can have the greatest impact. 2001 provides many examples of how we are applying this tool in planning, managing and monitoring our work.

We have also taken significant steps in realigning the IUCN Secretariat structure to reflect our new programme strategy. With the appointment of William Jackson as Director Global Programme and Miguel Araujo as Director, Corporate Strategy, Partnerships and Communication, we have strengthened our leadership capacity within the IUCN Secretariat. Together with our Regional Directors and Heads of Global Thematic Programmes, we now have a formidable global management team who, together with our staff recruited from over 50 countries, can provide the international community with a capacity for action and a network of knowledge that is second to none.

During 2001 we have benefited enormously from the sustained and dynamic support of our President Yolanda Kakabadse, who successfully promotes IUCN world wide with remarkable commitment and wisdom. We are extremely grateful for all her efforts which helped steer IUCN through this particular period of change. Together with our Council I thank all our partners for their assistance, and I look forward to your support in strengthening IUCN's role as a platform for bringing together the conservation and sustainable development communities.



## **IUCN's New Director General**

*Mr Achim Steiner was appointed as Director General of IUCN in June 2001.*

*Achim has worked at both a grassroots level and at the highest level of international policy-making to address the interface between environmental sustainability, social equity and economic development. In recent years, his professional focus has been on developing both conceptual and institutional bridges among diverse interests and agendas. In Washington, where he was Senior Policy Advisor of IUCN's Global Policy Unit, he developed new partnerships between the conservation community and the World Bank and United Nations system. In South-East Asia, where he worked as chief technical advisor on a programme for sustainable development of Mekong River watersheds, he contributed to a new dialogue and policy process with governments and local communities to introduce political reforms for community-based natural resources management. As Secretary General of the World Commission on Dams, based in South Africa, he brought together the public sector, civil society, and the private sector in a global policy process on dams and development.*



Photo: J. Pugin

Mr Achim Steiner

# Message from the Director Global Programme

In October 2000 the World Conservation Congress approved an innovative Global Programme and Business Plan for IUCN to implement over a four-year period. The new Programme and Business Plan responded to calls for us to focus our work, sharpen our corporate image and manage by results.

**Knowledge** IUCN's core business is generating, integrating, managing and disseminating knowledge for conservation and equitable use of natural resources.

**Empowerment** IUCN uses that knowledge to build capacity, responsibility and willingness of people and institutions to plan, manage, conserve and use nature and natural resources in a sustainable and equitable manner.

**Governance** When knowledge is available and people are able to use it, the most important steps can be taken – systematic improvement of laws, policies, economic instruments and institutions for the conservation and sustainable and equitable use of nature and natural resources.

A graphical representation of the programme is shown below:

## Vision

A just world that values and conserves nature

## Two Conservation Goals

Facing the extinction crisis  
Restoring and maintaining ecosystem integrity

## Seven Key Result Areas (KRAs)

59 results based on the strategy of:

Knowledge  
Empowerment  
Governance

**KRA 1** Effective management and restoration of ecosystems

**KRA 2** Key institutions, agreements, processes and policies

**KRA 3** Incentives and finance

**KRA 4** Equitable sharing of costs and benefits

**KRA 5** Assessment of bioiversity and of related social and economic factors

**KRA 6**  
Information  
management  
and  
communication  
systems

**KRA 7** Effective, efficient and accountable governance and management of the Union

## Mission

To influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and ensure that any use of natural resources is equitable and ecologically sustainable

This Progress and Assessment Report covers the period January to December 2001, the first year of implementation of the new Programme. The report comprises several parts including a summary of progress, annexes that describe organizational changes based on the Business Plan, and detailed assessments of progress towards delivering the Key Result Areas for each component of the Programme (component reports can be accessed through the attached CD-ROM by following the electronic links indicated throughout this summary.)

Overall the Union's finances improved in 2001, both in terms of increasing investment by our major partners in the Programme and in terms of a steadily improving project portfolio aimed at delivering conservation results on the ground. The aftermath of September 11 and the economic recession caused us to rethink some of our strategic priorities and, if anything, hardened our resolve to deliver our vision of **a just world that values and conserves nature**.

An analysis of the reports from individual components of the Programme indicates that our progress towards delivering the seven Key Result Areas is on track. IUCN has also made substantial progress in implementing its Business Plan as approved at the Amman Congress, particularly through the establishment of a Corporate Strategies Group (see Annex 1) as well as through increased programme coordination capacity at the global and regional levels. Overall, the Union's financial and human resource commitments in the Key Result Areas are running according to plan.

## Summary of Progress in Key Result Areas (KRAs)



### **Effective Management and Restoration of Ecosystems (KRA1)**

Almost one third of the Union's budget is spent on this KRA, reflecting IUCN's commitment to species conservation and protected areas. However, it should not be assumed that this work represents a purely conventional approach to conservation. Much of the innovative cross-sectoral work of the Union is undertaken within the framework of ecosystems. For example, the Forest Landscape Restoration initiative illustrates how ecosystem approaches, which facilitate multi-stakeholder participation, can also promote livelihood security and social equity.

### **Key Institutions, Agreements, Processes and Policies (KRA2)**

The investment in this area, some 18% of expenditure, reflects the key role that IUCN plays in supporting global Conventions and regional policy processes. The Union also initiated a Dialogue for Water, Food and the Environment, supported the World Commission on Dams (WCD), and made important progress in establishing its position in relation to the World Summit on Sustainable Development (WSSD) and preparing for the World Parks Congress to be held in 2002 and 2003 respectively.

### **Incentives and Finance (KRA3)**

This component of the programme received 8% of investment, almost doubling last year's expenditure in this area. Progress was made in addressing biodiversity incentives and economic strategies, particularly in the context of National Biodiversity Strategies and Action Plans, and developing innovative tools for conservation financing, such as carbon sequestration initiatives and ecotourism. A growing number of economists were employed to help strengthen the skills to develop this work in the regions. A senior economic advisor has been appointed to help develop and integrate economic procedures and tools within IUCN programmes and policy work.

### **Equitable Sharing of Costs and Benefits (KRA4)**

Approximately 11% of expenditure was made in economic and social equity issues, although this figure understates the overall investment in these issues as they are also addressed in other Key Result Areas. Several initiatives were taken to better integrate social equity into protected area planning and management, and various publications were produced on community involvement in natural resource management, indigenous peoples and gender equity. There remain many questions concerning environment, equity and poverty linkages which IUCN has identified as a priority for 2002.

### **Assessment of Biodiversity and Related Social and Economic Factors (KRA5)**

IUCN supported the production of *The Wellbeing of Nations* report in 2001 – the first time that biodiversity and socio-economic factors have been integrated in such detail for the ranking of overall human and environmental welfare. Improvements have been made in the categories and criteria used for listing plants and animals in IUCN's *Red List of Threatened Species* after a four-year review, which has produced a user-friendly system for assessing species. Progress has also been made in developing an inter-disciplinary framework for assessing the sustainability of uses of biological resources. Assessment systems received about 9% of the investment in 2001.

### **Information Management and Communication Systems (KRA6)**

This element of the programme received a substantial boost in 2001 with the development of the Species Information System and the e>IUCN initiative, an ambitious strategy to implement the information technology and communications needs of IUCN's Programme. The development of a Wetlands and Water Resources eAtlas also entered its first phase in 2001.

### Effective, Efficient and Accountable Governance and Management of the Union (KRA7)

In 2001 work in this area accounted for approximately 20% of expenditure, although it should be noted that a third of expenditure directly supports the implementation of KRA 6 above. A Corporate Strategy, Partnerships and Communication Group was developed to enhance partnerships with members, donors and other organizations, as well as improve our work in conservation finance and communications. A series of strategic reviews were undertaken in IUCN to help improve the effectiveness and efficiency of selected regional offices. Human resource procedures were reviewed and updated, along with internal mechanisms for managing internal Union finances. Training sessions were organized in many of the regional offices to enhance the capacity of IUCN staff with internal procedures, planning frameworks, and monitoring and evaluation systems.

Compared to previous years, this summary does not report on the KRAs specifically, although this analysis can be accessed directly on a programme-by-programme basis on the CD-ROM attached. Rather, we have decided to focus on four themes that cross-cut the KRAs:

- species and ecosystems
- livelihoods and biodiversity
- human security and the environment
- business and the environment

We have chosen to take an in-depth look at these issues because in recent years there has been a great deal of attention focused on the link between poverty alleviation, human livelihoods and conservation. IUCN, like many other conservation agencies, has increasingly sought to understand, and raise awareness about, the dynamics between environmental, social and economic issues. We wish to show how the IUCN Programme is responding to some of the most challenging sustainable development problems in a rapidly changing world, and making its knowledge count in both policy and practice.

In concluding, I would like to acknowledge that the delivery of the 2001 Programme would not have been possible without the selfless dedication of thousands of members, Commission members and IUCN staff and the generous support of a wide range of partners. Thank you for your continuing belief in an idea born over 50 years ago, an idea that recognises that acting alone we struggle to realize our goals, but together as a Union we can and do make a difference now and in the future.



Photo: J. Pugin

Dr William Jackson

#### IUCN's New Director Global Programme

*Dr William Jackson was appointed Director Global Programme in July 2001. Before that he was Head of IUCN's Forest Conservation Programme. In 2000 he oversaw the development of IUCN's new strategic and business plans, and helped colleagues from IUCN regions, Commissions and Global Thematic Programmes align their plans and budgets with the new programme. Before joining IUCN Headquarters, he worked with IUCN in Eastern and Southern Africa assisting regional programmes to establish a comprehensive approach to monitoring and evaluating the IUCN programme. He has extensive field experience in ecosystem conservation and management in Asia, Australia and Africa, and has worked at a global policy level with many governments and IUCN partner organizations. He has published a number of articles and books on community forestry, forest conservation, and monitoring and evaluation of projects.*

# Introduction: The Environment-Poverty Nexus

## The Environmental Challenge

The natural resources of our planet are being depleted – some irreversibly, for example:

- IUCN's *Red List of Threatened Species* estimates that some 11,046 species are now threatened with extinction. This includes 24% of all mammal species and 12% of all bird species. This scale of threat is similar, or possibly even worse for other vertebrates. Calculations indicate that some 25% of reptiles, 20% of amphibians and 30% of fishes (mainly freshwater) are threatened.<sup>1</sup>
- Forests have continued to be lost and degraded, a trend that threatens forest ecosystems as well as the 1.7 billion people who rely on forests for numerous goods and services.<sup>2</sup>
- Water scarcity has grown in seriousness, with grim ecological and human implications – particularly in parts of Africa and West Asia.
- Some 27% of the world's coral reefs have also been effectively lost, up from 10% in 1992, taking a huge toll on marine biodiversity.<sup>3</sup>
- Concerns over climate change have also gained prominence, as our understanding has grown of the links between greenhouse gas emissions, rising temperatures and sea levels, and the growing frequency and intensity of extreme weather events.<sup>4</sup>

All the evidence suggests that current patterns of resource exploitation and consumption are unsustainable and are approaching natural limits in some areas. These problems underpin concerns that competition over dwindling natural resources may trigger future conflicts.<sup>5</sup>

## The Poverty Challenge

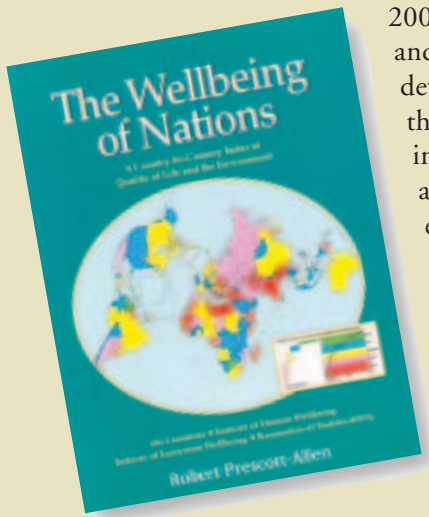
Despite, or even because of, increased affluence and consumption, there is growing poverty and inequality within and between societies, resulting in greater human and environmental insecurities.<sup>6</sup> Inequalities between rich in the North and the poorest in the South are, by orders of magnitude, out of proportion to anything experienced before. The richest 20% of the global population receive 80% of the global income.<sup>7</sup> About 1.2 billion people are living in absolute poverty – subsisting on less than US\$ 1 dollar per day.<sup>8</sup> This represents one fifth of the world's population. But poverty is multi-dimensional, and insufficient income is only one indicator of human deprivation. Poverty is experienced as a lack of adequate food and water; vulnerability to environmental disasters and the ravages of disease; it is about the hardships of rural and urban existence, being exposed to hard working conditions, violence, crime, and violations of human rights.<sup>9</sup> Poverty is also experienced differently by men and women. Poverty is frequently rooted in lack of access to, and control of, assets upon which human livelihoods depend.

## IUCN's Integrated Response

Concern for poverty and equity – and their links to loss of biodiversity and ecosystem decline – are not new within IUCN.<sup>10</sup> As articulated in its Mission, IUCN aims to conserve the integrity and diversity of nature and to ensure that any use of natural resources is both equitable and ecologically sustainable. The significance of integrating *equity* into our work should not be underestimated. It is a measure of how far forward IUCN has moved in its understanding of social-environmental linkages since the early days of international conservation. However, the dynamics of the interactions between environmental problems – increasing disparities between the rich and the poor, and globalization – are complex and imperfectly understood.

Much of IUCN's global conservation programme is organized according to major biomes and geographical regions. This mode of organization continues to provide our constituencies with first-class scientific data and skills which are, and will firmly remain, the very foundations of our work. However, it is also clear that most of today's

environmental and human problems cannot be understood or addressed in isolation from each other. These problems are multi-faceted and layered, requiring cross-disciplinary skills and multi-stakeholder solutions. Organizations everywhere are being challenged to take an integrated approach to thinking about sustainability.<sup>11</sup>



The *Wellbeing of Nations* report<sup>12</sup>, published in cooperation with IUCN in 2001, confirms that human and ecosystem wellbeing are intimately entwined, and validates the need to plan and manage for ecosystem protection and human development simultaneously. The measures used by the report are unique in that they give equal weight to human development and environmental conservation in ranking the wellbeing of nations.<sup>13</sup> Out of the 180 countries ranked, only 37 are close to striking a good balance between a healthy population and a healthy environment. But to truly achieve this balance all countries enjoying high standards of living must greatly improve their environmental efforts. According to Prescott-Allen, author of the report, the key conditions for combining high human wellbeing and low ecosystem stress are freedom, good governance and education.

## IUCN's Commitment and Capacity

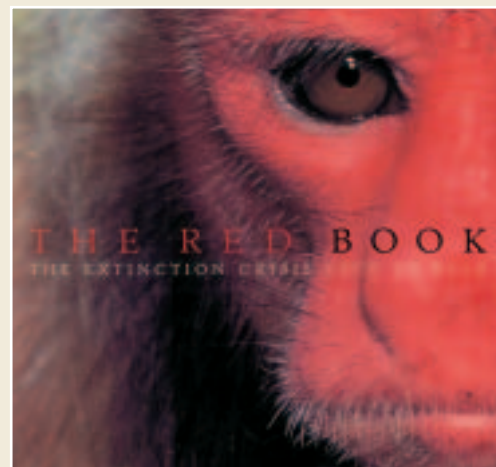
**IUCN believes that effective environmental governance must be rooted in broad-based social consensus and commitment.** Our unique membership and organizational structure is our greatest strength and comparative advantage in meeting conservation challenges – and facilitates greater participation, transparency and accountability in environmental decision-making. As a union of public institutions and NGOs, which can draw on the experience of some 10,000 technical and scientific experts in our six Commissions, we have excellent opportunities for enhancing participation, cooperation and dialogue among key stakeholders like no other organization in the international conservation system. Through our international secretariat, we are well positioned to contribute to international policy processes. Through our regional, country and technical programmes, we are well positioned to bring about concrete results, and feed important local perspectives into international policy debates. Being a membership organization, based on democratic principles, lends credibility, strength and mandate to IUCN's work. **With this context in mind, it is no accident that many of the conservation achievements documented here reflect IUCN's commitment to collaborative approaches to linking species and ecosystem conservation to livelihoods, human security and business initiatives.**



Species and Ecosystems

IUCN 2001

**IUCN's two conservation goals are facing the extinction crisis; and restoring and maintaining ecosystem integrity.** Species – plants, animals and micro-organisms – are the building blocks of biodiversity. Ecological interactions between species lead to the formation of communities and ecosystems. The processes between and within species drive the complex cycles of life of the biosphere. The loss of biological diversity – the diversity of ecosystems and species, and the genetic variability within species – is the key indicator of our unsustainable use of the earth's natural resources. It threatens the very basis of sustainable development and thus the livelihoods of millions of the most vulnerable people. The damage we are inflicting on the world's biological capital today, and on life-supporting processes driven by it, is increasingly irreversible. Even if responsible actions are taken immediately, a further acceleration of extinction rates and declines in animal and plant populations is considered inevitable.<sup>14</sup> For lasting solutions, we need to come to grips with both the direct<sup>15</sup> and the underlying causes of biodiversity loss.<sup>16</sup> **The examples below indicate how IUCN dealt with the wide spectrum of factors that impact on species and ecosystems in 2001, and engaged with multiple stakeholders to work towards achieving its goals.**



### The Red Book

IUCN is always seeking to find new audiences and creative ways of presenting the work of its *Red List of Threatened Species*. In 2001, IUCN's Species Survival Commission published *The Red Book: the Extinction Crisis Face to Face*, in collaboration with CEMEX, one of the world's largest cement companies, and Agrupación Sierra Madre, a Mexican conservation organization. *The Red Book* combines awe-inspiring images of plants and animals with facts about the extinction process, its causes, and measures needed to reverse it. It is hoped that this book will inspire many more sectors of society to work together to save biological diversity. Through this joint venture, *The Red Book* also demonstrates the positive role that industry, particularly large multi-national companies can play in working to reverse the extinction crisis – especially through such awareness-raising work.

## Species/Ecosystems Highlights 2001

- In Southern Africa, IUCN launched key water and wetland conservation projects, contributing to freshwater ecosystem restoration and management, as well as sustainable development. They include: the Zambesi Basin Phase II and the Okavango management plan.
- IUCN in Central Africa completed and launched a Regional Strategic Action Plan for the Congo Basin Ecosystems to help protect biodiversity in the region, with support from GEF/UNDP.
- In Eastern Africa, IUCN is helping coordinate the Monitoring of Illegal Killing of Elephants (MIKE) in four African regions. The objective of the project is to assess the trends in the illegal hunting of elephants and to determine whether these trends are related to CITES decisions or other factors.
- IUCN in Asia completed a major initiative for the restoration of degraded forest landscapes in the Lower Mekong countries (Cambodia, Lao PDR, Thailand and Vietnam).



## The Species Information Service

The Species Information Service (SIS) was further developed – an initiative which will confirm IUCN’s leadership in providing global species information by bringing together a global consortium of conservation organizations and Information Technology companies. The SIS is an emerging data management initiative, based on an inter-linked information system including modules on:

- Taxonomic Information
- Population Status Data
- Geographic Information
- IUCN Red List
- Conservation Actions
- Resources and Documentation

The SIS will allow conservation scientists, natural resource managers, educators and policy-makers to integrate species data and information in a flexible format. It will allow users to determine threatened species within a particular country or protected area; current threats to the species; what conservation measures have been implemented to reverse the species’ decline; conservation actions needed; and the sources of supporting information. The second half of 2001 saw rapidly growing interest in and support for the SIS from the Information Technology community including Oracle and Hewlett Packard.

**To find out more:**  
*Species Programme: Progress and Assessment Report 2001*

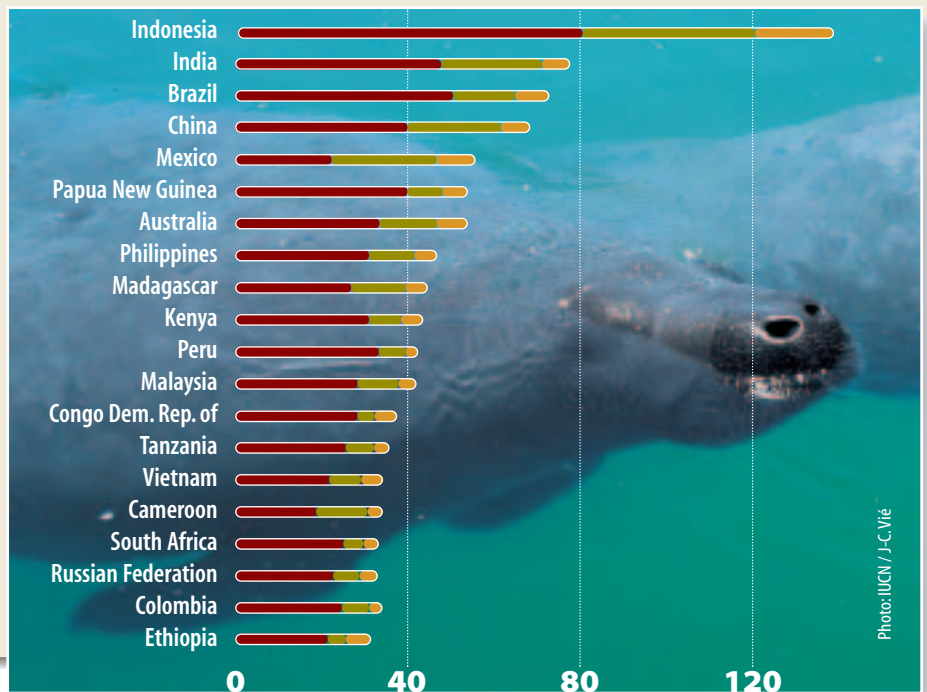
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[www.redlist.org](http://www.redlist.org)



SPECIES SURVIVAL COMMISSION

### Number of Threatened Mammals

- █ Vulnerable
- █ Endangered
- █ Critical



Photos: IUCN / J.-C. Vie

## The Extinction Crisis



The world’s biodiversity is being lost at an alarming rate as a result of the unsustainable use of natural resources. Some 11,046 species are known to be threatened with extinction today, and in the last 500 years over 800 species have been driven to extinction. The rapid loss of species that we are witnessing today is estimated to be between 1,000 and 10,000 times higher than the natural extinction rate. This situation is sometimes referred to as the ‘sixth extinction crisis’, and results almost wholly from human activities. Within this context it is crucial that development decisions are made with access to information about species and biodiversity loss. IUCN’s Species Survival Commission has been assessing the status of species and threat of extinction on a global scale for over 40 years. IUCN’s *Red List of Threatened Species*<sup>17</sup> is the world’s most authoritative and comprehensive assessment of biodiversity, and is used by scientists, policy-makers, NGOs, teachers, students and the media around the world.

■ In Mesoamerica, IUCN started Phase II of the ‘Conservation of the Laguna Lachua National Park and Sustainable Development in its Area of Influence’, contributing to improved conservation and sustainable management of freshwater and forest ecosystems in Guatemala.

■ In Europe, IUCN completed work defining the Ecological Network in Baltic Countries (ECONET). This contributes to a wider effort

on a Pan-European Ecological Network addressing environmental policies, strategies and capacity building across central and eastern European countries.

■ The West and Central Asia and North Africa Programme (WESCAN) provided technical assistance to Jordan, Qatar, Saudi Arabia and Yemen to establish and implement National Biodiversity Strategies and Action Plans. Legislative

and policy-making support related to biodiversity conservation was also provided to Central Asian countries.

■ IUCN in the United States produced and launched a major new publication on global ocean governance and a study on biodiversity in the high seas. The latter was produced in collaboration with WWF.

## Tackling Invasives

IUCN drew international attention to the devastating threats of invasive alien species on Biodiversity Day in May 2001, giving the issue a more prominent place in the thinking of conservationists, planners and ordinary citizens. It played a lead role in making the problem of invasives a global priority under the Convention on Biological Diversity, and it published two books on the subject in 2001 *The Great Reshuffling – Human Dimensions of Invasive Alien Species* and *Global Strategy on Invasive Alien Species*, and one booklet *100 of the World's Worst Invasive Species*. IUCN was also a pivotal partner in the Global Invasive Species Programme (GISP) that has done so much to raise awareness of the seriousness of biological invasions and which has provided a global strategy to address invasives and a toolkit for their management.

The battle against invasives was also waged in the regions. In Djoudj National Park in Senegal in West Africa, the proliferation of aquatic invasives such as *Pista stratiotes*, *Typha australis* and *Salvinia molesta* has been helped by the softening of waters due to the construction of the Diama Dam. At one time *S. molesta* appeared to threaten the biodiversity and development potential of the Senegal River Delta. The situation was successfully controlled in 2001 by targeted releases of the natural insect control *Cyrtobagus salviniae*. IUCN is developing plans for the

long-term biological control of *S. molesta* in collaboration with FAO. The Eastern Africa Regional Programme also included the issue of invasive species into its ecosystem management activities. This area has problems with alien aquatic weeds, crustaceans and fish in water-dependent systems; birds, weeds and invasive trees in forests; seaweeds in coastal areas; and *Prosopis* – a tree used in agroforestry systems – invading dryland ecosystems. The IUCN Nepal Country Programme conducted a survey of alien and invasive species in the Tinjure-Milke-Jaljale Himal area; and a workshop to assess the regional problem of invasive species was held by the IUCN Mesoamerican Regional Programme.

### **i** To find out more:

*Biodiversity Policy Coordination Division: Progress and Assessment Report 2001*

*IUCN Regional Office for West Africa: Progress and Assessment Report 2001*

*IUCN Regional Office for Eastern Africa: Progress and Assessment Report 2001*

*IUCN Regional Office for Asia: Progress and Assessment Report 2001*

*IUCN Regional Office for Mesoamerica: Progress and Assessment Report 2001*

[www.iucn.org/biodiversityday/](http://www.iucn.org/biodiversityday/)

[www.iucn.org/info\\_and\\_news/press/alien2001.html](http://www.iucn.org/info_and_news/press/alien2001.html)

*Water Hyacinth on Lake Victoria (Eichhornia crassipes). This South American native is one of the worst aquatic weeds of the world. Infestations of this rapidly growing weed can dramatically reduce biological diversity in aquatic ecosystems. They also block water ways, limiting boat traffic, fishing and swimming.*

## Invasives



**"After habitat loss, biological invasion constitutes the greatest threat to biodiversity, and it has already had devastating consequences for the planet."**

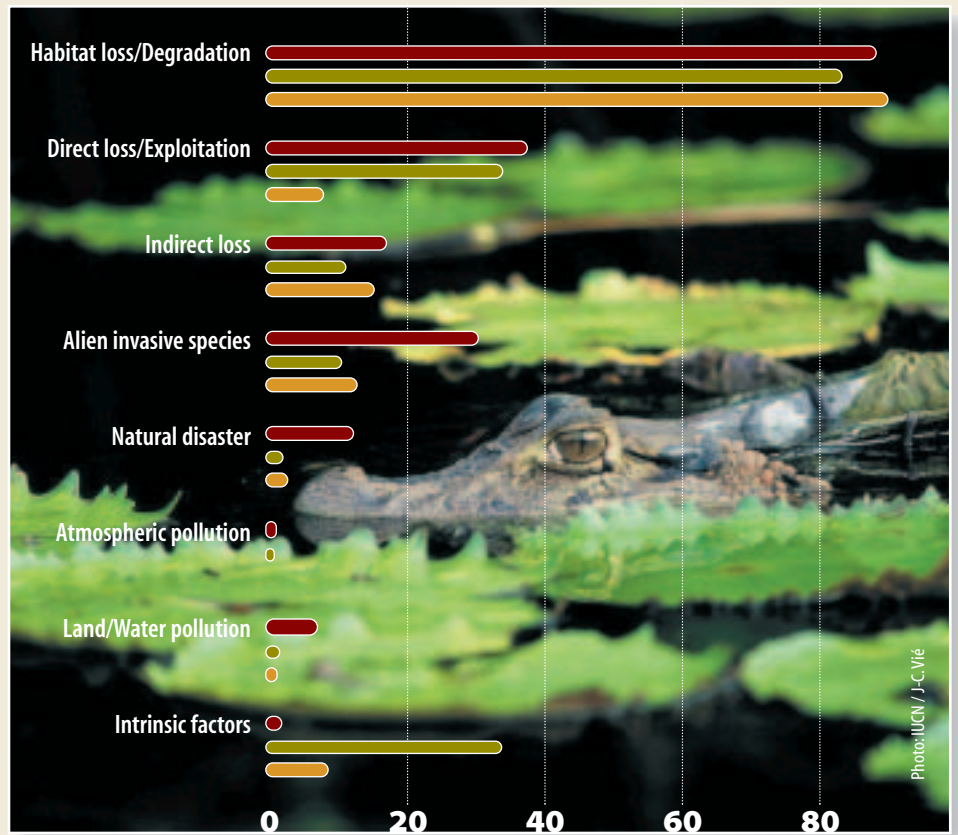
*Jeffrey A. McNeely, Chief Scientist, IUCN*

Invasive alien species are those that occur outside their natural range and threaten the existence of native plants and animals. They are a major cause of biodiversity loss, and can severely disrupt freshwater and marine ecosystems, tropical, boreal and temperate forests, urban areas, islands, grasslands and deserts. This in turn can have significant impacts on the local and global economy. The economic costs can run into tens of billions of dollars every year. The introduction of invasive species can happen deliberately or unintentionally, for example, by organisms 'hitch-hiking' in containers, ships, cars or soil. Examples of the worst invasives include the yellow crazy ant, the small Indian mongoose, the Nile perch, strawberry guava, and the South American water hyacinth.



Photo: IUCN / G. Howard

Three publications on invasive species in 2001



Percentage of Threatened Species

- █ Birds
- █ Mammals
- █ Plants

## The Water and Nature Initiative (WANI)

WANI spearheads the implementation of IUCN’s policy on freshwater. It demonstrates that ecosystem-based management and participation of stakeholders can support improved water resources management at river basin level, minimize conflicts over water resources and enhance overall social, economic and environmental security. WANI was elaborated into a five-year action plan in 2001. New field demonstration projects were identified throughout Mesoamerica, Africa, South East Asia, and the Mediterranean, in collaboration with more than 80 partners ranging from community-based groups, government institutions and multilateral agencies to global networks. Field projects include the El Impossible Barra de Santiago Basin in Mesoamerica; the Mekong Basin and Perfume River in Vietnam; the Komadugou Yobe in Nigeria; the Limpopo Basin in Southern Africa and the Pangani Basin in Eastern Africa. IUCN estimates that some 300 million people will be indirect beneficiaries of these projects. WANI will continue to develop specific tools and guidelines such as economic measures, participatory methods, and mainstreaming equity, in the implementation of the ecosystem approach.



IUCN is developing a management plan for the Perfume River in Vietnam, as part of WANI.

### **i** To find out more:

*Wetlands and Water Resources Programme: Progress and Assessment Report 2001*

[www.iucn.org/themes/wetlands/](http://www.iucn.org/themes/wetlands/)

[www.iucn.org/themes/wani/](http://www.iucn.org/themes/wani/)

## The Ecosystem Approach



The Ecosystem Approach is a strategy for integrated management of land, water and living resources that promotes conservation and sustainable use in an equitable fashion. The specific aims are to:

- ❑ Maintain ecosystem functions and services
- ❑ Support livelihoods
- ❑ Ensure equitable sharing of benefits among stakeholders
- ❑ Promote adaptive management, to enable people to make informed choices
- ❑ Decentralize management, to empower people to manage their own resources
- ❑ Foster intersectoral cooperation, to achieve greater effectiveness through partnerships

### Bamburi Nature Trail, Mombasa, Kenya Before and After



**Before:** Bamburi cement works open to mine the coral rock. Top soil and vegetation is removed prior to mining.



**After:** 20 years after the area was first planted and landscaped. Pioneer tree species are gradually being replaced by more climax tree species, and birds have returned.

## Restoring Forest Landscapes

IUCN made a significant contribution to improving ecosystem integrity in 2001 through its forest landscape restoration (FLR) work. Rather than simply re-establishing tree cover on a particular site, FLR aims to improve the mix of forest goods and services that can enhance livelihood options and secure biodiversity conservation. The FLR approach aims to strike a balance between ecological, social and economic interests, based on the outcomes of inclusive, land-use negotiations. It operates at a scale where the consequences of trade-offs can be agreed upon by the people most directly affected.

The issue of forest restoration was put firmly on the international policy agenda in 2001 – it was included in the CBD draft programme of work, and the agenda of the Ministerial segment of the United Nations Forum on Forests (Second Session), which will help set the forest agenda for the World Summit on Sustainable Development. A number of regional forest landscape restoration initiatives were also undertaken. IUCN's programme in Asia completed a major study on forest restoration, including planning for achieving concrete restoration targets with governments. It is estimated that about 21 million hectares of forest could benefit from restoration in the Lower Mekong Basin (Cambodia, Lao PDR, Thailand, Vietnam). A forest landscape restoration process was also initiated in Kenya, Uganda, Tanzania and Ethiopia in Eastern Africa. The landscape approach has been developed in collaboration with WWF over the last three years.



#### To find out more:

*Forest Conservation Programme: Progress and Assessment Report 2001*  
*IUCN Regional Office for Asia: Progress and Assessment Report 2001*

[www.iucn.org/themes/fcp/](http://www.iucn.org/themes/fcp/)

[www.iucn.org/places/asia/](http://www.iucn.org/places/asia/)

[www.iucn.org/themes/cem/](http://www.iucn.org/themes/cem/)

## Community-Based Marine Protected Areas in Samoa



Photo: IUCN / P. Rosabal

Marine Protected Area, Aleipata, Samoa

The Aleipata and Safata Marine Protected District Committees in Samoa placed bans on scuba fishing in 2001<sup>18</sup>, and called upon the Government to ban scuba spearfishing throughout Samoa. Fishermen use scuba equipment to gain access to fish, especially at night. While scuba is fine for tourism and recreation, it can be highly destructive when used for commercial fishing because fishermen are able to follow and catch fish in deep water. Most vulnerable are parrotfish, surgeon fish, grouper and wrasses. Moreover, the growing commercial scuba fishery benefits only a few people, who earn a lot of money and who are largely from outside the Districts – it is the local fisherfolk and their families who suffer most if the reefs are overfished. Equity has thus emerged as a key challenge alongside the sustainable management of the resource itself. The Aleipata and Safata Marine Protected Areas in Samoa are being established as multi-

use, community-based marine protected areas, to conserve marine biodiversity as well as to provide opportunities to improve livelihoods of local people by maintaining sustainable fisheries, developing sustainable tourism and other activities. The Marine Protected Areas have been planned and managed by village committees, as a key element of the World Bank/IUCN/Government of Samoa Project on Marine Biodiversity Protection and Management in Samoa.

Community involvement in marine protected areas in Samoa



Photo: IUCN / P. Rosabal



### To find out more:

*Programme on Protected Areas: Progress and Assessment Report 2001*

*Marine Programme: Progress and Assessment Report 2001*

[www.wcpa.iucn.org/welcome.html](http://www.wcpa.iucn.org/welcome.html)

[www.iucn.org/themes/marine/](http://www.iucn.org/themes/marine/)

## Expanding Protected Areas in Brazil

The IUCN Programme on Protected Areas, in partnership with the Ministry of the Environment of Brazil and within the framework of the World Heritage Convention, worked with the Government of Brazil to expand its Chapada dos Veadeiros National Park from 65,000 hectares to nearly 1 million hectares in 2001. The Park is located in the Cerrado ecosystem, a biodiversity hotspot which is severely threatened at both the ecosystem and species levels. The Government of Brazil and Conservation International also committed substantial funding to develop a large biological corridor in other areas of Cerrado adjacent to Emas National Park.



### To find out more:

*Programme on Protected Areas: Progress and Assessment Report 2001*

[www.sur.iucn.org/](http://www.sur.iucn.org/)

Chapada dos Veadeiros National Park, Brazil



Photo: IBAMA / Rui Faquini

## International Conventions: IUCN Contributions in 2001

### Convention on Biological Diversity (CBD)



Photo: WWF-Canon / Frederick J. Weyerhaeuser

- IUCN provided technical and policy advice to the Parties, drawing on its technical programmes, Regional and Country Offices and Commissions in consultation with its membership. It organized stakeholder dialogues, especially through the Global Biodiversity Forum; participated at CBD meetings; supported capacity building and implementation at regional and national levels; and provided technical support to the Secretariat of the CBD.
- IUCN provided important policy and technical inputs to the sixth and seventh meetings of the Subsidiary Body for Scientific, Technical and Technological Advice (SBSTTA). These included contributions on the threats of invasive species; a draft programme of work on forests – involving an ecosystem approach to forest restoration; methods for evaluating and improving management effectiveness of protected areas; and the recommendation to adopt the Global Strategy for Plant Conservation.
- Other important areas of work included incentives; sustainable use; impact assessment; agricultural biodiversity; drylands; equitable sharing of costs and benefits; biodiversity and human health; and recommendations on a Global Initiative on Biodiversity Education and Public Awareness. Most of IUCN's inputs were incorporated in the inter-governmental recommendations, showing the effectiveness of IUCN's support to the CBD process. The *IUCN Red List of Threatened Species* was recognised as an important tool for monitoring biodiversity at SBSTTA7.
- The Environmental Law Programme contributed to developing a 'Guide to the Biosafety Protocol' and South and South East Asia have been working on capacity building at national and regional levels on this topic.

### Convention on International Trade in Endangered Species of Wild Flora and Fauna (CITES)

- IUCN submitted comments on the review of the CITES listing criteria to be considered by the Chairs of the CITES Animal and Plants Committees. The Standing Committee will prepare a draft resolution for consideration at the 12<sup>th</sup> Conference of the Parties (COP12) in November 2002.
- The IUCN-SSC Wildlife Trade Programme completed the seventh edition of *CITES: A Conservation Tool*. This publication guides the Parties through the Convention's articles and resolutions. It covers the process for the submission, presentation and adoption of proposals to amend the Appendices at the COP12, thereby assisting countries to participate more effectively in one of the world's major global trade and environmental governance instruments.
- IUCN and TRAFFIC were involved in the first of two meetings aimed at strengthening regional cooperation on conservation and management of hawksbill turtles in the wider Caribbean region. The dialogues were called for at the COP11 in 2000.

## UN Framework Convention on Climate Change (UNFCCC)



Photo: IUCN / J.-C. Vié

- IUCN provided policy and technical inputs to the COP6 Part II and COP7 agendas, including carbon sequestration, financing for climate change adaptation, and cooperation with the CBD. Earlier, IUCN co-hosted a regional preparatory meeting for Southern African delegates, with the Southern Africa Development Community. The Commission on Education and Communication was invited to develop a workshop for a side event on Article 6 on Education and Public Change for the Climate Change Convention. IUCN also hosted a side event for Parties during the COP7 on Water, People and Climate to draw attention to the links between water issues and climate change.

## World Heritage Convention

- IUCN has responsibility to assess new sites nominated by the State Parties for inscription under the Convention, and to monitor existing World Heritage sites. Following the technical reviews of IUCN, the World Heritage Committee inscribed six new natural sites to the World Heritage List and added extensions to three others at its twenty-fifth session in Helsinki, Finland. The new sites included the Central Sikhote Alin (Russian Federation); Jungfrau-Aletsch-Bietschorn (Switzerland); Dorset and East Devon Coast (United Kingdom); Cerrado Protected Areas (Brazil); Brazilian Atlantic islands (Brazil); and Alejandro de Humbolt National Park (Cuba). IUCN also organized the Asia Pacific Forum on Karst Ecosystems and World Heritage in Sarawak, Indonesia.

## The UN Convention to Combat Desertification (UNCCD)

- IUCN's Regional Office for West Africa acted as the focal point for this Convention. Capacity was upgraded with the addition of a Programme Officer on Desertification. IUCN worked to promote the ratification and entry into force of the UNCCD worldwide. It initiated work on operationalizing the articles of the Convention, for example, through development of Guidelines for Mineral Extraction in Arid Zones. A liaison group was established to help the development of a joint CBD-UNCCD Work Programme on Biological Diversity of Dry and Sub-humid Lands.

## Ramsar Convention on Wetlands



Photo: IUCN / J.-C. Vié

- IUCN provided advice on climate change to the Ramsar Convention, co-chairing the Scientific and Technical Review Panel, and preparing a comprehensive assessment of climate change and wetlands which will be completed in 2002. IUCN Regional and Country Offices played a key role in the nomination and management of Ramsar sites (see individual Regional Progress and Assessment Reports for details).

## Linking International and Regional Policy

In order to build understanding of sustainable use within regional contexts, and foster stronger links between global policy processes and regional debates, IUCN supported a Policy Fellow in Botswana to organize a regional policy dialogue on Governance, Equity and Sustainable Use of Living Natural Resources in Southern Africa. This helped create a better understanding of key regional perspectives on governance: international economic processes and their effects on the national state, mis-matches between scales of use and scales of decision-making. It also helped foster a sharper sense of regional priorities and agendas. Such regional processes provide grounded perspectives on sustainability, and provide many vital contributions to the sustainable use workshops organized by the Secretariat to the CBD.

## Democratizing Science in Conservation

IUCN offered a number of grants to promote contributions from scientists from developing countries in the field of sustainable use of biological systems. The aim is to promote the authority of science from developing countries and foster opportunities for scholarly exchange. Priority has been given to complex connections between people and nature, exploring the concept of sustainability and innovative multi-disciplinary approaches. Grants have been made with support from the Ford Foundation.

**i** To find out more:  
*Sustainable Use Initiative: Progress and Assessment Report 2001*  
[www.iucn.org/themes/ssc/susg/](http://www.iucn.org/themes/ssc/susg/)

### Regional Policy Processes



The IUCN Regional and Country Programmes made important contributions to the international conventions mentioned above, as well as providing technical inputs and supporting regional and national policy processes.

Examples of the latter include:

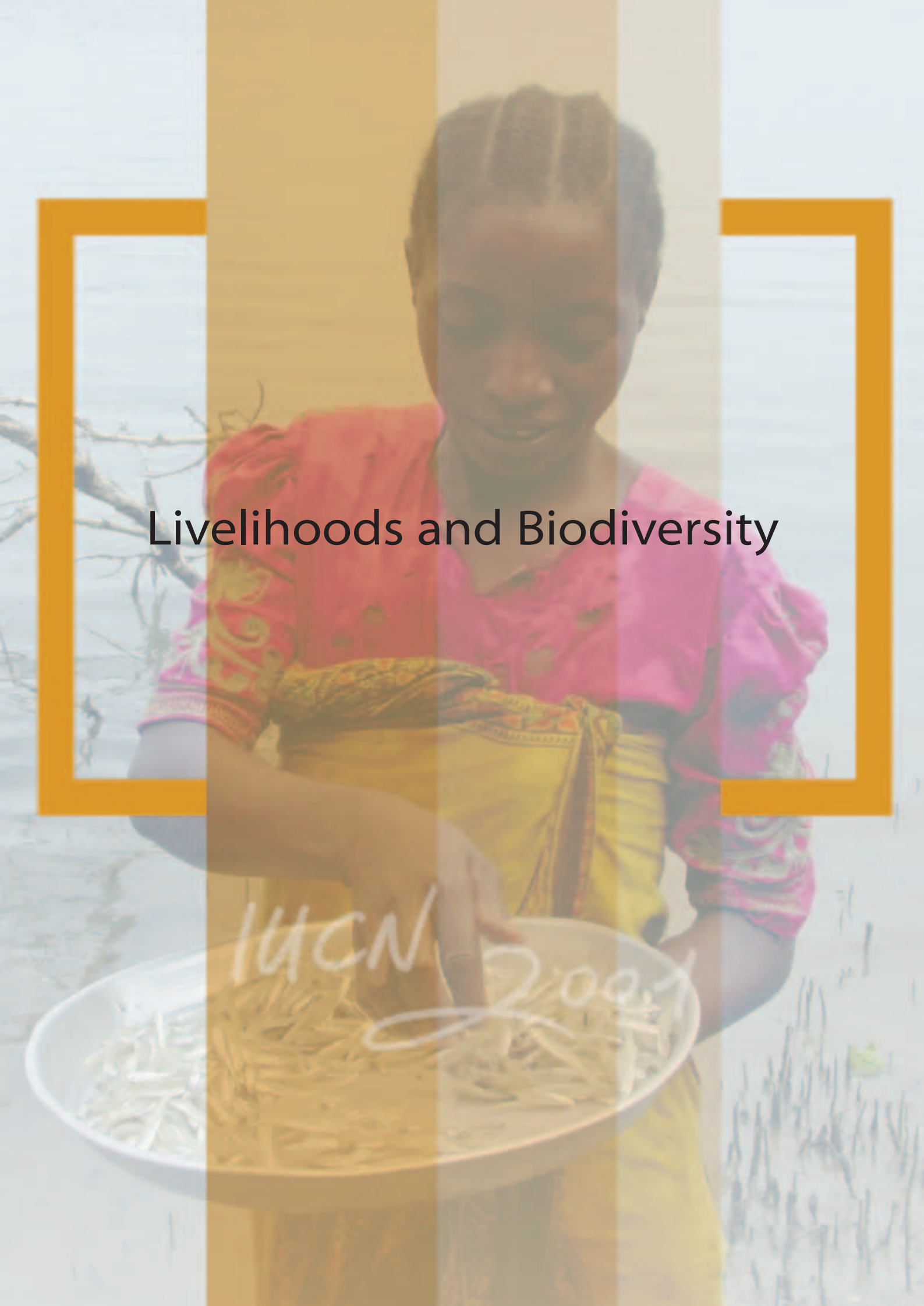
- ❑ ZIMOZA, a bottom-up approach to policy formulation, promoting the equitable sharing of costs and benefits of natural resource management in Southern Africa;
- ❑ Nairobi Convention, for the protection of the marine and coastal environment of the Eastern African region;
- ❑ Treaty of the East African Community (EAC);
- ❑ Regional Strategic Action Plan for the environmental and biodiversity resources of Congo Basin ecosystems (SAP);
- ❑ Conference on Central African moist forest ecosystems (CEFDHAC);
- ❑ Conference on Conservation and Sustainable Management of Central African Forests (COMIFAC);
- ❑ Pan-European Biological and Landscape Diversity Strategy (PEBLDS);
- ❑ Ministerial Conference for the Protection of Forest in Europe (MCPFE);
- ❑ Water for Central America of the Central American Integration System (SICA);
- ❑ Senior Arctic Officials' Meeting (SAO).

For more details see the IUCN Regional Progress and Assessment Reports 2001.



Photo: IUCN / J-C. Vie





# Livelihoods and Biodiversity

IUCN 2001

## Biological diversity is the very foundation of human welfare.

It provides the many species that supply products for foods, medicines, building materials, cultural artifacts, the genes for breeding programmes and genetic technology, trade, as well as the processes and functions that support productive ecosystems. Biodiversity provides many opportunities for supporting or enhancing livelihoods – especially of poorer groups. Communities on the margins of the market economy often depend far more on products harvested from the wild than richer groups – for subsistence, barter and trade – yet these resources are often undervalued in national accounting systems. Wild diversity also provides them crucial safety nets in the context of external shocks such as droughts, floods and collapse of market prices.

IUCN is exploring several strategies of linking livelihoods with biodiversity conservation; for example, through investing in the sustainable use of natural resources such as the harvesting of non-timber forest products (NTFPs), or by supporting community enterprises in the vicinity of protected areas, such as ecotourism. However, we also acknowledge that improved livelihoods and enhanced conservation are not necessarily coincidental. Opportunities for win-win solutions can be limited, and in many cases there are trade-offs between different activities based on different biodiversity and poverty criteria. Biological diversity also involves equity issues as it is rarely assigned the same value by all stakeholders, and the livelihood needs of the poor are frequently subordinated to the interests of more powerful groups. **One of the main challenges for IUCN is to find means to ensure the equitable sharing of costs and benefits arising from the conservation of species and ecosystems from local to global levels.**<sup>19</sup>

*Small fry: woman with small fish catch in the Rufiji Delta, Tanzania*



Photo: IUCN / O. Hamerlynck

## Livelihoods/Biodiversity Highlights 2001

- IUCN supported community-based natural resource projects aimed at improving livelihoods in and around protected areas throughout the regions. Many worked with marginalized groups, for example: enhancing women's participation in the Siwaliks Hills Process in Nepal; working with mountain communities in the North West Frontier Province and Northern Areas of Pakistan; promoting activities to improve the living conditions of indigenous communities in the Laguna Lachua area of Guatemala; creating village funds in Djoudj National Park in Senegal.
- The IUCN Commission on Environmental, Economic and Social Policy (CEESP) supported a substantial programme on sustainable livelihoods and collaborative management of wild resources, addressing poverty and sustainable livelihood issues at the local level.
- The Biodiversity Policy Coordination Division (BPCD) produced a discussion paper that reviewed linkages between ecosystems and livelihoods, as well as the role of risk management.



Market of non-timber forest products, Lao PDR

## Sustainable Livelihoods



A livelihood comprises the capabilities, assets – including both material and social resources – and activities required for a means of living. A livelihood is sustainable when it can cope with and recover from stresses and shocks and maintain or enhance its capacities and assets both now and in the future, while not undermining the natural resource base.<sup>20</sup>

## The Importance of Biodiversity to Livelihoods: Key Publications

Three prominent documents were published by IUCN in English, French and Spanish, in partnership with the UK's Department for International Development (DFID) and the European Commission, on the importance of biodiversity for the livelihoods of the poor, and offering guidance on how to effectively integrate biodiversity into development policy and practice. The publications are based on worldwide consultations, and provide an excellent reference source for policy-makers as well as development practitioners.

*Strategic Approach for Integrating Biodiversity in Development Cooperation* reviews both the importance of biodiversity for development and the causes of biodiversity loss. It lists the key actions that need to be taken by decision-makers and practitioners to ensure the integration of biodiversity into development cooperation. The emphasis is on using biodiversity to contribute to, rather than compete with, efforts to fight poverty worldwide. *Guiding Principles for Biodiversity in Development: Lessons from field projects* captures the experiences of people working on biodiversity issues in some 35 countries. The principles aim to ensure that development cooperation projects are effective and take full account of environmental security and biodiversity issues. *Biodiversity Briefs* is a series of 20 four-page summaries aimed at raising awareness about key biodiversity and development issues.

### **i** To find out more:

*Programme on Protected Areas: Progress and Assessment Report 2001*

[www.wcpa.iucn.org/wcpainfo/news/biodiversity.html](http://www.wcpa.iucn.org/wcpainfo/news/biodiversity.html)



- The Forest Conservation Programme (FCP) produced a study documenting assumptions, key issues and questions related to sustainable livelihoods arising from forest conservation projects. Four broad categories of issues were identified: economic viability, social equity, ecology and governance.
- A new programme of work has been developed by the Sustainable Use Specialist Group for 2002, which emphasises the links between sustainable use and livelihoods, and identifies desired impacts and target audiences.
- IUCN developed a strategy on indigenous peoples and livelihoods. See [www.iucn.org/themes/pmns/indigenous/publications.html](http://www.iucn.org/themes/pmns/indigenous/publications.html)

## Assessing the Sustainability of Resource-Use Practices

IUCN's Sustainable Use Specialist Group (SUSG) finalized a framework for assessing the sustainability of resource-use practices for effective ecosystem management. The broad set of analytical and management tools were produced by a multi-disciplinary team, and provide an overview of the different issues that must be considered in assessing specific use practices: economic, ecological, socio-political, institutional, among others. The framework includes various modules – or domains of analysis – to aid understanding of the complexities of sustainability, including factors such as armed conflict, natural disasters and foreign debt burden. The team has worked hard to design a consistent, systematic, yet adaptable process to examine a range of resource-use cases, with indicators and analytical tools appropriate to each case rather than a single all-purpose template. This work has helped shape a major long-term project for IUCN to refine a Sustainable Use Assessment Procedure with an associated Indicators and Tools database. These tools will be ground-truthed within selected IUCN projects in the regions.

**i** To find out more:  
*Sustainable Use Initiative: Progress and Assessment Report 2001*  
[www.iucn.org/themes/ssc/susg/](http://www.iucn.org/themes/ssc/susg/)

## Ecoagriculture: Producing More Food and Conserving Biodiversity

IUCN developed and promoted a new understanding of the relationship between poverty and biodiversity through its work on ecoagriculture. The ecoagriculture concept recognises that endangered species and the rural poor often occupy the same ground, and that various practices can enhance synergies between agriculture and wild biodiversity – thus improving livelihoods as well as conservation. This is particularly significant in centres of wild biodiversity in the tropics, around wildlife reserves and in poor farming areas where people are dependent on biodiversity for their livelihoods. The six ecoagricultural strategies identified are:

- Increasing productivity on existing lands to reduce habitat loss through land conversion;
- Expanding protected areas around agricultural lands that benefit local people;
- Developing habitat networks linking protected areas with the non-farmed portions of agricultural lands;
- Minimizing agricultural pollution;
- Modifying resource management practices to make them more compatible with wild biodiversity;
- Integrating perennial plants into agricultural systems, to help mimic natural systems.

The ecoagriculture work was conducted in collaboration with the University of Maryland in the United States, and prompted considerable interest throughout 2001. In collaboration with Future Harvest, IUCN produced the book: *Common Ground, Common Future: How Ecoagriculture Can Help Feed the World and Save Wild Biodiversity*.

**i** To find out more:  
*Biodiversity Policy Coordination Division: Progress and Assessment Report 2001*  
[www.iucn.org/themes/biodiversity/](http://www.iucn.org/themes/biodiversity/)  
[www.iucn.org/info\\_and\\_news/press/oecd.html](http://www.iucn.org/info_and_news/press/oecd.html)



*Eco-agriculture around protected areas can reduce pressure on important habitats, Northern Thailand.*

Photo: IUCN / J. McNeely



Photo: © WWF-Canon/Sandra Mbanefo Obiagio

Villagers selling bushmeat at the roadside, Cross River State, Cameroon.

## Wild Meat and Food Security

Concerns about wild meat species and local food security were discussed at a workshop organized by IUCN, in collaboration with TRAFFIC and FAO, in Cameroon. Meat from wild animals has been a critical source of food and income throughout history, and continues to make critical contributions to livelihoods in many countries. This is especially true in countries with the highest levels of poverty and food insecurity, which are often countries with the richest biodiversity. Unfortunately, the wild populations of many species hunted for food are declining, threatening wildlife populations and food security for many local communities. The unsustainable harvest of wild animals is driven by the complex dynamics between rural poverty, growing consumer demand and preferences, greater hunting access to remote areas by road construction, use of increasingly efficient technology and poor governance. IUCN recognises that solutions to these problems must address human needs and promote a more equitable sharing of resources. Representatives from 18 organizations from the conservation, development, private and government sectors met at the workshop. They agreed that activities should focus on:

- integrated action between stakeholders;
- better incentives for resource conservation including community user rights and benefit sharing to encourage local sustainable use;
- improved policy, legal and knowledge frameworks supporting sustainable use;
- the generation and promotion of information to allow reliable management of wild meat resources.



### To find out more:

*Species Programme: Progress and Assessment Report 2001*  
*IUCN Regional Office for Central Africa: Progress and Assessment Report 2001*

[www.iucn.org/themes/ssc/](http://www.iucn.org/themes/ssc/)

[www.iucn.org/places/brac/](http://www.iucn.org/places/brac/)

[www.iucn.org/info\\_and\\_news/press/wildmeat.html](http://www.iucn.org/info_and_news/press/wildmeat.html)

[www.iucn.org/info\\_and\\_news/press/wildmeat2.html](http://www.iucn.org/info_and_news/press/wildmeat2.html)

## Community Involvement in Forest Management

IUCN's successful facilitation of the Working Group on Community Involvement in Forest Management (1997–2001) came to an end this year. The main output of the Group has been a series of regional profiles and contributions to global and regional forest policy forums. The profiles document the diversity of lessons learned on a variety of issues, such as policies and institutions, tenure, economic incentives, livelihoods, indigenous peoples, stakeholders and power, and biodiversity. Through its mixed government-NGO and North-South membership, the Working Group acquired a non-partisan reputation and as a consequence many government delegates used the Working Group recommendations to propose text for the proceedings of the Intergovernmental Forum on Forests. Members of the Working Group are also active at regional and sub-regional policy levels helping to ensure that lessons from community involvement inform policies and institutional arrangements. The overall programme has contributed significantly to understanding how community involvement in forest management can enhance poor peoples' livelihoods in developing countries, and (re-)connect people with forests in rural and urban areas in developed countries, thus contributing to sustainable futures in a world facing increasing environmental and social pressures. The Group's publications include profiles on: United States and Canada; South Asia; South-East Asia; Mesoamerica; Western Europe; and thematic studies from Eastern Africa. The Community Involvement in Forest Management work was supported by the Ford Foundation and DFID.



### To find out more:

*Forest Conservation Programme: Progress and Assessment Report 2001*

[www.iucn.org/fcp/](http://www.iucn.org/fcp/)

## Protected Areas and Community Enterprises in West Africa

In West Africa IUCN undertook many innovative projects with local communities in the vicinity of national parks. These aim to enhance livelihoods as well as help reduce pressure on resources. A credit scheme was established in the Saloum Biosphere Reserve in Senegal with seed money of about US\$ 30,000. Local savings of US\$ 18,000 were received from more than 1,500 people, mostly women. This banking system helps local people to improve livelihoods through livestock breeding, agriculture and small businesses, and use of alternative cooking fuels. It will ultimately include all 18 villages in the buffer and island zone of the Reserve and will be managed by local association groups. Four community shops were built in the Orango National Park in Guinea Bissau which have enabled local people to store and sell to tourists commodities such as palm oil, honey, fruit, and vegetables. A handicraft centre was established in Bubaque for sale of craft work of the resident sculptors of the Bolama-Bijagos Biosphere Reserve in Guinea Bissau. These, and similar initiatives throughout all the IUCN regions, demonstrate how IUCN is helping people to build assets to alleviate poverty, and conserving biodiversity at the same time.

**i** To find out more:  
*IUCN Regional Office for West Africa: Progress and Assessment Report 2001*

## Indigenous Peoples, Livelihoods and Non-Timber Forest Products



Photo: IUCN / Lao PDR

*Community basket-making enterprise based on NTFPs, Lao PDR*

IUCN has been working with local and indigenous communities in Central Kamchatka's National Park, Russia, a UNESCO World Natural Heritage Site since February 2001, exploring how to improve livelihoods and conserve forests by sustainable production and marketing of non-timber forest products (NTFPs). The availability of NTFPs, such as mushrooms, berries, herbal teas and medicinal plants, generates marketing opportunities for local communities, particularly by connecting them with Canadian and American First Nations co-operatives, and markets in Japan, China and South Korea. The Canadian market for NTFPs alone is valued at about US\$ 120 million per year. Kamchatka has potential deposits of gold, valuable minerals, and off-shore gas, as well as world-renowned protected areas occupying up to 30% of its territory. IUCN in Russia has been seeking sustainable livelihood alternatives for people in areas threatened by prospective gold mining. The project is being undertaken in collaboration with the Canadian International Development Agency (CIDA).

IUCN has several projects exploring NTFP management as a means of integrating forest conservation with sustainable livelihoods, throughout Asia, Africa, Central and South America and Europe. The WESCANA programme in North Africa has been exploring the sustainable use of indigenous medicinal and aromatic plants as an income generation resource for local communities, as a way of helping to conserve biodiversity in countries such as Morocco, Egypt, Lebanon and the Yemen. In Lao PDR a major review was undertaken to assess the main findings and lessons after six years of successful NTFP management. Results indicate that sustainable use of NTFP by communities enhances livelihoods and forest conservation, and is a better alternative to strict regulatory controls.

**i** To find out more:  
*IUCN European Regional Office: Progress and Assessment Report 2001*  
*IUCN Regional Office for West and Central Asia and North Africa: Progress and Assessment Report 2001*  
*IUCN Asia Regional Office: Progress and Assessment Report 2001*

[www.iucn-cis.org/english/](http://www.iucn-cis.org/english/)

[www.iucn.org/places/wcana/](http://www.iucn.org/places/wcana/)

[www.iucn.org/places/asia/](http://www.iucn.org/places/asia/)

## Floodplain Restoration for Poverty Alleviation

Over the past five years IUCN has successfully engineered artificial flooding from the dams in Diawling (Mauritania) and Waza Logone (northern Cameroon). These projects were started after a dam and droughts reduced river flows so that downstream fisheries and grazing grounds were destroyed. IUCN has facilitated extensive participation of local communities in the restoration work. The economic value of floodplain restoration is immense. Adding more than US\$ 2.5 million to the regional economy, or US\$ 3,000 per square kilometre, the benefits of re-inundation will have covered initial investment costs in less than five years. Ecological and hydrological restoration also has significant impacts on local poverty alleviation and food security. Flood release rehabilitates vital pasture, fisheries and farmland areas used by nearly a third of the population, to a value of almost US\$ 250 per capita. Health training and digging of wells have also helped reduce water-borne diseases by 70%. Restored floodplains can improve the livelihoods of local communities, while large-scale irrigation schemes still receive sufficient water.

### **i** To find out more:

*Wetlands and Water Programme: Progress and Assessment Report 2001*

[www.iucn.org/themes/wetlands/](http://www.iucn.org/themes/wetlands/)

[www.iucn.org/themes/wani/](http://www.iucn.org/themes/wani/)

[www.iucn.org/places/brac/index.htm](http://www.iucn.org/places/brac/index.htm)

## Collaborative Management



IUCN supports the view that collaborative, multi-stakeholder approaches to natural resource management are critical to ensure that initiatives are sustainable – environmentally, socially, and economically. Collaborative management may be defined as durable, verifiable and equitable forms of participation involving all relevant and legitimate stakeholders in the management and conservation of resources. Ideally, a collaborative approach recognises the legitimacy of different values and elements of sustainable development and conservation, and respects the view that trade-offs and choices between different dimensions of sustainability need to be made in a fair, transparent and accountable manner.



Photo: IUCN / D. Ngantou

*Through sustainable ecosystem management, the IUCN project in Waza Logone, Cameroon, helps to provide a living for 100,000 people mainly through fishing and pastoralism.*

## The Participatory Management Clearinghouse

The Participatory Management Clearinghouse (PMC), which was set up in 2001, is an on-line service which pulls together and disseminates information on community-based, collaborative and indigenous peoples' management, facilitating a free exchange of experiences and perspectives from local practice to global debates. PMC documents have been classified thematically and regionally, and cover issues such as gender, equitable sharing, traditional knowledge, forests, wetlands, marine and protected areas. It also provides information on training, events, resources and links to related sites on participatory management and natural resources. It includes publications and grey literature that are difficult to find otherwise. The PMC is a collaborative venture between IUCN, Ramsar and WWF.

**i** To find out more:  
[www.iucn.org/themes/pmns](http://www.iucn.org/themes/pmns)



### Promoting Equity

IUCN made significant progress in 2001 in policies and practices related to equity. A process was undertaken to analyse and design more equitable and sustainable community-based natural resource management projects.<sup>21</sup> Important advances were made in developing an IUCN perspective on national and international policy and programmes related to indigenous and traditional peoples' issues. The IUCN Gender Advisor, based in the Regional Office for Mesoamerica, also took the lead on mainstreaming gender concerns into ecosystem conservation and management approaches, producing a series of specialized modules on gender and protected areas, and gender and marine and coastal zones; and training thousands of people and organizations in techniques and strategies to mainstream gender in their conservation work.<sup>22</sup> IUCN ORMA produced two books on gender issues in 2001: *In Search of the Lost Gender: Equity in Protected Areas* and *About Fishermen, Fisherwomen, Oceans and Tides: A Gender Perspective in Marine-Coastal Zones*.

**i** To find out more:  
*IUCN Regional Office for Mesoamerica: Progress and Assessment Report 2001*

[www.iucn.org/themes/spg/](http://www.iucn.org/themes/spg/)  
[www.iucn.org/places/orma/](http://www.iucn.org/places/orma/)  
[www.iucn.org/info\\_and\\_news/press/ruralwomen.html](http://www.iucn.org/info_and_news/press/ruralwomen.html)

### Social Equity Matters



**"IUCN believes that social equity is an indispensable requirement for conservation and sustainable development and that conservation itself must be a mechanism to promote equity."**

*Achim Steiner, Director General, IUCN*

**"Until we seriously address the issue of equity in natural resource management – from local to global levels – we will never achieve development and conservation goals."**

*Carmel Lue Mbizvo, Regional Policy Programme Co-ordinator, Southern Africa*

Social equity matters for both ethical and practical reasons. Extremes of inequality are damaging not only to the poor, but also to society as a whole and the environment. Reducing poverty and inequalities are matters of basic human rights as well as preconditions for environmentally sound development. For IUCN the concept of social equity in conservation refers to the need for fair distribution of the benefits and costs of conservation among different social groups and individuals. Social groups have differential needs, interests and rights to and responsibilities over resources, and they experience different impacts of conservation and development interventions. Unless special provisions are made to balance differences in tenure, power, knowledge and decisions, conservation and sustainable use initiatives are going to perpetuate and sharpen social and economic differentiation.





# Human Security/Environment

IUCN 2004



Forest fire in Costa Rica

There has been growing awareness of the links between the unsustainable management of nature and natural resources, armed conflicts, human rights violations and humanitarian and environmental disasters over the past few years.<sup>23</sup> The ecological, social and economic costs of environmental calamities and armed conflicts have grown, demanding an increasing share of international funds in the past decade. The poor in developing countries frequently suffer most from these prob-

lems, and are the least likely to be insured against loss.<sup>24</sup> A major fear for the future is that the combination of environmental degradation, disasters, and competition over dwindling resources might prompt future hostilities. Water scarcity, aggravated by the duration and frequency of extreme climatic events, has already been identified as a potential trigger for conflict among competing water users in some regions.<sup>25</sup>

**IUCN has been studying the relationships between human security and the environment, and seeking ways of creating positive linkages between the two within its conservation initiatives.**

These include improvements in multi-stakeholder approaches to natural resource management, involving governments, conservation organizations, private companies, the military, and donor agencies; building on our experience in community-based natural resource management; and the promotion of transboundary protected area management – such areas are sometimes called Peace Parks. We believe that sustainable management and equitable access to natural resources can make important contributions to social stability, poverty alleviation and peace.

## Human Security/Environment Highlights 2001

- IUCN in Central Africa has been facilitating a Parks for Peace Project in Burundi, Democratic Republic of Congo and Rwanda, to help resolve conflicts between communities.
- In Mesoamerica, IUCN is preparing a training module on Gender and Natural Disasters, to understand the dynamics of this issue and to highlight the role of women in their prevention and mitigation.
- IUCN is also drafting a proposal on 'Environmental Security and Mitigation of Climate and Weather-related Disasters through Ecosystem Management in Mesoamerica', in collaboration with CEESP.
- IUCN-US addressed the UN General Assembly on the conservation of natural resources in zones of conflict.

## Climate Change, Biodiversity and Disasters

IUCN's climate change work in 2001 helped to identify the implications of global climate change for biodiversity conservation and livelihood security. IUCN gathered a diverse group of experts to consider the impact of climate change on conservation efforts from mountains to reefs. Following this meeting IUCN undertook to coordinate a global action programme on climate change implications as a standard feature of species status assessments and protected area design. At the COP7 in Marrakesh in November, IUCN told participants that maintaining the integrity of ecosystems and supporting the world's poorest and most vulnerable to adapt to the severe impacts of a changing climate should be priorities in climate change negotiations. A subsequent workshop addressed the links between climate change, ecosystem management and disaster prevention. A joint IUCN and International Institute for Sustainable Development (IISD) Task Force was created to promote the use of environmental tools to reduce the vulnerability of communities to climate change and climate-related disasters.

**i** To find out more:  
[www.iucn.org/themes/climate/](http://www.iucn.org/themes/climate/)  
[www.iucn.org/info\\_and\\_news/press/climatechangessc.html](http://www.iucn.org/info_and_news/press/climatechangessc.html)  
[www.cenesta.org/ceesp/](http://www.cenesta.org/ceesp/)

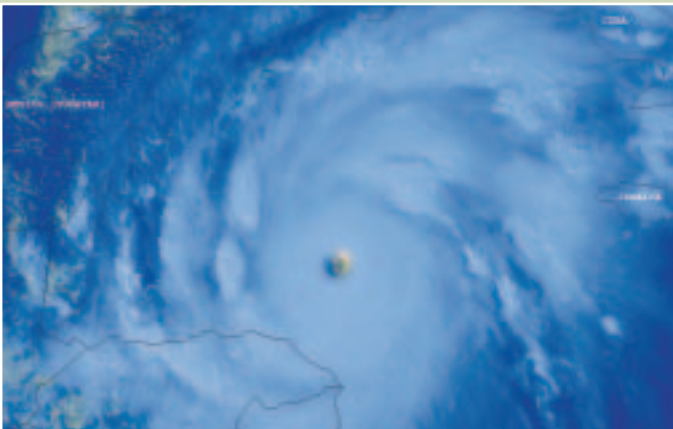


Photo: NOAA

Hurricane Mitch

## Potential climate change impacts

### More adverse than beneficial impacts on biological and socioeconomic systems are projected

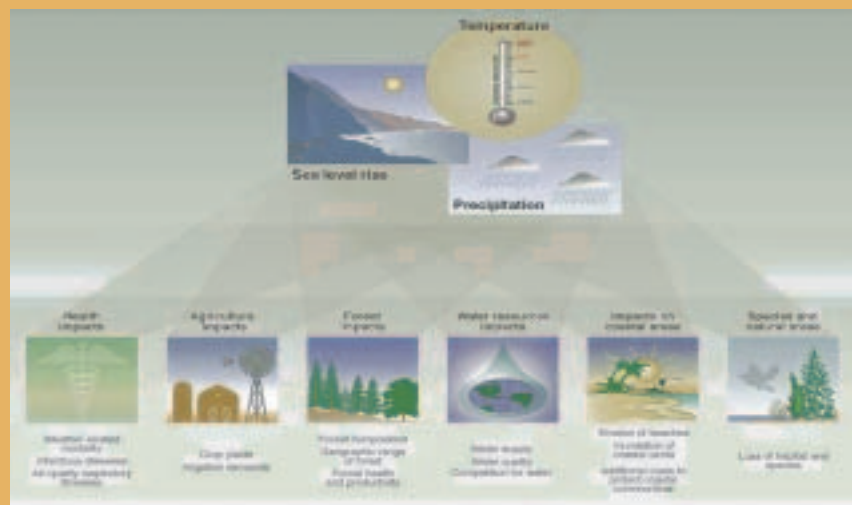


Image: IPCC

## Environmental Disasters

**!** At the end of the 1990s it was reported that, for the first time, the number of people displaced by environmental crises and extreme weather events outweighed the total forced from their homes by war.<sup>26</sup> Many natural disasters, such as fires, floods, hurricanes, tropical storms, cyclones and landslides, appear to be growing in frequency and magnitude, and are more severe in their social, economic and ecological impacts.



Photo: UNHCR / C. Shirley

*Somalis displaced again after the Tana River floods a refugee camp in Kenya*

Some 4.5 million hectares of forest were burned in South East Asia in 1997, with smoke and haze affecting some 70 million people. Fires threatened at least 19 protected areas in Indonesia, many of which are rich in biodiversity. The estimated health costs to the people of SE Asia as a result of the 1997–98 fires were US\$ 1400 million. Forests were especially vulnerable to fire at this time as a result of a drought probably related to a severe El Niño.<sup>27</sup>

## Arab Regional Centre for Environmental Law

As part of its effort to establish 'regional centres of excellence' the IUCN Commission on Environmental Law participated in the launch of the Arab Regional Centre for Environmental Law (ARCEL) in Kuwait in November 2001. ARCEL has identified environmental security as one of its primary focus areas. ARCEL operates under a cooperative arrangement with the Faculty of Law of Kuwait University. This is the first such centre anywhere in the Arabic-speaking region, and helps draw together networks of environmental law professionals and academics within the region. It also houses the first environmental law library in Arabic. Other Centres of Excellence for Environmental Law are located in China, Brazil and Singapore. Environmental law has become a central tool in addressing the needs of conservation and the sustainable and equitable use of resources at both national and international levels. The IUCN Environmental Law Programme focuses on the development of institutional and legal frameworks, and national legislation, particularly related to priority conservation treaties, with a growing emphasis on capacity building at local and national levels. In 2001 it also developed a new web site, which is poised to become a major international hub for disseminating information on environmental law.



### To find out more:

*Environmental Law Programme: Progress and Assessment Report 2001*

*IUCN Regional Office for West and Central Asia and North Africa: Progress and Assessment Report 2001*

[www.iucn.org/themes/law/](http://www.iucn.org/themes/law/)

## Communities and Fire Management

Project Firefight, supported by the IUCN Regional Programme for Asia and the Forest Conservation Programme, held an International Conference on Community Involvement in Fire Management, in Indonesia, which brought together some 120 participants from around the world to discuss successful fire management strategies at community level. IUCN's Director Global Programme, a keynote speaker, highlighted that the wisdom of communities in managing the fire they use is critical for biodiversity, protected areas and climate change. Community insights and perspectives are part of the solution to fires and should be incorporated into conventions and global policy instruments. Communities have a vital part to play in collaborating with agencies, donors and governments to strike a balance for sound fire management. Project Firefight also established the Southeast Asia Fire Service Network (SEAFire) in collaboration with academics and agency staff from seven countries in the region and the Canadian International Development Agency. Project Firefight is implemented in collaboration with WWF and CIFOR, and supported by EU funding.



### To find out more:

*Forest Conservation Programme: Progress and Assessment Report 2001*

[www.iucn.org/themes/fcp/](http://www.iucn.org/themes/fcp/)



Photo: ACDI-CIDA / S. Homer

## Transboundary Protected Areas for Peace and Cooperation

IUCN's Programme on Protected Areas produced *Transboundary Protected Areas for Peace and Co-operation* in 2001. This is the first ever publication addressing the theory and practice of Peace Parks and their role in confidence building and peacekeeping efforts. These guidelines were produced as a joint effort between IUCN, Cardiff University, Conservation International, the World Bank and the Government of Italy. The UNHCR and the UN University for Peace have adopted this publication both for training specialists and for decision-making in relation to transboundary protected areas.

The IUCN Regional Programme for Central Africa completed its orientation phase of the Parks for Peace Project in the Great Lakes Region. This initiative aims to resolve conflicts and impacts upon protected areas through enhancing partnerships and dialogues at national and local levels. It includes the Virunga National Park (the Democratic Republic of Congo) and Kabira National Park (Burundi). Rwanda also joined this project in 2001. The Parks for Peace Project has conducted surveys and produced training modules on conflict management. It is demonstrating that partnerships between communities can help reduce conflicts and the threat of poaching, logging, mining and other destructive land uses in protected areas. IUCN's World Commission on Protected Areas, in close collaboration with the IUCN Regional Programme for Asia, is also exploring the option of a Peace Park concept for the creation of Siachen Peace Park on the border between India and Pakistan, as one means of reducing the longstanding border conflicts between those countries.

### **i** To find out more:

*Programme on Protected Areas: Progress and Assessment Report 2001*

*IUCN Regional Office for Central Africa: Progress and Assessment Report 2001*

[www.iucn.org/places/brac/](http://www.iucn.org/places/brac/)

[www.iucn.org/places/pakistan/](http://www.iucn.org/places/pakistan/)

<http://wcpa.iucn.org/theme/parks/parks.html>



### Peace Parks



Peace Parks are defined as transboundary protected areas managed through legal or other effective means, which are dedicated both to the conservation of biological and cultural diversity and the promotion of peace and cooperation. Peace and cooperation encompass building trust, understanding and reconciliation between nations, the prevention and resolution of conflict, and the fostering of cooperation between and among countries, communities, agencies and other stakeholders.



### Armed Conflicts



As well as having devastating social effects, armed conflicts create huge ecological problems. Because of the humanitarian crisis, there is often a lack of focus on the long-term environmental consequences. The most common effects of conflict on the environment are habitat destruction and loss of wildlife, especially large mammals. Environmental damage can be over much wider areas than those directly involved in the conflict. For example, the destruction of chemical complexes may pollute rivers causing problems to downstream communities and countries. Refugee movements can spark problems in areas to which displaced people flee, such as the unsustainable extraction of fuelwood and freshwater resources. Natural resources may also be destroyed after periods of conflict in the absence of environmental controls.<sup>28</sup> Despite huge problems, there is much conservation that organizations can continue to do with affected communities to safeguard biodiversity in times of conflict and afterwards.<sup>29</sup>



# Business and the Environment

IUCN 2004

There are several reasons why IUCN is seeking to engage more proactively with the corporate sector to achieve its conservation goals. Firstly, corporate activities are responsible, directly or indirectly, for the greatest human impacts on ecosystems – through the resources they consume, the processes they apply or the products they manufacture. While most corporations still pay little or no attention to long-term sustainability, some acknowledge the need for, and long-term benefits from, investing in the environmental and social resources that underpin all economies, and are seeking to sit down with conservation organizations to discuss options.<sup>30</sup> Secondly, large companies are now as important as many countries on the international scene,<sup>31</sup> and have increasing influence on issues traditionally part of government relations: environmental politics, human rights and the control of strategic resources, and sanctions.<sup>32</sup> Because of their capacity and influence, some believe that large corporations are the only actors powerful enough to foster the changes required for long-term sustainability.<sup>33</sup>

**The following stories indicate how IUCN is progressing in the challenge to motivate industry to address environmental issues.<sup>34</sup> IUCN is working with large multi-national corporations as well as local entrepreneurs.**

## Business/Environment Highlights 2001

- IUCN supported an Energy and Biodiversity Initiative, involving Shell, BP, ChevronMobil and Stratoil, which aims to build biodiversity concerns into the operations of the energy and gas sector, in collaboration with Conservation International and other NGO partners. The Union also hosted a two-day dialogue between NGOs and the oil and gas industries to share information, give perspectives on key sustainability issues, and help build partnerships.
- IUCN engaged in a number of dialogues with the Mining, Minerals and Sustainable Development Project, in efforts to safeguard protected areas from the negative impacts of mining and exploration.
- In Poland, IUCN initiated a project to stimulate the production and marketing of organic products in selected areas. It is also promoting the development of Forest Owner Associations, to encourage the participation of economically marginalized groups in forest protection and sustainable management.

## IUCN's Business and Biodiversity Initiative

The new Business and Biodiversity Initiative has been designed to conserve nature and use natural resources sustainably in two main ways:

- By supporting efforts to minimize the negative impact of business activities, such as mining and energy, on biodiversity. This aspect of the programme assists companies to integrate biodiversity into their corporate responsibility programmes, through partnerships, secondments, handbooks and information systems.
- By promoting efforts to expand the positive impacts of business activities, such as ecotourism and organic agriculture, on biodiversity. This element provides technical assistance and promotes private capital flows to biodiversity businesses.

## The Shell Secondment

In August, IUCN seconded a staff member to Shell International Limited. This is the first time IUCN has sent a staff member to the private sector. The position was established to:

- work with Shell to develop its guidance and tools on biodiversity;
- provide advice to Shell Operating Companies on implementing the Group's expectations on biodiversity;
- work with Shell's conservation partners to deliver agreed projects;
- build a constructive relationship between Shell and IUCN.

The position will help integrate biodiversity issues into EIA guidelines for the oil industry, and establish principles for operating in sensitive environments. It will also help develop an understanding of multi-national corporations which will be brought back into IUCN.



Photo: IUCN / J. McNeely. Background Photo: WBCSD / C. A. de la Porte

*Investment opportunities for conservation.  
Working with protected area managers in  
Cameroon.*

- IUCN in Mesoamerica is integrating the private sector and conservation through the project 'Biodiversity, Tourism and Protected Marine Areas'. Local groups of small tourism operators in Panama and Belize have benefited from income from small-scale, low impact tourism that takes ecological security into account.
- The Union is also attracting major investments from the international information technology sector to help develop the Species Information Service. The private sector has also shown interest in helping to fund the Wetlands and Water Resources eAtlas for the Freshwater Information and Assessment project.





Kijani Home Page

## Kijani Initiative

IUCN received its first major investment for developing the Kijani Initiative from the Global Environment Facility. Most of the US\$ 350,000 grant is being used to develop a new set of management tools for biodiversity businesses. Kijani is a joint IUCN/IFC initiative to conserve biodiversity in Africa through investing in bio-entrepreneurs. Kijani is the KiSwahili (East African) word for green – to symbolise its focus on green investments. Kijani consists of a bio-service and a bio-fund. The former will provide technical assistance to entrepreneurs to develop biodiversity business plans, and promote market access for African biodiversity goods and services. The latter will

provide equity and debt finance to commercially viable biodiversity business projects and stimulate foreign and domestic direct investments in the emerging African biodiversity business sector. The initiative focuses on sectors such as organic agriculture, ecotourism, sustainable forestry, non-timber forest products, medicinal plants, sustainable fisheries and aquaculture. The design phase of Kijani runs through 2003.



To find out more:

[www.iucn.org/themes/business](http://www.iucn.org/themes/business)

[www.kijani.com/](http://www.kijani.com/)

[www.biodiversityeconomics.org](http://www.biodiversityeconomics.org)



*A proposed Kijani investment: building an ecotourist lodge in Mozambique*

Photo: F. Vorhies

## The Nile Perch Fishery Project in East Africa

IUCN initiated Phase II of the Nile Perch Fishery Project in Lake Victoria in 2001, to support institutional linkages, partnerships and moves towards regional integration, in the search to balance social, economic and biodiversity goals. The Lake Victoria fisheries have grown to a global industry over the past two decades. Fish export industries, particularly the Nile Perch, are vital components of the national economies of Kenya, Tanzania and Uganda. Fisherfolk and their communities are having to adjust to changing employment opportunities and marketing practices. The biodiversity of the Lake has been affected by the introduction and commercial fishing of Nile Perch, and is under growing pressure from rural and urban developments in the region. An important component of the project is to establish partnerships with private sector enterprises. Commercial fisherfolk in Lake Victoria are important stakeholders in the ecosystem and have a real need to ensure that their future is rooted in sustainable management. The Nile Perch Fishery Project in Lake Victoria is implemented by IUCN project partners in Kenya, Tanzania and Uganda, and funded by NORAD (the Norwegian Agency for Development Cooperation).



To find out more:

[www.iucn.org/themes/wetlands/lakevictoria\\_fisheries.html](http://www.iucn.org/themes/wetlands/lakevictoria_fisheries.html)

## Conclusion: Some Challenges Ahead

**IUCN's new global programme, which aims to deliver results in three major areas of knowledge, empowerment and governance, has provided a holistic strategy for progress.** Many of the Union's achievements in 2001 reflect how integrated thinking and approaches bring value-added to resolving problems of the environment-poverty nexus, outlined in the introduction. However, there remain various challenges for IUCN in working towards our goals.

### Knowledge

We are faced with many new opportunities for generating, integrating, managing and disseminating knowledge for conservation and equitable use of natural resources. As we move into a new phase of the IUCN Programme, we meet issues and questions which transcend the boundaries of the more traditional biological sciences, and which increasingly require inter-disciplinary expertise and multi-stakeholder solutions. We urgently need to find ways of taking the knowledge, enthusiasm and expertise of the Union's international volunteer networks, and translating them into positive conservation benefits. There remain important questions of how to measure and evaluate the biodiversity and socio-economic impacts of our projects, and how to foster local participation in these activities. We also need to upgrade our capacity to effectively disseminate IUCN's knowledge at global, regional and local levels, but are confronted by the need to invest in such information management. The development of the *e>IUCN* strategy, using internet and web-based knowledge management systems, will make a significant contribution to providing access to the best available science and practical expertise for conservation worldwide.

### Empowerment

IUCN uses knowledge to build capacity, responsibility and willingness of people and institutions to plan, manage, conserve and use nature and natural resources in a sustainable and equitable manner. However, despite clear progress in this field, there are problems in raising public awareness about, and mobilizing support for, the role of conservation in safeguarding ecosystems and providing benefits to people. The challenges involved in planning for and managing the complex trade-offs between the ecological, social and economic dimensions of sustainability are great. In some areas IUCN and its partners are pressed to ensure that increasing competition over resources does not jeopardise the ecosystem functions and services that support the livelihoods of the poor. There remain many questions on how to establish mechanisms for sharing the costs and benefits arising from the conservation of biodiversity at local, national and international levels, more equitably.

### Governance

Wider political-economic contexts will always influence what IUCN can do and where. The expansion of agricultural frontiers; perverse economic incentives; indebtedness; skewed distribution of land; exclusionary politics; consumer attitudes and lifestyles; climate change; the effects of globalization and trade; and rapid population growth in some areas are just some of the factors which work against the sustainable and equitable use of nature and natural resources. Despite deep structural constraints it is imperative that IUCN finds ways of improving the laws, policies, economic instruments and institutions that shape the way we relate to, and share, nature and natural resources. We have to work hard to ensure that biodiversity conservation issues are heard, and do not slide off international and national policy agendas. Our unique organizational structure provides us with exceptional opportunities to convene multiple stakeholders to improve environmental governance at global, regional, national and local levels – ones which we need to grasp with vision.

In addressing these challenges, IUCN will continue to demand the highest scientific standards of its programmes and projects, but will also confidently build bridges between a wide range of disciplines, organizations and stakeholders to help deliver results. To fully benefit from such collaborative opportunities, we must address an image problem. Within the public imagination we are sometimes equated with the more traditional ‘fines and fences’ approaches to conservation – ones which exclude people because of their perceived threat to nature. We need to remind some of our potential partners that there have been important transformations in the past twenty years in the ways environmental problems and solutions are framed, and that IUCN has always been a pioneer of new ways of thinking and acting. IUCN believes that it is only by bringing people together, and promoting an adaptive learning culture, that we can hope to generate mutual understanding and respect for different interests and values, and foster the broad-based social commitment necessary for implementing our Mission:

**To influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable.**



Photo: IUCN / Z. Hussain

*IUCN Regional Directors' Meeting*

## Notes to the text

- <sup>1</sup> Hilton-Taylor, C. (2000): *2000 IUCN Red List of Threatened Species*. Gland and Cambridge: IUCN.
- <sup>2</sup> The World Watch Institute (2001): *State of the World 2002. A Special World Watch Institute Report on Progress Toward a Sustainable Society. Special World Summit Edition*. New York and London: W.W. Norton & Company.
- <sup>3</sup> *ibid.*
- <sup>4</sup> *ibid.*
- <sup>5</sup> See Renner, M. (2001): 'Breaking the Link between Resources and Repression'. In The World Watch Institute (2001): *op.cit.* Also UNEP (1999): *Global Environment Outlook 2000*. London: Earthscan.
- <sup>6</sup> Christie, I. and Warburton, D. (2001): *From Here to Sustainability. Politics in the Real World*. London: Earthscan.
- <sup>7</sup> UNDP (2000): *Human Development Report 2000*. New York and Oxford: Oxford University Press.
- <sup>8</sup> A figure which is used to reflect peoples' ability to afford a diet sufficient to meet minimal nutritional needs. Definitions of poverty are problematic, and there are criticisms of both the absolute measures and the relative measures.
- <sup>9</sup> Christie, I. and Warburton, D. (2001): *op.cit.*
- <sup>10</sup> These have been important IUCN themes since the Stockholm Conference in 1972. In 1986 IUCN sponsored a world conference on Conservation and Development, entitled 'Conservation with Equity'.
- <sup>11</sup> Christie, I. and Warburton, D. (2001). *op.cit.*
- <sup>12</sup> Prescott-Allen, R. (2001): *The Wellbeing of Nations*. International Development Research Centre, Island Press and IUCN.
- <sup>13</sup> The measures of human wellbeing used in the *The Wellbeing of Nations* include indicators of wealth and education as well as measures on freedom, governance, peace, order, education, communication, infrastructure and basic services. Measures on the broad themes of land, water, air, biodiversity and resources are integrated to give a holistic picture of the state of the environment.
- <sup>14</sup> IUCN Species Survival Commission (2000): *Strategic Plan 2001-2010*. Gland: IUCN.
- <sup>15</sup> Some of the direct causes of biodiversity loss include: habitat loss; the impact of invasive species on indigenous species; unsustainable harvesting of plants and animals; high trade demand; the loss of genetic diversity due to the spread of modern, commercial agriculture; conversion of natural ecosystems to farming; urban development; natural disasters such as fires and floods.
- <sup>16</sup> Some of the underlying causes of biodiversity loss include: poverty and inequality; macro-economic policies and trade which destroy natural resources for short-term profits; national policies that fail to address perverse incentives leading to environmental damage; subsidies for unsustainable development programmes; centralized planning that prevents local stakeholders from participating in land use decision-making; insecurity of land tenure; unsustainable consumption patterns; low commitment to biodiversity management; lack of knowledge; natural and human induced climate change; and population growth.
- <sup>17</sup> See Hilton-Taylor, C. (2000): *op.cit.*
- <sup>18</sup> Scuba stands for Self Contained Underwater Breathing Apparatus.
- <sup>19</sup> See EC, DFID, IUCN (2001): *Biodiversity in Development: Strategic Approach for Integrating Biodiversity in Development Cooperation*. Brussels: The European Commission and Gland: IUCN.
- <sup>20</sup> Neefjes, K. (2000): *Environments and Livelihoods. Strategies for Sustainability*. Oxford: Oxfam GB. See also Chambers, R. and Conway, G. (1992): *Sustainable Rural Livelihoods: Practical Concepts for the 21<sup>st</sup> Century*. IDS Discussion Paper 296. Brighton: Institute of Development Studies.
- <sup>21</sup> IUCN (forthcoming): *Finding the Way out of the Labyrinth: Social analysis for designing more equitable and sustainable projects on community-based natural resources management*.

- <sup>22</sup> This work was conducted in partnership with the IUCN Programme on Protected Areas and the WCPA, who provided substantial technical and funding support.
- <sup>23</sup> Renner, M. (2001): 'Breaking the Link Between Resources and Repression.' In *The World Watch Institute* (2001): op.cit.
- <sup>24</sup> It is estimated that there are some 30 million internally displaced people today, living in appalling conditions with little or no security or legal protection. They have been forced to flee their homes because of war, politics, ethnic cleansing, natural disasters or so called development projects. See Hampton, J. (1998): *Internally Displaced People. A Global Survey*. London: Earthscan.
- <sup>25</sup> IUCN Regional Office for Southern Africa: Progress and Assessment Report 2001.
- <sup>26</sup> International Committee of the Red Cross (1999): *World Disasters Report*. Geneva: International Red Cross.
- <sup>27</sup> UNEP (1999): *Global Environmental Outlook 2000*. London: UNEP and Earthscan.
- <sup>28</sup> Shambaugh, J.; Oglethorpe, J.; Ham, R.; Tognetti, S. (2001): *The Trampled Grass. Mitigating the impacts of armed conflict on the environment*. Washington DC: Biodiversity Support Program, WWF.
- <sup>29</sup> Blom, E. (2000): *Nature in War. Biodiversity conservation during conflicts*. Gland and Cambridge: IUCN.
- <sup>30</sup> Sandbrook, R. (1998): 'Twenty Years On and Five Years In.' In Bergesen, H. O.; Parmann, G.; Thommessen, O. B. (1998): *Yearbook of International Cooperation on Environment and Development*. London: Earthscan.
- <sup>31</sup> Of the world's top 100 economic entities, 51 are now corporations and only 49 are countries. Institute of Policy Studies.
- <sup>32</sup> Mitchell, J. V. (1998): *Companies in a World of Conflict*. London: Earthscan.
- <sup>33</sup> Welford, R. and Starkey, R. (1996). *The Earthscan Reader in Business and the Environment*.
- <sup>34</sup> Stone, D; Ringwood, K; Vorhies, F. (1997): *Business and Biodiversity. A guide for the private sector*. Gland and Cambridge: IUCN.

## Annex 1: Implementing the IUCN Business Plan

From 1998 to 2000 IUCN underwent an intensive period of reflection and strategic planning to develop a shared vision, clarify the focus of the Union's programme of work and promote coordinated action to pursue IUCN's mission. The results of this period of strategic development can be found in two documents: "Stepping into the New Millennium, IUCN – The World Conservation Union, Programme 2001–2004", and "IUCN Business Plan – September 2000".

The new Programme and Business Plan have enabled IUCN to focus more effectively on the social, economic, and environmental aspects of conservation and sustainable development and bring together people and institutions (members and partners) from a diverse range of backgrounds. However, to meet this challenge requires long-term strategic and organizational change. Indeed, structural changes began in 2000 and these adaptations have continued through 2001.

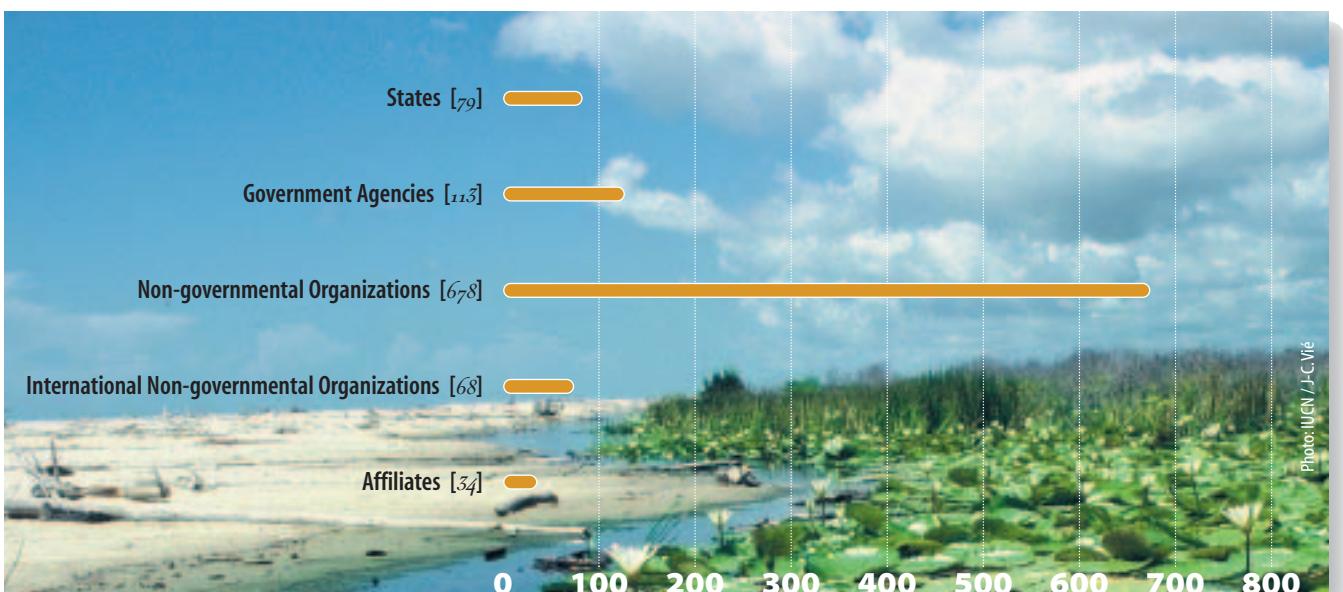
### From Business Development to Corporate Strategies\*

During 2001 the Business Development and Outreach Group was managed on an *ad interim* basis by Mr Scott Hajost, the Executive Director of the IUCN office in the USA. He and his team established many of the building blocks necessary for the development of an effective coordinated membership, communications, fundraising, donor relations, publications and multilateral relations programme. In December 2001 the group was reorganized and renamed the Corporate Strategy, Partnerships and Communication Group and Mr Miguel Eduardo Araujo Padilla was appointed the group's Director, reporting directly to the Director General. The Corporate Strategies Group will provide a greatly improved ability for listening to our constituencies and clients in terms of IUCN's long-term strategy while enhancing our capacity for engaging and communicating. It has four functions:

- corporate strategy and partnerships;
- conservation finance and donor relations;
- communication and information management; and
- membership relations and IUCN Governance.

\* The Business Development and Outreach Group became the *Corporate Strategy, Partnerships and Communication Group* in December 2001.

### IUCN Membership as of December 2001



## Strengthening the IUCN Programme Group

Changes to the organization of the Programme were designed to promote a cross-sectoral and integrated approach where units work together with Commissions, members and partners to address key conservation and sustainable development issues. Key changes included:

- A new position of Director Global Programme was established to oversee the Programme Management System. Dr William Jackson was appointed as Director Global Programme, see introduction.
- The office of the Chief Scientist was reorganized to enable a stronger focus on leading the Union's thinking on innovative and strategic issues. The reorganization enhanced the profile of the Chief Scientist within the organization by linking directly to the Office of the Director General.
- Socio-economic thinking has become an integral part of our conservation programme. The number of social scientists in IUCN and the focus of the Union's Programme are testimony to IUCN's growing strength in this field. A review in 2001 concluded that there is a need to reorganize our socio-economic input at a global programme level. In 2002 senior advisors for social equity, gender, and economics and the environment will be appointed, reporting directly to the Director Global Programme.
- Changes were made to the internal processes for approving projects before they are submitted to donors. The result has been an improved quality and focus of our projects and an increased ability to ensure projects are focused on key result areas.
- The development of the Programme Information Management System (PIMS), the electronic database of the Programme, progressed substantially but was still not fully operational. System installation and training will take place in early 2002.
- A series of internal Strategic Reviews focused on the mandate, scope, performance and financial viability of selected offices. In 2001 reviews were undertaken for offices in Canada, Russia, Europe, South America and Pakistan. The reviews were all led by senior IUCN managers, supported by a review team. The reviews addressed the questions of senior management in relation to the past and current performance of these offices, and made recommendations for improvements in their management, programme and financial viability. A number of significant changes resulted from these reviews such as the opening of a new Regional Office for Europe in Brussels (scheduled for 2002) and new programme and staffing strategies for South America and Canada.

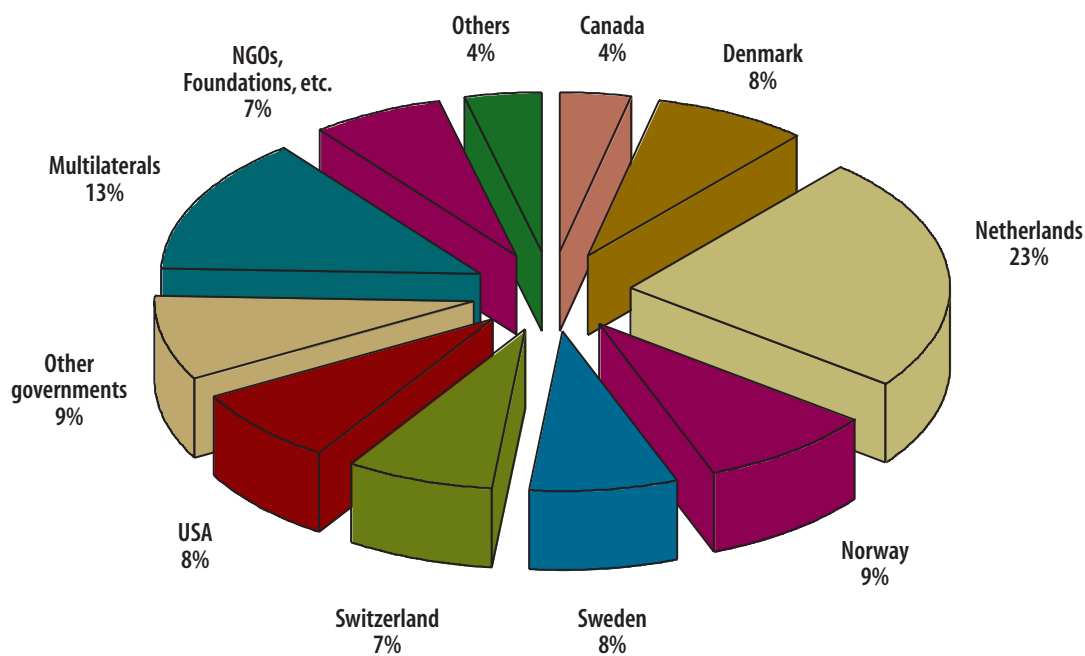
## Highlights of the Corporate Strategy, Partnerships and Communication Group

- ❗ ■ During 2001 IUCN moved forward on developing stronger links with the private sector particularly through the Business and Biodiversity Initiative. The initiative focuses on the private sector which is directly dependent on biological resources or has large impacts on biodiversity including tourism, agriculture, forestry, fisheries, mining and energy.
- ❑ ■ The Union's global-level communication-related units were reorganized to enable improved integration of programmatic and corporate communication needs. Dividends from the improvements to communications are likely to pay off in 2002 and beyond.
- ❑ ■ IUCN has worked closely with its donors to develop a more integrated and efficient approach to core funding. The resulting Joint General Framework Agreement enables donors to invest in the IUCN Programme in a manner that ensures a more equitable burden-sharing between donors, simplifies reporting procedures and provides for the individual needs and interests of donors.
- ❑ ■ In pursuit of the income generation targets set in the Business Plan, a Global Fundraising Action Plan was prepared. The plan includes an Endowment/Capital Campaign and a strategy and action plan for approaching US-based foundations. Over 15 foundations were approached, with concept papers and full project proposals.
- ❑ ■ The Information Management Group was tasked with developing the *e>IUCN* strategy and action plan to implement the information technology and communications needs of IUCN's Programme. *E>IUCN* will use internet and web-based knowledge management to provide seamless access to the best available science and practical expertise for conservation. It will build the information systems and tools to link this knowledge to environmental governance and policy needs at global, regional and local levels.
- ❑ ■ IUCN also strengthened its links with multilateral institutions by appointing a full-time senior staff member to the IUCN US Office.

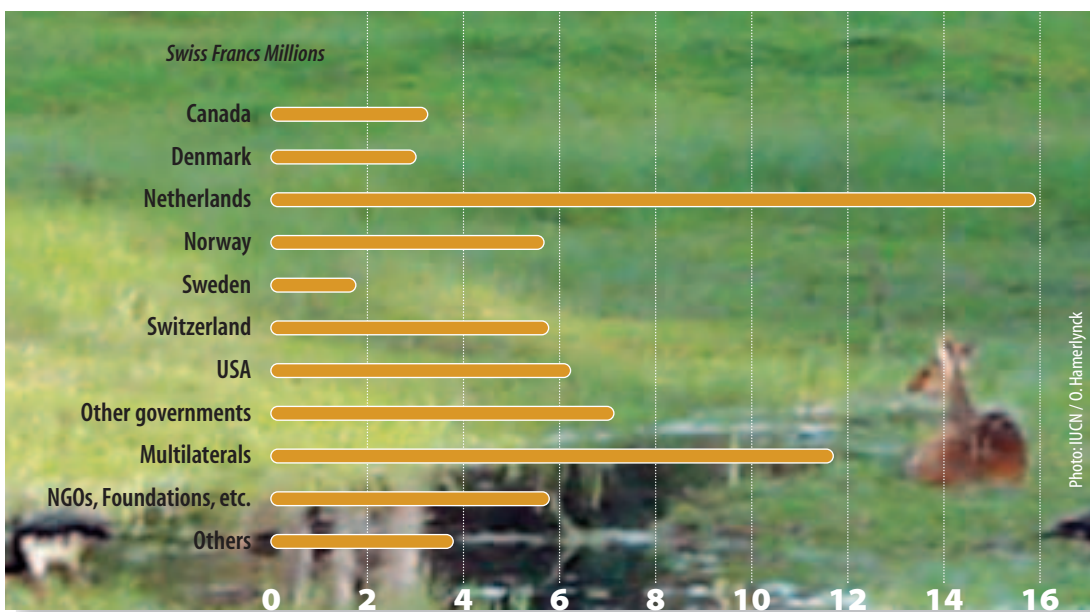
## Annex 2: Financial Reports 2001

IUCN's income originates from a variety of sources, as demonstrated by the charts and tables which follow. The distribution of these resources reflects our commitment to the ecosystem approach and sustainable development, as well as a decentralized approach to management. Overall, IUCN's income is accounted for in terms of total and restricted funding, as illustrated in Figures 1 and 2, and outlined in Tables 1 and 2. Investments, reflecting a variety of criteria, are illustrated in Figures 3 to 6, and outlined in Table 3.

**Figure 1: 2001 Distribution of Total Contributions from IUCN's Donors**



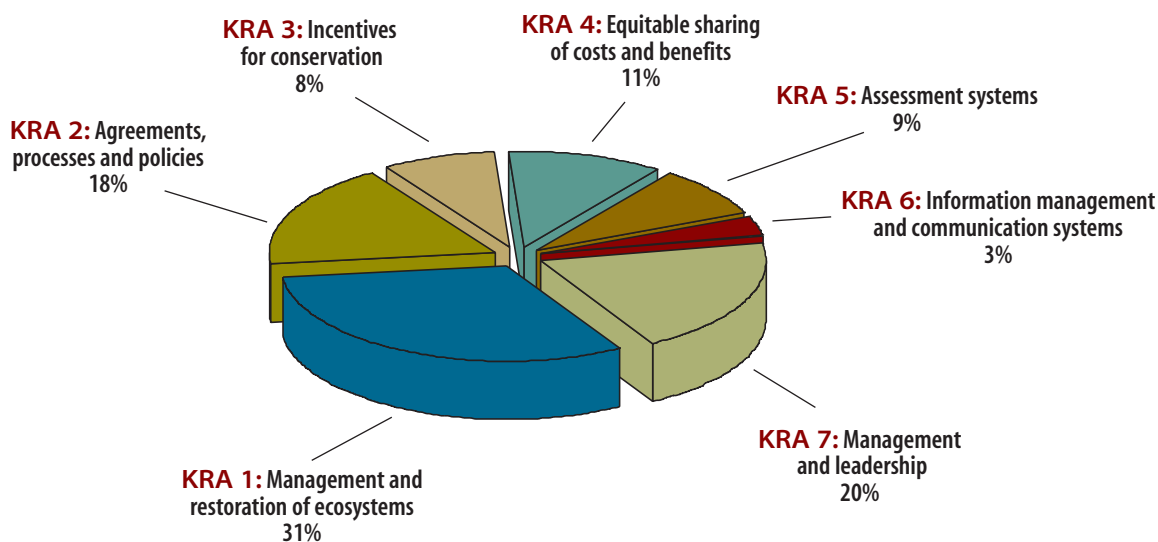
**Figure 2: 2001 Contributions from IUCN's Donors – Restricted Funds (Millions of Swiss Francs)**





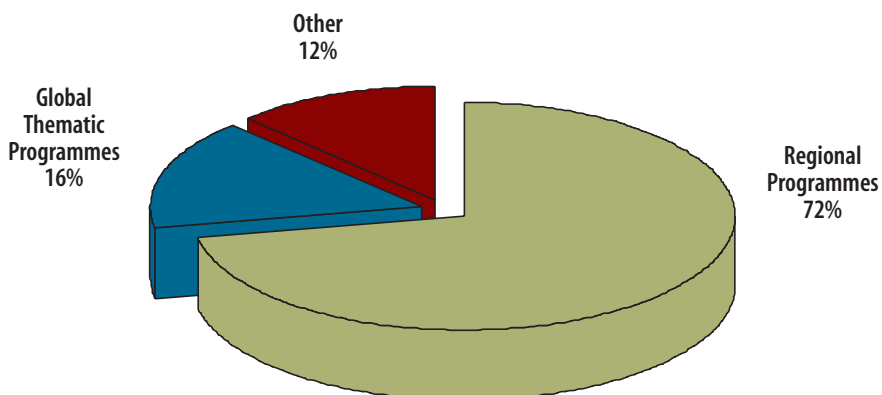
**Figure 3: 2001 Total Expenditure by Key Result Area**

The Key Result Area distribution of expenditure provides the most illustrative view of how the resources that have been conferred to IUCN have been invested in delivering the IUCN Programme. Figure 3 demonstrates that IUCN continues to invest heavily in ecosystem management, such as forests, water and wetlands, species, and protected areas. However, this figure also illustrates the increasing investments IUCN is making in equity, financial incentives for conservation, and governance (agreements and policies).



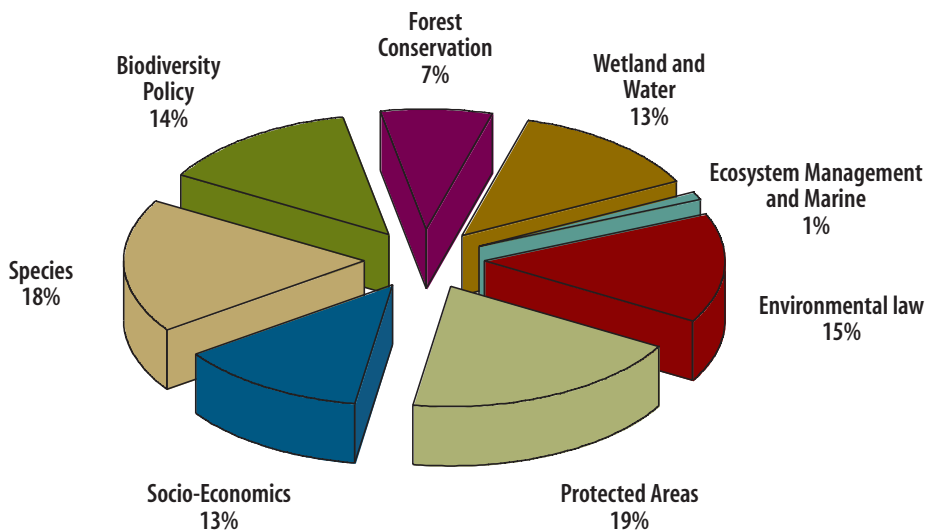
**Figure 4: 2001 Total Expenditure**

IUCN is a very decentralized organization, as Figure 4 would suggest. Almost three quarters of IUCN’s resources from all sources combined is managed by the regional programmes, providing a platform for innovative, field-based programming as well as greater interaction with members and partners.



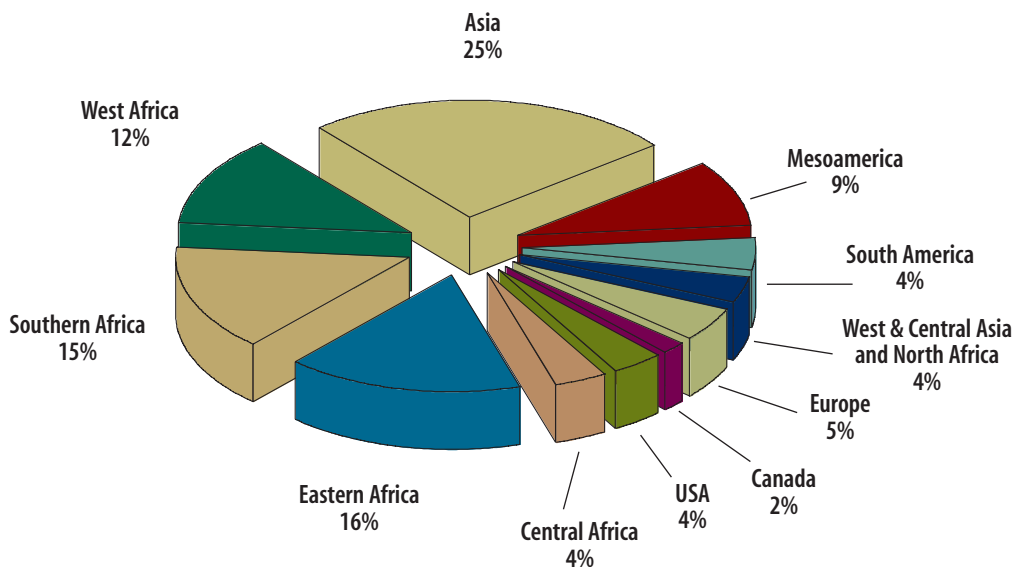
**Figure 5: 2001 Total Expenditure by Global Thematic Programme**

Just over half of all investments by IUCN’s Global Thematic Programmes are in areas directly related to ecosystems and ecosystem management, while the remainder is devoted largely to policy work and international processes. It should also be noted that investments in forest conservation and wetlands are under-represented here, as these are highly decentralized programmes in themselves with most investment taking place directly in regional programmes. In addition, IUCN’s Ecosystem Management and Marine Programmes were restructured during 2001, and investments in these areas are expected to increase sharply during 2002.



**Figure 6: 2001 Total Expenditure by Regional Programme**

The regional overview of investment demonstrates that the bulk of IUCN’s work takes place on the ground in countries and regions that are facing huge challenges in balancing conservation with the pressing development needs of growing populations. Almost half of all regional programme resources is invested in Africa, and one quarter in Asia – particularly South and Southeast Asia. Additional efforts in programme development are currently taking place in Central and Eastern Europe, Russia/CIS, West and Central Asia and North Africa, and South America.



**Table 1: 2001 Donor Contributions**

	Total (in CHF)
<b>GOVERNMENTS</b>	<b>61,128,754</b>
Netherlands	19,352,636
Norway	7,035,110
Denmark	6,477,945
USA	6,319,424
Switzerland	6,261,940
Sweden	6,089,378
Canada	2,851,872
Germany	1,214,210
Spain	1,073,533
EU-EC	909,695
Ireland	902,283
Italy	851,230
United Kingdom	488,893
Japan	371,844
Burkina Faso/The Netherlands	291,720
Other Governments and Agencies	637,041
<b>MULTILATERAL ORGANIZATIONS</b>	<b>11,342,629</b>
UNDP	4,102,290
CITES	1,958,976
World Bank	1,402,005
UNESCO-World Heritage	1,081,993
GEF	1,052,256
UNOPS	362,468
FAO	272,616
UNEP	245,146
IFC	238,152
Inter America Development Bank	225,878
World Heritage Centre	129,433
Asian Development Bank	112,412
Other International Agencies	159,004
<b>NGOS, PRIVATE SECTOR, INDIVIDUALS</b>	<b>5,588,136</b>
Conservation International	304,547
Ford Foundation	1,355,658
Fundes/AECI	160,716
Hivos	179,236
ICEM	218,447
MacArthur Foundation	398,231
MAVA Foundation	173,140
Ramsar Convention Bureau	226,724
TRAFFIC	175,416
WWF	836,869
Others	1,559,152
<b>ADJUSTMENTS</b>	<b>3,086,493</b>
<b>TOTAL CHF</b>	<b>81,132,895</b>

Income from Membership Dues not included

**Table 2: Donor Contributions – 2001 Summary and Comparison with 2000**

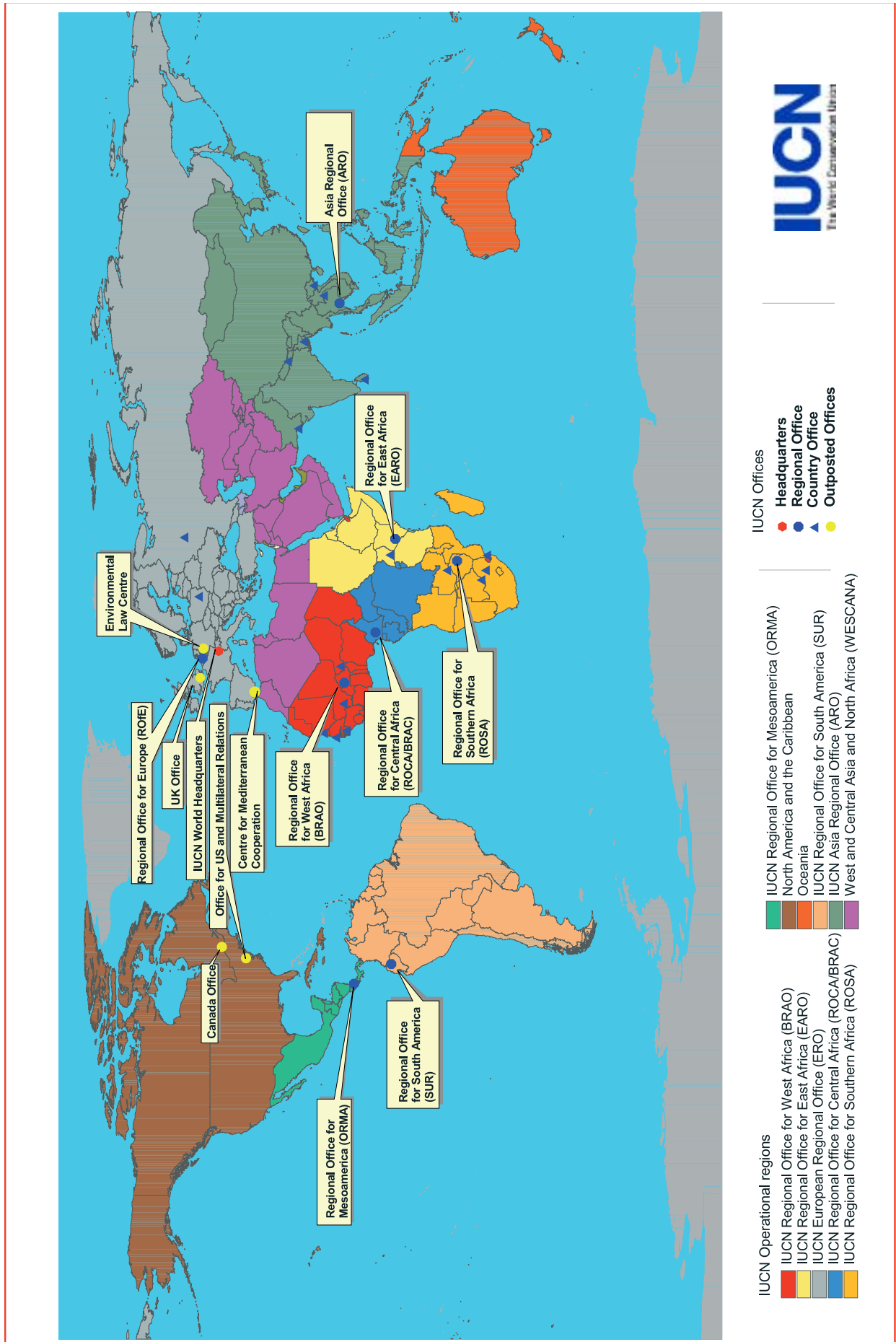
CHF thousands	Core Funds	Restricted & Projects	Total 2001	Total 2000
Canada	158	2,608	2,766	4,930
Denmark	3,984	2,494	6,478	5,090
Netherlands	3,939	14,661	18,600	16,081
Norway	1,879	5,156	7,035	4,318
Sweden	4,769	1,320	6,089	7,365
Switzerland	800	5,250	6,050	7,345
USA	307	6,012	6,319	5,863
Other	0	7,039	7,039	9,416
<b>TOTAL GOVERNMENTS</b>	<b>15,836</b>	<b>44,540</b>	<b>60,376</b>	<b>60,408</b>
Multilaterals	0	11,343	11,343	8,955
NGOs, foundations, etc.	200	5,388	5,588	5,655
Others	0	3,826	3,826	626
<b>TOTAL CHF</b>	<b>16,036</b>	<b>65,097</b>	<b>81,133</b>	<b>75,644</b>

Income from Membership Dues not included

**Table 3: 2001 Total Expenditure**

Actual 2001 Expenditure	Projects	Secretariat	
<b>DIRECTOR GENERAL'S OFFICE</b>	158	2,608	
<b>PROGRAMME &amp; POLICY TEAM</b>	3,984	2,494	
Central Africa	2,062	576	
Eastern Africa	9,666	2,997	
Southern Africa	9,051	2,406	
West Africa	7,448	1,939	
Asia	13,436	7,550	
Mesoamerica	4,345	2,291	
South America	915	2,233	
Wescana	2,037	591	
Europe	2,595	1,217	
Canada	570	768	
USA	941	1,496	
<b>Biodiversity Policy</b>	584	1,486	
<b>Forest Conservation</b>	112	1,127	
<b>Wetlands and Water</b>	1,327	848	
<b>Ecosystem Mgt &amp; Marine</b>	19	186	
<b>Environmental Law</b>	992	1,580	
<b>Protected Areas</b>	1,934	1,432	
<b>Socio-Economics</b>	215	2,019	
<b>Species</b>	941	2,025	
<b>Communication &amp; Education</b>	130	1,089	
<b>Membership &amp; Council</b>		1,279	
<b>Business Development &amp; Outreach</b>		357	
<b>Publishing Unit</b>		1,444	
<b>Information Management</b>		1,392	
<b>CEC</b>		250	
<b>CEESP</b>		184	
<b>CEL</b>		162	
<b>CEM</b>		77	
<b>SSC</b>		217	
<b>WCPA</b>		305	
<b>Internal Auditor</b>		202	
<b>Finance</b>		1,604	
<b>Office Administration</b>		1,274	
<b>HRM</b>		878	
<b>Amman Congress</b>		127	
<b>TRAFFIC</b>		290	
<b>Sub-total</b>	59,317	48,928	
<b>Adjustments</b>	-1,597	-7,898	
<b>Total</b>	60,914	41,030	
<b>Cross Charges Secretariat</b>	-12,994		
<b>NET TOTAL CHF</b>	47,920	41,030	88,950

# Annex 3: The IUCN Secretariat Worldwide



# Annex 4: Organizational Chart (September 2002)

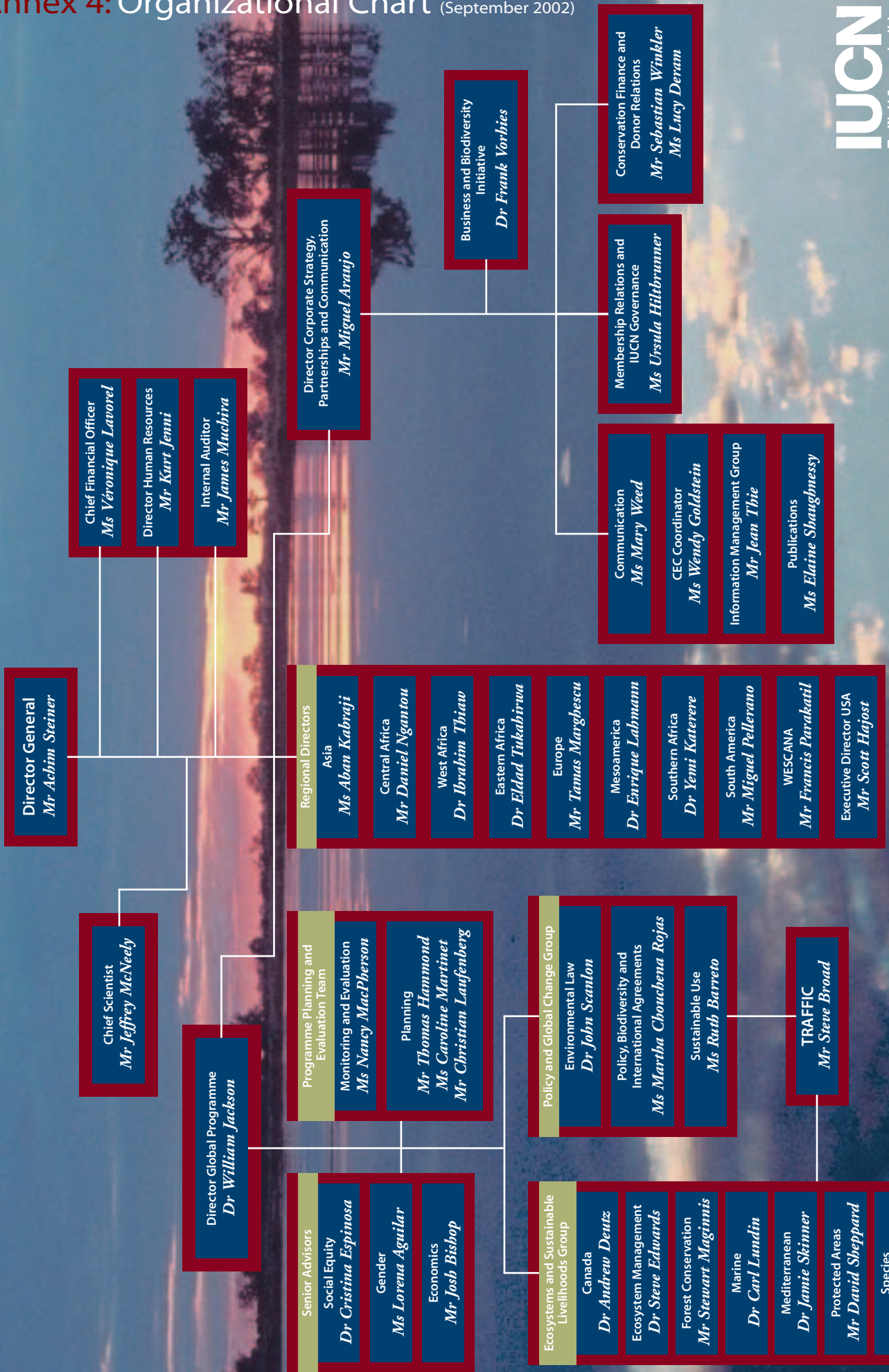


Photo: H. Bendtsen

## Annex 5: IUCN Publications 2001

*About Fishermen, Fisherwomen, Oceans and Tides: a Gender Perspective in Marine-Coastal Zones*, IUCN ORMA/Absoluto, 2001 (separate edition in Spanish)

*Access to Genetic Resources and Traditional Knowledge: lessons from South and Southeast Asia*, IUCN Regional Biodiversity Programme Asia, 2001

*Actas: Congreso Mundial de la Naturaleza, Amman, Jordania, 4–11 de octubre 2000*, IUCN, 2001 (separate editions in English and French)

*Actes de la 3ème CEFDHAC : Conférence sur les écosystèmes de forêts denses et humides d'Afrique Centrale*, IUCN BRAC, 2001

*Agriculture and Biodiversity*, IUCN Regional Biodiversity Programme, Asia, 2001

*Alien Invasive Species: report of Workshop on Alien Invasive Species Global Biodiversity Forum South and Southeast Asia Session*, IUCN Regional Biodiversity Programme, Asia, 2001

*Antelopes: Global Survey and Regional Action Plans, Part 4: North Africa, the Middle East, and Asia*, IUCN, 2001

*Antelopes Survey Update Number 8: February 2001*, IUCN, 2001

*Arctic Legal Regime for Environmental Protection*, EPLP No. 44, IUCN/ICEL, 2001

*The Bangladesh Sundarbans: a Photoreal Sojourn*, IUCN Bangladesh, 2001

*Biodiversity Briefs*, European Commission/IUCN, 2001

*Bosques Nublados del Geotrópico*, Inbio, 2001

*Catégories et Critères de l'UICN pour la Liste Rouge, Version 3.1*, IUCN, 2001 (separate editions in English and Spanish)

*Categorías y Criterios de la Lista Roja de la UICN, Version 3.1*, IUCN, 2001 (separate editions in English and French)

*Challenge for Visitor Centres: Linking Local People, Visitors and Protected Areas*, Metsähallitus, 2001

*CITES: a Conservation Tool: a Guide to Amending the Appendices to the Convention on International Trade in Endangered Species of Wild Fauna and Flora, Seventh edition, prepared for the Twelfth Meeting of the Conference of the Parties, November 2002, Chile*, IUCN, 2001

*CITES : Instrument pour la Conservation : Guide de l'amendement des annexes à la Convention sur le Commerce International des espèces de Faune et de Flore Sauvages Menacées d'extinction, Septième édition, préparée pour la douzième session de la Conférence des Parties, organisée par le Chili en novembre 2002*, IUCN, 2001

*CITES: Un Instrumento para la Conservación: una guía para enmendar los apéndices de la Convención Sobre el Comercio Internacional de Especies Amenazadas de Fauna y Flora Silvestres, Séptima edición, preparado para la Duodécima Reunión de la Conferencia de las Partes, noviembre de 2002, Conferencia de las Partes País huésped: Chile*, IUCN, 2001

*Collaborative Reef and Reef Fisheries Management in Tanga, Tanzania*, IUCN EARO, 2001

*Common Ground, Common Future: How Ecoagriculture Can Help Feed the World and Save Wild Biodiversity*, IUCN/Future Harvest, 2001

*Communities and Forest Management in Southeast Asia*, IUCN, 2001

*Communities and Forest Management in Western Europe*, IUCN, 2001

*Comunicación Efectiva para Involucrar Actores Clave en las Estrategias de Biodiversidad*, IUCN SUR, 2001

*Conservación Mundial, Amman 2000, Volume 32/1*, IUCN, 2001

*Conservación Mundial, Visión y realidad, la Convención del Patrimonio Mundial en acción, Volume 32/2*, IUCN, 2001



- Conservación Mundial, Vigilando a las especies amenazadas, La Lista Roja de la UICN, Volume 32/3, IUCN, 2001*
- Conservation of Coastal and Marine Biodiversity in the Eastern African Region: Progress in Implementation of the Jakarta Mandate, IUCN EARO/UNEP, 2001*
- The Development and Application of Ecological Networks: a Review of Proposals, Plans and Programmes, Aidenvironment, 2001*
- Economic Aspects of Community Involvement in Sustainable Forest Management in Eastern and Southern Africa, IUCN EARO, 2001*
- “EE in action in Zimbabwe”: a series of case studies, IUCN ROSA, 2001*
- El Género También es Asunto de Hombres: Reflexiones sobre la Masculinidad Patriarcal y la Construcción de una Masculinidad con Equidad de Género, UICN ORMA, 2001*
- El Libro Rojo: La crisis de la extinción, cara a cara, Agrupación Sierra Madre, 2001 (separate edition in English)*
- Environmental Law in Developing Countries: Selected Issue, EPLP No. 43, IUCN/Berlin/Carl Duisberg Gesellschaft/ZAV, 2001*
- Global Strategy on Invasive Alien Species, IUCN, 2001*
- The Great Reshuffling: Human Dimensions of Invasive Alien Species, IUCN, 2001*
- Guide to Biodiversity Services in South and Southeast Asia, IUCN Regional Biodiversity Programme, Asia, 2001*
- Guide to Bundala: A Guide to the Biodiversity of Bundala National Park – A Ramsar Wetland in Sri Lanka, IUCN Sri Lanka, 2001*
- Guidelines for Financing Protected Areas in East Asia, IUCN, 2001*
- Guidelines for Tourism in Parks and Protected Areas of East Asia, IUCN/University of Waterloo, 2001*
- Guiding Principles for Biodiversity in Development: Lessons from field projects, European Commission/ IUCN, 2001*
- Hagamos Uso de la Leyes ! Todos los Seres Humanos tenemos Derecho a un Ambiente Sano, Editorial Heliconia, 2001*
- How to Implement the Otter Action Plan? Proceedings: Workshop IUCN/SSC Otter Specialist Group, GN-Gruppe Naturschutz GmbH, 2001*
- Implementation of an Exchange Programme for Protected Areas in East Asia, IUCN, 2001*
- International Ocean Governance: Using International Law and Organizations to Manage Marine Resources Sustainably, IUCN, 2001*
- Invasive Alien Species: a Toolkit of Best Prevention and Management Practices, CAB International, 2001*
- Invasive Plants and Animals: is there a way out? Proceedings of a Conference on Alien Invasive Species, Netherlands Committee for IUCN, 2001*
- IUCN Red List Categories and Criteria, Version 3.1, IUCN, 2001 (separate editions in French and Spanish)*
- IUCN Resource Kit for Sustainability Assessment, IUCN, 2001*
- Land, People and Forests in Eastern and Southern Africa at the Beginning of the 21st Century: the Impact of Land Relations on the Role of Communities in Forest Future, IUCN EARO, 2001*
- Landscape Conservation: an International Working Session on the Stewardship of Protected Landscapes, Conservation Study Institute, 2001*
- Manejo Conjunto de los Recursos Naturales: Organizarse, Negociar y Aprender en la Acción, GTZ/UICN BRAC, 2001*
- Marine Protected Areas: the Case of Kisite Marine National Park and Mpunguti Marine National Reserve, Kenya – Economic Constraints to the Management of Marine Protected Areas, IUCN EARO, 2001*
- Medicinal Plant Conservation Bibliography, Volume 2, IUCN/SSC Medicinal Plant Specialist Group, 2001*
- Microchiropteran Bats: Global Status Survey and Conservation Action Plan, IUCN, 2001*

- Nature Conservation in Private Forests of Selected CEE (Central and Eastern European) Countries: Opportunities and Constraints. Programme Paper, IUCN ERO, 2001*
- New Directions for the 21st Century: Results of the World Conservation Congress Interactive Sessions, IUCN, 2001 (separate editions in French and Spanish)*
- Nouvelles Orientations pour le XXIe Siècle : Résultats des Séances Interactives du Congrès Mondial pour la Nature, IUCN, 2001 (separate editions in English and Spanish)*
- Nuevos Derroteros para el Siglo XXI: Resultados de las Sesiones Interactivas del Congreso Mundial de la Naturaleza, IUCN, 2001 (separate editions in English and French)*
- An overview of the threatened herpetofauna of South Asia, IUCN Sri Lanka, 2001*
- Plan d'action Stratégique Régional pour les Ressources de l'environnement et de la Diversité Biologique des Écosystèmes du Bassin du Congo, IUCN, 2001 (separate edition in English)*
- Planète Conservation, Amman 2000, Volume 32/1, IUCN, 2001*
- Planète Conservation, Vision et réalité, La Convention du patrimoine mondial en action, Volume 32/2, IUCN, 2001*
- Planète Conservation, Garder l'œil sur les espèces menacées, La Liste rouge de l'IUCN, Volume 32/3, IUCN, 2001*
- Política de Humedales de Costa Rica, MINAE, 2001*
- Proceedings: World Conservation Congress, Amman, Jordan, 4–11 October 2000, IUCN, 2001 (separate editions in French and Spanish)*
- Proceedings of the Technical Information Sharing Workshop for the ZIMOZA Transborder Natural Resources Management (TBNRM) Initiative, IUCN ROSA, 2001*
- Proceedings of the Technical Workshop on World Heritage and Mining, ICME, 2001*
- Procès-Verbaux : Congrès Mondial de la Nature, Amman, Jordanie, 4–11 Octobre 2000, IUCN, 2001*
- Pueblos Indígenas y Tradicionales y Áreas Protegidas: Principios, Directrices y Casos de Estudio, IUCN/WWF, 2001*
- Quarantine and Health Screening Protocols for Wildlife Prior to Translocation and Release into the Wild, Office International des Épidémiologies, 2001*
- The Red Book: The Extinction Crisis Face to Face, IUCN, 2001 (separate edition in Spanish)*
- Regional Strategic Action Plan for the Environmental and Biodiversity Resources of the Congo Basin Ecosystems, IUCN BRAC, 2001 (separate edition in French)*
- Regional Workshop on Community Involvement in Forest Management in Eastern and Southern Africa, IUCN EARO, 2001*
- Resolutions and Recommendations: World Conservation Congress, Amman, Jordan, 4–11 October 2000, IUCN, 2001 (separate editions in French and Spanish)*
- Résolutions et Recommandations : Congrès Mondial de la Nature, Amman, Jordanie, 4–11 octobre 2000, IUCN, 2001 (separate editions in English and Spanish)*
- Resoluciones y Recomendaciones: Congreso Mundial de la Naturaleza, Amman, Jordania, 4–11 de octubre de 2000, IUCN, 2001 (separate editions in English and French)*
- Resource Kit for Biodiversity Planners, IUCN Regional Biodiversity Programme Asia, 2001*
- Review and analysis of specific transboundary natural resource management [TBNRM] initiatives in the southern Africa region, IUCN ROSA, 2001*
- Review of the legal and policy framework for transboundary natural resource management in southern Africa, IUCN ROSA, 2001*
- The Role of Law in Tropical Deforestation: People and Forests in Central India, Netherlands Committee for IUCN, 2001*
- Second Annual South Asian Environment Assessment Conference: Proceedings, IUCN Nepal, 2001*
- Shkolnikam i ikh Rodityelyam ob Ekologichyeskikh Syetyakh [For Schoolchildren and their Parents: on Ecological Networks], Vnitslyesryesurs, 2001*
- South Asian Strategic Environment Assessment Workshop for Senior Planners, IUCN Nepal REAP, 2001*

*Sowing the seeds for sustainability: Agriculture, Biodiversity, Economics and Society, Proceedings of the eighth interactive session held at the second IUCN World Conservation Congress, IUCN, 2001*

*Strategic Approach for Integrating Biodiversity in Development Cooperation, European Commission/ IUCN, 2001*

*The Status of Natural Resources on the High-Seas, WWF/IUCN, 2001*

*Tiempo Decisivo para las Selvas de Neblina: Decision Time for Cloud Forests, UNESCO, 2001*

*Transboundary Protected Areas for Peace and Co-operation, based on the proceedings of workshops held in Bormio (1998) and Gland (2000), IUCN, 2001*

*Trawling in the Mist: Industrial Fisheries in the Russian part of the Bering Sea, TRAFFIC International, 2001*

*The TRIPS Agreement, Sustainable Development and the Public Interest: Discussion Paper, IUCN, 2001*

*Using the IUCN Red List Criteria at the National Level: a Regional Consultative Workshop for South and Southeast Asia: Proceedings and Recommendations, IUCN Regional Biodiversity Programme, 2001*

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## Annex 6: Acronyms

<b>AECI</b>	Agencia Española de Cooperación Internacional
<b>ARCEL</b>	Arab Regional Centre for Environmental Law
<b>ARO</b>	Asia Regional Office (IUCN)
<b>BPCD</b>	Biodiversity Policy Coordination Division (IUCN)
<b>BRAC</b>	Regional Office for Central Africa (IUCN)
<b>BRAO</b>	Regional Office for West Africa (IUCN)
<b>CBD</b>	Convention on Biological Diversity
<b>CBNRM</b>	Community Based Natural Resources Management
<b>CBO</b>	Community Based Organization
<b>CEC</b>	Commission on Education and Communication (IUCN)
<b>CEESP</b>	Commission on Environment, Economics and Social Policy (IUCN)
<b>CEFDHAC</b>	Central African Forests Management Initiative (The Brazzaville Process)
<b>CEL</b>	Commission on Environmental Law (IUCN)
<b>CEM</b>	Commission on Ecosystem Management (IUCN)
<b>CEO</b>	Chief Executive Officer
<b>CIDA</b>	Canadian International Development Agency
<b>CIFOR</b>	Centre for International Forestry Research
<b>CIFM</b>	Community Involvement in Forest Management
<b>CIS</b>	Commonwealth of Independent States
<b>CITES</b>	Convention on International Trade in Endangered Species of Wild Flora and Fauna
<b>COMIFAC</b>	Conference on Conservation and Sustainable Management of Central African Forests
<b>COP</b>	Conference of the Parties
<b>DFID</b>	Department for International Development (UK)
<b>DGO</b>	Secretariat Office of the Director General
<b>EAC</b>	Treaty of the East African Community
<b>EARO</b>	Eastern Africa Regional Office (IUCN)
<b>EC</b>	European Commission
<b>ECONET</b>	Ecological Network
<b>EIA</b>	Environmental Impact Assessment
<b>ELP</b>	Environmental Law Programme (IUCN)
<b>EU</b>	European Union
<b>FAO</b>	Food and Agriculture Organization
<b>FCP</b>	Forest Conservation Programme (IUCN)
<b>FLR</b>	Forest Landscape Restoration
<b>GBF</b>	Global Biodiversity Forum
<b>GEF</b>	Global Environment Facility
<b>GISP</b>	Global Invasive Species Programme
<b>GTZ</b>	German Technical Co-operation
<b>HQ</b>	Headquarters of the Secretariat (IUCN)
<b>ICEM</b>	International Centre for Environment Management
<b>ICME</b>	International Council on Metals and the Environment
<b>IFC</b>	International Finance Corporation (World Bank)
<b>IISD</b>	International Institute for Sustainable Development
<b>IMG</b>	Information Management Group (IUCN)
<b>MCPFE</b>	Ministerial Conference for the Protection of Forest in Europe
<b>KEGO</b>	Knowledge, Empowerment, Governance, Operations (IUCN)
<b>KRA</b>	Key Result Area, defined by the Programme of IUCN. Seven main areas have been defined, themselves subdivided into a total of 59 results
<b>M&amp;E</b>	Monitoring and Evaluation functions of the Secretariat (IUCN)
<b>MEA</b>	Multi-lateral Environmental Agreement
<b>MIKE</b>	Monitoring of Illegal Killing of Elephants
<b>MINAE</b>	Ministerio del Ambiente y Energía

<b>NGO</b>	Non-Governmental Organization
<b>NOAA</b>	National Oceanic and Atmospheric Administration
<b>NORAD</b>	Norwegian Agency for Development Cooperation
<b>NTFP</b>	Non-Timber Forest Product
<b>ORMA</b>	Regional Office for Mesoamerica (IUCN)
<b>PDR</b>	People's Democratic Republic
<b>PEBLDS</b>	Pan-European Biological and Landscape Diversity Strategy
<b>PIMS</b>	Programme Management Information System (IUCN)
<b>PMC</b>	Participatory Management Clearinghouse (IUCN/WWF)
<b>PPET</b>	Programme, Policy and Evaluation Team (IUCN)
<b>PSU</b>	Publications Services Unit (IUCN)
<b>ROfE</b>	Regional Office for Europe (IUCN)
<b>ROSA</b>	Regional Office for Southern Africa (IUCN)
<b>SADC</b>	Southern Africa Development Community
<b>SAO</b>	Senior Arctic Official
<b>SAP</b>	Strategic Action Plan
<b>SBSTTA</b>	Subsidiary Body for Scientific, Technical and Technological Advice
<b>SDC</b>	Swiss Development Co-operation
<b>SEAfire</b>	Southeast Asia Fire Service Network
<b>SICA</b>	Central American Integration System
<b>SIS</b>	Species Information Service (IUCN)
<b>SPP</b>	Social Policy Programme (IUCN)
<b>SSC</b>	Species Survival Commission (IUCN)
<b>SUAG</b>	Sustainable Use Advisory Group (IUCN)
<b>SUI</b>	Sustainable Use Initiative (IUCN)
<b>SUR</b>	Regional Office for South America (IUCN)
<b>SUSG</b>	Sustainable Use Specialist Group (IUCN)
<b>TRAFFIC</b>	Trade Records Analysis of Flora and Fauna in Commerce (IUCN/WWF)
<b>UN</b>	United Nations
<b>UNCCD</b>	United Nations Convention to Combat Desertification
<b>UNDP</b>	United Nations Development Programme
<b>UNEP</b>	United Nations Environment Programme
<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organization
<b>UNFCCC</b>	United Nations Framework Convention on Climate Change
<b>UNFF</b>	United Nations Forum on Forests
<b>UNHCR</b>	United Nations High Commissioner for Refugees
<b>UNOPS</b>	United Nations Office for Project Services
<b>WANI</b>	Water and Nature Initiative (IUCN)
<b>WBCSD</b>	World Business Council for Sustainable Development
<b>WCC</b>	World Conservation Congress
<b>WCD</b>	World Commission on Dams
<b>WCMC</b>	UNEP-World Conservation Monitoring Centre
<b>WCPA</b>	World Commission on Protected Areas (IUCN)
<b>WESCANA</b>	West and Central Asia and North Africa
<b>WG-CIFM</b>	Working Group on Community Involvement in Forest Management
<b>WRI</b>	World Resources Institute
<b>WSSD</b>	World Summit on Sustainable Development
<b>WWF</b>	World Wide Fund for Nature
<b>ZIMOZA</b>	Zimbabwe, Zambia and Mozambique Transborder Natural Resource Management Initiative

The image is a monochromatic blue-tinted photograph of a landscape. In the foreground, there is a field of small, dark, textured plants. In the middle ground, a range of mountains is visible, with the most prominent peak on the right side. The sky is a clear, light blue. The text 'IUCN 2001' is written in a white, cursive font across the middle of the image, positioned over the mountains.

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