



NATURAL ASSETS

Annual Report 2009



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

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MESSAGES FROM



THE PRESIDENT

Last year was my first full year as President of IUCN. And what a year it was!

As we moved into 2009, the world's headlines were dominated by a financial collapse that made 1929 look like a tea party, followed by a host of environmental crises—led by new findings about the rising loss of species, growing degradation of ecosystems and the rapid depletion of water and energy resources. These were punctuated by news of natural disasters and the seeming wrath of nature. Providing a constant backdrop to all these stories was climate change. As we journeyed through the year, climate change was a faithful travelling companion and Copenhagen was, for many, the final destination. Hopes were high for a successful outcome in the Danish capital to set the scene for the post-Kyoto world. However, that was not to be.

As we look back over the year, and take stock of all that happened in 2009, it is not unreasonable to wonder what actually has been achieved. Even the most humble and dispassionate assessment will say: a tremendous amount!

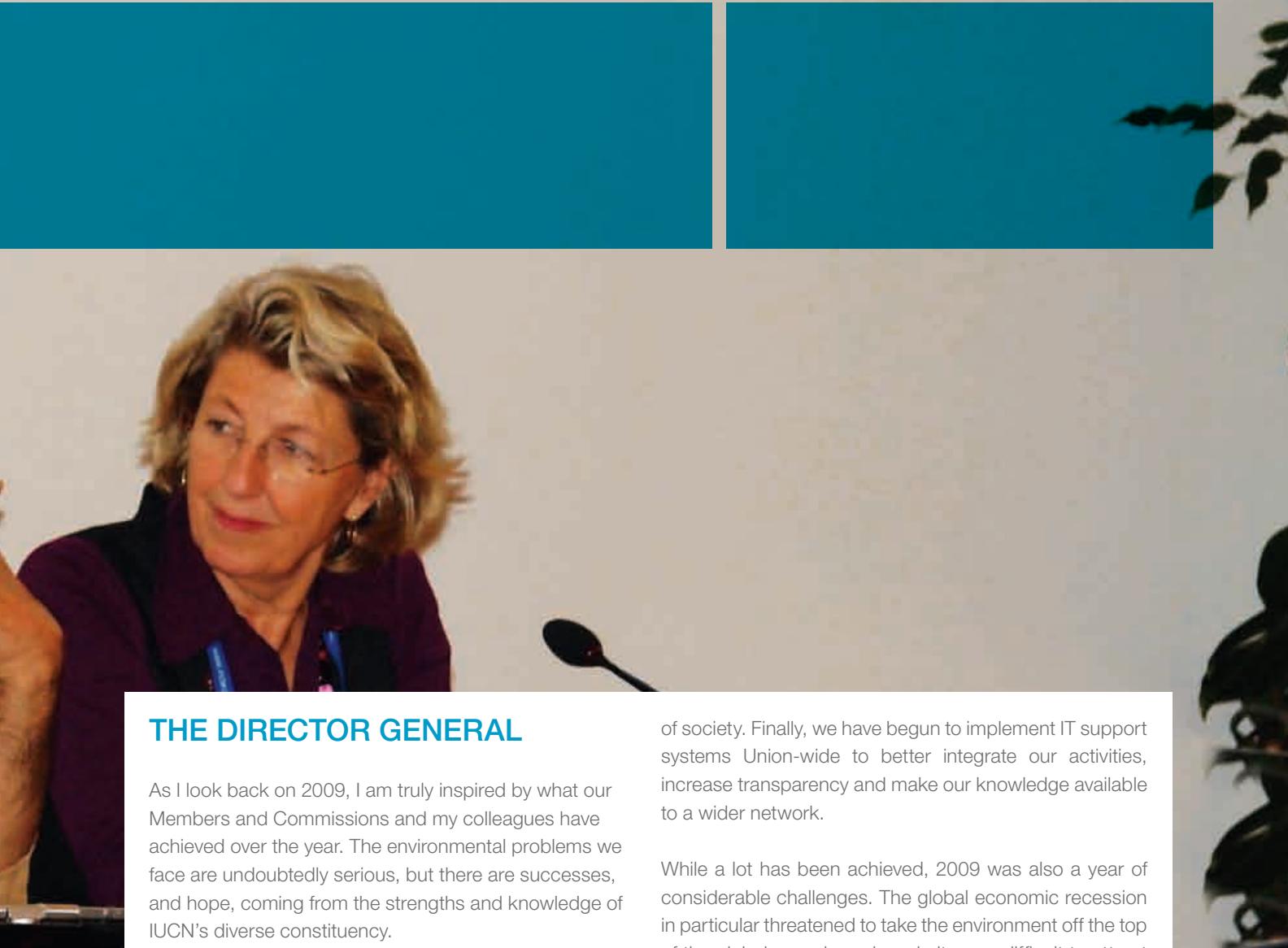
2009 was the first year of implementation for IUCN's new quadrennial programme. With active participation of our Members, Commissions and the Secretariat, we stepped up our work on biodiversity conservation, with the primary focus on species and ecosystems. This led us to devise

more effective means to enhance human livelihoods and well-being through natural solutions, to examine ways to meet growing energy demand without further depleting the Earth's resources, and to explore approaches to make the world's economy greener and less toxic. We continued to work with governments and decision makers, to influence policies and contribute towards standards-setting, and to help build the capacity of civil society to deliver solid results on the ground. We scored a small, yet crucial success at Copenhagen with a strong endorsement for the REDD initiative.

As you read the following pages, you will get an idea of the very ambitious tasks that IUCN has set for itself in its 2009–2012 Programme and how it is working towards achieving them. If the experience of the last year has taught us anything, it is that the world needs IUCN more now than ever before. We provide sound and robust scientific knowledge, convene and build partnerships, and influence standards and practices. Importantly, we have global-to-local and local-to-global reach. We are able to demonstrate the relevance of policies and actions at all levels of society. IUCN is using all these assets to effect change.

The momentum for change has been created and IUCN is a major force for that change!

ASHOK KHOSLA



THE DIRECTOR GENERAL

As I look back on 2009, I am truly inspired by what our Members and Commissions and my colleagues have achieved over the year. The environmental problems we face are undoubtedly serious, but there are successes, and hope, coming from the strengths and knowledge of IUCN's diverse constituency.

The world is changing so rapidly that we too must constantly change. We have moved towards a results-based Programme articulated around our heartland—Biodiversity Conservation—and four related challenges that all countries and sectors are facing. We have worked to strengthen our governance structures and made efforts to engage more closely with our membership and provide greater levels of support to our six Commissions of volunteer experts. To reflect our global mission and outreach, we have continued with the process of decentralization to devolve more responsibility to our regional and local offices.

Of course, achieving all this requires funding, better communication to engage with a wider constituency, and strong systems and processes. We have explored new sources of funding and new ideas for fundraising. We have also continued to reach out to new constituencies, including the private sector in an attempt to help change the way business operates and demonstrate the importance of environmental engagement by all sectors

of society. Finally, we have begun to implement IT support systems Union-wide to better integrate our activities, increase transparency and make our knowledge available to a wider network.

While a lot has been achieved, 2009 was also a year of considerable challenges. The global economic recession in particular threatened to take the environment off the top of the global agenda and made it more difficult to attract funding.

I believe we now have a unique opportunity to make these challenges work in favour of the environment. Nature's goods and services can be the basis for innovative ways to finance nature conservation while at the same time helping repair the global economy. Climate change offers us an opportunity to demonstrate the crucial role that healthy biodiversity and ecosystems can play in mitigating and adapting to this pressing issue of our era. As we move into the second decade of the 21st century, I believe that as a Union, we have the knowledge, expertise, dedication and commitment to truly make a difference.

JULIA MARTON-LEFÈVRE

HIGHLIGHTS OF 2009



LIFELINE FOR PACIFIC FISH

6 January — Scientific and technical advice provided by IUCN to the U.S. Government is instrumental in helping create three new major marine protected areas in the Pacific.

MAKING BIOENERGY CLEAN

21 January — IUCN launches a new hands-on guide to producing bioenergy without harming the environment.

DIVE INTO THE OCEANS WITH GOOGLE EARTH

2 February — IUCN's knowledge about Marine Protected Areas helps enable the launch of the 'Ocean in Google Earth' project. Internet users can travel in 3D through the vast and largely unknown underwater world of the planet's oceans.

FINANCING ADAPTATION

3 February — IUCN and WWF receive US\$ 2 million from the MacArthur Foundation to develop an adaptation network that will help some of the world's most vulnerable ecosystems and societies cope with the impacts of a changing climate.

PUTTING SCIENCE BACK INTO POLICY DECISIONS

19 February — IUCN and UNEP urge the creation of a scientific panel on biodiversity and ecosystems services that would make science available in a coherent way to policy makers.

RUNNING TOWARDS EXTINCTION

4 March — The IUCN Red List of Threatened Species™ reveals that a quarter of all antelope species are threatened with extinction.

WATERY RICHES

13 March — New case studies by IUCN show that billions of dollars can be saved by protecting watersheds that provide freshwater to cities.

AFRICAN FRESHWATER SPECIES IN THE FIRING LINE

19 March — Many freshwater fish, crabs, dragonflies, molluscs and aquatic plants are at risk of extinction in southern Africa if its rivers and lakes are not protected from developers, according to a new IUCN study.

STAYING IN THE DARK

28 March — IUCN joins one billion people who celebrate Earth Hour by turning off their lights for one hour at 8:30pm, in a symbolic action to fight global warming.

KEEPING THE ALIEN AT BAY

23 April — In a new IUCN publication, *Guidelines on Biofuels and Invasive Species*, experts provide a series of tips for biofuel producers to stop biofuel crops from becoming invasive species.

THE ROAD TO THE CBD IN TOKYO

12 May — IUCN opens a new office in Tokyo to coordinate efforts ahead of the 10th meeting of the Conference of the Parties to the Convention on Biological Diversity in Nagoya in October 2010.

REMEMBER NATURE

14 May — IUCN Director General Julia Marton-Lefèvre urges world leaders to consider the environment if they want people to enjoy a sustainable and dignified life, in a keynote address at the UN Commission on Sustainable Development in New York.

BIRD TROUBLE

14 May — The latest evaluation of the world's birds reveals that 1,227 species (12%) are classified as globally threatened with extinction, in an assessment conducted for the IUCN Red List by BirdLife International.

EUROPEAN REPTILES AND AMPHIBIANS IN DANGER

20 May — One fifth of Europe's reptiles and nearly a quarter of its amphibians are threatened, according to new studies carried out by IUCN for the European Commission.

PROFITABLE OCEANS

22 May — In some new case studies launched on World Biodiversity Day, IUCN shows that protecting the oceans through marine protected areas can provide higher and more sustained income than continued exploitation.

DRYLANDS SUSTAIN LIVELIHOODS

17 June — On the world day to combat desertification, IUCN issues a statement urging governments to recognize the role drylands play in offering livelihood opportunities for the poor.

GREENER NESPRESSO

22 June — IUCN teams up with Nespresso for its AluCycle™ initiative to promote enhanced sustainability performance of aluminium.

TWO NEW WONDERS

29 June — Following IUCN's recommendations, the Wadden Sea, on the coast of Germany and the Netherlands, and the Dolomite Mountains in Northern Italy are inscribed on the World Heritage List.



CELEBRATING MAURICE STRONG

1 July — IUCN organizes the Maurice Strong Environmental Dialogue to celebrate the 80th birthday of this eminent environmentalist. A top-level debate and discussions about climate change are also held, in preparation for the Copenhagen meeting.

THREATS APLENTY

2 July — IUCN publishes *Wildlife in a Changing World*, a detailed analysis of the status of 44,838 species on the IUCN Red List. Despite commitment by world leaders to reverse the trend, the report shows that life on Earth is under serious threat.

PUTTING THE RIGHTS OF PEOPLE BACK IN THE CENTRE

13 July — A new joint publication by IUCN and CIFOR, *Rights-Based Approaches: Exploring issues and opportunities for conservation*, shows how taking human rights into consideration in conservation can benefit nature and people.

IUCN'S GREEN WEB ON GOOGLE EARTH

11 August — IUCN unveils a Members' layer on Google Earth, showcasing organizations that are in the forefront of the battle to safeguard our environment. Users can obtain information about individual members and see their overall geographical distribution.

KEEPING THE WATER CLEAN

16 August — During World Water Week, IUCN urges governments to invest more in nature, a cost-effective and sustainable solution to ensure water resilience.

GIVING FISH MORE BREATHING SPACE

27 August — IUCN welcomes France's announcement of a significant scale-up of marine protected areas (MPAs) that aims to cover 20% of the sea area under the sovereignty of France by 2020.

CASHING IN ON ECOSYSTEMS

2 September — With contributions from IUCN, a study by The Economics of Ecosystems and Biodiversity (TEEB) outlines the essential role ecosystems can play in countering climate change and climate-proofing vulnerable economies.

BLEAK FUTURE FOR MEDITERRANEAN MAMMALS

15 September — The latest assessment of Mediterranean mammals shows that one in six is threatened with extinction at a regional level, according to the IUCN Red List of Threatened Species™.

CONSERVING THE FUTURE

17 September — IUCN publishes the latest analysis of the state of conservation. Building on discussions held at the 2008 World Conservation Congress in Barcelona, *Conservation for a New Era* outlines the critical issues facing us in the 21st century.

SAVING THE TREES AND THE FOREST

19 October — In the opening speech to the World Forestry Congress in Buenos Aires, IUCN Deputy Director General Dr William Jackson says that given the rate at which climate change is occurring, no country, rich or poor, could afford to neglect its forests.

BRINGING NATURE AND BUSINESS CLOSER TOGETHER

22 October — IUCN and the World Business Council for Sustainable Development sign a second four-year agreement to develop the business case for biodiversity and support partnerships between conservation organizations and companies.

EXTINCTION CRISIS CONTINUES APACE

3 November — The latest update of the IUCN Red List of Threatened Species™ shows that 17,291 species out of the 47,677 assessed species are threatened with extinction.

SEARCHING FOR DEEP WATER MYSTERIES

11 November — In the first of a two-part IUCN-led project, a Norwegian research vessel sets off from Reunion Island to study the ecosystems around seamounts, underwater mountains of volcanic origin that are hotspots of marine biodiversity.

NEXT WORLD CONSERVATION CONGRESS

26 November — The 2012 IUCN World Conservation Congress will be held in Jeju, in the Republic of Korea, the IUCN Council decides at its 73rd regular meeting.

ELEPHANTS, EARTH HOUR AND CLIMATE CHANGE

16 December — All parts of IUCN come together at the Copenhagen climate talks to network and influence the negotiations. A highlight is the IUCN Members' event at the magnificent Elephant House at Copenhagen Zoo.

THE LONG ROAD AHEAD

19 December — Following comprehensive IUCN involvement in the UN climate talks in Denmark, IUCN acknowledges the Copenhagen Accord as a step in the right direction, but insufficient.

OUR UNION

IUCN's Programme of work is carried out by our 1,067 **Members** and 11,000 volunteer experts from our six **Commissions**. It is coordinated by the decentralized **global Secretariat** with 1,004 staff in 40 offices around the world.

These three strands of IUCN come together at the four-yearly **IUCN World Conservation Congress**. The Barcelona Congress in late 2008 passed a total of 106 Resolutions and 30 Recommendations. By the end of 2009, the implementation of three resolutions had been completed, 10 were ongoing, 40 were underway and 43 had been initiated. Only nine remained to be initiated. After a new bidding and evaluation process was instigated in 2009, the IUCN Council selected the Self-governing Province of Jeju in the Republic of South Korea as the venue for the next Congress in 2012.

Between the four-yearly Congresses, IUCN's work is governed by the **Council**, a body made up of 37 prominent individuals at the end of 2009, 32 of whom were directly elected by Members at the Barcelona congress. The full Council meets twice a year to set IUCN's strategic direction, exercise oversight of its performance and carry out fiduciary responsibilities. Smaller groups of Council members meet digitally at other times through the year,

with 2009 marking a significant augmentation of their ongoing engagement in IUCN's regular activities. In 2009 the Council debated ways to increase the visibility and impact of IUCN's work through a series of initiatives aimed at securing engagement with a wider public of individuals and decision makers, and to achieve more impact by better integrating Members and Commissions in IUCN's Programme of work. To enhance transparency and accountability, all Council decisions and meeting summaries have been posted on the Members' Portal since 2009.

IUCN's Commissions

Commission on Education & Communication (CEC)

Commission on Environmental, Economic and Social Policy (CEESP)

Commission on Environmental Law (CEL)

Commission on Ecosystem Management (CEM)

Species Survival Commission (SSC)

World Commission on Protected Areas (WCPA)



In August 2009, IUCN began to develop and implement important organizational and system changes with a completely new **Enterprise Resource Planning (ERP)** system. The ERP system will integrate Programme, project, financial, donor, Member, Commission and human resource information into a single unified information technology system spanning all IUCN operations around the globe.

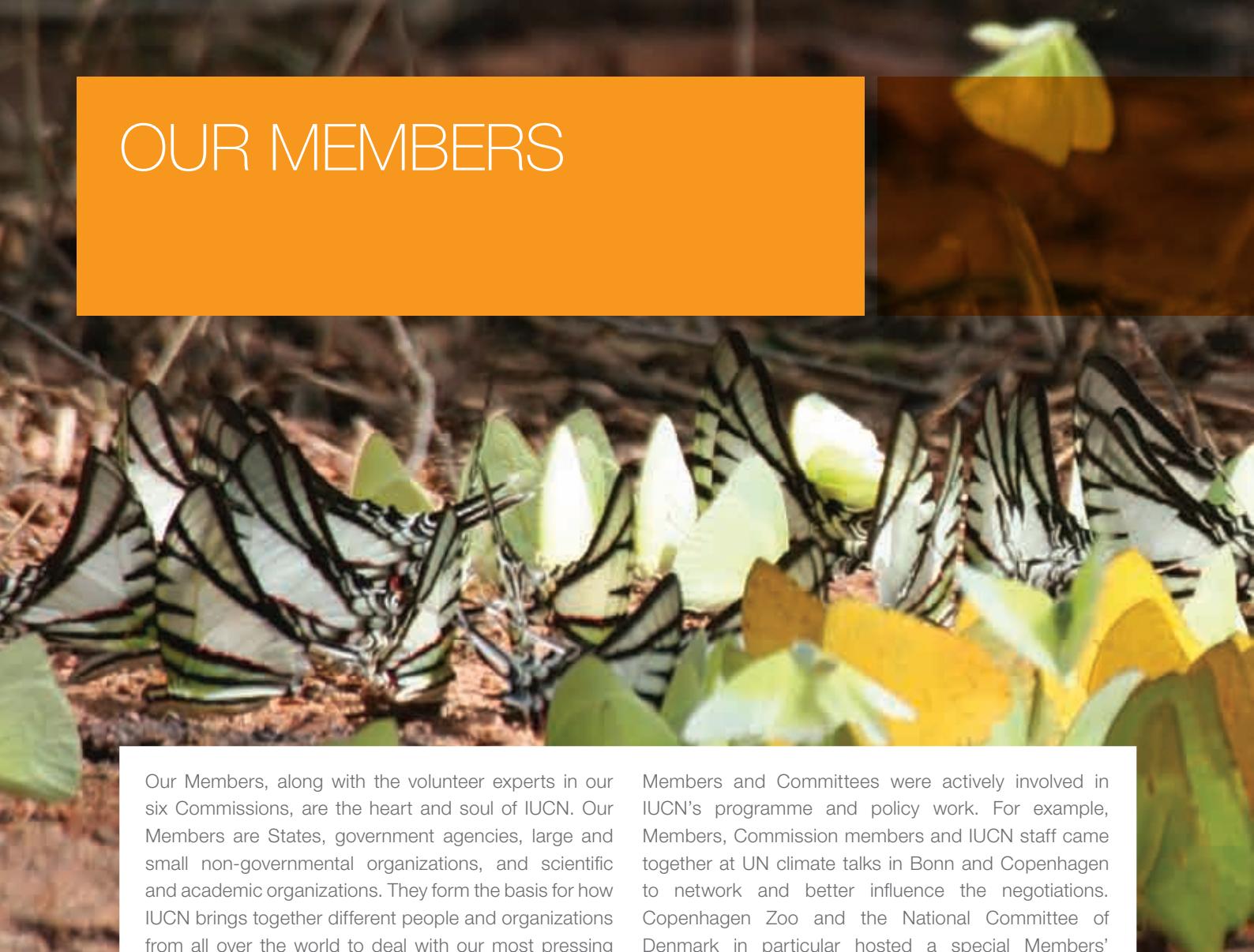
An **Oversight Unit** was established to assist the Director General and Council in governance and management responsibilities and strengthen IUCN's control mechanisms and management practices. The Unit conducts systematic and independent reviews of the organization, in particular through internal audits and maintaining a risk management plan.

In order to more effectively deliver IUCN's new **2009–2012 Programme**, thematic programme groups—the individual departments within IUCN that manage work in a specific area of conservation—were restructured into three key groups in 2009: Biodiversity Conservation, Environment and Development, and Economy and Environmental Governance. These were complemented by a new Programme and Policy Group overseeing global policy, science and learning, and Programme monitoring and evaluation.

Our staff

2009	In Headquarters	In the Regions	Nationalities	Average age	Locations	Total number
	167	837	93	39.7	46	1,004

OUR MEMBERS



Our Members, along with the volunteer experts in our six Commissions, are the heart and soul of IUCN. Our Members are States, government agencies, large and small non-governmental organizations, and scientific and academic organizations. They form the basis for how IUCN brings together different people and organizations from all over the world to deal with our most pressing global challenges.

IUCN welcomed **42 new Members** in 2009. Fiji, Lesotho, Liberia, Nauru and Peru all joined as State Members, bringing the total membership to 1,067, in 157 countries, at year end. Members in countries and regions form Committees to boost local cooperation and support IUCN's work. The new Korean Committee became the 50th official **National Committee** in 2009, complementing the seven existing Regional Committees.

Members and Committees were actively involved in IUCN's programme and policy work. For example, Members, Commission members and IUCN staff came together at UN climate talks in Bonn and Copenhagen to network and better influence the negotiations. Copenhagen Zoo and the National Committee of Denmark in particular hosted a special Members' event in December. In October IUCN, supported by our Japanese Committee, helped organize the Kobe Biodiversity Dialogue on post-2010 biodiversity targets and business engagement. Numerous Regional and National Committees also met during 2009 to coordinate work on the IUCN programme all over the world.

National and Regional Committees



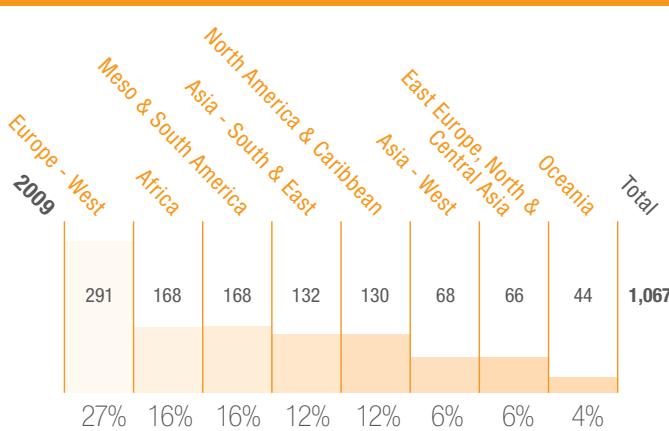


Work began on systematically mapping Members' interests, activities and capacities to improve interaction with IUCN's work, Commissions and governance structures. In the next phase of this exercise in 2010, Members will be able to directly add detailed information to further improve cooperation.

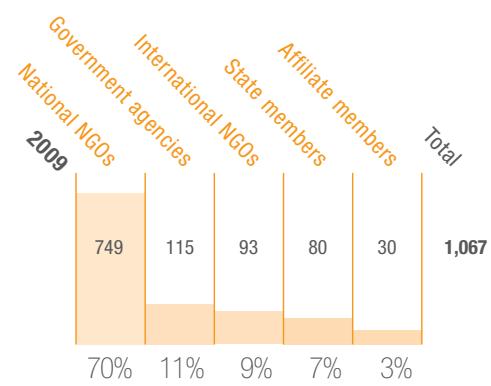
report on activities contributing to the implementation of Resolutions and Recommendations adopted at the 2008 World Conservation Congress in Barcelona. Portal development will continue throughout 2010 to allow Members to better interact, access information and play a greater role in IUCN's work.

Constituency services were decentralized to regional and national offices to build stronger relations with Members. The first phase of the new on-line Members' Portal was launched in 2009 to help IUCN Members and staff

Members by region



Members by category





OUR PARTNERS

Our partners fund our activities, help deliver our Programme and its projects, and inspire us to carry out our mission.

The work of IUCN is made possible through the generosity, trust and support of a growing number of donors and partners. This includes governments, bilateral development agencies, multilateral and intergovernmental institutions, foundations and corporations. In 2009, IUCN's overall income reached CHF 131 million. Some donors provide earmarked funds for specific projects and initiatives, while framework partners grant core income to support work over several years.

The governments of **Canada, Denmark, France, The Netherlands, Norway, Spain, Sweden and Switzerland**, along with the **MAVA Foundation** all renewed their framework commitments to support the 2009–2012 Programme. Among many new donors in 2009, **Holcim, Kinnarps, Philips, Ms. Margot Bennett-Mathieson, and the Loterie Romande** all provided funding for the new IUCN Conservation Centre, the extension of IUCN's headquarters in Gland, Switzerland.

IUCN works closely with groups and organizations from the wider conservation community, many also being IUCN Members. In 2009, we partnered with the **Earthwatch Institute** to organize an event exploring priority issues for the global conservation community and the role of business, scientific field research and NGOs in the run

up to 2012 and beyond; cooperated with **DIVERSITAS** and the International Council for Science (ICSU) as part of the Intergovernmental Platform on Biodiversity and Ecosystem Services (IPBES) process; continued work with the **World Heritage Convention** to develop guidelines for tourism in World Heritage sites; and launched the **Mosaics Initiative**, a project involving all countries of the Mediterranean Basin in building ecological, social and cultural resilience in the region.

Engagement also began with new sectors to promote biodiversity conservation, including the **military**; and in December 2009 IUCN entered into a partnership with the **African Development Bank (AfDB)** to identify areas for collaboration, especially in the fields of programme development, capacity building and training.

IUCN also renewed its partnership with the **World Business Council for Sustainable Development (WBCSD)** to enhance business understanding of environmental issues and mainstream biodiversity conservation and ecosystem management in business operations and planning. The two organizations have collaborated in areas including water, sustainable forestry,



The Forest Dialogue, the Ecosystems Valuation Initiative and The Economics of Ecosystems and Biodiversity (TEEB) project.

During 2009, IUCN stepped up its private sector engagement with a focus on large foot-print and biodiversity-dependent sectors, green business and the finance sector. Agreements were pursued with **Nestlé Nespresso** on sustainable aluminium and mining giant **Rio Tinto**. Relations with the latter are a natural continuation of the work IUCN has already been doing with the **International Council on Mining and Minerals (ICMM)**.

Work also continued with **Shell**, including an independent Biodiversity Action Plan assessment of four Shell operations; a cross-sector impact assessment of oil and gas exploration activities in the Arctic; and, together with experts from the **Roundtable on Sustainable Biofuels (RSB)**, a series of guidelines for production of biofuels with special emphasis on invasive species. IUCN was invited by the **Global Reporting Initiative (GRI)** to join and participate in meetings of the **Working Group for the Oil and Gas Sector Supplement**, a multi-stakeholder programme to provide international oil companies with new guidance for measuring and disclosing the economic, environmental and social impacts of their activities.

IUCN worked with the Swedish Development Agency (**Sida**) and energy company **E.ON** to draw up guidelines for the management of off-shore renewable energy projects, especially for the protection of marine biodiversity; collaborated closely with the **ACCOR Hotels** group to develop and distribute guidelines for managing biodiversity risks in the hotel sector; initiated collaboration with finance company **J.P. Morgan** to develop environmental risk management mechanisms for the financial sector; and began work with **Holcim** on a methodology focusing on biodiversity-based microenterprise (B2MD).

OUR PARTNERS



Framework Partners

 Canadian International Development Agency Agence canadienne de développement international



Canadian International Development Agency

Ministry of Foreign Affairs, Denmark



The French Development Agency



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



Norwegian Agency for Development Cooperation



Spanish Agency for International Cooperation for Development



Swedish International Development Cooperation Agency



Swiss Agency for Development and Cooperation



MAVA Foundation



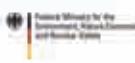
Ministry of Ecology, Energy, Sustainable Development and Sea, France



Ministry of Foreign and European Affairs, Directorate-General for International Cooperation and Development, France



Federal Ministry for Economic Cooperation and Development, Germany



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



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



Ministry of Agriculture, Nature and Food Quality, The Netherlands



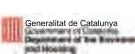
Ministry of the Environment and Rural and Marine Affairs, Spain



Barcelona Provincial Council, Spain



Regional Ministry for Environment, Government of Andalucia, Spain



Department of the Environment and Housing, Government of Catalonia, Spain



Department for International Development, United Kingdom



Department of State, United States of America



United States Agency for International Development

Programme and Project Partners (above Swiss francs 250,000 per annum)

Governments

Federal Ministry for European and International Affairs, Austria

Federal Ministry for European and International Affairs, Austria

IDRC CRDI



International Development Research Centre, Canada

Ministry for Foreign Affairs of Finland



Multilateral Agencies and Conventions



Asian Development Bank



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



European Commission



Global Environment Facility



Ramsar Convention on Wetlands



Union Economique et Monétaire Ouest Africaine



United Nations Development Programme



United Nations Educational, Scientific and Cultural Organization



United Nations Environment Programme



The World Bank Group

Foundations



Ford Foundation



Fundación Gonzalo Río Arronte I.A.P. Mexico



Keidanren Nature Conservation Fund



The John D. and Catherine T. MacArthur Foundation

Non-Governmental Organizations



BirdLife International



Catholic Relief Services



Conservation International



Global Water Partnership Organization



International Institute for Environment and Development



Rights and Resources Group



TRAFFIC



World Wide Fund for Nature

Private Sector



Danone



Holcim



Kinnarps AB



Philips



Sakhalin Energy Investment Company Ltd



Shell International

OUR WORK

THE IUCN PROGRAMME

2009 was the first year of implementation of IUCN's Programme of work for 2009–2012, approved at the Barcelona Congress in late 2008. It is centred on biodiversity conservation, with four major related thematic areas. The Programme is implemented by Members, Commissions and the Secretariat.

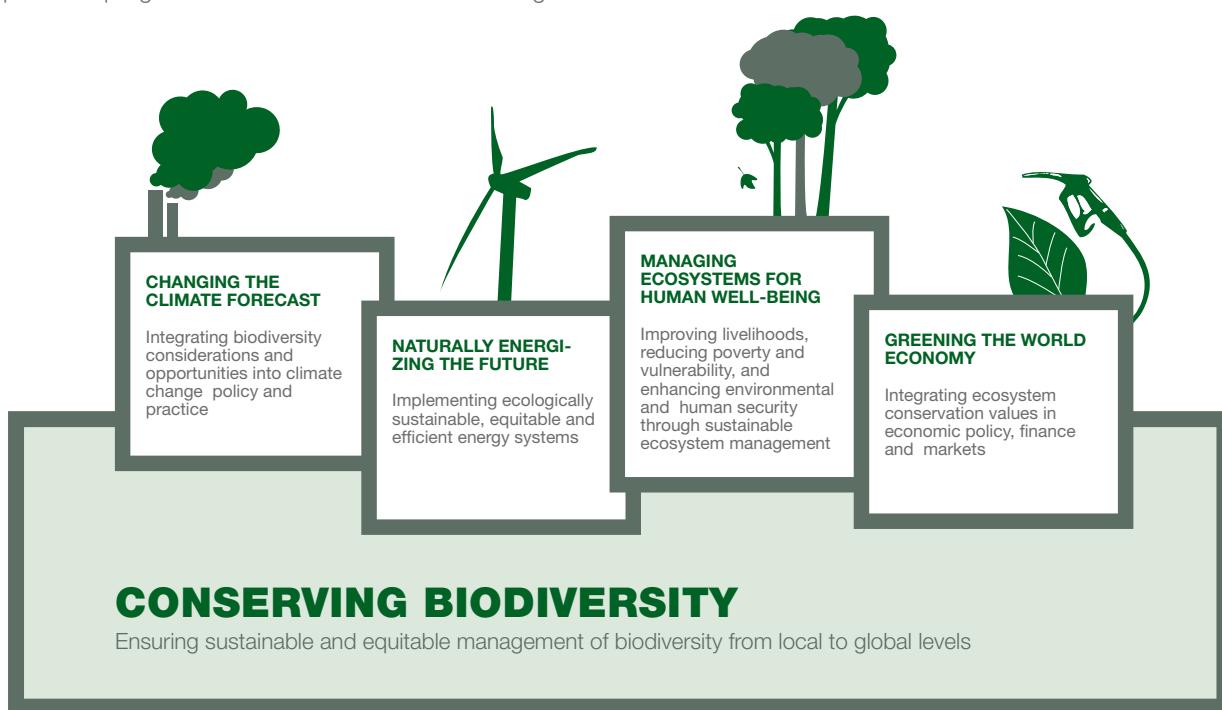
Each Thematic Programme Area represents a challenge. The activities carried out as part of each area are designed to address its impacts on biodiversity on the one hand, and, on the other hand, seek to examine the potential of biodiversity to provide solutions to these same challenges.

Although biodiversity conservation and sustainable use of natural resources remain IUCN's heartland, this new Programme of work signals a departure from IUCN's previous programmes. It identifies a set of ten global

results—two for each area—to be achieved. The focus of IUCN's activities is on achieving the ten outcomes. Each incorporates robust indicators of progress and criteria for measuring success.

Broadly speaking, IUCN activities in pursuit of the Programme fall into two categories. The first includes initiatives and projects designed and implemented directly by the Secretariat and the Commissions for which IUCN has management responsibilities and is accountable. The second includes those activities and processes which IUCN has influenced or helped to catalyze, but for which it bears no direct responsibility. All IUCN's activities are united by a set of policies and values that underpin them, including concerns for cultural sensitivity, gender equity and a belief in rights-based approaches.

Finally, this ambitious Programme is based on the principle of adaptive management. It recognizes that the ecosystems, biodiversity and sociological systems that





CONSERVING BIODIVERSITY

CHANGING THE CLIMATE FORECAST

NATURALLY ENERGIZING THE FUTURE

MANAGING ECOSYSTEMS FOR HUMAN WELL-BEING

GREENING THE WORLD ECONOMY

underpin each of its thematic areas are dynamic and constantly changing. Through this adaptive approach, IUCN seeks to generate knowledge and lessons learned that can be used to develop tailored activities and be integrated into its work in pursuit of its results under each thematic area. The result is a Programme with a much sharper focus than in previous inter-sessional periods, characterized by greater levels of communication and better integration of all constituent parts of the Union including Members, Commissions and the Secretariat.

CONSERVING BIODIVERSITY

The conservation of biodiversity and ensuring its sustainable management underpins all of IUCN's work. IUCN seeks to ensure sustainable and equitable management of biodiversity. It also makes the link from local to global to local levels. In the long term, the Union's focus is on ensuring that the extinction crisis and massive loss of biodiversity are recognized as a shared responsibility and acting as a catalyst for action to reduce these losses. Simultaneously, IUCN seeks through its activities to promote efforts to maintain and where necessary restore ecosystems and ensure that use of natural resources is sustainable and equitable.

IUCN focuses on collecting and disseminating data on the status of biodiversity and promoting action to conserve species (Red Lists), gathering knowledge for the effective creation and management of protected areas to fill gaps in biodiversity coverage, and designing tools for the delivery of ecosystem goods and services and sustainable management of landscapes. It uses the knowledge generated to design and develop effective conservation activities, propose improved governance solutions for natural resources, and influence policy and international agreements for the management of biodiversity and ecosystems.

Through its Environmental Law Centre and Commission on Environmental Law, IUCN also has extensive experience and a long history of contributing to the development of international, regional and national conservation and environmental standards. All these activities are implemented with due respect for human rights and social and economic equity.

Improving species knowledge and action

In 2009, IUCN published *Wildlife in a Changing World*, an updated analysis of the IUCN Red List of Threatened Species™ which included new information on freshwater and marine life. A total of 44,000 species were assessed. In 2009 a *European Red List of Amphibians* was published, assessing the species' status across 27 countries. While

OUR WORK

in the Mediterranean Region, a biodiversity hotspot, IUCN published species' assessment reports on dragonflies, damselflies and Mediterranean mammals—highlighting the need for better habitat protection.

Knowledge generated by Red List assessments is used by our Members and partners in their own activities. In 2009, CITES used our biodiversity assessments to change the status of 37 species to restrict or allow international trade. The WWF-IUCN wildlife monitoring programme TRAFFIC used our assessments to promote the banning of deepwater gillnets in the South Pacific, roll back unsustainable “bushmeat” harvests in Cameroon, and reduce trade in elephants and great apes in the Democratic Republic of Congo. Several companies including Unilever, Martin Bauer and Traditional Medicinals, used our findings in the FairWild Standard which seeks to sustainably harvest medicinal plants that cannot be cultivated or reproduced in a laboratory.

Building a biodiversity network

IUCN's Countdown 2010 initiative sought to mobilize local action for biodiversity conservation to contribute to government efforts to reduce biodiversity loss by 2010, the UN International Year of Biodiversity. Launched in 2004, the network now has more than 1,000 partners. In 2009, the initiative consolidated its work with municipal, provincial and regional governments—all key players in biodiversity conservation. In France alone, 20 local authorities joined in 2009, along with large cities including Paris, Bonn, Berlin, Brussels and Jerusalem.

School children encourage sustainability

Children from 80 primary schools in Guinea-Bissau were taught how to sustainably exploit their natural resources as part of an IUCN project in several protected areas including Cacheu National Park, Cufada Lagoon National Park, the Forests of Cantanhez and the Bijagos Archipelago Biosphere Reserve. Energy solutions that are more efficient in using wood resources are being promoted among local communities and livelihoods improved. Underscoring the importance of placing schools at the

centre of conservation efforts, local communities have begun to participate in other projects including building more environmentally-friendly housing, mangrove restoration and restoration of degraded landscapes. The project has also directly influenced local decision makers to revise the forest laws to better regulate charcoal and wood exports.

Beyond the IUCN Red List

The IUCN Red Listing is only part of our applied research work. Our national and watershed-scale biodiversity assessments showed remarkable results in 2009. In India our Mangroves for the Future initiative led to the discovery and confirmation of new areas, uses, values and 14 undocumented species of mangrove. In Morocco a freshwater assessment of river taxonomy in the Moulouya basin exemplified an Africa-wide initiative to integrate aquatic biodiversity into the development processes. In the Indian Ocean, we assessed the biodiversity-rich and complex marine ecosystems of seamounts, collecting more than 7,000 species of fish, shrimp, squid and other gelatinous creatures to improve marine resource management and reduce fisheries by-catch.

Local forest voices echo in global arenas

Everyone wants good governance, transparency and accountability in the forest sector. Last year IUCN helped deliver them. We brokered a voluntary agreement between Ghana and the European Union on the export and import of timber, consolidating and strengthening forest law to ensure compliance in timber production for foreign and domestic markets. An emerging licensing system will provide market assurance and visibility in the EU for properly licensed Ghanaian timber exports. IUCN then introduced China's State Forestry Administration to this voluntary partnership agreement process. This type of work is carried out under IUCN's project Strengthening Voices for Better Choices. This project also included work

in Brazil, DR Congo, Ghana, Sri Lanka, Tanzania and Viet Nam, demonstrating the benefits of opening forest governance to a wider network of stakeholders and institutions. Lessons learned have been incorporated into IUCN's climate change and forest governance work for the next stage of Reduced Emissions from Deforestation and forest Degradation (REDD).

Renewing reserves through people

To strengthen, establish and better manage protected areas such as national parks, IUCN advised many governments in 2009. IUCN helped Tunisia revise national legislation to empower women through coastal tourism jobs in Zaghouan and El Chaambi National Parks by marketing esparto handicraft. In West Africa, we trained 50 local people in how to improve management of national protected areas systems for 28 sites in Togo, Chad, Mauritania, Mali, Guinea-Bissau, Guinea, Côte d'Ivoire and Burkina Faso. And in the Caribbean, Red Sea, Pacific and Indian Oceans, IUCN improved coral reef management in marine protected areas. Working with governments, we illustrated and prioritized which focal strategies—protection, water quality, pollution control, mangrove conservation, harvesting and fisheries regulation—make coral reefs more resilient to bleaching and algal overgrowth.

CHANGING THE CLIMATE FORECAST

Climate change is having severe impacts on biodiversity and ecosystems. Certain iconic species, for example the polar bear, are seeing their habitats shrink and disappear, other species are seeing their breeding patterns disrupted, while changing weather patterns are resulting in more and increasingly severe extreme weather events. Reversing these trends will require reducing emissions and increasing the greenhouse gas storage capacity of soils, vegetation and oceans.

IUCN is monitoring impacts of climate change on biodiversity and using this information to influence policies and best practice in support of the adoption of sound natural resource policies to tackle climate change. A major focus of IUCN's work in this area is participation in the UN Reducing Emissions from Deforestation and forest Degradation (REDD) initiative, a collaborative nature-based solution that puts forest biodiversity at the heart of climate adaptation and mitigation efforts.

OUR WORK

However, even if we do succeed, it is now clear that the climate will continue to change for several decades. Healthy ecosystems will be crucial to help people adapt. IUCN therefore supports efforts to ensure that funds and policies are mobilized for adaptation and uses its knowledge to develop scenarios to develop and improve adaptation strategies.

The road to Copenhagen

Much of IUCN's climate change work in 2009 focused on the UN Climate Change conference in Copenhagen in December. IUCN positioned itself, coordinated its message and worked to ensure that Members and delegates were focused on promoting the value of nature-based solutions to climate change. IUCN put forward a raft of possible practical solutions including its Climate Change and Development project in Tanzania, Mozambique and Zambia; pro-poor REDD projects in Guatemala, Indonesia, Liberia, Cameroon and Ghana; the Water and Nature Initiative in Guatemala and Tanzania; the Mangroves for the Future project in the Indian Ocean; and the PACT 2020 mechanism with the World Commission on Protected Areas. Although Copenhagen failed to deliver on many of the desired outcomes, IUCN succeeded in promoting the importance of nature-based solutions such as REDD.

Working together in South America

During 2009, IUCN Members in South America took direct action to tackle climate change. The Sociedad de Derecho Ambiental in Peru documented the daily struggle of indigenous and local communities to adapt to changing climate patterns in a publication entitled *The climate is changing, so is my life*. While in Colombia, the Fundación Natura Colombia promoted and applied in four key provinces CarbonoCero, a voluntary carbon emission mitigation mechanism. Thanks to the actions of these Members, civil society, private and public sector actors promoted community-driven mitigation through forest landscape restoration, sustainable agricultural production, REDD and other pro-poor initiatives throughout the region.

Making sense of international agreements

Growing awareness of biodiversity and environmental challenges has resulted in a raft of international agreements and environmental conventions. Governments face a plethora of instruments, many with overlapping obligations, often making implementation and compliance under international law confusing. IUCN teamed up with the United Nations Environment Programme (UNEP) and the World Conservation Monitoring Centre to create TEMATEA, a series of issues-based modules to streamline and support government implementation of biodiversity-related conventions and agreements. During the Copenhagen Conference in December 2009, IUCN launched the module on biodiversity and climate change to help governments prepare national strategies, implement their obligations and share knowledge among other experts.

NATURALLY ENERGIZING THE FUTURE

IUCN aims to help develop and implement sustainable, equitable and efficient energy systems. Economic and development imperatives are increasing global demand for energy. Yet, today there is growing awareness that traditional dependence on fossil fuels will not be sustainable in the long term and that a new mix of energy sources—including wind and wave power, hydroelectricity, photovoltaics—will be necessary. Developing new sources of power carries risks for biodiversity. Managing the transition away from dependence on petroleum-based fuels therefore represents a major challenge.



CONSERVING BIODIVERSITY
CHANGING THE CLIMATE FORECAST
NATURALLY ENERGIZING THE FUTURE
MANAGING ECOSYSTEMS FOR HUMAN WELL-BEING
GREENING THE WORLD ECONOMY

IUCN recognizes the growing demand for power, a situation made all the more unavoidable in light of the 1.6 billion people currently without access to electricity and the 2 billion people who depend on traditional biomass for their energy needs. IUCN therefore supports the transition to sustainable energy systems. As part of these efforts, it generates knowledge about the impacts of alternative energy sources on biodiversity, seeks to design policy measures to improve governance in this area, and to demonstrate the opportunities for conserving biodiversity while developing new energy sources.

Ensuring sustainable biofuels

In 2009, IUCN worked with the Roundtable on Sustainable Biofuels, an initiative of the Energy Centre at Switzerland's EPFL, on the links between biofuels and invasive species. While biofuels can reduce carbon emissions, provide employment for farmers and provide secure energy, they can also threaten human and natural communities if they introduce or themselves become invasive. IUCN brought together plant experts from public, private, NGO and research backgrounds to investigate. Although there was a particular focus on Africa, the findings can be scaled-up and applied globally. IUCN also helped the European Commission to identify and avoid developing biofuels in biodiversity-rich landscapes by showing European governments how to sustainably interpret the biofuels regulatory framework. Given Europe's market size and ambitious 10% target for renewable energy use in transport, the knock-on effects will be global.

Green energy solutions in Oceania...

Several remote island nations in Oceania, including Tonga and Tuvalu, lack a well-developed electricity grid and rely on costly imported diesel for transportation and lighting. During 2009, IUCN coordinated the efforts of six Pacific Island nations to transition to economically efficient, ecologically sustainable and socially equitable energy solutions. With abundant sunshine, IUCN introduced new solar systems in Tonga, helping the average household reduce diesel fuel consumption by about six litres per day and providing lighting for longer periods. In Tuvalu, IUCN supplied a 46 kW photovoltaic system to the local secondary school—enough to provide electricity all day and every day. This saved 60,000 litres of diesel, cut carbon emissions by 60 tonnes and freed up Aus\$ 90,000 for investment elsewhere. The project also established a network of energy practitioners who will train others and scale up the project for replication in other regions, including the Caribbean.

... and in Bangladesh

A similar programme was implemented in Bangladesh where IUCN Member BRAC, with funding from the World Bank, has been promoting solar energy for the 50,000 rural households outside the energy grid. Thanks to micro-enterprise loans, villagers are able to choose from a range of home packages which offer electricity for up to four hours per day. To date, the project has successfully installed 36,830 solar panels bringing renewable energy to 180,000 rural people.

OUR WORK

MANAGING ECO-SYSTEMS FOR HUMAN WELL-BEING

IUCN aims to improve livelihoods, reduce poverty and vulnerability, and enhance human security through sustainable resource management. It is now widely accepted that ecosystem degradation and its consequences such as depletion of fisheries and loss of soil fertility, reduce the capacity of ecosystems to meet human needs, provide food and offer livelihoods, resulting in poverty and increased vulnerability. It is also a major factor in conflict and insecurity. Some of the worst affected communities include women and indigenous peoples.

IUCN mobilizes the best available science and traditional knowledge to convince policy makers of the importance of biodiversity and ecosystems in poverty alleviation and demonstrate the link between conservation and human well-being. It does this through the development of policies and strategies designed to support vulnerable and poor stakeholders—especially women and indigenous people—to sustainably manage ecosystems for improved livelihoods and to reduce conflict. IUCN combines tools needed to address several key dimensions of poverty including assets and opportunities, power and voice, and security and capabilities. The most important on-going initiatives under this programme include the Livelihoods and Landscapes initiative, the Water and Nature Initiative and Mangroves for the Future.

A shared vision for the Sava River

The biodiversity-rich Sava River floodplains in the Balkans provide livelihoods and security for the people that live there, in addition to offering significant protection against flooding. However, they will only be able to continue to

deliver provided transboundary cooperation among Slovenia, Croatia, Bosnia and Herzegovina, and Serbia is secured and strengthened. In 2009, IUCN brought together different sectors from the concerned countries to discuss cooperation and how best to reconcile the need for economic development in the region with the protection and sustainable use of biological and landscape diversity. A similar project in the Dinaric Arc of the Western Balkans is improving human well-being through improved regional coordination and management of cross-border, biodiversity-rich protected areas in Bosnia, Croatia, Montenegro and Albania. The area is the most water-rich region of the Mediterranean, hosts unspoilt forests and is home to healthy populations of lynx, bears and wolves.

Linking conservation and livelihoods

During 2009, IUCN worked with several forest-dependent communities in South America to improve market access for non-timber forest products including medicinal and aromatic plants, thereby enhancing local incomes and offering an incentive for forest restoration and sustainable management. We also introduced them to the FairWild Standard, a mechanism which promotes quality and safety assurance among producers. Thanks to this standard, in Brazil, a community women's association has been able to enter into an agreement with a local healthcare company, Bereca, to share knowledge and market eight species of essential oils.



Local communities restore landscapes

In the Doi Mae Salong forest landscape in northern Thailand, IUCN demonstrated the importance of local community knowledge in restoring degraded landscapes. As part of a three-year project, IUCN assisted local communities in securing greater market access for non-timber forest products, establishing an ecotourism network, and securing forest tenure rights. Thanks to their empowerment, local communities were provided with an incentive to conserve and restore the landscapes. Together they planted 800,000 trees and built hillside contours as well as 200 dams to slow run-off and heavy erosion. Local farmers also terraced five hectares of new irrigated rice paddies thereby reducing pressure on the forests. Finally, IUCN introduced the local community network to the use of corn residue as a substitute for chemical fertilizer thereby reducing costs while boosting income from production of organic tea.

Scaling up transboundary cooperation

In the Volta River Basin of West Africa, IUCN successfully prepared codes of conduct for countries whose national borders are delineated by rivers. Often created in colonial times, these river boundaries have become sources of tension among neighbouring countries and local communities. Failure to coordinate use of shared

resources and the absence of transborder governance mechanisms simply exacerbated the tensions leading to insecurity and damaged livelihoods. The success of the African experience led IUCN to adapt and transfer lessons learned and apply them to the Suchiate and Coatan watersheds between Guatemala and Mexico. This transboundary approach is now being scaled up and replicated across Central America where it is being applied in the Rio Paz Basin shared by El Salvador and Guatemala, the Sixaola watershed in Costa Rica and Panama, and the San Juan watershed between Nicaragua, El Salvador, Honduras and Nicaragua.

Greening Johannesburg

IUCN received one of the Johannesburg City Parks Environmental Awards in 2009 for its substantial contribution to building a greener, more sustainable and better environment. The award recognized IUCN as the best environmental organization that has given technical support to the City of Johannesburg, especially through the 2010 Greening Soweto Initiative. This initiative has transformed Soweto's dry and dusty streets into vibrant green spaces with social and ecological returns. The main route to the stadium where the final of the 2010 FIFA World Cup will be held was also greened with local indigenous trees.

OUR WORK

Governance for biodiversity and livelihoods

From Ghana, Burundi and Cameroon to Tanzania, Mali and Burkina Faso, IUCN ensured that forests benefit local communities by securing their land tenure rights under some form of local and participatory forest management. Tenure rights led to restoration in Sudan, soil terracing in Uganda, a forest inventory in Mali and joint forest management in Tanzania. The new Growing Forest Partnerships initiative places forest-dependent communities at the centre of partnerships that identify gaps and fill them. In Ghana, IUCN helped diagnose existing weaknesses and found opportunities to reform land and tree tenure. In Nepal, Macedonia and Panama, IUCN engaged indigenous peoples and smallholder family forest owners to identify opportunities and challenges for forest investment. In Northern Kenya our multi-stakeholder process helped Boran pastoralists strengthen their rights over the land by documenting their customary law. At the international level, IUCN brokered agreements between foreign investors and those who manage or have substantial decision-making power over local forest resources.

imperfections. Yet, despite their importance, at present these linkages remain poorly understood among decision makers in government and business, as does the full value of environmental goods and services. The result is a lack of sustainable management of ecosystems.

IUCN's work in this area focuses on gathering and communicating knowledge about the impacts of economic activities on ecosystems and biodiversity to ensure that they are well understood. At the same time, it seeks to develop analytical tools to demonstrate the full economic value of biodiversity. Finally, it seeks to build knowledge and capacity among government agencies and private businesses to tackle the adverse impacts on biodiversity of their economic and commercial decisions.

Valuing biodiversity as a business asset

During 2009, IUCN participated in the UNEP-led project on The Economics of Ecosystems and Biodiversity (TEEB). This initiative, which brings together scientists, economists and policy makers, seeks to put a price on nature's assets, both lost and preserved. IUCN went one step further by establishing the TEEB for Business Initiative, a network of contributors whose role is to identify best practice in business as well as gaps and opportunities for business investment. It addresses a broad range of sectors and impacts including mining and oil/gas infrastructure, biodiversity-dependent agriculture and fisheries sectors, and the banking and insurance sectors. It also addresses businesses that trade in ecosystem services or biodiversity-related products including ecotourism, eco-agriculture and bio-carbon.

GREENING THE WORLD ECONOMY

IUCN integrates ecosystem conservation values in economic policy, finance and markets. At the same time, IUCN leverages market forces to develop new sources of financing for conservation activities.

All aspects of the global economy, from raw materials to manufacturing to trade and commerce, are heavily dependent on healthy biodiversity and ecosystems. At the same time, many environmental problems have an economic component and many are driven by market

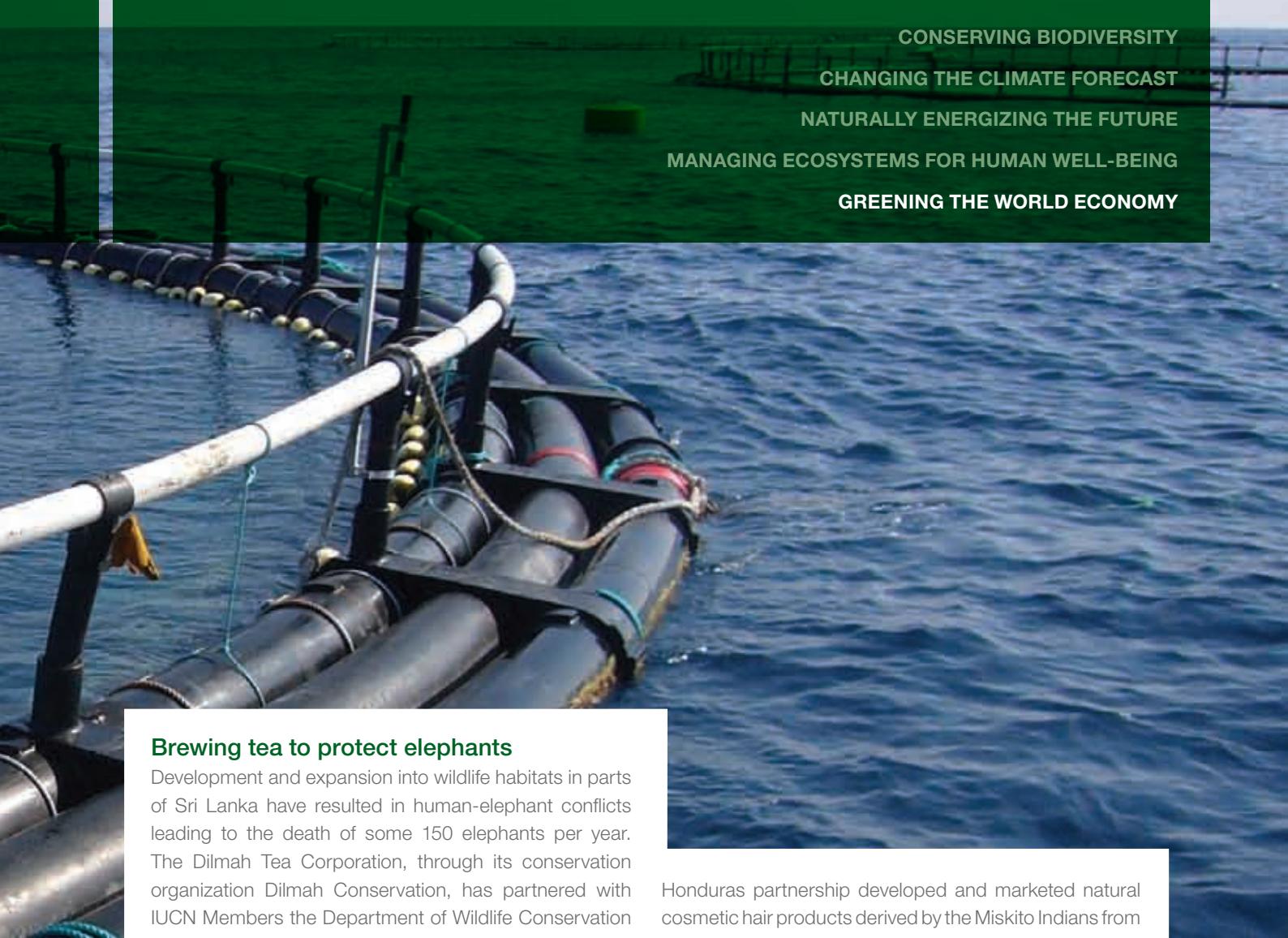
CONSERVING BIODIVERSITY

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Brewing tea to protect elephants

Development and expansion into wildlife habitats in parts of Sri Lanka have resulted in human-elephant conflicts leading to the death of some 150 elephants per year. The Dilmah Tea Corporation, through its conservation organization Dilmah Conservation, has partnered with IUCN Members the Department of Wildlife Conservation and the Ministry of the Environment to establish the Elephant Information Centre, a venue to educate local people about the habits and needs of elephants, explain the conflict, and search for solutions to minimize negative interactions between people and nature.

Harvesting the wild

The sustainable harvest, production and marketing of naturally derived products is a popular approach to biodiversity business. IUCN Members all over the world included local communities in running businesses, directing resources back to local inhabitants, and increasing local support for conservation. The Al Shouf Cedar Nature Reserve in Lebanon developed and promoted a range of over 70 natural wildlife products. A

Honduras partnership developed and marketed natural cosmetic hair products derived by the Miskito Indians from endemic batana nuts or ojon palm. A Nepal consortium markets handmade paper and essential oils to develop a flourishing non-timber forest sector in the Himalayas improving management of 80,000 hectares of forest and pasture while benefitting over 15,000 households.

Aquaculture producers work with IUCN

Wild fish stocks are being exhausted in the Mediterranean. Although aquaculture offers solutions to the present crisis, it competes with other coastal activities. IUCN works with the aquaculture industry through the Federation of European Aquaculture Producers (FEAP). In 2009 two new guides for the sustainable development of aquaculture in the Mediterranean were produced, the result of dialogue among the industry, conservation organizations and scientists. The guides include site selection, site management, responsible practices and certification.

OUR RESPONSIBILITY



As the world's foremost conservation organization, IUCN has a duty to provide leadership by working in an ethically and socially responsible manner.

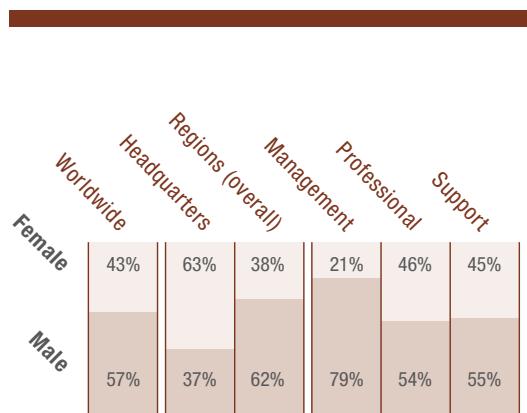
As a decentralized multicultural and multilingual organization, IUCN expects and actively promotes the highest standards of conduct and professional ethics from its staff. A new global Code of Conduct and Professional Ethics for all staff was implemented in 2009 along with an Anti-Fraud Policy. The Code has several core principles including integrity, trustworthiness and accountability; transparency; reliability and responsiveness; equality, inclusiveness and respect for the diversity of people; dignity and personal values; and environmental responsibility.

In order to translate these values into reality, IUCN has invested in developing systems to implement such policies effectively. In particular, a new global Human Resources Management System was launched in 2009 to help manage implementation of the Code of Conduct as well as other areas such as learning and recruitment.

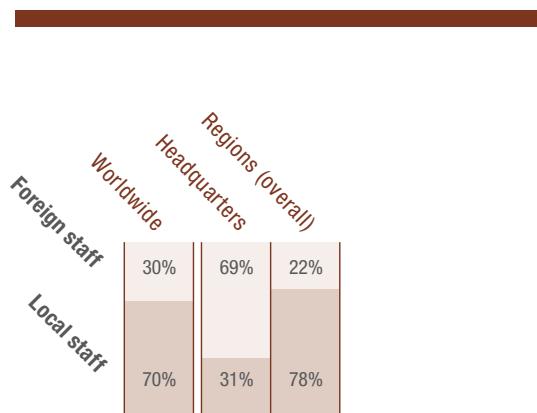
IUCN now monitors its environmental performance including use of electricity, water, paper and fuel in all offices and locations. It also assesses and monitors greenhouse gas emissions across the Union and an improved carbon offset system for staff air travel was implemented in 2009. IUCN also introduced a series of measures to improve environmental performance including efforts to reduce the need for carbon-intensive air travel. These efforts are beginning to bear fruit: the number of air miles travelled by IUCN staff and consultants for work fell from around 12 million in 2008 to around 10 million in 2009.



Gender balance



Local talent



OUR FINANCES

Despite the difficult economic climate, in 2009 IUCN successfully balanced the books. We raised a total income of CHF 131.2 million from donor sources including governments (61%), multilaterals (10%), non-governmental organizations (5%), Members (9%), and others (15%). Of this, CHF 88 million was earmarked for specific project activities, CHF 24 million was received from framework donors for core activities, and CHF 11.4 million was raised from Members through membership dues, also for core activities.

At the end of 2009, total reserves amounted to CHF 19.2 million, including a designated reserve of CHF 1.2 million for the 2012 World Conservation Congress. The overall turnover was in line with the four-year Financial Plan approved at the World Conservation Congress in Barcelona in 2008.

The 2009 financial statements were audited by accountancy firm Deloitte who confirmed that they contain no material misstatements and comply with

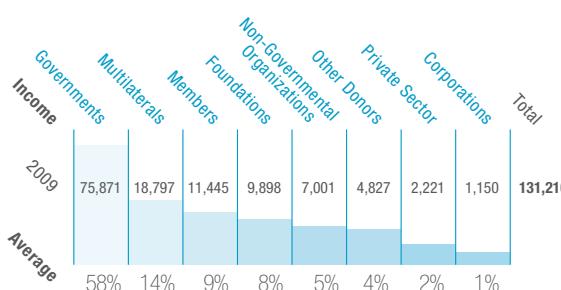
Swiss law and IUCN's own statutes and accounting policies. Detailed financial statements together with the auditor's report are available on our website at www.iucn.org/about/union/secretariat/finances.

A significant proportion of IUCN's core income comes from official development assistance (ODA). Although this is likely to continue, the global financial crisis nonetheless raises concerns about the level of financial support that IUCN can expect to keep receiving from this source. As a result, in 2009, IUCN launched several initiatives to expand and diversify its funding base and generate core revenue from new sources. In particular, a philanthropy campaign was launched, targeting high net-worth individuals.

Activities for 2010 have been budgeted at CHF 135 million, a similar level to 2009.

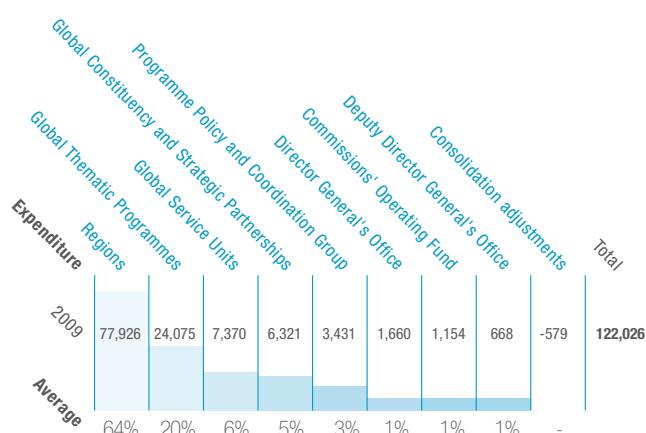
Contributions by Donor Category

(in thousands of Swiss francs)



Total Expenditures

(in thousands of Swiss francs)



**CONSOLIDATED BALANCE SHEET
AS AT 31 DECEMBER 2009**

(in CHF 1,000)

ASSETS

Current assets

	2009	2008
Cash and short term bank deposits	57,255	70,095
Financial assets	17,606	0
Membership dues receivables	1,778	3,748
Staff receivables	238	519
Receivables from partner organizations	805	616
Advances to implementing partners	4,191	2,059
Other account receivables	2,377	2,832
SUBTOTAL	84,250	79,869
Framework agreements receivables	690	853
Project agreements receivables	3,694	13,805
TOTAL CURRENT ASSETS	88,634	94,527

Non-current assets

	2009	2008
Fixed assets (net)	34,126	21,201
Intangible assets	1,244	0
TOTAL NON-CURRENT ASSETS	35,370	21,201

TOTAL ASSETS

124,004

115,728

LIABILITIES AND FUND BALANCES

Current liabilities

	2009	2008
Membership dues paid in advance	1,441	1,186
Accounts payable and accrued liabilities	4,957	4,913
Social charges payable	497	590
Staff leave and repatriation	1,020	862
Advances by donors on project agreements	52,487	57,436
Deferred income framework agreements	7,237	3,637
Deferred income buildings	503	308
New building loan	389	0
Miscellaneous current liabilities	873	2,729
TOTAL CURRENT LIABILITIES	69,404	71,661

Provisions

	2009	2008
Membership dues in arrears	480	1,548
Projects in deficit	1,124	2,754
Staff termination	2,042	2,605
TOTAL PROVISIONS	3,646	6,907

Reservations

	2009	2008
World Conservation Congress and statutory commitments	0	1,481
TOTAL RESERVATIONS	0	1,481

Non-current liabilities

	2009	2008
Long term deferred income	22,132	10,176
Loan	9,621	7,800
TOTAL NON-CURRENT LIABILITIES	31,753	17,976

Reserves

	2009	2008
IUCN Fund	7,185	7,192
Currency translation adjustment	1,323	1,056
Reserve for 2012 Congress	1,262	0
Cost Centres reserves	3,715	7,963
Secretariat contingency fund	5,716	1,492
TOTAL RESERVES	19,201	17,703

TOTAL LIABILITIES AND FUND BALANCES

124,004

115,728

**CONSOLIDATED INCOME AND EXPENDITURE STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2009**

(in CHF 1,000)

	2009				2008			
	Secretariat Unrestricted	Framework Agreements	Project Agreements	Total	Secretariat Unrestricted	Framework Agreements	Project Agreements	Total
EXTERNAL OPERATING INCOME								
Membership dues	11,445	0	0	11,445	11,070	0	0	11,070
Swiss Government tax rebates	1,863	0	0	1,863	1,796	0	0	1,796
Agreements income	473	24,221	88,209	112,904	463	25,437	88,807	114,707
Publication sales and subscriptions	34	0	0	34	39	0	13	52
Other operating income	3,051	1	1,912	4,964	2,488	0	3,030	5,518
TOTAL EXTERNAL OPERATING INCOME	16,866	24,222	90,122	131,210	15,856	25,437	91,850	133,143
INTERNAL ALLOCATIONS								
Frameworks allocations	18,561	(20,118)	1,058	(499)	23,337	(25,176)	1,820	(19)
Cross charges from projects	23,172	0	(22,561)	611	23,759	1,001	(28,275)	(3,515)
Other internal allocations	1,300	(52)	(952)	296	443	(204)	3,727	3,966
Revaluation of internal allocations balances	(569)	0	161	(408)	(785)	1	352	(432)
NET ALLOCATION	42,464	(20,170)	(22,294)	0	46,754	(24,378)	(22,376)	0
OPERATING EXPENDITURE								
Personnel costs	45,953	9	30,374	76,335	44,824	130	27,737	72,691
Travel and communications	3,311	24	10,409	13,744	3,804	21	12,140	15,965
Vehicles & equipment - costs & maintenance	1,896	0	2,553	4,449	1,850	7	2,419	4,277
Office and general administrative costs	4,163	0	1,868	6,031	4,347	1	6,172	10,520
Publications and printing costs	695	1	2,236	2,932	1,153	1	4,968	6,122
Workshops and grants to partners	1,162	419	15,607	17,188	2,192	435	15,947	18,573
Other operating expenditure	349	0	997	1,346	589	0	737	1,326
TOTAL OPERATING EXPENDITURE	57,529	453	64,044	122,026	58,759	595	70,120	129,474
NET OPERATING SURPLUS	1,802	3,600	3,783	9,185	3,851	464	(646)	3,669
OTHER INCOME (EXPENDITURE)								
Interest income	305	0	91	396	2,016	0	206	2,222
Financial charges	(232)	0	(156)	(388)	(254)	(0)	(192)	(446)
Capital gains (losses)	18	0	0	18	(309)	0	0	(309)
Net gains/(losses) on foreign exchange	335	0	(196)	139	(3,222)	0	(25)	(3,247)
Exchange differences on revaluation of project balances	0	0	(237)	(236)	(0)	(3)	(2,286)	(2,289)
Net movements in provision and write-offs	(2,485)	0	2,525	40	(2,798)	0	9	(2,790)
Cost of building competition	(632)	0	0	(632)	0	0	0	0
2008 Congress surplus	2,121	0	(650)	1,471	0	0	0	0
TOTAL OTHER INCOME (EXPENDITURE)	(570)	0	1,378	808	(4,567)	(3)	(2,288)	(6,860)
NET SURPLUS (DEFICIT) FOR THE YEAR	1,232	3,600	5,161	9,993	(716)	461	(2,934)	(3,190)
Movements in framework receivables/ deferred income	0	(3,600)	0	(3,600)	0	(461)	0	(461)
Movements in projects advances and deferred income	0	0	(5,161)	(5,161)	0	0	2,934	2,934
Allocation to IUCN Fund	7	0	0	7	140	0	0	140
Allocation to 2012 Congress reserve	(1,262)	0	0	(1,262)	0	0	0	0
NET MOVEMENT IN BALANCE FROM OPERATIONS	(23)	0	0	(23)	(576)	0	0	(576)

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