



THE NATURE OF PROGRESS

Annual Report 2010

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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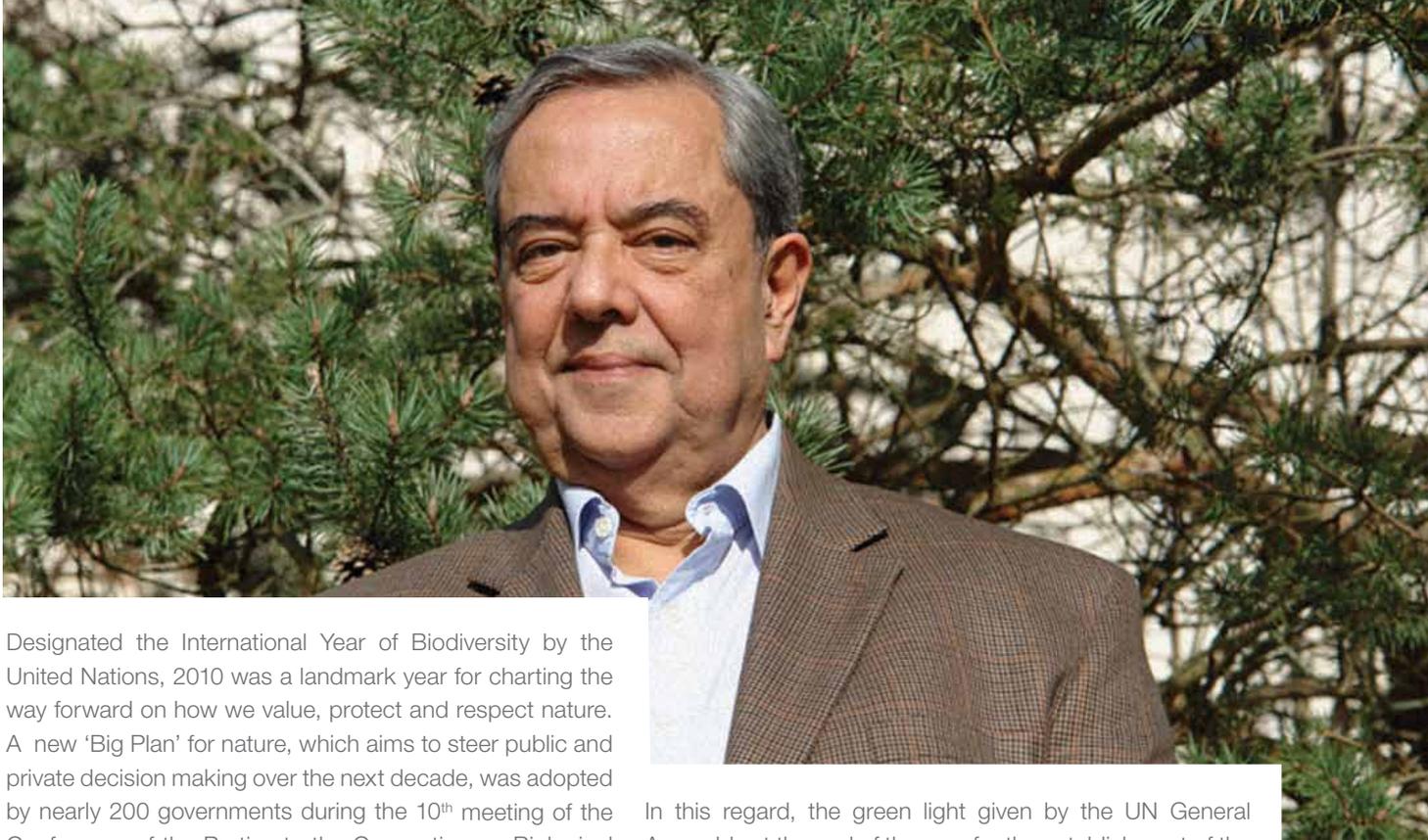
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FOREWORD

“Our challenge over the next decade is to bring all parts of society, from the local to the global world, to feel the same sense of urgency and respect for nature that we do.”



Designated the International Year of Biodiversity by the United Nations, 2010 was a landmark year for charting the way forward on how we value, protect and respect nature. A new ‘Big Plan’ for nature, which aims to steer public and private decision making over the next decade, was adopted by nearly 200 governments during the 10th meeting of the Conference of the Parties to the Convention on Biological Diversity (CBD) in Nagoya, Japan in October.

The Nagoya Conference brought out the best in IUCN. Members, Commissions, Councillors and Secretariat staff from all over the world, not to mention many partners and friends, worked together to help ensure this success.

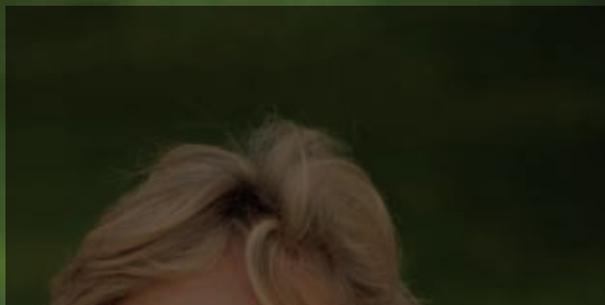
With the agreements in place, our sense of jubilation must make way for a lot more hard work over the next decade—beginning now. IUCN has a crucial role to play in delivering on the promises of Nagoya and meeting the challenge of really putting biodiversity at the heart of how our nations, economies and communities are run.

In this regard, the green light given by the UN General Assembly at the end of the year for the establishment of the Intergovernmental Science–Policy Platform on Biodiversity and Ecosystem Services (IPBES) in 2011 augurs well for a strengthened role of biodiversity and ecosystems in decision making.

Unfortunately, 2010 will not only be remembered as a year of biodiversity achievements but also biodiversity-related disasters. The April 20th Deepwater Horizon explosion in the Gulf of Mexico led to the loss of 11 lives and the contamination of approximately 180,000 km² of biodiversity-rich marine and coastal ecosystems—a stark reminder of the kind of devastating impact human activities can have on the environment.

On addressing another human-induced global threat—climate change—much of IUCN’s work in 2010 focused on helping rebuild confidence in the UN-led negotiations after the breakdown of climate talks in Copenhagen. These

next ten years is to
in all parts of the
sense of responsibility



efforts were rewarded at the UN Climate Conference in Cancun, Mexico, when governments agreed on some small but important steps that lay the foundations for a future climate deal. IUCN also used its reach and influence to promote natural solutions—such as ecosystem-based adaptation—for addressing climate change.

In many ways, 2010 was a year of gearing up the Union to better deliver on its mission—from rethinking the fundamental ways in which the Programme is being delivered by the three strands of IUCN, to making our operations more efficient thanks to new technologies.

2010 also brought in new partners—governments, organizations, companies, foundations and individuals—as well as 75 new Members, including two States. New alliances, such as the SOS – Save Our Species or Sargasso Sea Alliance, were formed. IUCN's scientific evaluations were delivered to assist decision making on issues including trade in endangered wildlife and world natural heritage. IUCN's outreach has grown, evidenced by its strengthened media presence.

Halfway through the current four-year IUCN Programme, we also began to look forward to the next IUCN Congress taking place in Jeju, Republic of Korea in September 2012. The slogan of the Congress, Nature+, captures the fundamental importance of nature and its inherent link to every aspect of our lives.

Our challenge over the next ten years is to bring all parts of society, in all parts of the world, to feel the same sense of responsibility for nature that we do. We cannot lose this momentum or this enthusiasm. In a world where bank and government bailouts still demand billions of dollars or Euros, where poverty and injustice are still rampant, and where nature is still losing ground daily, there is simply too much at stake and no time to waste.

We are grateful for your continued support in 2010 and look forward to working with you in 2011.

ASHOK KHOSLA – PRESIDENT
JULIA MARTON-LEFÈVRE – DIRECTOR GENERAL

HIGHLIGHTS OF 2010



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.

CELEBRATING BIODIVERSITY

21 January — IUCN celebrates the launch of the International Year of Biodiversity at UNESCO headquarters in Paris, with IUCN Director General as one of the speakers.

ALIEN INVASION

22 January — The Global Invasive Species Programme (GISP), of which IUCN is a partner, launches a new report on the impact of invasive alien species, which are considered one of the top three threats to life on this planet.

BRINGING BISON BACK TO NORTH AMERICA

2 March — A new IUCN publication, *American Bison: Status Survey and Conservation Guidelines 2010*, reports on the current status of American bison and makes recommendations on how to ensure that the species is conserved for the future.

THREATENED CAVIAR

18 March — The latest update of the IUCN Red List of Threatened Species™ finds that 85% of sturgeons are at risk of extinction, making them the most threatened group of animals.

RHINOS IN DANGER

22 March — A key IUCN report into the escalating rhino poaching crisis in South Africa helps convince Parties at a CITES (Convention on International Trade in Endangered Species of Wild Fauna and Flora) meeting to back better rhino protection measures.

MARINE PARTNERSHIP

1 April — IUCN and the *Fondation Prince Albert II de Monaco* sign a new partnership to protect the marine environment.

A PRICE TO MEASURE BIODIVERSITY

8 April — In an article in *Science* entitled “The Barometer of Life” a team of scientists, including those from IUCN and Conservation International, has for the first time come up with the price tag of US\$60 million to learn about the conservation status of millions of species.

MANGROVES IN PERIL

9 April — More than one in six mangrove species worldwide are in danger of extinction according to the first-ever global assessment on the conservation status of mangroves for the IUCN Red List of Threatened Species™.

BAILOUT FOR THE PLANET

6 May — During a technical UN Biodiversity meeting in Nairobi, Kenya, IUCN calls on governments to come up with a ‘bailout plan,’ a 10-year strategy that will help countries halt and reverse the loss of biodiversity.

BETTER BIODIVERSITY SCIENCE

17 May — IUCN supports the creation of the proposed Intergovernmental Platform on Biodiversity and Ecosystem Services (IPBES), to improve biodiversity science and increase dialogue between science and policy makers.

SEISMIC EFFECTS ON WHALES

24 May — In a letter to Russian Prime Minister Vladimir Putin, IUCN urges the Russian government to postpone a planned seismic survey by Russian oil company Rosneft which would pose a major threat to the critically endangered Western Gray Whale population.

MEDITERRANEAN FOCUS

25 May — IUCN and Spanish authorities sign a Memorandum of Understanding to maintain the IUCN Centre of Mediterranean Cooperation and its activities in Malaga.

MASS MORTALITY IN THE URAL

28 May — 12,000 critically endangered Saiga antelopes are found dead in western Kazakhstan.

PRETTY IN GREEN

4 June — IUCN inaugurates its new Conservation Centre in Gland, Switzerland, setting a benchmark for sustainable office construction.

PROTECTING THE DEEP BLUE

7 June — Following the catastrophic Deepwater Horizon oil spill in the Gulf of Mexico, IUCN calls for a global moratorium on oil and gas exploitation in ecologically sensitive areas, including deep ocean and polar areas.

ADAPTING TO CLIMATE CHANGE

8 June — IUCN publishes a new report, *A Framework for Social Adaptation to Climate Change: Sustaining Tropical Coastal Communities and Industries*, to help coastal communities and industries adapt to climate change.

TALKING CLIMATE

11 June — Signs of renewed confidence about a possible global climate deal in Mexico at the end of 2010 appear during the two-week talks in Bonn under the UN Framework Convention on Climate Change (UNFCCC).

GREENING BLUE ENERGY

24 June — *Greening blue energy*, launched by IUCN with E.ON and the Swedish International Development Cooperation Agency is welcomed as the most comprehensive guide to date for assessing impacts of offshore wind energy on marine ecosystems and biodiversity.



RIO TINTO COMMITS

12 July — IUCN and Rio Tinto enter into a formal collaboration agreement to work together over a three-year period to, amongst other things, help the company achieve its commitment to a net positive impact on biodiversity in its operations.

BIODIVERSITY BALANCE SHEET

13 July — IUCN and partners publish a major report on The Economics of Ecosystems and Biodiversity (TEEB), highlighting that business leaders in biodiversity-rich developing economies are concerned about losses of 'natural capital'.

JUST DESERTS

27 July — At the annual UNESCO World Heritage Committee meeting IUCN calls for a systematic effort to identify, list and conserve more deserts through the World Heritage Convention.

GALAPAGOS TROUBLE

29 July — The World Heritage Committee decides to remove the Galapagos Islands from the World Heritage in Danger List, despite IUCN's recommendation to the contrary.

DANGER LIST

30 July — Following the recommendations of IUCN, important rainforest areas in Madagascar and the Everglades National Park are added to the List of World Heritage in Danger at the World Heritage annual meeting.

NEW WORLD HERITAGE JEWELS

2 August — Recommended by IUCN, the landscapes of France's La Reunion Island, Russia's Siberian Putorana Plateau and the Phoenix Islands Protected Areas of Kiribati are added to the List of Natural World Heritage sites by UNESCO.

AFRICAN FRESHWATER SPECIES

2 September — The first comprehensive assessment of 5,167 African freshwater species for the IUCN Red List of Threatened Species™ reveals that 21% of freshwater species in continental Africa are threatened with extinction, putting the livelihoods of millions of people at risk.

SOLAR PRIZE

3 September — The 2010 Swiss Solar Energy Prize is awarded to the ground-breaking solar energy system created by Romande Energie on IUCN's new Conservation Centre.

FALL OF THE UNICORN

16 September — One of the most enigmatic animals in the world, the saola, is seen for the first time in more than 10 years. Caught by villagers in Lao, the animal unfortunately dies in captivity.

OCEAN SOLUTIONS

19 October — IUCN launches a new publication entitled *Global Ocean Protection: Current Trends and Future Opportunities*, which looks at the state of our oceans and offers solutions that will restore our marine resources while meeting future human demands.

FINAL COUNTDOWN

20 October — Countdown 2010, an IUCN initiative, officially closes in Nagoya by revealing the best efforts of 1,000 conservation organizations around the world to save biodiversity.

REPORTING ON NATURE

26 October — The 2010 IUCN–Reuters–COMplus Media Award for Excellence in Environmental Reporting is given to two journalists for their articles on saving the forests in Madagascar and Brazil.

SAVE OUR SPECIES

28 October — IUCN with the Global Environment Facility and the World Bank launch the Save Our Species (SOS) initiative with more than \$US10 million in financing commitments. Mobile phone giant Nokia also announced a significant financial commitment.

DEADLINE LIFE

29 October — Governments meeting at the UN Convention on Biological Diversity negotiations in Nagoya approve a new 10-year Strategic Plan to reduce pressures on the planet's biodiversity and take urgent action to save and restore nature.

FOUND: NEW SQUID

15 November — A new species of squid is discovered by scientists analyzing 7,000 samples gathered during an IUCN-led seamounts cruise in the southern Indian Ocean in 2009.

YEAR OF THE TIGER

21 November — IUCN participates in the International Tiger Forum held in St. Petersburg to discuss how to bring the tiger back from extinction.

SHARING REDD

7 December — Governments need to make sure vulnerable people get their fair share of benefits from REDD (Reducing Emissions from Deforestation and forest Degradation) initiatives, says IUCN following a study of 17 countries.

CLIMATE FUND FOUNDED

10 December — Governments at the UN climate talks in Cancun, Mexico, approve a series of tangible if modest steps that set up a 'global climate fund'.

OUR UNION



IUCN is a unique union with three strands working together. The first strand is comprised of the Union's 1,138 **Members**, the second of the more than 11,000 experts grouped into six volunteer **Commissions**, and the third of the 1,022 staff working across 46 locations in a decentralized global **Secretariat**.

IUCN has Members or staff in more than 170 countries, working together on a daily basis to change the way the world uses, protects and invests in nature. The whole Union comes together at the four-yearly IUCN **World Conservation Congress**.

By the end of 2010, of the 105 Resolutions adopted during the 2008 Barcelona Congress, eight had been completed, and all but one of those remaining were under implementation. During 2010, preparations for the next Congress, to be held in Jeju, Republic of Korea, were in full swing. Two Memoranda of Understanding were signed with the Korean and Jeju governments and a first meeting of the Congress Preparatory Committee took place in Gland. **Nature +** was chosen as the slogan.

Between Congresses, IUCN's work is guided by its **Council**, a body made up of 32 elected Councillors, a Swiss representative and five individuals appointed for their particular expertise. In 2010, Grace Mwaura from Kenya was appointed to Council to represent and increase our work with youth. The Council meets twice a year in Gland—with several smaller groups of Councillors meeting electronically throughout the year—to oversee the work of IUCN and carry out fiduciary responsibilities.

In 2010, the Council drafted the **One Programme Charter** to drive changes in work practices and culture needed to more effectively implement the IUCN Programme between Members, Commissions and the Secretariat. It also initiated a review of IUCN policy to identify gaps or weaknesses. Policies on ocean acidification and the St. Petersburg Declaration for a global tiger recovery programme were announced. The Council also issued a statement on the Gulf of Mexico oil spill and called for a global moratorium on deepwater oil and gas exploration.

A **Programme Cycle Management Unit** was established in 2010 to manage the development of standards and tools for all aspects of IUCN's Programme, its four-year work plan, including planning project management, monitoring, reporting and evaluation.



The analysis phase of the new **Enterprise Resource Planning** (ERP) system, encompassing a new Union-wide information technology system and accompanying business processes, was completed during the year. The system should be fully implemented by 2012. All IUCN staff were migrated to the iucn.org email address enabling them to access the new global systems. A global audio-video conferencing system was implemented across 95% of IUCN offices to reduce travel costs and save money. As a result, telephony costs were reduced by 66% in 2010.

A **rights-based approach Wiki** was developed for IUCN's Environmental Law Centre along with a comprehensive on-line system to manage and monitor all of IUCN's work with the private sector. A Resolutions and Recommendations system was developed to track progress on implementation since the Barcelona Congress. The Human Resources Management System was deployed to 644 staff globally and integrated with Google Maps.

IUCN showed strong external **communication** results in 2010. Media coverage globally was up 75% on 2009, led by species, World Heritage, marine, climate change

and forest stories. Visits to iucn.org were up 17% to 1.8 million; flagship e-newsletter subscriptions more than doubled, and IUCN's social media presence on Facebook and Twitter tripled. IUCN publications continued to be the vanguard of the Union's knowledge base: 139 new books were published, book downloads doubled to more than 20,000, and on-line book views increased exponentially to over 6 million. A new IUCN Goodwill Ambassador initiative was also launched in 2010.

IUCN'S COMMISSIONS

Commission on Education and
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)

OUR UNION



IUCN is a union of **Members**—including States, government agencies, large and small non-governmental organizations, and scientific and academic institutions—as well as volunteer experts grouped into six Commissions.

IUCN welcomed 75 new Members, including two new State Members, the Solomon Islands and the Kingdom of Tonga, bringing the total to 1,138 at the end of 2010. To strengthen collaboration and support IUCN in its work, Members in countries and regions form Committees. In 2010, **National Committees** were formed in Cameroon, Kenya and Burkina Faso, and **Regional Committees** in Eastern and Southern Africa, Western and Central Africa, and the Caribbean, bringing the total to 60 committees worldwide.

An IUCN Work Group was established in **China**. Made up of over 40 scientists and conservation practitioners, the Group will act as the liaison between IUCN's China Office and IUCN Commissions to promote exchanges and initiate projects on biodiversity and environmental conservation in China.

To strengthen Member involvement in IUCN's work Programme and governance processes, a new **Membership Portal** was launched to provide increased information and

interaction. The portal links to other IUCN systems, such as the one which tracks IUCN Congress resolutions and recommendations.

Representatives from five **Commissions** (CEM, SSC, CEL, WCPA and CEC) established the IUCN Inter-Commission Gulf Restoration Working Group to promote coordination and cooperation in the Gulf of Mexico in response to the Deepwater Horizon oil spill. An exhibition showcasing IUCN Members' work was organized at a UN biodiversity meeting, in Nairobi, Kenya in May.

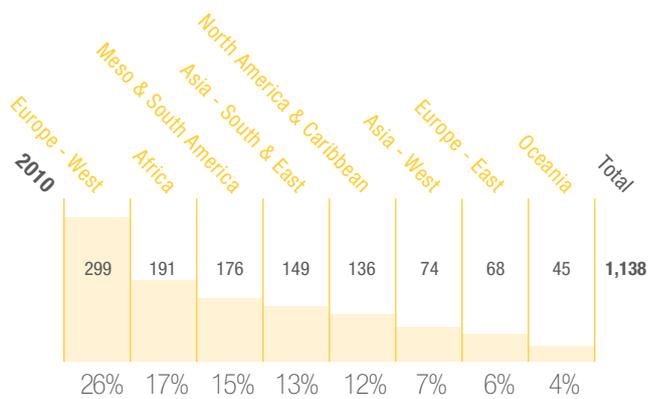
Over 300 representatives from IUCN's Members, Commissions, Council and the Secretariat came together at the IUCN Constituency reception, co-hosted with the **Japan Committee** for IUCN, at the UN Convention on Biological Diversity negotiations in Nagoya, Japan in October. Also in October, the President of the **Swiss Committee** led a delegation, which included the Chairman of the **Central and West Africa Committee** and Secretariat staff from the Mauritania Office and Headquarters, to the *XIII^e Sommet de la Francophonie* in Montreux, Switzerland. A highlight of this event was an IUCN stand showcasing Members' work on the Marine and Coastal Areas Programme in Central and West Africa. Closing out the year, there was a large Membership presence at the UN climate change negotiations in Cancun, Mexico in December.



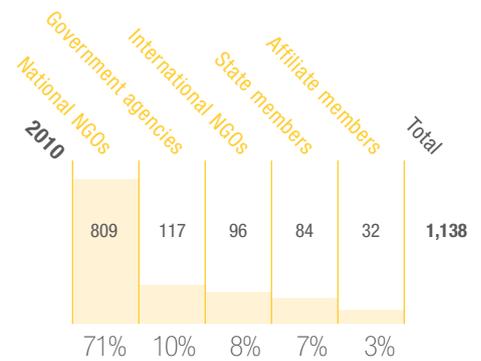
National and Regional Committees

	Europe - West	Africa	Meso & South America	Asia - South & East	Asia - West	Europe - East	Europe - West	Oceania
2010								
National	11	11	14	6	2	4	3	2
Regional	0	2	2	1	1	1	0	0

Members by region



Members by category





OUR PARTNERS AND DONORS

IUCN counts on the support of a large network of partners and donors who help fund our activities, implement the Programme, or offer their knowledge and expertise to support our work.

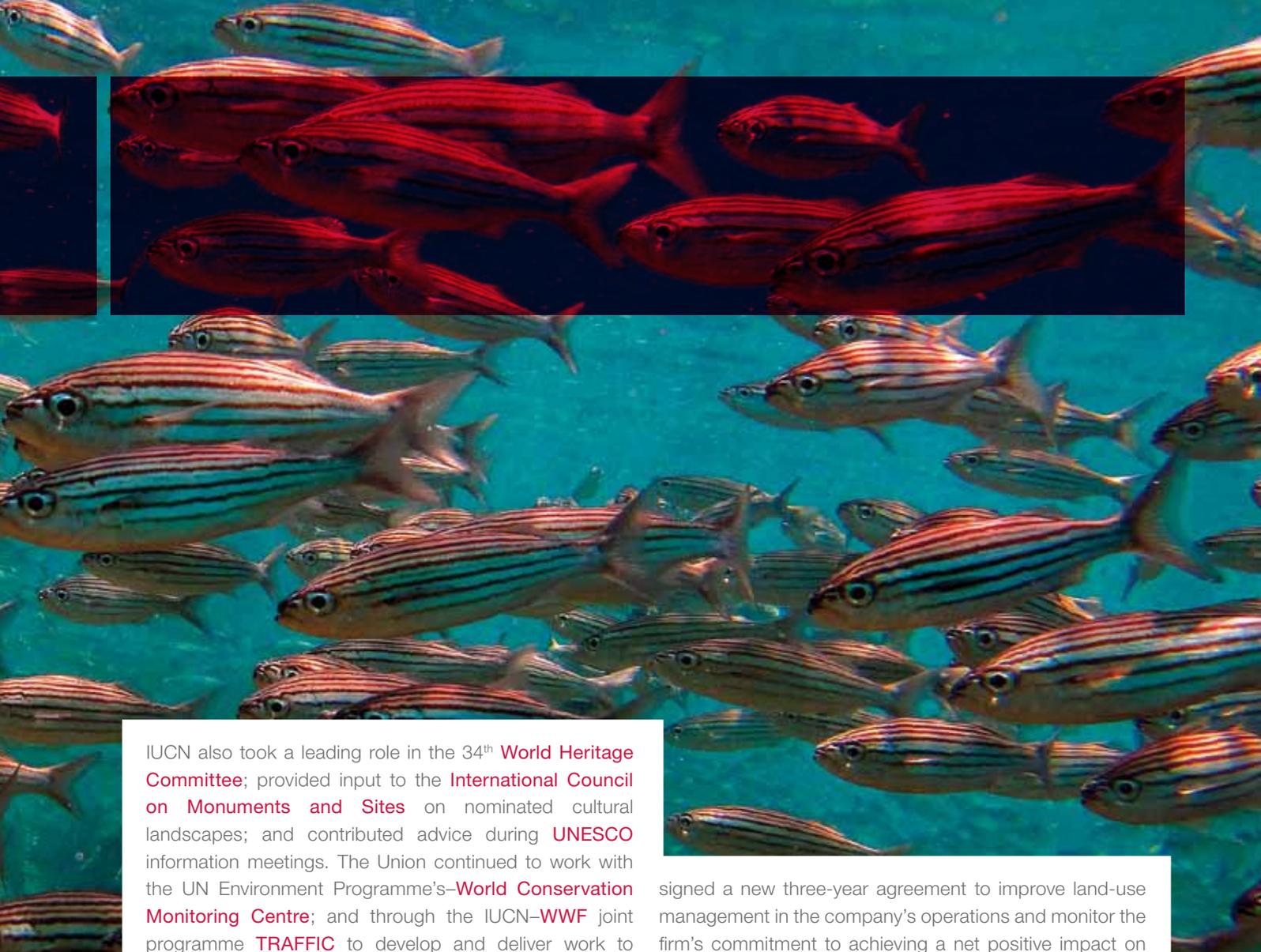
Our work is made possible through the generous contributions of a growing number of donors and partners including governments, multilateral institutions, intergovernmental and non-governmental organizations, international conventions, foundations, corporations and individuals. Some, like the Framework Partners, provide core funding over several years, while others offer earmarked funds for specific projects and activities.

In 2010, the government of **Finland** became IUCN's tenth Framework Partner alongside **Canada, Denmark, France, the Netherlands, Norway, Spain, Sweden, Switzerland** and the **Fondation MAVA pour la Nature**. In addition, IUCN continues to receive financial support from a number of institutions both public and private.

During 2010 significant investments were made to diversify IUCN's funding base, with a focus on establishing new corporate relationships, and increasing funding from philanthropic sources and grant-making foundations.

IUCN continued to work closely with groups and organizations from the wider conservation community on issues of common concern. In 2010, **ECOLEX**, an environmental law information service that IUCN runs in partnership with UNEP and FAO, started work with the Center for International Earth Science Information Network of **Columbia University**. IUCN collaborated with the **International Whaling Commission**, the A.N. Severtsov Institute of Ecology and Evolution of the **Russian Academy of Sciences, Oregon State University** and the **University of Washington** in a project to satellite tag the critically endangered Western Gray Whale off the Sakhalin coast in eastern Russia. IUCN also joined the **Sargasso Sea Alliance**, a partnership of organizations and the Government of Bermuda, to protect the unique and vulnerable ocean ecosystem of the Sargasso Sea.

IUCN increased its engagement with regional intergovernmental institutions, including the Inter-African Bureau for Animal Resources of the **African Union**, the **Sub-regional Fisheries Commission of West Africa**, the **Economic Community of West African States** and the **Economic and Monetary Union of West Africa** on initiatives including the West African forest dialogue, the regional dialogue on large hydraulic infrastructures, and the initiative on coastal erosion in West Africa.



IUCN also took a leading role in the 34th **World Heritage Committee**; provided input to the **International Council on Monuments and Sites** on nominated cultural landscapes; and contributed advice during **UNESCO** information meetings. The Union continued to work with the UN Environment Programme's–**World Conservation Monitoring Centre**; and through the IUCN–**WWF** joint programme **TRAFFIC** to develop and deliver work to reduce illegal trade in wild species and support sustainable management of legal trade.

Throughout 2010, IUCN continued to strengthen private sector engagement. In partnership with the **World Business Council for Sustainable Development** it organized an International Business and Ecosystem Dialogue at the UN biodiversity negotiations in Nagoya to bring a business voice to the discussions. In China, IUCN began to work with mobile phone provider **Nokia** to promote better water management in the Miyun watershed and sustainable financing schemes in the region.

A new three-year agreement was signed with leading concrete and cement maker **Holcim**, following a successful three-year collaboration that ended in 2010 with a comprehensive biodiversity management system for the company's operations. IUCN and mining giant **Rio Tinto**

signed a new three-year agreement to improve land-use management in the company's operations and monitor the firm's commitment to achieving a net positive impact on biodiversity in its operations.

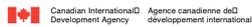
Work also continued as part of the IUCN partnership with **Shell**, with IUCN providing due diligence for Shell's joint venture (announced in 2010) with sugar and ethanol giant Cosan, working on improving standards for biofuels production, and launching a multi-stakeholder review of development in the Arctic amongst other activities. IUCN completed work, begun in 2009, in partnership with energy firm **E.On** to improve the environmental performance of offshore renewable energy projects. A review was conducted to assess the continuing IUCN–**International Council on Mining and Metals** dialogue.

In new private-sector engagements, IUCN signed a new five-year programme with **Nestlé Nespresso** to make its aluminium supply chain, including its recycling efforts, more sustainable, as well as to influence the wider aluminium packaging sector. IUCN also signed an agreement with travel giant **Kuoni** to support development of biodiversity-friendly ecotourism; and launched a new project with Swedish energy firm **Vattenfall** to assess the impact of offshore wind farms on marine life and their potential to contribute to marine protection.

OUR PARTNERS AND DONORS



Framework Partners



Canadian International Development Agency



Ministry of Foreign Affairs, Denmark



Ministry for Foreign Affairs, Finland



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

Programme and Project Partners

(above Swiss francs 200,000 per annum)

Governments



Federal Ministry for European and International Affairs, Austria



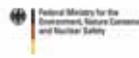
Ministry of Ecology, Sustainable Development, Transport and Housing, France



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



Federal Agency for Nature Conservation, Germany



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



Ministry of Environment, Jordan



Ministry of Foreign Affairs, Norway



Environmental Protection Department, Government of Punjab, Pakistan



Regional Ministry for Environment, Government of Andalucia, Spain



Federal Office for the Environment, Switzerland



State Secretariat for Economic Affairs, Switzerland



Department for International Development, United Kingdom



Department of State, United States of America



United States Agency for International Development



Multilateral Agencies and Conventions

	Asian Development Bank
	Commission Sous-Régionale des Pêches
	Convention on International Trade in Endangered Species of Wild Fauna and Flora
	European Commission
	Food and Agriculture Organization
	Global Environment Facility
	The African Union - Interafrican Bureau for Animal Resources
	Union Economique et Monétaire Ouest-Africaine
	United Nations Development Programme
	United Nations Educational, Scientific and Cultural Organization
	The World Bank Group
	United Nations Environment Programme

Foundations

	Arcus Foundation
	Keidanren Nature Conservation Fund
	The Howard G. Buffett Foundation

Non-Governmental Organizations

	BirdLife International
	Catholic Relief Services
	Conservation International
	Global Water Partnership Organization
	IUCN - US
	The Nature Conservancy
	World Wide Fund for Nature
<h2>Private Sector</h2>	
	Danone
	Holcim
	Kinnarps AB
	Kuoni
	Philips
	Rio Tinto
	Shell International
	Yemen LNG Company LTD

OUR WORK

CONSERVING BIODIVERSITY



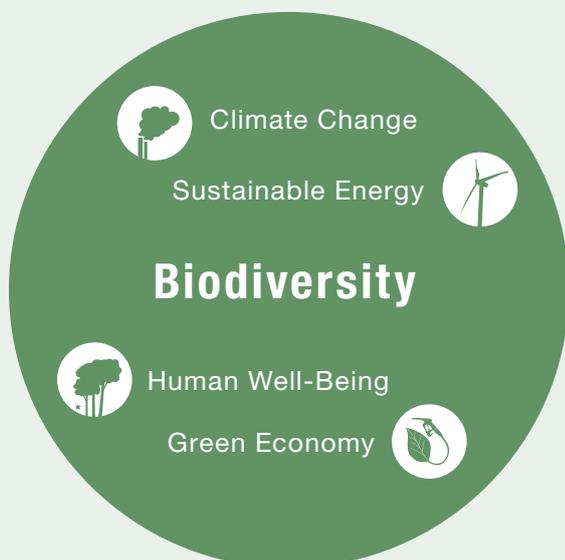
THE IUCN PROGRAMME

IUCN's work is planned and developed under the framework of its Programme, set every four years at the IUCN Congress. The current Programme began in 2009 and runs through 2012. At its core are biodiversity conservation and the sustainable use of natural resources, with four related areas that both impact biodiversity and can benefit from biodiversity solutions: climate change, sustainable energy, human well-being and green economics. Programme implementation, with staff, Members and Commissions, is coordinated by 15 global programmes.

In its work, IUCN builds on its strengths in three areas: *Science*, using the knowledge of its more than 11,000 Commission experts; *Action*, through hundreds of conservation projects being run all over the world; and *Influence*, leveraging the collective strength of its 1,000 plus Members to influence environmental conventions, policies, laws and best practice at local, national and international levels.



IUCN PROGRAMME 2009–2012



GLOBAL PROGRAMMES

- Business & Biodiversity
- Protected Areas
- Economics
- Marine & Polar
- Science & Knowledge Management
- Ecosystem Management
- Social Policy
- Environmental Law
- Species
- Forest
- TRAFFIC
- Gender
- Water
- Global Policy
- World Heritage



BIODIVERSITY

Conserving biodiversity and ensuring its sustainable management lie at the heart of IUCN's work. The Union draws on the scientific knowledge of its expert Commissions and partners and many years' experience of running field projects around the world, to inform and improve biodiversity-related policies and laws. IUCN develops standards and tools for sustainable natural resource management and helps build capacity for their use to ensure good implementation.

The United Nations declared 2010 the International Year of Biodiversity and many of IUCN's activities during the year reflected this. The highlight was the UN Convention on Biodiversity negotiations in Nagoya, Japan in October 2010. IUCN worked with the Convention's Secretariat and other institutions to deliver technical and policy materials to support the negotiations. These included *Global Biodiversity Outlook 3; Enhancing the Contribution from Protected Areas to Biodiversity Conservation; Marine and Coastal Biodiversity; Sustainable Use, Access and Benefit Sharing; Global Strategy for Plant Conservation; Mainstreaming Gender in the Work of the Convention; and Resource Mobilization*. IUCN also prepared position papers on several issues including a global strategy for plant conservation, engagement with the private sector, inland waters, mountain biodiversity, biodiversity and climate change, biofuels, invasive alien species, and incentive measures.

During the year IUCN worked to make these issues understandable for audiences outside the environmental policy field. Key platforms included the websites of the International Year of Biodiversity and IUCN's Commission on Education and Communication (CEC). *Species of the Day* showcased a different species every day for the general public; *La Biodiversité c'est ma nature*, a campaign from IUCN's French Committee, proved popular with celebrities and the public alike in France. CEC members collaborated with IUCN in Europe and the International Institute for Environment and Development (IIED) to establish the Biodiversity Media Alliance to boost the quantity and quality of media coverage of biodiversity.

Save our Species

IUCN, with the Global Environment Facility and the World Bank, launched in 2010 the SOS initiative to 'Save Our Species'. SOS supports on-the-ground conservation of threatened animals and plants and mobilizes funding from new sources where it is most needed. Nokia became the first lead sponsor to support SOS, over a three-year period. In addition to providing financial support, Nokia will help raise awareness using mobile phones and technology in innovative ways. SOS uses the best available knowledge and expertise in projects designed to safeguard several important species. For example, a new species of harlequin toad was found in Chocó, Colombia, during an SOS-supported field project. Only a handful of the more than 120 species of harlequin toad have healthy surviving

OUR WORK

CHANGING THE CLIMATE FORECAST

populations. A grant from SOS is being used to protect and manage the toad's habitat, build a resource centre where forest guards and researchers can be based, and educate local communities to build local support for conservation.

IUCN Red List of Threatened Species™

The IUCN Red List was updated four times during 2010 –March, May, September and October. Thirteen taxonomic groups have now been fully assessed, including mammals and birds. A reassessment of all amphibians is currently under way and is due to be completed by 2014. The global reptile assessment is also ongoing and all 9,000 species should be assessed by 2012. For the global marine assessment, about 39 groups have now been assessed. In 2005, only 2% of species on the IUCN Red List were marine, by 2010 this had risen to 9%.

IUCN Red List information was used in numerous analyses, including the 2010 indicator on the rate of decline of wild species used for food and medicine, included in *Global Biodiversity Outlook 3*. This helped draw attention to the use values of biodiversity resources and the need for associated sustainable management and conservation.

Also in 2010, IUCN Red List partners grew to more than 10, including the Environmental Systems Research Institute that is providing geographical information system licenses for map work.

Managing the high seas

The IUCN Pacific Islands Oceanic Fisheries Management Project helped regional fisheries management organizations to integrate seamounts, underwater mountains rising from the sea floor, into ocean planning processes. The project brought together different sectors to look at how longline

fishing and other activities affect seamounts in the Pacific Islands. Similarly, voluntary measures have been adopted by the fishing industry in the Southern Indian Ocean to protect specific ocean floor habitats in response to discussions and information provided by IUCN and partners.

IUCN undertook similar work in the Mediterranean where it is improving coastal zone management and sustainable fisheries management, helping establish protected areas, and enhancing cooperation for the management of high seas. Working with partners, IUCN set up a network of the most critical habitats throughout the Mediterranean, producing case studies and running consultation processes to improve their management. IUCN also helped set up a new management mechanism for the Alboran Sea, linking Spain, Morocco and Algeria, as a pilot initiative that could be replicated in other parts of the Mediterranean.

Also in the Mediterranean, IUCN helped define the marine zoning of the Al Hoceima National Park with fishing communities; helped identify 24 potential sites for marine conservation in Libya and in the Lebanese Sea; organized a scientific cruise during which taxonomic analyzes were conducted on 7,000 samples as part of the Seamount Project; worked with partners to promote best practice in aquaculture; and researched physical and biological issues in Mediterranean high seas ecosystems to improve our understanding of how they function.

Biodiversity banking

As discussions about applying traditional financial tools to conservation become increasingly commonplace, biodiversity offsets and habitat banking are garnering increasing interest. During 2010 IUCN helped study the



feasibility of habitat banking in Europe. The study examined using habitat banking to protect biodiversity at community level—and the possible conditions and limitations for their use. It identified other opportunities and risks on delivering biodiversity conservation through habitat banking, and laid out how an efficient habitat banking system could be set up in Europe, complying with existing European Union laws.

Shaping wildlife trade policies

IUCN provided a variety of technical inputs to the 15th meeting of the Conference of the Parties to CITES (Convention on International Trade in Endangered Species of Wild Fauna and Flora), with positive conservation results for rhinos, tigers and a boost for enforcement efforts. IUCN was asked by the Parties to examine the listing of commercially important marine species in the Convention. The outcomes will help guide how the Convention can be used more effectively to ensure that vital marine resources are not over-exploited to the point of extinction.

Protecting our natural heritage

In 2010 IUCN WCPA members produced Natural England's draft policy on protected landscapes, and in Asia IUCN helped the Thai government implement the UN Biological Diversity Convention work programme on protected areas. IUCN reviewed protected area legislation in Tunisia, Morocco and Algeria, bringing it into line with IUCN standards, and helped Egypt set up a new marine protected area.

In Nagoya, IUCN and UNEP's World Conservation Monitoring Centre launched the interactive ProtectedPlanet web portal in October, making the World Database on Protected Areas more accessible to policy makers and the general public. The database was also used to support IUCN's work on World Heritage, with up-to-date information on more than 200 existing and nominated sites. IUCN evaluated 13 new World Heritage nominations and

100 existing sites in 2010, as well as providing advice and training on key issues such as mining, sustainable tourism and managing sites effectively.

CLIMATE CHANGE

As the threats posed by climate change to species, ecosystems and humans grow and their impacts are felt in more frequent and increasingly severe extreme weather events, IUCN is working to put biodiversity into the heart of climate change policy and practice. Healthy and well-managed ecosystems are critical for absorbing or maintaining carbon emissions, as well as helping people adapt to climate change, recover more easily from extreme weather events, and provide a wide range of benefits upon which communities depend.

IUCN actively advocates for recognition of nature-based solutions in national and international climate change policy processes such as REDD+ (Reducing Emissions from Deforestation and forest Degradation). It plays a key role in the Forest Dialogue, a process that brings different stakeholders together on REDD to influence the United Nations Framework Convention on Climate Change (UNFCCC), the Forest Investment Programme of the World Bank, and the Forest Carbon Partnership Facility.

IUCN also promotes ecosystem-based adaptation—using nature itself to build resilience and reduce the vulnerability of local communities to climate change. Activities and policies, including capacity building, ecosystem transformation and management of residual effects, are based on sound science and put communities at their heart.

OUR WORK

NATURALLY ENERGIZING THE FUTURE



Recognizing that women often bear the brunt of a changing climate, IUCN worked to ensure a greater focus on the role of women in REDD and to support implementation of gender-sensitive climate change strategies in Jordan, Mozambique and Central America. In 2010, IUCN State Member Jordan became the first Arab country to fully incorporate gender into its national climate change policy.

Coasts, oceans and carbon emissions

During 2010, IUCN led increased global awareness on two ocean-related issues as part of climate change mitigation efforts: ocean acidification and coastal carbon, also known as 'blue carbon'. The significance of ocean acidification does not yet figure prominently in the UN climate change policy process, despite being identified by IUCN and others as one of the most pressing emerging issues in the climate challenge. IUCN also worked to highlight the role of coastal ecosystems, such as tidal salt marshes, mangroves and seagrass beds in reducing carbon emissions, triggering increased interest in the issue. Mangrove forest planting and restoration are now being actively discussed as potential REDD+ implementation activities and in national climate change strategies around the world.

REDD reducing poverty

In 2010, IUCN implemented a 'pro-poor REDD' project in four pilot countries: Guatemala, Indonesia, Cameroon and Ghana. The project worked on national REDD strategies that build on and strengthen existing forest governance reform processes and poverty-reduction strategies, delivering dialogues, analyzing institutional capacity, and developing guidelines on benefit sharing. In Ghana, the government welcomed the project and based its own positions on IUCN's contribution to the national REDD

process. In Guatemala, IUCN supported the establishment of a national REDD roundtable, involving civil society and indigenous peoples' representatives.

Influencing national climate change policy

IUCN worked closely with groups in several countries as part of efforts to influence national-level climate change adaptation policies. In Ecuador and Peru, IUCN worked to promote inclusion of climate change and ecosystem-based adaptation in new forest legislation. In Pakistan, IUCN reviewed existing water policies and provided technical guidance on how to incorporate adaptation into water resource management policies in the Balochistan region. In Guatemala, IUCN ensured that the Laguna Lachua Natural Resource Management Plan integrated climate change adaptation; the plan is now seen as a model for other national policies.

IUCN supported national climate policy processes throughout West Africa in 2010, especially on adaptation, and helped improve the capacity of civil society and local communities and districts to engage in climate change policy. Municipal and regional government staff, as well as communities, were trained to analyze local climate–poverty linkages, and workshops and dialogues were held to raise awareness among national government staff and parliamentarians of climate–poverty links and feed into national poverty reduction strategies.

Helping the poor adapt

IUCN, in partnership with WWF, IIED and Care, established the Ecosystems and Livelihoods Adaptation Network (ELAN) to boost poor and marginalized people's resilience to the impacts of climate change by promoting sound ecosystem management. ELAN collects, selects and



disseminates peer-reviewed case studies on good practices in integrating ecosystem management into human adaptation and provides capacity building workshops. ELAN has provided a unique bridge to bring conservation and development communities together to discuss natural resource management and adaptation.

SUSTAINABLE ENERGY

One of the greatest challenges facing societies around the world is how to harness the energy needed to grow their economies and lift people out of poverty, while not contributing further to greenhouse gas emissions or the destruction of the world's biodiversity. This challenge is all the more pressing since about one-fifth of the global population does not have access to modern energy sources and about 40% depends on traditional biomass for cooking and other energy needs.

Among solutions to reconcile these seemingly contradictory objectives are renewable energy options such as hydro, wind, marine and solar power. Yet, even these solutions are not necessarily sustainable and may harm natural landscapes, seascapes and the atmosphere, with related implications for people if not developed sustainably.

IUCN helps the transition to a more sustainable energy future that identifies the potential of nature as an energy solution and protects biodiversity. It promotes awareness and safeguards in those areas where the overlap between

energy and the environment is greatest—biofuels, renewable energy, conventional energy sources—and facilitates access to energy based on natural resources. IUCN works with energy decision makers to make sure that due consideration is given to nature and people, including indigenous communities and women, to help drive more sustainable energy in the future.

Making biofuels more sustainable

As a founding member of the Roundtable on Sustainable Biofuels, IUCN helps design policy, set standards and ensure that environmental and social considerations are integrated into key decision-making processes. In 2010, IUCN researched the links between invasive species and new varieties of biofuel feedstock that are being promoted. IUCN also developed criteria and indicators on invasive species which were adopted by the Roundtable and later adapted for the government-focused Global Bioenergy Partnership. This led to the Kenyan and Ugandan governments asking IUCN to advise on their biofuel policies.

Renewable energy options

When developed on a large scale, renewable energy technologies such as solar, wind, geothermal and wave power can harm nature, yet they might also yield opportunities. IUCN assesses these risks, and helps put adequate safeguards in place to minimize them, while at the same time looking to identify where they might make a positive contribution. IUCN researched biodiversity impacts and opportunities of offshore wind energy, concluding that with proper planning and management, offshore wind farms can help ensure that population size and structure of marine life are not significantly disturbed and can potentially enhance levels of marine biodiversity.

OUR WORK

MANAGING ECOSYSTEMS FOR HUMAN WELL-BEING

IUCN also led an international study for the European Union on the *impacts of climate change and renewable energy infrastructure on EU biodiversity and the Natura 2000 protected areas network*. The report showed that while poorly planned and sited dams and wind turbines could significantly harm biodiversity, if well managed, they also have the potential to confer tangible benefits such as artificial coral reefs or the creation of exclusion zones to better protect nature around the infrastructure.

Lowering oil and gas risk

Oil and gas companies face changing risks, among them ecosystem and livelihood concerns that will shape how they can operate, but also open up environments for new energy solutions. Summer ice retreat in the Arctic caused by climate change is opening up pathways for oil and gas exploration, increasing pressure on nature and requiring new ways to manage natural resources in the region. During 2010 IUCN ran two workshops to identify the drivers of environmental change in the Arctic and measures to manage them. The first led to an agreement for a trans-border approach to environmental management with a monitoring system to track its effectiveness. The second brought together experts to identify the most ecologically significant and vulnerable marine areas in the Arctic that need more protection.

Similarly, West Africa, home to some of the world's most valuable coastal and marine ecosystems, is under pressure from a variety of threats including renewed interest from the oil and gas industry. IUCN's Commission on Environmental, Economic and Social Policy developed best practice guidelines for extractive industries and sustainable development of offshore oil and gas operations in the region. IUCN also contributed to the Global Reporting

Initiative's Oil & Gas Sector Supplement that will be used by all oil and gas companies that follow their sustainability reporting guidelines.

Easing pressure on forests for energy

As part of its Livelihoods and Landscapes Initiative, IUCN implemented several projects to ease pressure on forests as a result of their exploitation for energy. In several countries in West and Central Africa, IUCN helped reduce the need for wood for cooking and food smoking by providing improved stoves. In East and Southern Africa, the dissemination of market prices for charcoal and the real costs of charcoal production resulted in better prices and a decrease in the number of households involved in illegal charcoal production. To reduce the distances covered by women in pursuit of firewood, small areas of natural Acacia Senegal woodland, a highly valued source of gum Arabic, were restored, providing an important source of firewood and a commodity that can be collected and traded. In India, IUCN Member Winrock International targeted heavy users of fuelwood such as roadside food eateries, encouraging adoption of energy-efficient stoves. The investment costs of the stoves can be quickly recovered while reducing wood use by 50%, benefiting both biodiversity and incomes.

HUMAN WELL-BEING

Natural ecosystems underpin life on Earth. They offer a huge number of goods and services that sustain life and contribute towards human well-being. These include provisioning services: food, fibre, wood and energy; regulatory services: climate control, regulation of the global hydrological cycle; support services: nutrient cycling, watershed protection; and cultural services: recreational



and spiritual benefits. If the world's ecosystems are degraded or depleted—through collapse of fisheries, loss of fresh water or deforestation, for example—nature will not be able to provide these services, resulting in more poverty, insecurity and increased vulnerability to the impacts of climate change.

IUCN works to better manage nature for human well-being and promote an understanding that conservation and livelihoods are inextricably linked. It does this by developing policies and strategies to help vulnerable and poor people, especially women, to sustainably manage ecosystems for improved livelihoods; and by helping to implement sustainable environmental management practices to reduce vulnerability to natural hazards and conflicts.

Improving natural resource governance

IUCN implemented 10 projects in Africa, Asia, South America and West Asia, along with two global projects, to improve governance of natural resources for the benefit of the rural poor. IUCN worked with local communities and governments to raise awareness of the importance of natural resources and their equitable management to human well-being and poverty alleviation, particularly among resource-dependent communities. The project encouraged the adoption of policies and laws to boost local participation in natural resource management and built local community and institutional capacity for the effective governance of natural resources.

In Nepal, IUCN trained 150 parliamentarians of the 601-strong Constituent Assembly on natural resource governance, produced policy briefs, ran multi-stakeholder dialogues,

and brought government and local community groups together. This led to a new draft of the country's constitution with provisions for access and benefit-sharing of natural resources, greater recognition for environmental rights, and payments for ecosystem services, among other things.

In Bangladesh, the project resulted in increased dialogue between local community groups and the government, the revitalization of fisheries resource management committees leading to changes in behaviour among local fisher folk, and improvements in incomes and livelihoods among fishing families. In northern Kenya, the project improved land tenure among the agro-pastoralist and pastoralist populations in the dry lands of the Garba Tula district, thereby improving their livelihoods and the conservation of their rangelands.

Food security and disaster risks

The Tacaná region at the border between Guatemala and Mexico is rich in natural resources. However, unregulated land use and deforestation are damaging steep catchment areas causing erosion and water runoff. The problem is exacerbated by intensive animal farming and poor waste and water management which in turn is contaminating rivers and affecting fisheries along the Pacific coast. IUCN worked with local communities in the region on a series of pilot projects combining ecosystem rehabilitation, better water management and income generation through organic farming projects, agroforestry and sustainable agriculture. Some 43 hectares of land were planted with pasture grass and fruit trees and used as seed production grounds. In addition, water filtration ditches were created and payments levied for protection of water recharge zones. 72 medium and large drinking water systems along with four irrigation systems were rebuilt.

OUR WORK

GREENING THE WORLD ECONOMY



The project resulted in improved food security as the communities are now able to grow a sustainable food supply, better conservation of the soils and improved water management, greater flood and watershed protection, and income generation from the sale of compost for fertilizer and payments for water protection services. Women and young people received business training and assistance in securing and managing micro-credit.

Resolving conflict, improving livelihoods

Uncontrolled cattle over-grazing and conflicts between local communities and the Uganda Wildlife Authority over sharing resources have hindered sustainable production and conservation in Mount Elgon National Park. IUCN worked with authorities and local communities to develop laws regulating agriculture in farm areas outside the national park, and to negotiate community resource management agreements in and around the park. As a result, local farmers agreed to restrict open grazing on lands and take measures to reduce erosion and retain soil, water and nutrients. The National Park Authority also granted local communities greater productive use rights within the park. The project has meant that local communities have increased their incomes by more than 200%, thanks to honey production within the park and improved agricultural yields. Crop yields have increased with many farmers now able to plant two cycles, while soil erosion has been reduced and water retention increased. The project is currently being expanded to more areas.



GREEN ECONOMY

Rising food and energy prices, climate change, the failure to reach the 2010 biodiversity target and continued uncertainty in the global economy are encouraging new ways of thinking about how our world is run. At the heart of much of this thinking is the green economy, with environmental values playing a key role. IUCN works on the links between the environment and the economy. In particular, IUCN assesses the economic values of biodiversity and helps integrate these into economic policy, finance, markets, and trade and investment policies. IUCN also promotes voluntary action by companies, industry associations and consumer groups to integrate biodiversity values into their decision making.

IUCN was a key contributor to the landmark global study on The Economics of Ecosystems and Biodiversity (TEEB) that was completed in 2010. The study has drawn attention to the global economic benefits of biodiversity and the growing costs of biodiversity loss and ecosystem degradation, and has brought together expertise from the fields of science, economics and policy to push practical actions forward. It was the most comprehensive study of existing knowledge on the economics of biodiversity ever undertaken and makes an unprecedented economic case for biodiversity by highlighting the significant costs of biodiversity loss—especially on the poor—and the economic benefits of conservation. IUCN was a member of the TEEB Advisory Board, delivered one of the five main reports (for business), and made significant contributions to other reports.



Paying for nature's services

Based on the premise that what gets valued gets protected, IUCN investigated ways to apply conventional market instruments to environmental conservation. Payments for ecosystem services is one way to integrate biodiversity values into the economy. During 2010, IUCN designed incentives for ecosystem-based carbon sequestration, watershed management and biodiversity conservation. Several guides and reports on paying for ecosystem services were produced: for forest conservation in Chile, and for water-related schemes in Brazil, Bolivia, Colombia and Peru. An IUCN study for the European Union looked at the economic value of groundwater and biodiversity in European forests. On the ground, IUCN improved watershed management in the Tacaná region of Guatemala by launching a new *Living Water Partnership Fund* for watershed conservation in the area. Municipal associations across the country are now being trained to develop their own ecosystem payment schemes.

Valuing nature to benefit tourism

Throughout 2010 IUCN worked closely with tourism organizations to raise awareness of the value of biodiversity to their operations and convince them to integrate environmental protection as a core feature of their business. IUCN trained tourism workers to improve biodiversity performance in the Mediterranean region and Pakistan, and raised awareness among tour operators and natural resource managers in the Red Sea of the threats to coral reefs. IUCN helped ratify a sustainable tourism charter in the Sine Saloum area of Senegal and trained NGOs in Cambodia to teach local communities how to build an ecotourism business. Similarly, in Thailand, IUCN worked with hotel operator Six Sense Resorts and Spas to put biodiversity into their corporate governing principles and worked with a cross-section of the community to improve waste management on Kho Tao Island. IUCN studied the biodiversity impacts of tourism in the Caribbean and produced hotel siting and design guidelines for the region.

The economics of ecosystems

IUCN studied the economics of specific ecosystems in 2010 to more accurately value wetlands and forests and promote tailored economic policy for these types of areas. These studies showed for example that there are significant economic benefits from investing in locally-controlled forests and IUCN, with its Commission on Education and Communication, raised awareness on the value of local forests to various communities in 2010.

IUCN has also helped reduce illegal timber trade with the establishment of voluntary partnership arrangements between the European Union and timber exporting countries. IUCN researched the economic and social impacts of ineffective forest management and in particular illegal logging on local communities in the Ukraine, Georgia and Azerbaijan. Based on this research, recommendations were made on improved management of national forests, better enforcement of forest legislation, and increased responsibility of national forest agencies. IUCN is now launching pilot projects to improve livelihoods and sustainable forest use.

IUCN helped build capacity in Viet Nam to improve the sustainability of the timber industry, with a set of international and national policy recommendations; and introduced FSC (Forest Stewardship Council) certification principles in rubber plantations and incorporated non-timber forest products into Lao's national forest policy. Finally, IUCN assessed forest governance and law enforcement in Brazil, the Democratic Republic of the Congo, Ghana, Sri Lanka, Tanzania and Viet Nam to highlight the economic value of forest resources and encourage their sustainable use.

OUR RESPONSIBILITY



As the world's foremost conservation organization, IUCN has a strong duty to ensure that its operations are designed and implemented in an environmentally, economically and socially responsible manner.

In 2010, this most visibly found expression in the inauguration of the organization's new headquarters building in Gland, near Geneva in Switzerland. The new IUCN Conservation Centre sets new benchmarks in **sustainable construction** and has achieved the Swiss MINERGIE-P-ECO certification and is on track to receive the US-based LEED platinum certification, thanks to many innovative green technologies including water management, reduced carbon emissions and the use of recycled materials. State-of-the-art solar panels on the roof supply the building's energy as well as feed electricity back to the Swiss grid. The new building also incorporates a green data centre which has greatly reduced IUCN's energy consumption.

IUCN monitors its **environmental performance** including use of energy, water and paper in all 46 of its locations and offices. Where possible, IUCN encourages cost- and energy-efficient behaviour including recycling of paper, garbage and other resources, and use of energy-saving lighting.

IUCN also encourages its staff to use alternatives to private transport including public transport, car-sharing and cycling, and to participate in green transport initiatives such as 'cycle to work' campaigns.

As a global organization with over 1,000 staff around the world, IUCN also has a duty to ensure national **diversity** as well as **gender balance** both among its staff and in its activities. In 2010 the Union continued its efforts to ensure equal opportunities for women and men in its human resource management procedures and in its programme activities by supporting the establishment of well-supported gender focal points in major offices. IUCN human resource policy also actively encourages **local management** and staff in its offices around the world.

IUCN supports the **communities** in which it works. Several IUCN offices located in areas that suffered disasters during 2010 mobilized resources to help with relief efforts. IUCN Pakistan helped coordinate monetary and other forms of material support to the victims of the devastating floods in that country and collaborated with member organizations active in relief and rehabilitation efforts.



Our staff

2010	Headquarters	Regions	Nationalities	Average age	Locations	Total number
	184	838	95	40.58	46	1,022

Gender balance

	Worldwide	Headquarters	Regions	Management	Professional	Support
Female	42%	60%	39%	23%	44%	45%
Male	58%	40%	61%	77%	56%	55%

Local talent

	Worldwide	Headquarters	Regions
Foreign staff	17%	31%	14%
Local staff	83%	69%	86%

OUR FINANCES

In 2010 IUCN generated total income of CHF 113.6 million, down 13% from CHF 131.2 million in 2009.

CHF 11.2 million was received in the form of dues from IUCN Members, CHF 19.6 million from Framework Partners for core activities, and CHF 77.1 million for targeted project activities.

The overall 13% decline in income was primarily due to the strengthening of the Swiss franc against most donor country currencies—a reflection of the financial crisis in both the USA and Europe. IUCN receives the majority of its funding in currencies other than the Swiss franc, all of which depreciated against the Swiss franc during 2010.

Although IUCN realized an operational surplus of CHF 1.5 million, the volatile exchange rate environment resulted in IUCN incurring significant exchange rate losses and an overall deficit of CHF 2.4 million.

At the end of 2010, total reserves amounted to CHF 16.8 million compared to CHF 19.2 million at the end of 2009.

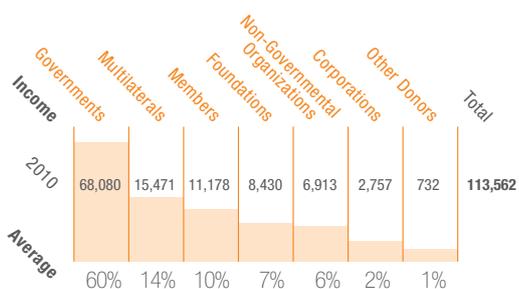
The 2010 financial statements were audited by financial services firm Deloitte who confirmed that they contain no material misstatements and comply with Swiss law and IUCN's own statutes and accounting policies. Detailed financial statements together with the auditor's report are available on our website.

Approximately 80% of IUCN's framework and project income comes from official development assistance (ODA), primarily from Europe and North America. While IUCN recognizes the importance that ODA plays in funding the Union's work, it also acknowledges the need to expand and diversify its funding base. IUCN therefore launched several new initiatives in 2010 targeting new partnerships with corporations, philanthropic foundations and individuals.

Activities for 2011 have been budgeted at CHF 128 million, an increase of 13% compared to 2010.

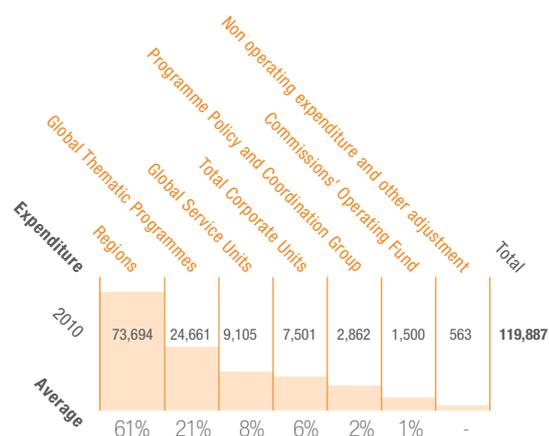
Contributions by Donor Category

(in CHF 1,000)



Total Expenditures

(in CHF 1,000)



CONSOLIDATED BALANCE SHEET AS AT 31 DECEMBER 2010

(in CHF 1,000)

ASSETS

Current assets

Cash and short term bank deposits	48,100	57,255
Financial assets	6,252	17,606
Membership dues receivables	2,738	1,778
Staff receivables	270	238
Receivables from partner organizations	953	805
Advances to implementing partners	2,974	4,191
Other account receivables	1,643	2,377
SUBTOTAL	62,930	84,250

Framework agreements receivables	472	690
Project agreements receivables	8,482	3,694
TOTAL CURRENT ASSETS	71,884	88,634

Non-current assets

Fixed assets (net)	37,597	34,126
Intangible assets	3,060	1,244
TOTAL NON-CURRENT ASSETS	40,657	35,370

TOTAL ASSETS	112,541	124,004
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LIABILITIES AND FUND BALANCES

Current liabilities

Membership dues paid in advance	854	1,441
Accounts payable and accrued liabilities	3,838	4,957
Social charges payable	224	497
Staff leave and repatriation	764	1,020
Project agreements advances	49,986	54,437
Deferred income framework agreements	1,358	5,287
Deferred income buildings	991	503
New building loan	94	100
Miscellaneous current liabilities	541	873
TOTAL CURRENT LIABILITIES	58,650	69,115

Provisions

Membership dues in arrears	790	480
Projects in deficit	727	1,124
Staff termination	1,731	2,042
TOTAL PROVISIONS	3,248	3,646

Non-current liabilities

Long term deferred income	23,771	22,132
New building loan	10,107	9,910
TOTAL NON-CURRENT LIABILITIES	33,878	32,042

Reserves

IUCN Fund	6,589	7,185
Currency translation adjustment	1,296	1,323
Reserve for 2012 Congress	1,032	1,262
Cost Centres reserves	3,567	3,715
Membership fund reserve	200	0
Renovation fund reserve	155	0
Secretariat contingency fund	3,926	5,716
TOTAL RESERVES	16,765	19,201

TOTAL LIABILITIES AND FUND BALANCES	112,541	124,004
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CONSOLIDATED INCOME AND EXPENDITURE STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2010

(in CHF 1,000)

	2010				2009			
	Secretariat Unrestricted	Framework Agreements	Project Agreements	Total	Secretariat Unrestricted	Framework Agreements	Project Agreements	Total
EXTERNAL OPERATING INCOME								
Membership dues	11,178	0	0	11,178	11,445	0	0	11,445
Swiss Government tax rebates	1,737	0	0	1,737	1,863	0	0	1,863
Agreements income	545	19,582	77,074	97,200	473	24,221	88,209	112,904
Publication sales and subscriptions	68	0	17	85	34	0	0	34
Other operating income	2,968	0	393	3,362	3,051	1	1,912	4,964
TOTAL EXTERNAL OPERATING INCOME	16,496	19,582	77,484	113,562	16,866	24,222	90,122	131,210
INTERNAL ALLOCATIONS								
Frameworks allocations	21,818	(21,961)	(1)	(145)	18,561	(20,118)	1,058	(499)
Cross charges from projects	22,502	0	(22,674)	(172)	23,172	0	(22,561)	611
Other internal allocations	577	0	(246)	331	1,300	(52)	(952)	296
Revaluation of internal allocations balances	(14)	0	0	(14)	(569)	0	161	(408)
NET ALLOCATION	44,882	(21,961)	(22,921)	0	42,464	(20,170)	(22,294)	0
OPERATING EXPENDITURE								
Personnel costs	46,006	0	29,797	75,804	45,953	9	30,374	76,335
Travel and communications	3,085	2	9,141	12,228	3,311	24	10,409	13,744
Vehicles & equipment - costs & maintenance	2,070	0	2,196	4,266	1,896	0	2,553	4,449
Office and general administrative costs	5,633	0	2,153	7,786	4,163	0	1,868	6,031
Publications and printing costs	620	0	1,933	2,554	695	1	2,236	2,932
Workshops and grants to partners	1,705	22	13,242	14,969	1,162	419	15,607	17,188
Other operating expenditure	752	0	1,529	2,281	349	0	997	1,346
TOTAL OPERATING EXPENDITURE	59,872	25	59,991	119,887	57,529	453	64,044	122,026
NET OPERATING SURPLUS/(DEFICIT)	1,506	(2,404)	(5,427)	(6,325)	1,802	3,600	3,783	9,185
OTHER INCOME (EXPENDITURE)								
Interest income	724	0	109	833	305	0	91	296
Financial charges	(994)	0	(209)	(1,203)	(232)	0	(156)	(388)
Capital gains (losses)	(3,419)	0	0	654	18	0	0	18
Net gains/(losses) on foreign exchange	0	0	(223)	(3,642)	335	0	(196)	139
Exchange differences on revaluation of project balances	0	(2)	(3,777)	(3,779)	0	0	(237)	(236)
Net movements in provision and write-offs	(879)	0	287	(592)	(2,485)	0	2,525	40
Cost of building competition	0	0	0	0	(632)	0	0	(632)
2008 Congress surplus	0	0	0	0	2,121	0	(650)	1,471
TOTAL OTHER INCOME (EXPENDITURE)	(3,914)	(2)	(3,813)	(7,728)	(570)	0	1,378	808
NET SURPLUS/(DEFICIT) FOR THE YEAR	(2,408)	(2,406)	(9,240)	(14,054)	1,232	3,600	5,161	9,993
Movements in framework receivables/ deferred income	0	2,406	0	2,406	0	(3,600)	0	(3,600)
Movements in project advances and deferred income	0	0	9,240	9,240	0	0	(5,161)	(5,161)
Release from/(allocation to) IUCN Fund	596	0	0	596	7	0	0	7
Release from/(allocation to) Congress reserve	230	0	0	230	(1,262)	0	0	(1,262)
Allocation to Membership fund	(200)	0	0	(200)	0	0	0	0
Allocation to Renovation fund	(155)	0	0	(155)	0	0	0	0
NET MOVEMENT IN BALANCE FROM OPERATIONS	(1,937)	0	0	(1,937)	(23)	0	0	(23)

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