



2011 IUCN ANNUAL REPORT

SOLUTIONS, NATURALLY



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.

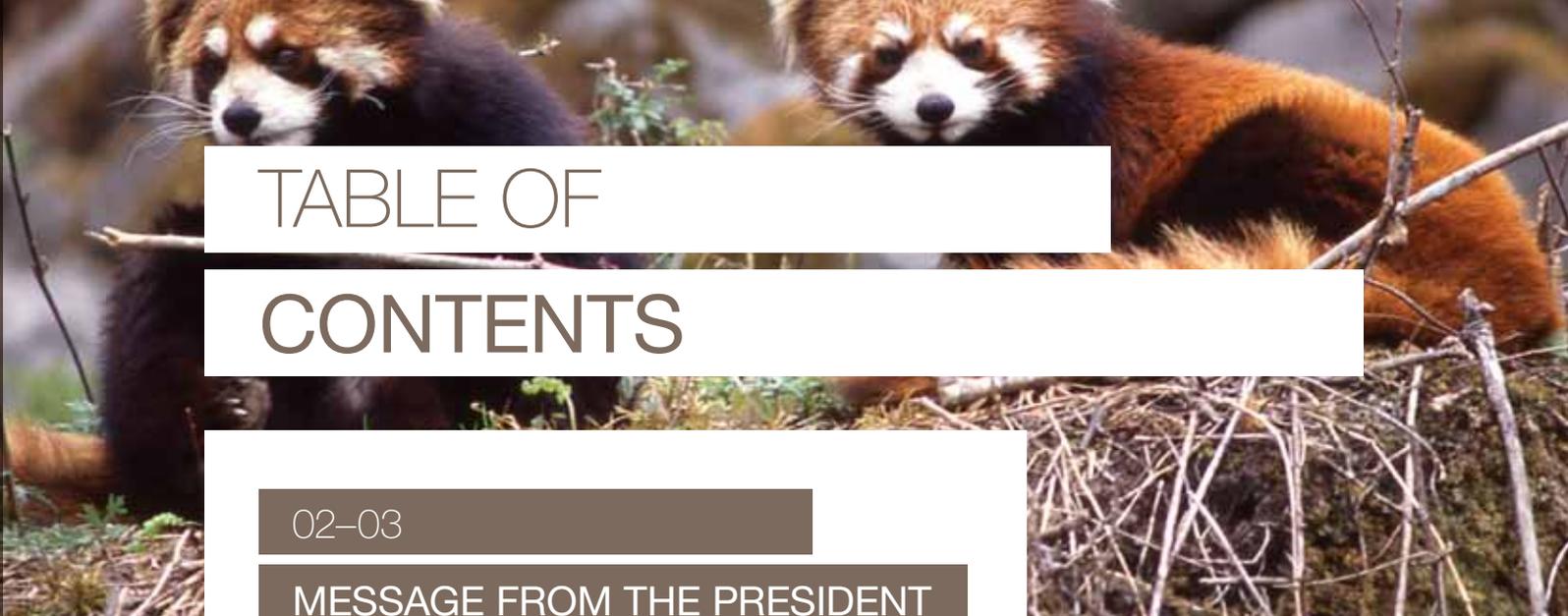


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MESSAGE FROM THE PRESIDENT AND DIRECTOR GENERAL

Each passing year seems to bring ever greater challenges to our world. Escalating shocks from our changing climate, vanishing species, continuing poverty and rising social inequality, collapsing financial markets and growing unemployment in rich countries, and fluctuating and uncertain growth in poorer ones are all keeping politicians, scientists, business people and conservationists busy.

As IUCN gears up for its next four-year programme of work, from 2013 to 2016, some in the conservation community may feel overwhelmed. These challenges are very real and very serious. But there is hope, and a growing understanding that good conservation offers effective and valuable solutions.

Indeed, while our Union will always continue to vigorously defend threats to natural ecosystems and the plant and animal species that depend on them, including humans, we now go a long way beyond the usual calls for protection, risk reduction and charity.

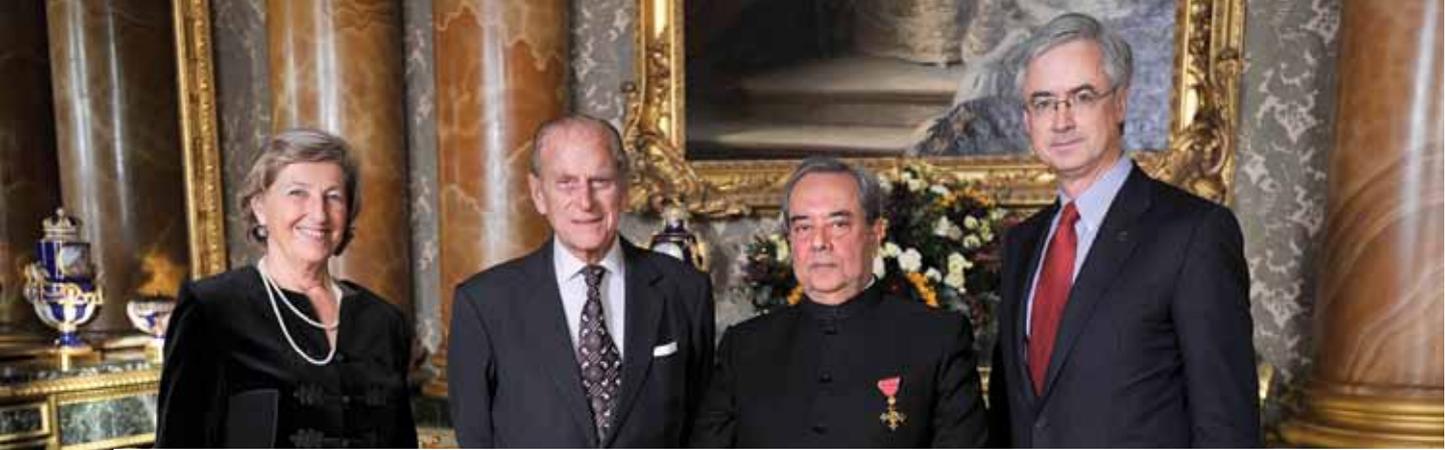
Nature does not deserve our fear nor beg our pity. Nature is not a victim; nature is part of the solution. To paraphrase John F. Kennedy's famous inauguration address, *we should not only be asking ourselves what we can do for nature; we should in fact also be asking what nature can do for us.*

This often runs against conventional wisdom. As the global economic contraction erased \$2.5 trillion from balance sheets, cash-strapped governments scaled back spending, even in such essential investments as biodiversity conservation. Our work in 2011 and years past however reveals a deeper truth: far from being a luxury, nature conservation is, economically and socially, a crucial part of the solution.

Peat bogs filter and purify water for us. Coral reefs become storm-buffering breakwaters. Mangroves form sea walls that protect shorelines and communities from natural disasters. Braided floodplains work as dikes and levees and increase crop productivity. Riparian trees form 'cooling towers' for overheated currents. Healthy wetlands treat industrial effluent. Restored forested slopes trap sediment. Well-managed estuaries boost food security, jobs and incomes for millions. Nature does all this for us and, if properly nurtured and maintained, it does so largely for free.

Nature-based solutions leverage support, commitment and resources from other sectors for biodiversity conservation – finance, trade, labour, energy, health, transportation and education to name but a few. Nature-based solutions offer the conservation community a proactive choice to help the world deal with issues such as food security, climate change and economic and social development, while at the same time alleviating long-term pressures on our natural resource base.

Our activities in 2011 further reinforced our knowledge that nature-based solutions work, because during the past year we were able to see major results from pioneering efforts in climate change mitigation and adaptation in forests, wetlands, drylands, coastal zones and protected areas.



Of course 2011 continued to bring new challenges inside IUCN. How to get the greatest positive impact from a highly diverse and growing union of more than 1,200 member organizations and 11,000 volunteer experts is a perennial issue and a tantalizing opportunity. A rapidly changing funding landscape called for a new business model, and big investments in IT infrastructure had to be managed.

Inspired by the One Programme Charter, our globally distributed Secretariat has embraced new ways of working together, better connecting the Secretariat to IUCN's Members, Commissions and partners. For the first time ever, we brought Members together in eleven Regional Conservation Forums during 2011 to look at achievements and future programmes of work. All of them gave high priority to conservation, governance and nature-based solutions.

Many of our global ecosystem restoration and management initiatives were expanded in 2011. Work began on setting up new knowledge products, including an IUCN Red List of Ecosystems. And a new global resource planning system went live.

Looking back, we can be proud of what our Union delivered in 2011, as indeed we look back on 64 years of achievement as the world's pre-eminent global environmental organization.

Looking forward, our world and our Union face some daunting challenges in 2012 and beyond. IUCN is ready, with a new Programme, a new business model and a renewed urge to harness the full power of the Union to mobilize the science and action that the world needs.

A major challenge in 2012 and beyond will be to strengthen IUCN's role in global governance for sustainable development. In 2012, the international conservation and development communities meet in numerous events, including the Rio+20 Conference on Sustainable Development, the IUCN World Conservation Congress and the UN conventions on biodiversity and climate change. We have a critical role in operationalizing global environmental governance, linking it more closely to effective and equitable natural resource governance on land and at sea.

Nature has an enormous, if often unseen, potential as a solution provider to some of our greatest challenges. We know conservation works. IUCN stands ready, more than ever before, to make these solutions happen across the board – in all sectors, all communities and all countries.

The support we continue to receive from all our constituencies – our Members, our Commission experts, our partners and our staff – is, as always, very much appreciated, and we look forward to working with all of you in the years to come.

Photo: Mrs Julia Marton-Lefèvre (Director General, IUCN), HRH The Duke of Edinburgh (WWF President Emeritus), Dr Ashok Khosla OBE (President, IUCN) and Mr Jim Leape (Director General, WWF International) at the Duke of Edinburgh Conservation Medal 2011 presentation at Buckingham Palace, London, UK, 9th December 2011.

ASHOK KHOSLA
PRESIDENT

JULIA MARTON-LEFÈVRE
DIRECTOR GENERAL

HIGHLIGHTS

OF THE YEAR

WHALES AT RISK

7 January – Oil and gas company Sakhalin Energy requests the advice of an independent panel of scientists, convened by IUCN, to minimize risks to the critically endangered Western Gray Whale from construction of a third offshore platform near Sakhalin Island, Russia.

CHANGING LIVES IN GUATEMALA

20 January – IUCN's Livelihoods & Landscapes Strategy and Water & Nature Initiative report on positive change from uniting landscape restoration with poverty reduction in Guatemala.

CELEBRATING FORESTS

24 January – IUCN helps launch the International Year of Forests. Throughout 2011 IUCN worked towards making sure that forests deliver their maximum potential for human well-being and biodiversity conservation.

ALL EYES ON MANAS

25 January – An IUCN-UNESCO monitoring mission to the Manas Wildlife Sanctuary, India's only World Heritage Site on the Danger List, evaluates the progress made to increase the population of key species, including tigers, Indian elephants and the great one-horned rhino.

40 YEARS OF WETLAND PROTECTION

2 February – World Wetlands Day marks the 40th Anniversary of the Ramsar Convention, hosted by IUCN. Ramsar-protected wetland sites now cover an area of 186 million hectares, about the size of Mexico, the largest protected area network in the world.

NAGOYA PROTOCOL OPEN FOR BUSINESS

2 February – After many years of work by IUCN and others, the "Nagoya Protocol on Access to Genetic Resources and the Fair and Equitable Sharing of Benefits Arising from their Utilization to the Convention on Biological Diversity" is opened for signature at United Nations Headquarters in New York.

IUCN MEMBERS RANKED TOP THINK TANKS

7 February – IUCN Members, World Resources Institute (WRI), Worldwatch Institute (WWI) and the Ecologic Institute are ranked in the top 10 of the University of Pennsylvania's 2010 Global "Go-To Think Tank Index".

COLLABORATION ON GULF OF MEXICO OIL SPILL

10 February – Five IUCN Commissions begin working together to create the Inter-Commission Gulf of Mexico Working Group to improve understanding of oil spill impacts and restoration efforts.

IUCN AND THE GLOBAL COMPACT

1 March – United Nations Secretary-General Ban Ki-moon appoints IUCN Director General Julia Marton-Lefèvre to the board of the UN Global Compact – the world's largest corporate citizenship initiative, encouraging business to adopt sustainable and socially-responsible policies.

HOLCIM PARTNERSHIP RENEWED

2 March – IUCN's partnership with Holcim, one of the world's largest cement and building material companies, is extended for a further three years. The partnership began in 2007 to better protect biodiversity at Holcim quarries around the world.

LOUDER VOICES FOR WOMEN

8 March – To mark the 100th anniversary of International Women's Day, IUCN calls for women in forest communities to be given more control of the management of forests and to be involved in decisions relating to them.

HELPING BUSINESSES VALUE NATURE

8 April – A Guide to Corporate Ecosystem Valuation is released by IUCN and the World Business Council for Sustainable Development to help the business community better understand the benefits and value of ecosystem services like fresh water, food, fibre and protection against natural disasters.

COASTAL WETLANDS REDUCE CLIMATE CHANGE

11 April – An IUCN report, written in partnership with the World Bank and wetland specialists, calls for coastal wetlands to be protected and included in carbon emission reduction strategies and climate negotiations.

MED FISH IN GRAVE DANGER

19 April – More than 40 species of marine fish currently found in the Mediterranean could disappear in the next few years due to overfishing, marine habitat degradation and pollution, according to a study for the IUCN Red List of Threatened Species™.

ON THIN ICE

27 April – A new IUCN report identifies 13 of the richest and most vulnerable places in the Arctic Ocean that should be considered for protection, as summer sea ice melts and industrial activity expands into newly accessible areas.

NEW SCIENCE ADVISORY BOARD

29 April – IUCN's new Science Advisory Board is launched, to support the integration of new scientific areas into the Union's work, providing an important complement to the extensive expertise already within IUCN's six Commissions.

MAMMAL REDISCOVERED

19 May – The Critically Endangered Red-crested Tree Rat, not seen since 1898 despite organized searches, is rediscovered and recorded by IUCN Member ProAves in Colombia's Sierra Nevada de Santa Marta national park.

HOPES GROW FOR THE HIGH SEAS

8 June – IUCN celebrates a major breakthrough in global efforts to conserve the high seas after countries at a UN meeting take the first, essential steps towards closing the gaps in international law that leave the high seas so poorly protected.



SUMATRA TO RESTORE NATURAL WONDERS

23 June – The tropical rainforest heritage of Sumatra, Indonesia, is now on the List of World Heritage Sites in Danger. IUCN Member, Fauna and Flora International, will be among the groups working with local authorities to address the issues raised and bring this site back to its full potential.

GREEN WAYS TO END POVERTY

27 June – IUCN Director General, Julia Marton-Lefèvre is among the high-level speakers at a conference in Paris looking at innovative solutions to eradicate poverty under the patronage of France's Minister for the Economy, Finance and Industry.

ECO-BOOST TO OMANI TOURISM

1 July – IUCN provides technical help and guidance to the Omani Ministry of Tourism in Bandar Khiran to increase ecotourism and encourage more socially and environmentally-responsible tourism.

MEDITERRANEAN MEMBERS

5 July – IUCN Members in Spain and Morocco sign an agreement in Malaga to work together on a cross-border Intercontinental Biosphere Reserve for the Mediterranean between 2011 and 2015.

BUILDING BRIDGES

24 August – IUCN's new BRIDGE project, or Building River Dialogue and Governance, is officially launched during World Water Week to create better governance for more effective and sustainable water management.

FOREST RESTORATION GATHERS MOMENTUM

2 September – A core commitment to restore 150 million hectares of lost forests and degraded lands worldwide by 2020 is launched at the Bonn Challenge Ministerial Roundtable, co-chaired by IUCN and the German Government.

RECORD FLOCK IN THE GREAT STEPPE

5 September – Funded by IUCN's Save Our Species initiative, with the World Bank and Global Environment Facility, a project team monitoring migrating Sociable Lapwings in the heart of the Great Steppe discovers the largest single flock seen in Kazakhstan since 1939.

SEA TURTLE BLUEPRINT

29 September – IUCN's first comprehensive status assessment of all sea turtle populations globally provides a blueprint for conservation and research and determines the 11 most threatened populations, as well as the 12 healthiest.

BIODIVERSITY PLATFORM LAUNCHES

7 October – IUCN plays a key role in the first official meeting of IPBES, the Intergovernmental Platform for Biodiversity and Ecosystem Services, in Nairobi, Kenya. IUCN spearheaded civil society involvement over three years of negotiation to set up the platform.

SAVING POLAR BEARS

20 October – An IUCN study predicts a dramatic reduction in polar bear habitats over the next 10 to 50 years, due largely to global warming.

INTO THE DEEP UNKNOWN

7 November – Top marine scientists set off on a six-week IUCN expedition to explore underwater mountains of the southwest Indian Ocean Ridge. They aim to study seabed species and understand the impacts that deep sea fishing has on marine life in the region.

INVASIVE SPECIES AGREEMENT

8 November – Invasive species are recognized as a major threat to biological diversity and ecosystem services. IUCN commits to working with the Convention on Biological Diversity to combat invasive species through better science and shared action.

BAROMETER OF LIFE

10 November – IUCN releases the latest update of the IUCN Red List of Threatened Species™. With more than 61,900 species assessed, the Red List is becoming a true 'Barometer of Life'.

SPECIES APP GOES MOBILE

16 November – The new Species on the Edge app for mobile phones, a detailed guide to 365 species from the IUCN Red List of Threatened Species™ is launched. Featuring stunning photos and thought-provoking information, it allows users to learn about threatened species from around the world.

KOREAN MARINE NATIONAL PARK CERTIFIED

23 November – Hallyeohaesang National Park in Korea is certified as a Category II Protected Area under the UN List of Protected Areas. A short ceremony marked the end of the review process which started in 2005 and was conducted with the support of IUCN's World Commission on Protected Areas.

OUTSTANDING SERVICE RECOGNIZED

9 December – IUCN President Ashok Khosla is awarded the 2011 WWF Duke of Edinburgh Conservation Medal at a special ceremony at Buckingham Palace in London, UK. The Medal, first given in 1970, is awarded annually for outstanding service to the environment.

EUROPEAN UNION DEAL ON PARKS

14 December – IUCN signs a contract with the European Union to implement the BIOPAMA project on biodiversity and protected areas management in Africa, the Caribbean and the Pacific. This landmark project aims to improve long-term biodiversity conservation and reduce poverty.

OUR

UNION

IUCN unites three core elements: the diverse perspective of 1,200 Members; the credibility of 11,000 experts in six volunteer Commissions; and the dedication of 1,000 staff in a distributed global Secretariat. Drawing on people, projects and policy debates in more than 170 countries, every day the Union is changing how humans use, interact with, and invest in the natural world.

IUCN welcomed 71 new **Members** in 2011, including five State Members from Bhutan, the Central African Republic, Iraq, Rwanda and Samoa, bringing total member organizations to 1199. New **National Committees** in the Dominican Republic, Malawi, Republic of Congo and Thailand were also officially recognized.

For the first time in IUCN's history, Members, Committees, Commission members and staff came together in 2011 at eleven **Regional Conservation Forums** all over the world. These events brought the Union together to discuss and plan for IUCN's next 4-year Programme of work, evaluate regional and global policy initiatives and prepare for the 2012 World Conservation Congress.

The IUCN Council approved the **One Programme Charter**, which calls upon the Secretariat, Commissions, and National and Regional Committees to collaborate more effectively. It also invites Members, whose priorities and capacities align with the IUCN Programme, to help implement the Union's work programme in a more systematic way. The Charter outlines the roles and responsibilities of all IUCN constituents, and aims to better harness the power of such a diverse Union. An Operational Guide for National and Regional Committees, providing ethical standards and criteria, was also adopted.

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.



A huge amount of work was conducted in IUCN's six Commissions in 2011. Amongst many examples, the Commission on **Ecosystem Management** (CEM) developed a briefing paper recommending how U.S. environmental policy makers could restore the long-term health of ecosystems in the Gulf of Mexico.

In pilot assessments in Thailand and Kenya, the Commission on **Environmental, Economic and Social Policy** (CEESP) assessed the value of ancestral land and galvanized new partnerships between governments and tribes to share management responsibilities. CEESP also worked with other parts of IUCN on food security, the right to water and the green economy.

The Commission on **Education and Communication** (CEC) expanded IUCN's influence beyond its normal constituency by reaching out to youth audiences, teaching 500 Scouts from 28 countries about environmental rights of the child and celebrating biodiversity at the World Scout Jamboree.

The World Commission on **Protected Areas** (WCPA) advanced the Green List Initiative to establish standards recognizing the best management and governance of protected areas worldwide, while testing data and information tools in Brazil, China and France, as part of a landmark "Protected Planet" development.

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

The **Species Survival** Commission (SSC) continued to work around the world on thousands of assessments for the IUCN Red List of Threatened Species™.

The Commission on **Environmental Law** (CEL) hosted colloquium workshops on how to integrate human rights and environmental protection, with an emphasis on the legal recognition and governance of ecosystem services – the services that nature provides to humans.

IUCN began work on a new **Business Model** in 2011, re-aligning fundraising and human, financial and institutional resources to better deliver the Union's Programme of work and run the organization.

Preparation and planning for the 2012 **World Conservation Congress** accelerated in 2011. IUCN's Council initiated a series of governance reforms to ensure Members felt an improved sense of ownership over, and engagement with, the motions process. The call for contributions to the Forum part of the Congress yielded a strong response from IUCN Members, Commissions, Secretariat and partners.

In 2011 the Union's external profile continued to grow. Three new **Goodwill Ambassadors** joined IUCN: Pierre-Yves Cousteau from France, son of the late Jacques; Malouma, a renowned Mauritanian singer; and Mattias Klum, a Swedish explorer. IUCN's ambassadors were complemented by a range of distinguished **Patrons for Nature**, with several joining IUCN in 2011 including H.R.H. Prince Carl Philip of Sweden.

Global **media coverage** increased by 35% from 2010, driven by animal and plant species, World Heritage, forest, marine and climate change issues. Millions of people engaged with IUCN on its main websites and social media platforms. IUCN published 38 new **books** in seven different languages in 2011 as well as hundreds of other reports and studies. More than 40% of all IUCN books published since 1948 are now available on-line; in 2011, this comprehensive repository of conservation knowledge was accessed digitally more than 10 million times.

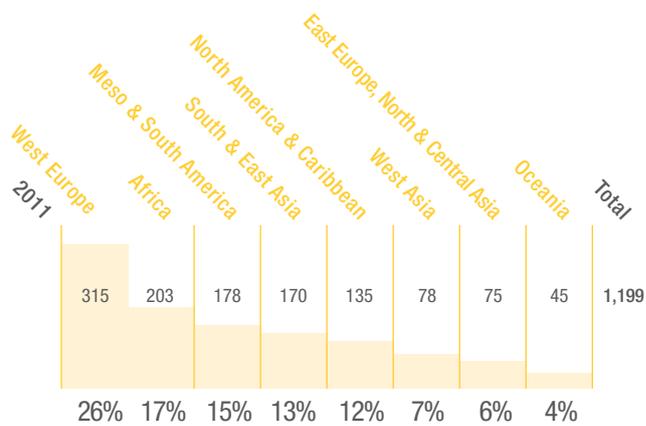
After several years of planning and investment, IUCN launched a new **Enterprise Resource Planning** (ERP) system in 2011. The global system includes Programme and project planning and reporting; relationship management of Members, Commission members, donors and partners; finance and procurement; and business process automation. The ERP system makes financial and project data transparent and accessible, and helps share information across the Union, as well as with donors and partners. Aside from reducing paper consumption, the new system will also significantly improve operational efficiency.



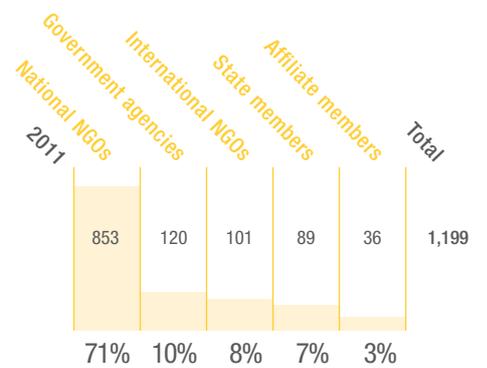
National and Regional Committees officially recognized by Council

	Africa	Meso & South America	North America & Caribbean	South & East Asia	Oceania	West Asia	West Europe	Grand Total
2011 National	14	3	14	2	2	7	4	57
2011 Regional	2	0	2	1	0	1	1	7

Members by region



Members by category



OUR

PARTNERS

IUCN welcomed its newest **Framework Partner**, the Environment Agency of Abu Dhabi, from the United Arab Emirates, in 2011. It joined IUCN's other long-term Framework Partners: the Danish Ministry of Foreign Affairs (Danida), Finland's Ministry of Foreign Affairs, the French Agency for Development (AFD), the Netherlands Ministry of Foreign Affairs (DGIS), the Norwegian Agency for Development Cooperation (Norad), the Swedish International Development Cooperation Agency (Sida), the Swiss Agency for Development and Cooperation (SDC) and the MAVA Foundation. Framework Partners provide multi-year core financial support to implement the IUCN Programme.

Throughout 2011 IUCN further strengthened its institutional and project engagements with many **multilateral organizations**, including the World Bank, the European Union and Commission, UNESCO, the UN Convention on International Trade in Endangered Species (CITES), the

UN's Food and Agriculture Organization (FAO), the Global Environment Facility, the UN's Development and Environment Programmes (UNDP and UNEP), the African Development Bank, the Inter-American Development Bank and the Asian Development Bank.

IUCN also continued to diversify and augment its funding base with grant-making foundations, prominent individuals, and other philanthropic funding sources. More foundations in Europe and North America in particular now trust IUCN to deliver results on the ground. In 2011, IUCN signed new partnerships to support the Union's work to, among other initiatives, conserve the transboundary habitats of great apes in Africa and Asia; establish the Intergovernmental Platform on Biodiversity and Ecosystem Services; encourage water conservation and climate change adaptation in Africa; and develop an IUCN Red List of the Americas' continental ecosystems.

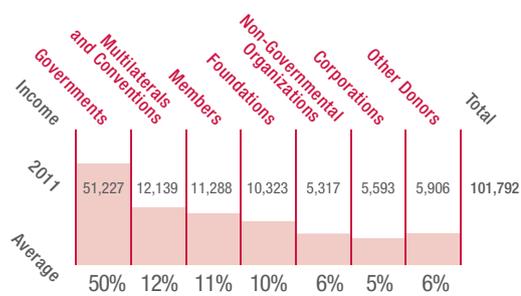
IUCN RELIES ON A LARGE NETWORK OF PARTNERS AND DONORS WHO HELP FUND ACTIVITIES, IMPLEMENT THE PROGRAMME, AND SHARE THEIR KNOWLEDGE AND EXPERTISE TO SUPPORT THE UNION'S WORK.



IUCN's work with the **private sector** also expanded steadily in 2011. While continuing to contribute a modest percentage of IUCN's income, this growing work with business is a key part of delivering the Union's mission. The IUCN Council's Private Sector Task Force worked with the Secretariat to develop a new strategy on engaging with business.

Donor Diversity

(in CHF 1,000)



OUR

PARTNERS

Framework Partners



Environmental Agency, Abu Dhabi



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



Swedish International Development Cooperation Agency



Swiss Agency for Development and Cooperation



MAVA Foundation

Programme and Project Partners

(contributions received in 2011 above Swiss francs 250,000)

Governments

AusAID, Australia



Canadian International Development Agency



Ministry of Ecology, Sustainable Development and Energy, France



Ministry of Foreign Affairs, France



Federal Ministry for Economic Cooperation and Development, Germany



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



Ministry of Agriculture, Food and the Environment, Spain



Regional Ministry for Environment, Government of Andalusia, Spain



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
-  Convention on International Trade in Endangered Species of Wild Fauna and Flora
-  European Commission
-  Global Environment Facility
-  United Nations Development Programme
-  United Nations Educational, Scientific and Cultural Organization
-  The World Bank Group
-  United Nations Environment Programme

Non-Governmental Organizations

-  Catholic Relief Services
-  Conservation International
-  International Institute for Environment and Development (IIED)
-  IUCN – US
-  World Wide Fund for Nature

Private Sector

-  Danone
-  Holcim
-  Nokia Corporation
-  Rio Tinto
-  Shell International
-  Sakhalin Energy Investment Company Limited
-  Yemen LNG Company LTD

Foundations

-  Arcus Foundation
-  Ford Foundation
-  Gordon and Betty Moore Foundation
-  The Howard Buffett Foundation

OUR

WORK

THE IUCN PROGRAMME

IUCN's work is planned and delivered under the framework of a Programme, set every four years. The current Programme began in 2009 and ends in 2012. At its heart are biodiversity conservation and the equitable and sustainable use of natural resources. In addition it covers four areas that both impact, and are impacted by, biodiversity: climate change, sustainable energy, human well-being and green economy.

The Programme is initially approved by IUCN Members at the four-yearly World Conservation Congress, coordinated by the Secretariat, and delivered by Members, Commissions and partners along with the Secretariat.

IUCN's work on conserving biodiversity in 2011 included expanding the knowledge and tools available for biodiversity conservation, particularly with the IUCN Red List of Threatened Species™. Projects were delivered on species conservation; expanding the coverage and effectiveness of protected areas such as national parks and World Heritage sites; managing and restoring forests, rivers and watersheds, drylands, wetlands, mangroves and oceans; and influencing international and national policies and laws.

Climate change work focused mainly on influencing the United Nations Framework Convention on Climate Change and national climate policies. IUCN also demonstrated how protecting and restoring ecosystems – particularly forests – can help reduce emissions and help people, especially the most vulnerable, adapt to climate change.

IUCN's work in energy focused on making sure biodiversity was taken into account in selected sustainable energy policies and practice, in both the public and private sector. Work on human well-being delivered projects that demonstrated how ecosystems can be managed to help the rural poor. IUCN's work on greening the economy helped build better knowledge on the economic value of biodiversity, and influenced companies to improve their environmental performance.

Here follows a summary of the five Programme areas, each with a selection of 2011 projects and results.

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



CONSERVING BIODIVERSITY

IUCN delivered many hundreds of biodiversity conservation initiatives and projects in 2011, from local community projects to major policy changes on the international stage. Biodiversity conservation is the Union's oldest area of work and generates considerable new knowledge, policy influence and results on the ground across every type of ecosystem.

In 2011 IUCN influenced policies affecting the rights of Central America's impoverished indigenous people, strengthening their access to genetic resources while tapping into their local knowledge. To counter illegal logging, theft, smuggling and conflict, IUCN improved forest laws, governance and enforcement in Eastern Europe.

Through training workshops, consultation and ongoing dialogues the Union built capacity among Brazilian leaders to protect biodiversity through 20 national targets. And IUCN helped China more actively protect, manage, share access, and restore conifers and native longleaf forest species in the Miyun River and watershed that supply 80% of the water upon which Beijing depends.

TEACHING LEADERS

IUCN trained more than 100 delegates to the UN Convention on Biological Diversity and the Convention on Combating Desertification. The Union also wrote new support and learning manuals for biodiversity conservation, translating and publishing toolkits, and how to use an ecosystems approach in water resource management through law, trade, valuation, ecological flows and transboundary sharing.

TEMATEA was developed, an online database that provides an easy way to cross reference international conventions and agreements across

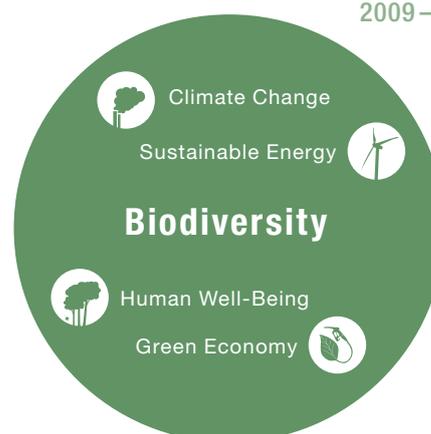
six priority issues for biodiversity. An online training curriculum was also launched for the experts who manage assessments for the IUCN Red List of Threatened Species™.

MOVING FORWARD WITH THE RED LIST

In 2011, IUCN published 15,205 new global Red List assessments on the Red List covering eight broad taxonomic groups; and improved links with the World Database on Protected Areas. More specifically, a Red List assessment workshop studied the conservation status of Southeast Asian and Chinese snakes, of interest to the UN Convention on International Trade in Endangered Species (CITES) because they are used in medicinal and food trade. Another workshop reviewed the conservation status of the reptiles of Polynesia, Micronesia and Eastern Melanesia.

The Amphibian Red List Authority developed a new online amphibian assessment forum, and the final Pan-Africa assessment of freshwater biodiversity in the Western Ghats region of India was published. Work continued to make Red List data more easily available through other platforms, such as the Catalogue of Life, to the wider biodiversity community. IUCN also supported Brazil and India to develop national Red Lists, and the Democratic Republic of the Congo for the Red List of Exploited Trees in that country.

IUCN
PROGRAMME
2009–2012



OUR

WORK

CONSERVING BIODIVERSITY

A NEW RED LIST FOR ECOSYSTEMS

In September 2011, 25 experts from 14 countries gathered at the Tour du Valat Biological Station in southern France for the new IUCN Red List of Ecosystems. This approach links ecosystems, livelihoods, health and well-being to inform and influence conservation and national development agendas. By reflecting the true value of ecosystem goods and services, the Red List of Ecosystems will complement the policy successes of current red lists by putting individual species in the broader context of biodiversity.

SAVING OUR SPECIES

IUCN's young 'Save Our Species' initiative shifted into high gear by leveraging new funds for on-the-ground conservation of high priority threatened wildlife, with available funds growing fivefold in 2011. IUCN Members took the lead in implementation, with US\$3.3 million being allocated for 23 projects covering 67 species.

SHAPING WILDLIFE TRADE

Work with TRAFFIC, the IUCN-WWF joint venture to combat illegal trade in endangered plants and animals, redoubled efforts in 2011 to curb the poaching spree decimating rhinos. By working with governments both at the source, in South Africa, and in consuming countries, like Viet Nam, IUCN shaped a Memorandum of Understanding on better enforcement cooperation on trade in endangered rhino horn. IUCN also worked with TRAFFIC to define how wild species boost security through food protein, employment and foreign currency.

From Namibia's deserts to China's Upper Yangtze Region, IUCN managed projects on the use and trade of wild species for meat, offered alternatives to unsustainable hunting and harvesting, and improved marketing of animals and plants for medicine. IUCN provided direct input to CITES, where discussions ranged from reducing illegal trade in threatened species to supporting sustainable management of critical wildlife resources.

PROTECTING LAND AND SEA

IUCN influenced the Oslo and Paris Conventions for the protection of the marine environment of the Northeast Atlantic, and the Commission on the Conservation of Antarctic Marine Living Resources, part of the Antarctic treaty system, and supported national protected area and wetland policy in six countries. IUCN's continued longstanding work to set standards and lobby for protected areas helped them grow by over 800 km² for terrestrial and over 9,000 km² for marine environments in 2011.

PROTECTING OUR NATURAL HERITAGE

IUCN's work on the World Heritage Convention led to the inscription of 20 new natural World Heritage sites including Kenya's Rift Valley Lakes, Jordan's Wadi Rum, Australia's Ningaloo Reef and Japan's Ogasawara Islands. IUCN conducted and reported on monitoring missions to sixty natural sites. Two natural sites were moved to the Danger List on IUCN's recommendation – Sumatra's Tropical Rainforest Heritage and the Rio Platano of Honduras – while India's Manas Wildlife Sanctuary moved off the list after nine years of successful conservation action.



GOOGLING PROTECTED AREAS

A new agreement with Google was finalized in 2011 to display the World Database on Protected Areas on all Google maps, and to invest resources in Protected Planet, a joint initiative with the UN Environment Programme and World Conservation Monitoring Centre, to upgrade the communication platform for protected areas globally.

COMBATING INVASIVES

IUCN supported the Convention on Biological Diversity by training governments on invasive species issues for national biodiversity strategies and action plans in 2011. Amongst other projects, IUCN also helped the Lake Tanganyika Authority in central Africa to assess threats from biological invasions.

RACING TO CONSERVE OCEANS

IUCN began working with the America's Cup, a leading yachting competition, on a project to improve ocean health both globally and in local communities hosting America's Cup events. A dozen races leading up to the main event provide an international platform to increase public awareness and fundraising.

CHANGING THE CLIMATE FORECAST

Throughout 2011 IUCN worked to influence national laws and UN climate change policy to help slow, stop and sequester greenhouse gas emissions. In parallel, IUCN worked on strengthening the resilience of natural infrastructure – freshwater, marine and terrestrial habitats that support people and wildlife – to help them absorb the shocks from climate change that are already under way.

In many cases, IUCN targeted both climate change mitigation and adaptation efforts under one strategy, providing a true nature-based solution for climate change. IUCN promoted and demonstrated how harmful emissions can be reduced by restoring ecosystems, particularly forests, which at the same time also help communities adapt to climate change and reduce poverty.

A BETTER CLIMATE FOR THE POOR

The UN Framework Convention on Climate Change's mitigation strategy – Reducing Emissions from Deforestation and forest Degradation (or REDD+) – showed mixed promise in 2011. IUCN addressed concerns that some mitigation initiatives do not clearly demonstrate how vulnerable poor people will be involved in decision making, how they will benefit, and how they could face even higher risks to their livelihoods.

OUR

WORK

CHANGING THE CLIMATE FORECAST

In Uganda, IUCN therefore piloted a more participatory process to develop a comprehensive and “pro-poor” REDD+ strategy as a role model. IUCN used its Forest-Poverty toolkit to demonstrate how and why poor people live and work with forests; facilitated multi-stakeholder platforms to discuss and use the findings; and trained policy makers on improving Uganda’s national REDD+ Proposal.

GLOBAL WARMING AND GENDER

As climate change impacts often fall disproportionately on the poor, and with women being particularly hard hit in developing countries, in 2011 IUCN set out to build resilience from the ground up. IUCN trained nearly 1,000 experts from 100 countries on gender and climate change issues, from natural resource rights through to better communication. Many guides on gender-climate change links were produced from these courses, and the results were also used to influence international and national policy.

IUCN helped develop nine national gender-sensitive climate change strategies in countries including Egypt, Haiti, Tanzania, Costa Rica, Panama and Nepal, with requests from a further 25 additional countries. With results on the ground, IUCN has become a scientific and technical centre of excellence for organizations, international conventions and governments on integrating, promoting and strengthening gender equality, and the participation of women in defining national climate change actions.

RESTORING FORESTS

In Rwanda, IUCN helped the government establish and launch a landmark plan in July 2011 to restore its entire forest ecosystem. Two months later, IUCN President Ashok Khosla co-chaired the Bonn Challenge Inter-Ministerial Round Table Conference on Forest Landscape Restoration in Germany, where private and public sector executives committed to restore 150 million hectares of deforested and degraded lands by 2020.

RAISING INCOMES WITH RESILIENCE

Farmers in developing countries are increasingly vulnerable to climate change. But they do not exist in an economic vacuum. IUCN therefore set out at both national and community levels in 2011 to build cross-sector plans for food security, knowing that agriculture-based resilience alone will not help if other sectors are left out of the marketplace mix. A demonstration project in Burkina Faso led to improved food security systems through an agricultural products warrant system that increased the prices of various agricultural products between 15% and 76%. Aside from increasing local income, the project boosted climate-resilient farming practices.



GIVING COMMUNITIES A SAY

IUCN ran projects in 2011 to boost climate resilience by empowering local communities on river management. In both the Cahoacán river of Southern Mexico and the Pangani river basin in East Africa for example, IUCN helped democratize decision making on the allocation of river current flow, strengthened local governance institutions by giving more stakeholders – including previously marginalized fishermen, herders and women – a voice, and demonstrated how natural water infrastructure plays a key role in economic and social development.

NATURALLY ENERGIZING THE FUTURE

Sustainable energy covers a range of issues, from increasing new carbon-free sources of energy and more efficient use of existing supplies, to reducing the impact and scale of human demands for energy, and improving the ways in which resources are extracted.

The pressure to deliver more sustainable energy becomes all the more intense when it is appreciated that one out of five humans lacks access to modern energy sources, while two in five depend on traditional biomass for cooking and heating.

These stresses are bad both for people and the surrounding nature they are forced to degrade. To lift people out of poverty while not further damaging biodiversity, IUCN has worked to ensure equitable access to durable and resilient ‘power’ in every sense of that word.

GREENER BIOFUELS

IUCN continued to influence key policy processes and partners on biofuels during 2011, including the UN Convention on Biodiversity, the European Commission and Shell, with new tools and knowledge products. As a founding member of the Roundtable on Sustainable Biofuels, IUCN helped design policy and standards through structured multi-stakeholder dialogues. IUCN also advised governments in Africa on biofuel policies in terms of invasive species, health concerns and feed stock.

ALTERNATIVE OPTIONS

IUCN provided independent analysis and advice on alternative energy options for Shell and Yemen LNG (Liquid Natural Gas) in 2011. Through the Global Environmental Flow Network, IUCN provided strategic environmental assessments and environmental impact assessments involving sustainable energy options, in 15 countries, as well as river basin dialogues in at least 10 countries. IUCN also demonstrated how ecosystems and alternative energy solutions such as solar can provide nature-based solutions to local energy needs in nearly 20 countries around the world.

LATERAL LEADERSHIP

IUCN’s leadership was invited to join the UN Secretary-General’s High-Level Group on Sustainable Energy for All in 2011, with leaders from business, government and civil society. IUCN also organized a roundtable on the food-water-energy nexus at the UN’s annual Private Sector Forum, in part to influence policy discussions ahead of the Rio+20 Conference in 2012.

OUR

WORK

NATURALLY ENERGIZING THE FUTURE

AVOIDING OFFSHORE IMPACTS

IUCN has advised Sakhalin Energy for seven years on minimizing risks from its oil and gas operations off the Eastern Russian coast on the endangered Western Gray Whale. An external evaluation in 2011 of IUCN's independent scientific Western Gray Whale Advisory Panel – bringing together business, scientists and the conservation community on this issue – found it “clearly relevant to the conservation and recovery of western grey whales”. Sakhalin Energy relies on the Panel's advice, which also helps drive change in the wider off-shore oil and gas sector.

SHARING HYDROPOWER BENEFITS

Benefits from the Akosombo and Manatali Dams in West Africa, among the largest hydraulic infrastructures on earth, are not equally shared among local stakeholders. IUCN worked to change that situation in 2011, bringing all parties together to address governance of these reservoirs. IUCN promoted a quest for consensus in the identification, construction and exploitation of dams, and improved water management through creation of more participatory processes. IUCN influenced the Authority of the Niger Basin and its Water Charter, and empowered local involvement committees and platforms for Burkina Faso's Kompienga Dam, Mali's Sélingué Dam, and Senegal's Confluent/Niandouba Dam.

WORLD HERITAGE AND EXTRACTION

IUCN raised concern over the rapidly increasing number of World Heritage sites threatened by planned mining, oil and gas projects in 2011: one out of four iconic natural areas in Africa is affected. The International Council on Mining and Metals, Shell and J.P. Morgan Bank are now collaborating on a project to evaluate the relationship between World Heritage and extractive industries. The project will make recommendations on more effective implementation of the World Heritage Convention in relation to extractive industries, thus enabling wider support for and participation in the conservation objectives.

WOODLAND SUPPLY AND DEMAND

Among other objectives, IUCN's Livelihoods and Landscapes Initiative eases pressure on forests from surrounding communities seeking fuel to burn for cooking by providing energy-efficient stoves. This also reduces smoke inhalation, a leading cause of death in developing countries. Along with increased efficiency that reduced the demand for wood, IUCN helped restore native species in 2011, such as the Acacia Senegal woodlands, boosting supply, reducing walking distances to gather firewood, and providing a locally traded commodity.



MANAGING ECOSYSTEMS FOR HUMAN WELL-BEING

IUCN links human security and biodiversity conservation in a symbiotic relationship. Poor and powerless societies tend to make desperate decisions, and a degraded forest or depleted aquifer will escalate risks and vulnerability for all species, including our own. Conversely, well-informed and politically empowered local communities are often the best stewards to value, benefit from, and manage the diverse natural resources on which they depend. Given clear incentives, families exercise dominion over nature with both responsibility and care.

Incentives have always been there. Nature provides food, fibre, wood and energy; regulates the climate and hydrological cycle; cycles nutrients; protects watersheds; and rejuvenates us through spiritual and recreational interactions. IUCN just makes the implicit explicit. IUCN shares access to its scientific understanding. IUCN's strategies and policies help communities and governments clarify the invisible incentives and relationships for people, to ensure the value of ecosystem wealth is most durably, equitably and efficiently used.

WORKING ACROSS ECOSYSTEMS

In watersheds, forests and coastal ecosystems of more than 30 countries, IUCN projects worked in collaboration with the rural poor in 2011. Together, IUCN demonstrated how sound management of natural resources and restoration of ecosystems

provide modest yet solid benefits. More importantly, IUCN showed how and why and where else these projects can be scaled, replicated and integrated into policies by Members and partners in Asia, Africa and South America.

In 2011, IUCN also showed how nature provides solutions to reduce disaster risks. In the Tacaná river basins of Guatemala and Mexico, the Water and Nature Initiative helped communities develop disaster preparedness plans and mechanisms to build resilience against climate change impacts. In forests and mangrove ecosystems IUCN delivered a range of benefits, from local control and governance through to tangible increases in income, access to food and sanitation, and disaster risk reduction.

RESTORING THE KAREZ WATER SYSTEM

Qilalskan Khan, a small village in Balochistan, Pakistan, suffered from acute water shortage during the 1996–2003 drought, and their traditional underground water channel system, the Karez, had collapsed. An IUCN project applied its pioneering Integrated Water Resource Management approach in 2011 to rehabilitate the Karez and restore water to the village.

This demonstrated how intervention at the watershed, source, conveyance and command area levels enhances the conservation of water, diversifies crop patterns, and improves livelihoods. The project generated a seven-fold return on investment in one year from improved yield of eight crops on 310 acres, and has become a model for the entire region.

OUR

WORK

MANAGING ECOSYSTEMS FOR HUMAN WELL-BEING

RECOVERING MOROCCAN FISHERIES

Nearly half of the 49,000-hectare Al Hoceima National Park in Morocco lies under the sea. But protection of the marine environment led to disputes with fishermen working legally and illegally in the region. To halt overfishing, in 2011 IUCN implemented a socio-economic survey with fishermen and, based on the analysis, helped them work with authorities to explore options for improving the situation. The project clarified rights, roles and responsibilities for all parties involved. IUCN also began to develop a monitoring system that will evaluate the impacts on the conservation of species and habitats, and on the economic and social well-being of the population.

COASTAL GOVERNANCE IN INDONESIA

In Sulawesi, Indonesia, at least 100,000 coastal people from various ethnic groups directly depend on Tomini Bay's resources for food and income. Pressured by water pollution and coral mining, destructive fishing, mangrove clearance for lumber and fuelwood and construction of fish ponds, an IUCN project helped stakeholders in four districts better manage their resources. By 2011, 101 hectares of mangrove habitat was restored, and a further 200 hectares improved. The project success is now being expanded regionally by changing regulations and incentives.

WETLANDS IN BANGLADESH

When large wetlands are leased for short terms, the highest bidder is often motivated to maximize economic return, ignore ecosystem sustainability and exclude local communities. Aiming to improve livelihoods of the poor in particular, an IUCN project in Tanguar Haor, Bangladesh, in 2011 developed a co-management system with state and local governments, and communities, sharing resource rights and institutional

responsibilities. Local people can now fish without fear of persecution and have actively contributed to demands for stricter conservation measures based on their more intimate knowledge of fish breeding and wetland bird habitats.

REDEFINING AFRICAN FOREST CONSERVATION

Mount Elgon National Park in Uganda has been a triumph for tourism, but a tragedy for the forest-dwelling Benet people, evicted from their ancestral home. For 30 years, the uprooted population has grown poor and desperate. To resolve tensions, IUCN's Livelihoods and Landscapes Initiative helped all parties redefine conservation in 2011. A new buffer zone addressed boundary disputes, access to forest resources, illegal hunting and grazing, and IUCN helped develop simple bylaws regulating farms close to the park. Community income from honey, milk and vegetable production doubled; average income rose from \$10 to \$100 per month, and there was a 70% increase in school enrolment.

REDUCING RISK IN PARCHED PALESTINE

In Marj Sanur, in the Palestinian Territories, 25,000 people live on 60 square kilometres of land suffering from water scarcity and flooding. IUCN helped create a development plan and multi-stakeholder watershed association in 2011 to improve social, economic and environmental conditions by improving the harvesting of water and rehabilitating land.



GREENING THE WORLD ECONOMY

IUCN helps make the global economy less unsustainable by influencing public laws and private sector initiatives. The Union works to improve trade and investment policies that formally integrate the worth of biodiversity into laws; and to provide incentives for companies, industry associations and consumer groups to voluntarily incorporate ecosystem values into their plans, supply chains and action agendas. Both approaches require good science and sound understanding to succeed.

In 2011, IUCN built a knowledge base on the economic value of biodiversity, while influencing companies to improve their environmental performance.

WORDS AND DEEDS

IUCN helped research and write a landmark study in 2011, *The Economics of Ecosystems and Biodiversity*, or TEEB. IUCN was also lead author on the TEEB for Business report, and produced many economic valuation studies. Each study was rooted in IUCN experience from investing in nature in fields, forests, watersheds and wetlands, as well as drafting public policy, codes, treaties and legislation.

IUCN influenced a number of companies and business groups in 2011 to adopt biodiversity-friendly policy and management plans, including the World Business Council on Sustainable Development, Holcim, Shell, the International Council for Mining and Metals, Nespresso, the Global Reporting Initiative, Dhamra Port Development, Accor Hotels, Six Senses Resorts and Dilmah Tea.

TANKERS MAKE ROOM FOR TURTLES

The economically vital port of Orissa, India, started encroaching upon one of the world's mass nesting rookeries for Olive Ridley Sea Turtles. IUCN worked with the Dhamra Port Company Limited to help it adopt the highest biodiversity conservation management practices during the construction and operation phases of the port. IUCN also developed a turtle-friendly dredging protocol, a lighting plan, and scaled up successful development projects along the Orissa coastline.

CERTIFYING MEDICINAL PLANTS IN CHINA

IUCN's Fairwild Standard has raised the bar on certifying sustainable harvesting and policy in more than 20 places in 13 countries, including the mountains of China's Upper Yangtze region where wild medicinal plant species were overharvested and endangered Panda and Takin habitats were being disturbed. IUCN trained stakeholders in step-by-step organic certification in 2011, based on the Fairwild Standard. Local producer income increased by 18–30%, with certified plants commanding a higher price, and IUCN is now expanding the project to other regions.

OUR

WORK

GREENING THE WORLD ECONOMY

NATURAL WATER INFRASTRUCTURE

Water development investments typically ignore the economic role of river basins themselves. Accountants omit how these natural ecosystems control floods, filter sediment, store water in droughts, and improve water quality – for free. IUCN repeatedly made a hard-nosed business case for investing in natural infrastructure in 2011 as part of sustainable financing for river basin management. Flows of the Komadugu Yobe River in northern Nigeria, for example, were severely affected by upstream dams, affecting local economies and bringing an escalating risk of conflict among water users. IUCN brought stakeholders together in 2011 to develop an integrated management plan to fix fragmented regulation, conflicting responsibilities, absent hydro-agricultural coordination and inequitable access. The project empowered villagers and delivered a river catchment management plan, a water charter and new institutions. Authorities across the six riparian States also invested in the natural infrastructure of the basin to clear river channels, restore wetlands for fisheries, and allow navigation.

CEMENT AND BIODIVERSITY

IUCN prioritizes changing business sectors with the largest negative impact on the environment and social equity. After four years working with leading cement maker Holcim to develop a comprehensive biodiversity management system, in 2011 IUCN began helping the company make it fully operational. In addition, the project began to influence national policies and laws, shape the development of sector-wide standards for biodiversity conservation, and improve Holcim's water management.

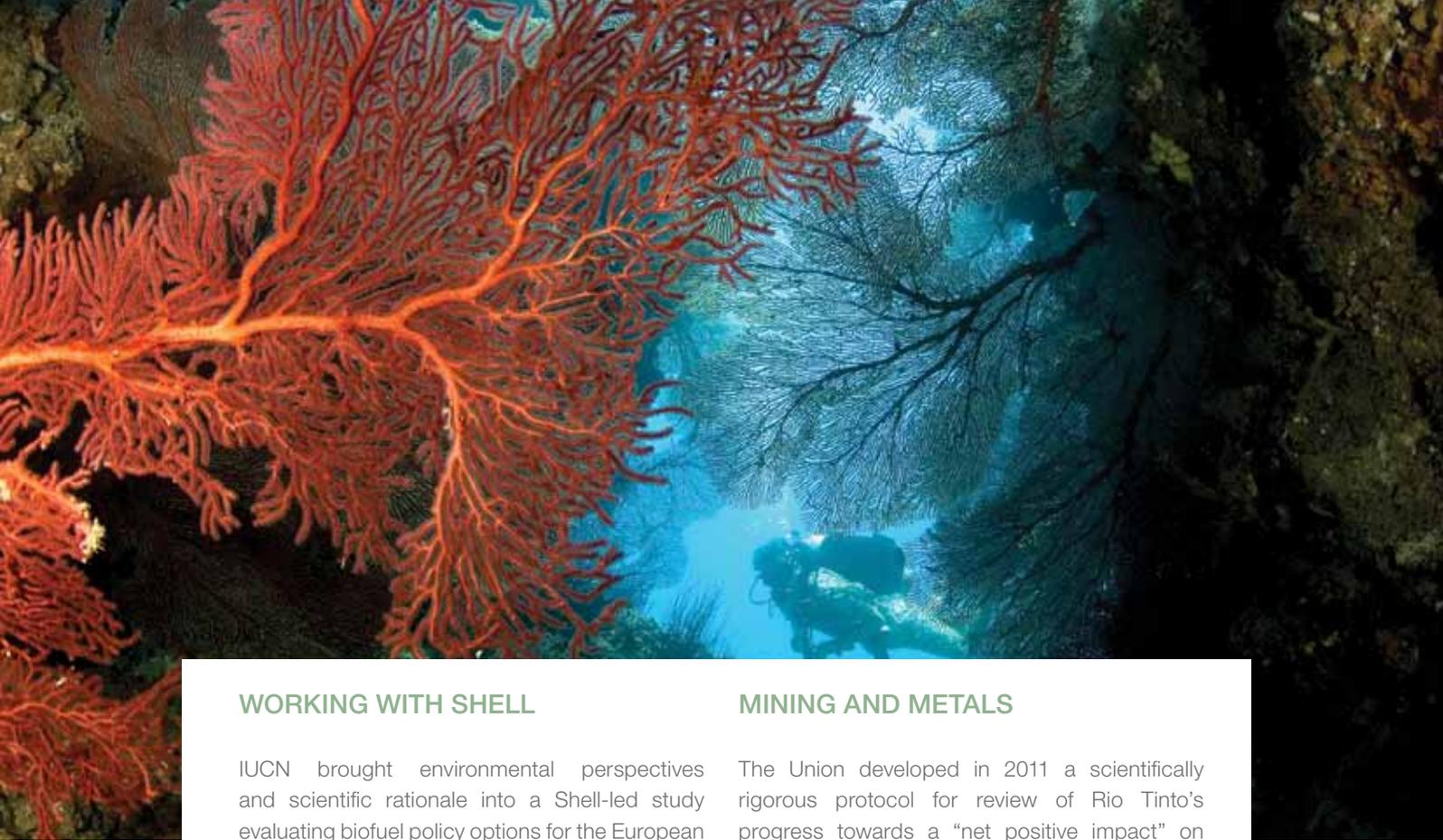
BUYING WATER SECURITY IN GUATEMALA

In response to deforestation and watershed erosion around the Tacaná volcano on the Mexican-Guatemalan border, IUCN launched the Living Water Partnership. The plan sees communities reinvest a portion of revenues from water-dependent economic productivity back into a conservation fund.

IUCN formally established a legal payment process for ecosystem services in 2011, with rising urban water rates meaning that the community could finance infrastructure and compensate landowners for sustainably managing their forests. The community created a rational, sustainable plan that demonstrated how, why, where, and for whom incentives are an effective route to water security for downstream water users. IUCN is now expanding this success in the region with training courses and policy initiatives.

THE ROAD TO RIO

IUCN's Members in the Western Hemisphere in 2011 worked together on including the green economy issues in the Rio+20 sustainable development conference agenda. Participants called for a clearer and broader definition of Green Economy that integrates all three pillars of sustainable development, and strengthened the role of climate change adaptation in recognition of regional vulnerability.



WORKING WITH SHELL

IUCN brought environmental perspectives and scientific rationale into a Shell-led study evaluating biofuel policy options for the European Commission in 2011. With Shell, IUCN also began work on a multi-stakeholder, cross-sector strategy for sustainable development in the Arctic, developing an ecosystem-wide approach to the decommissioning of oil and gas platforms in the North Sea. In Nigeria, Shell asked IUCN to help establish an independent scientific panel that would advise the company on remediation and rehabilitation of oil spill sites in the Niger Delta.

ECOTOURISM IN AFRICA AND THE CARIBBEAN

To help create a market for biodiversity-friendly ecotourism services and products, IUCN and KUONI organized a five-day training course in Kenya, to help 20 East African conservation and community organizations improve their business skills.

With support from the French Ministry of Sustainable Development and the Overseas Territories, IUCN developed a Caribbean edition of *Biodiversity: My Hotel in Action*, a guide for planning and design that helped hotel and tourism operators integrate biodiversity considerations throughout the life cycle of hotels and resorts.

MINING AND METALS

The Union developed in 2011 a scientifically rigorous protocol for review of Rio Tinto's progress towards a "net positive impact" on biodiversity at an operational level. IUCN also helped Nespresso, part of the Nestlé Group, establish country-based engagements with Members to set up and promote responsible aluminium processes, standards, traceability and recycling.

IUCN HELPS MAKE THE GLOBAL ECONOMY LESS UNSUSTAINABLE BY INFLUENCING PUBLIC LAWS AND PRIVATE SECTOR INITIATIVES.

OUR

RESPONSIBILITY

The most honest approach to acting as a responsible organization is through leading by example. Every day IUCN influences, encourages and assists governments, businesses, civil society and communities to be more environmentally sustainable and socially just. As the world's oldest and most esteemed global environmental organization, IUCN therefore has a duty itself to lead by example and show environmental, economic and social responsibility.

IUCN's Secretariat, the professional body that coordinates the work of the Union, closely monitors its own **environmental performance**. As a global institution with almost 1,000 staff, IUCN aims to keep travel to a minimum, relying increasingly on videoconferencing and other web-based technologies. When face-to-face meetings are essential, IUCN offsets all greenhouse gas emissions associated with Secretariat staff and consultant travel on an annual basis.

Last year IUCN staff emitted between 2,500 and 3,000 tons of carbon dioxide equivalent (CO₂e) for work-related air travel. To compensate for this, IUCN purchases third party carbon offsets through a rigorous selection process and criteria, for projects which demonstrate significant social and biodiversity benefits.

Offsets in 2011 covered the previous two years' emissions, and were purchased from two forest **carbon projects**. For 2010 emissions, IUCN bought the first verified REDD+ (Reduced Emissions from Deforestation and forest Degradation) carbon offsets to enter the voluntary market from the Kasigau Corridor Project in Kenya. For 2009 emissions, offsets were sourced from an agro-forestry and reforestation project in a war-torn part of Mozambique.

There were some issues with monitoring and reporting 2011 CO₂e emissions due to implementation of IUCN's new Enterprise Resource Planning (ERP) system, and therefore greenhouse gas emissions from air travel in 2011 will be offset in mid-2012. Air travel emissions will however be fully integrated with flight booking and travel expense systems from 2012 onwards.

Plans were developed in 2011 to make overall IUCN Secretariat operations broadly **carbon neutral** from 2013 onwards. Most significant sources of greenhouse gas emissions, including electricity, gas, petrol and waste, along with air travel, will be measured by the ERP system.

With almost 1,000 staff in 44 offices worldwide, mostly in developing countries, the IUCN Secretariat also aims to lead by example on **diversity and gender equity**. IUCN continued efforts in 2011 to ensure equal opportunity for women and men in its project activities and human resource procedures. The percentage of women working for IUCN increased from 42% to 43% in 2011; women in management roles increased from 23% to 27%.

IUCN IS COMMITTED TO SUSTAINABLE SOCIAL AND ECONOMIC DEVELOPMENT. HIRING LOCAL MANAGEMENT AND STAFF INSTEAD OF EXPATRIATES IN REGIONAL AND FIELD OFFICES, PARTICULARLY IN DEVELOPING COUNTRIES, IS A PRIORITY IN HUMAN RESOURCE PROCEDURES.



Our staff

2011	Headquarters	Regions	Nationalities	Average age	Locations	Total number
	164	828	91	41	44	1,022

Gender balance

	Worldwide	Headquarters	Regions	Management	Professional	Professional headquarters	Management headquarters	Support
Female	43%	58%	39%	27%	42%	31%	57%	45%
Male	57%	42%	61%	73%	58%	69%	43%	55%

Our talent

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

OUR

FINANCES

IUCN's total income declined by 10% in 2011 to CHF 101.8 million, compared to CHF 113.6 million in 2010. Of the 2011 total, CHF 11.3 million was received in the form of membership dues from IUCN Members, CHF 17.9 million from Framework Partners for core IUCN activities, and CHF 66.9 million for restricted or specific project activities.

The decline in total income was primarily due to decreased funding for restricted or specific projects. Several major projects came to a close in 2011 and although new projects were started, income flows from these were lower. A new business model was developed in 2011 to improve income generation in 2012 and beyond.

The overall result for 2011 was an operational deficit of CHF 1.8 million and a net deficit, after provisions and other charges, of CHF 2.6 million. A fall in income from Framework Partners, due in part to public sector budget issues in Europe, together with higher than expected expenditure on information systems, were the main causes of the deficit. It was also necessary to increase the level of provisions for unpaid Membership dues as several Members experienced difficulties in paying their dues as a result of the weak global economy.

IUCN's main source of funding continues to be official development assistance (ODA) from bilateral and multilateral institutions, representing 75% of 2011 income. Although income from foundations has remained low in comparison

to ODA, the trend has been positive and it represented 8% of IUCN's annual income in 2011. More than 20 of the largest private foundations involved in the environment are today funding IUCN's activities. Engaging with the private sector and high net-worth individuals continues to be a part of IUCN's fundraising strategy though currently this only yields a small percentage of IUCN's total income.

IUCN increased its investment in information systems during 2011. The Enterprise Resource Planning (ERP) system, intended to increase efficiency, went "live" in IUCN headquarters in July 2011, ahead of a progressive roll-out worldwide. IUCN aims to have the system fully operational in all locations by the end of 2013. The key objectives of the project are to bring data into one central repository, lower costs and improve process efficiency and resource management.

At the end of 2011, total reserves amounted to CHF 14.2 million, compared to CHF 16.8 million at the end of 2010. Activities for 2012 have been budgeted at CHF 121 million, an increase of 19% compared to 2011, with a balanced budget.

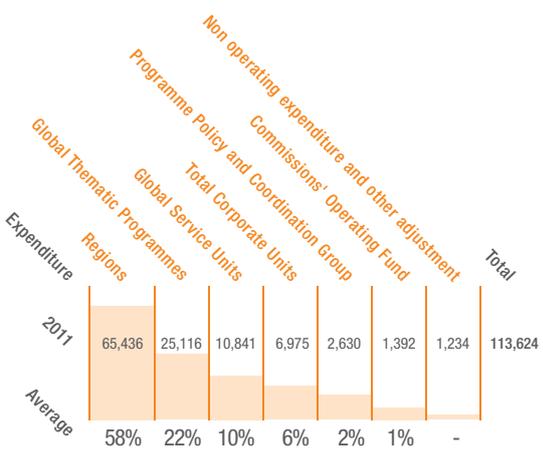
The 2011 financial statements were audited by financial services firm Deloitte who confirmed that they contain no material misstatements and comply with Swiss law and IUCN's own statutes and accounting policies. The detailed financial statements together with the auditor's report are available at www.iucn.org.



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.

Total Expenditures

(in CHF 1,000)



CONSOLIDATED BALANCE SHEET AS AT 31 DECEMBER 2011

(in CHF 1,000)

	2011	2010
ASSETS		
Current assets		
Cash and short term bank deposits	32,927	48,100
Financial assets	0	6,252
Membership dues receivables	4,239	2,738
Staff receivables	148	270
Receivables from partner organizations	1,119	953
Advances to implementing partners	2,872	2,974
Other account receivables	1,974	1,643
SUBTOTAL	43,279	62,930
Framework agreements receivables	1,410	472
Project agreements receivables	11,446	8,482
TOTAL CURRENT ASSETS	56,135	71,884
Non-current assets		
Financial assets	9,259	0
Fixed assets (net)	36,519	37,597
Intangible assets (net)	4,202	3,060
TOTAL NON-CURRENT ASSETS	49,980	40,657
TOTAL ASSETS	106,115	112,541
LIABILITIES AND FUND BALANCES		
Current liabilities		
Membership dues paid in advance	961	854
Accounts payable and accrued liabilities	4,849	3,838
Social charges payable	776	224
Project agreements advances	44,085	49,986
Deferred income framework agreements	2,502	1,358
Deferred income buildings	711	991
New building loan	97	94
Miscellaneous current liabilities	126	541
TOTAL CURRENT LIABILITIES	54,107	57,886
Provisions		
Membership dues in arrears	1,687	790
Projects in deficit	748	727
Staff leave and repatriation	705	764
Staff termination	1,574	1,731
TOTAL PROVISIONS	4,714	4,012
Non-current liabilities		
Long term deferred income	23,106	23,771
New building loan	10,010	10,107
TOTAL NON-CURRENT LIABILITIES	33,116	33,878
Fund and Reserves		
IUCN Fund	6,286	6,589
Currency translation adjustment	1,323	1,296
Reserve for 2012 Congress	774	1,032
Cost Centres reserves	3,660	3,567
Membership fund reserve	0	200
Renovation fund reserve	303	155
Secretariat contingency fund	1,832	3,926
TOTAL FUND AND RESERVES	14,178	16,765
TOTAL LIABILITIES AND FUND BALANCES	106,115	112,541

CONSOLIDATED INCOME AND EXPENDITURE STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2011

(in CHF 1,000)

	2011				2010			
	Unrestricted	Framework Agreements	Project Agreements	Total	Unrestricted	Framework Agreements	Project Agreements	Total
EXTERNAL OPERATING INCOME								
Membership dues	11,288	0	0	11,288	11,178	0	0	11,178
Retention of staff income tax	1,625	0	0	1,625	1,737	0	0	1,737
Agreements income	343	17,913	66,494	84,750	545	19,582	77,074	97,200
Publication sales and subscriptions	39	0	(0)	39	68	0	17	85
Other operating income	3'724	0	366	4,090	2,968	0	393	3,362
TOTAL EXTERNAL OPERATING INCOME	17,019	17,913	66,860	101,792	16,496	19,582	77,484	113,562
INTERNAL ALLOCATIONS								
Frameworks allocations	17,896	(18,269)	212	(161)	21,818	(21,961)	(1)	(145)
Cross charges from projects	21,178	0	(20,650)	528	22,502	0	(22,674)	(172)
Other internal allocations	(16)	0	3	(13)	577	0	(246)	331
Revaluation of internal allocations balances	(354)	0	0	(354)	(14)	0	0	(14)
NET ALLOCATION	38,704	(18,269)	(20,435)	0	44,882	(21,961)	(22,921)	0
OPERATING EXPENDITURE								
Personnel costs	43,648	0	26,670	70,318	46,006	0	29,797	75,804
Travel and communications	3,219	0	9,148	12,367	3,085	3	9,141	12,228
Vehicles & equipment - costs & maintenance	2,568	0	2,001	4,569	2,070	0	2,196	4,266
Office and general administrative costs	5,098	0	1,993	7,091	5,633	0	2,153	7,786
Publications and printing costs	449	0	1,915	2,364	620	0	1,933	2,554
Workshops and grants to partners	875	0	12,457	13,332	1,705	22	13,242	14,969
Other operating expenditure	640	0	549	1,189	752	0	1,529	2,281
TOTAL OPERATING EXPENDITURE	56,497	0	54,733	111,230	59,872	25	59,991	119,887
NET OPERATING SURPLUS/(DEFICIT)	(774)	(356)	(8,308)	(9,438)	1,506	(2,404)	(5,427)	(6,325)
OTHER INCOME (EXPENDITURE)								
Interest income	689	0	21	710	724	0	109	833
Financial charges	(844)	0	(172)	(1,016)	(994)	0	(209)	(1,203)
Capital gains (losses)	(167)	0	0	(167)	654	0	0	654
Net gains/(losses) on foreign exchange	(283)	0	(56)	(339)	(3,419)	0	(223)	(3,642)
Exchange differences on revaluation of project balances	0	0	(655)	(655)	0	(2)	(3'777)	(3,779)
Net movements in provision and write-offs	(1,234)	0	306	(928)	(879)	0	287	(592)
TOTAL OTHER INCOME (EXPENDITURE)	(1,839)	0	(556)	(2,395)	(3,914)	(2)	(3,813)	(7,728)
NET SURPLUS/(DEFICIT) FOR THE YEAR	(2,613)	(356)	(8,864)	(11,833)	(2,408)	(2,406)	(9,240)	14,054
Movements in framework receivables/deferred income	0	356	0	356		2,406	0	2,406
Movements in project advances and deferred income	0	0	8,864	8,864	0	0	9,240	9,240
Release from IUCN Fund	303	0	0	303	596	0	0	596
Release from Congress reserve	258	0	0	258	230	0	0	230
Release from (allocation to) Membership fund	200	0	0	200	(200)	0	0	(200)
Allocation to Renovation fund	(148)	0	0	(148)	(155)	0	0	(155)
NET MOVEMENT IN BALANCE FROM OPERATIONS	(2,000)	(0)	0	(2,000)	(1,937)	0	0	(1,937)

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