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<tr>
<td>ADB</td>
<td>Asian Development Bank</td>
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<tr>
<td>AfDB</td>
<td>African Development Bank</td>
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<tr>
<td>ARD</td>
<td>Asian Regional Directorate (IUCN)</td>
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<tr>
<td>BCIS</td>
<td>Biodiversity Conservation Information Service</td>
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<tr>
<td>BDO</td>
<td>Business Development and Outreach</td>
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<tr>
<td>BPCD</td>
<td>Biodiversity Policy Coordination Division</td>
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<tr>
<td>BRAC</td>
<td>Regional Office for Central Africa</td>
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<tr>
<td>BRAO</td>
<td>Regional Office for West Africa</td>
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<tr>
<td>CABI</td>
<td>Commonwealth Bureau International</td>
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<tr>
<td>CBD</td>
<td>Convention on Biological Diversity</td>
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<tr>
<td>CBNRM</td>
<td>Community Based Natural Resources Management</td>
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<td>CBO</td>
<td>Community Based Organisation</td>
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<td>CEC</td>
<td>Commission on Education and Communication (IUCN)</td>
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<td>Commission on Environmental Management</td>
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<tr>
<td>CEO</td>
<td>Chief Executive Officer</td>
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<tr>
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<td>Coordinadora Indigena Campesina de Agroforesteria Comunitaria Centroamericana - Coalition for Community Agroforestry</td>
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<tr>
<td>CIFM</td>
<td>Community Involvement in Forest Management</td>
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<tr>
<td>CIRAD Foret</td>
<td>Centre de coopération internationale en recherche agronomique pour le développement</td>
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<tr>
<td>CIS</td>
<td>Commonwealth of Independent States</td>
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<tr>
<td>CITES</td>
<td>Convention on International Trade in Endangered Species of Wild Flora and Fauna</td>
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<td>COP</td>
<td>Conference of Parties</td>
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<tr>
<td>DETR</td>
<td>UK Department of the Environment, Transport and Regions</td>
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<td>European Development Fund</td>
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<td>Forest Policy Implementation Review and Strategy</td>
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<td>Global Environment Fund</td>
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<td>GISP</td>
<td>Global Invasive Species Programme</td>
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<td>GTZ</td>
<td>German Technical Co-operation</td>
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<td>GWP</td>
<td>Global Water Partnership</td>
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<td>ICLARM</td>
<td>International Centre for Living Aquatic Resources Management</td>
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<td>IFF</td>
<td>Intergovernmental Forum on Forests</td>
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<td>IFIA</td>
<td>Inter-African Forest Industries Association</td>
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<td>IMG</td>
<td>Information Management Group (IUCN)</td>
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<td>Interagency Planning Group</td>
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<td>International Plant Genetic Resources</td>
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<tr>
<td>IRD</td>
<td>Institut de Recherche pour le Développement</td>
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<tr>
<td>KEGO</td>
<td>Knowledge, Empowerment, Governance, Operations</td>
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<tr>
<td>KPMG</td>
<td>A consulting company</td>
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<tr>
<td>LME</td>
<td>Large Marine Ecosystems</td>
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<tr>
<td>M&amp;E</td>
<td>Monitoring &amp; Evaluation Initiative (IUCN)</td>
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<tr>
<td>MEA</td>
<td>Multilateral Environmental Agreement</td>
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<td>Acronym</td>
<td>Full Name</td>
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<tr>
<td>NGO</td>
<td>Non-Governmental Organization</td>
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<td>NOAA</td>
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<td>NTFP</td>
<td>Non-Timber Forest Product</td>
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<td>Project Development Fund</td>
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<td>PPET</td>
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<td>Publicity Services Unit (IUCN)</td>
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<tr>
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<td>Regional and Country Offices</td>
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<td>ROSA</td>
<td>Regional Office for Southern Africa (IUCN)</td>
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<tr>
<td>SABONET</td>
<td>Southern Africa Biodiversity Network</td>
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<tr>
<td>SADC</td>
<td>Southern Africa Development Community</td>
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<tr>
<td>SBSTTA</td>
<td>Subsidiary Body for Scientific, Technical and Technological Advice</td>
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<tr>
<td>SIFAR</td>
<td>FAO Support Unit for International Fisheries and Aquatic Research</td>
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<td>SIS</td>
<td>Species Information Service (IUCN)</td>
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<td>SPP</td>
<td>Social Policy Programme (IUCN)</td>
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<td>Species Survival Commission (IUCN)</td>
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<td>Sustainable Use Advisory Group</td>
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<td>SUI</td>
<td>Sustainable Use Initiative</td>
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<td>SUNEAR</td>
<td>Eastern Africa Network for Sustainable Use of Natural Resources</td>
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<td>SUSG</td>
<td>Sustainable Use Specialist Group (IUCN)</td>
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<td>SUR</td>
<td>Regional Office for South America</td>
</tr>
<tr>
<td>TBFP</td>
<td>Temperate &amp; Boreal Forests</td>
</tr>
<tr>
<td>TMCF</td>
<td>Tropical Moist Cloud Forests</td>
</tr>
<tr>
<td>TRAFFIC</td>
<td>Trade Records Analysis of Flora and Fauna in Commerce (IUCN/WWF)</td>
</tr>
<tr>
<td>UCTAD</td>
<td>United Nations Conference on Trade and Development</td>
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<td>UNEP</td>
<td>United Nations Environment Programme</td>
</tr>
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<td>UNFCCC</td>
<td>United Nations Framework Convention on Climate Change</td>
</tr>
<tr>
<td>UNFF</td>
<td>United Nations Forest Forum</td>
</tr>
<tr>
<td>UNOFCC</td>
<td>Union Nacional de Organizaciones de Foresteria Comunal</td>
</tr>
<tr>
<td>WANI</td>
<td>Water and Nature Initiative</td>
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<tr>
<td>WCD</td>
<td>World Commission on Dams</td>
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<td>WCPA</td>
<td>World Commission on Protected Areas</td>
</tr>
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<td>WESCAWA</td>
<td>West &amp; Central Asia and North America</td>
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<td>WG-CIFM</td>
<td>Working Group on Community Involvement in Forest Management</td>
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<td>WPAC</td>
<td>Wetlands Programme Advisory Committee</td>
</tr>
<tr>
<td>WPALF</td>
<td>World Protected Areas Leadership Forum</td>
</tr>
<tr>
<td>WRI</td>
<td>World Resources Institute</td>
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<tr>
<td>WWF</td>
<td>World Wide Fund for Nature</td>
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<tr>
<td>ZIMOSA</td>
<td>Zimbabwe, Zambia and Mozambique Transborder Natural Resource Management Initiative</td>
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Introduction

This, the millennium instalment of IUCN’s annual Progress and Assessment Report, marks the end of a transition year in IUCN. It is also the last technical report in the series stretching back to the 1st World Conservation Congress in Montreal in 1996. The new programme framework, built on the results of an 8 month harmonisation process across the Union and presented in the document "Stepping into the New Millennium", was approved with acclaim at the 2nd World Conservation Congress in Amman in October, 2000.

The IUCN intersessional programme is now underway in earnest. Looking back at IUCN’s work over the past 12 months, culminating in the Congress in Amman, is an interesting exercise in understanding the multi-layered complexity of this organisation and the conservation achievements that this has wrought. While we believe this report provides an excellent overview of these achievements, as we move ahead in the coming months and into the near future the development of the Programme Database promises a revolution in how IUCN presents the results of its work in future by further improving the link between budgeting and programme delivery. The internal planning process set in motion during this reporting period will also continue. Strategic priority setting and greater definition of IUCN’s core competencies will be the focus of much work over the next 12 months.

The World Conservation Congress

The 2nd World Conservation Congress (WCC) in Amman, Jordan, and the organisation-wide efforts that went into making this event a success, is discussed throughout this report. All component programmes, along with the central administration and the Congress Unit, worked hand in hand for the many interactive sessions, side meetings, and ensuring the smooth running of the “business” sessions of Council, Council Committees, and Congress. Particular mention of the Amman Congress is made in the section under “Membership”.

From a programme perspective, perhaps the most important aspect of the Amman Congress was the unanimous approval of the IUCN Programme Framework and Business Plan. The approval of the Programme Framework, in particular, has allowed the organisation to move quickly in consolidating the Union-wide efforts last year in harmonising the programme and defining concrete result areas within which IUCN will focus efforts and define priorities over the inter-sessional period. Moreover, the Key Results Areas within the new framework provide a clear structure by which to report on IUCN conservation achievements in a unified fashion. This report, similar to the June 2000 report, is organised by Key Result Area within each component programme section. Once the IUCN Programme Database is online (discussed further below), subsequent technical reports will provide much more aggregated analysis on IUCN’s worldwide conservation efforts.

Finally, as with the previous Montreal Congress, the WCC provided an opportunity for the IUCN membership to contribute directly to the programme through the Resolutions process. Fully 68 Resolutions were passed during the Congress, along with 30 Recommendations. In order to be as proactive as possible in this regard an analysis of the Resolutions, particularly with respect to their fit with the current programme framework, has already been conducted. This analysis is currently being considered by the IUCN Council, although in many cases work on initiating action on these Resolutions has already begun.

Managing Change

It is one thing to design a new programme within IUCN, yet it is entirely another to ensure that efficient management systems and practices are functioning in order to make the new programme work. Great strides have already taken place within the organization in order to ensure that current
programme planning and delivery systems will be improved, and new systems put in place where needed. The Business Plan, along with the Quadrennial Programme, describe these systems in detail. It will be a priority of the Programme, Policy and Evaluation Team within the Secretariat to manage the development and improvement of these systems, of which the Programme Database (discussed below) is an important case in point. In addition, overall coordination on improvements in programme focus and delivery will be undertaken by the Programme Development Group (PDG) made up of the Directors or Heads of all regional and thematic programmes.

Clearly, an important element of the improved systems and practices for programme delivery within IUCN is the overall management structure of the organization. This issue is described in detail in Section 5.4 of the Business Plan of September, 2000, approved at the World Conservation Congress in Amman. The three “pillars” of the Secretariat, Programme, Business Development and Outreach (BDO), and Services, are overseen by a small, representative group of senior directors and heads of units called the Management Team, chaired by the Director General. This streamlined and proactive management system makes certain much greater coordination throughout the Secretariat at all levels and in all regions, in addition to ensuring much greater accountability in achieving the organization’s strategic objectives.

The New Programme Framework for Database Development

The programme harmonisation process carried out during the year 2000 identified 7 “Key Result Areas” as being the primary focus of IUCN’s work, cutting across all component programmes (either regional, global, or Commission-based) throughout the Union. The Key Results Areas, or KRAs, now represent the fundamental mechanism by which IUCN plans upcoming programme activities and reports back on progress towards achieving these planned activities.

During the year 2000, the Programme, Policy and Evaluation Team (PPET) also began work on a Programme Database to host all regional, commission and global thematic programme contents under the overall structure of the IUCN Intersessional Programme adopted in Amman. As this database becomes operational, it will become the primary mechanism by which to track all aspects of IUCN’s programme achievements within the Key Result Areas.

Input into the Access Database of programmatic and budget information has been conducted with Excel spreadsheets. The amount of work in standardising input from the different programmes has been tremendous, but has provided the opportunity, for the first time, to aggregate and present the IUCN Programme at the Amman Congress from different points of view, such as by Strategy (knowledge, empowerment, governance, operation), but also by component programme, KRA, or biome. This revolutionary tool will enable the Union:

- to focus resources much more effectively on its Mission;
- to undertake gap analysis and priority where required;
- to identify common areas of work; and
- to provide more information to members, partners and donors.

The Database is now under further development in close collaboration with the Regional Office of Southern Africa (ROSA). A prototype of the database will be tested between April to June of this year within several programmes. IUCN’s intention is to make the Database accessible, with suitable password protection, through the Internet. This advancement will allow programme managers and coordinators to update information at any time as well as provide a window on IUCN’s programme for staff and other stakeholders which is manageable, understandable and always up to date. The first stage in the development of this database is currently underway. Additional funding is required, however, for the development of future modules of the software, capacity building, implementation, and long term hosting.
Strategic Priority Setting

The programme development and harmonisation process conducted last year represented an important milestone towards defining coherent, strategic directions within IUCN. This achievement, however, represents precisely that – a milestone or important step along the road towards the goal of more precisely focusing the overall IUCN programme, and ensuring a continuous assessment of this process over the Intersessional Period.

The harmonisation process has been instrumental in providing a degree of clarity to IUCN’s programme and achievements never before seen in the organization. Much of the work involved in this process, however, has been focused at the many operational levels of IUCN within the individual component programmes. The strategic plans, and particularly the annual workplans and specific outputs, of the global thematic programmes, commissions, and regional programmes were analysed and adapted during the harmonisation process in the development of a common set of focal areas within which the Union will concentrate its efforts - specifically, the seven Key Results Areas.

In addition to addressing operational issues in the delivery of the programme, the harmonisation exercise also focused on process. The Key Result Areas define and summarise the principle programmatic hubs of IUCN with respect to seven key "process areas", all of which cut across virtually every aspect of the Union’s programmatic activities. More importantly, the KRAs provide a means of aggregating IUCN’s achievements, which is the primary intent of the Programme Database currently under development. The seven KRA’s were defined upon completing a thorough analysis of IUCN’s programme activities worldwide, as well as considering the core competencies of the organisation and its principle areas of expertise.

The next major step for the Secretariat in this process is institutional organisation to deliver on our Mission, Strategies, and Key Results in the most effective and efficient manner possible. Component programmes within IUCN have, in many cases, been established incrementally, at times responding to a single, perhaps narrowly defined issue or theme. Others have evolved into complex units, involved in many aspects of programme/policy development and project implementation throughout the Union. The IUCN programme is complex, however the planning system now in place allows managers for the first time to analyse the aggregate programme from a variety of angles such as key results, overall strategies, and geographic or thematic perspectives.

As a result, IUCN is now well positioned to begin a strategic priority setting process, getting underway in the second quarter of this year, designed to establish clear programmatic priorities for IUCN – now and in the future. Building on the programme development and harmonisation process of last year, this process will focus on determining the core programmatic competencies for which IUCN provides clear value added, regionally and globally, as well as those areas in which IUCN must build core competencies in order to meet the environmental challenges of the future.

The strategic priority setting process will be a joint exercise undertaken between the Programme Development Group within the Secretariat as well as the Programme and Policy Committee of Council. It is expected that efforts to complete this complex exercise will span the current year, and possibly lead into the first quarter of 2002 to finalise. The Programme, Policy and Evaluation Team within the Secretariat will provide the necessary support and backstopping to complete this task.
Summary of Progress on Key Result Areas

The following is an overview of progress across the Union within the context of the Key Result Areas. The narrative provided under each KRA summarises key achievements from component programmes throughout the Union over the past 12 months. Much greater detail on the work of individual component programmes and support units in IUCN is provided in Annexes 1 to 4 of this document.

KRA 1 - Effective Management and Restoration of Ecosystems

Direct intervention in the effective management, protection and restoration of ecosystems has long been a priority area in IUCN. Much of the organisation's field work in the regional programmes, along with the ecosystem-based global thematic programmes and commissions, devote a large portion of their energies to this area of work. Indeed, the Commission on Ecosystem Management (CEM) devotes its entire efforts to this area of work.

Initial analysis within the programme database, although this may change slightly as refinements are made and further capacity building carried out, has indicated that upwards to 40% of the Union's activities are concentrated in this area. The following illustrates a number of key achievements under KRA 1 over the last year.

The Programme on Protected Areas/WCPA, in close collaboration with the Forest Innovations Project (a joint initiative between the IUCN Forest Programme and WWF), has produced Best Practice Guidelines on Assessing Management Effectiveness of Forest Protected Areas. This is a landmark work in establishing a logical, objective framework in the assessment of management and conservation of forested ecosystems in the context of protected areas. One of the many areas where these guidelines will be applied and tested is in the Russian Far East. The Forest Programme, with the assistance of the Canadian International Development Agency (CIDA), is working to improve overall forest management in Russia. A key aspect of this project is the assessment of the management effectiveness of forested protected areas in Russia, as well as developing alternative uses for forests such as the sustainable harvesting of non-timber forest products.

Another major advancement in ecosystem management over the past 12 months has been the Water and Nature Initiative (WANI) of the Wetlands and Water Resources Programme. This comprehensive programme builds on IUCN's extensive past experience in the management of freshwater resources and wetlands. Spanning 28 projects in Africa, Asia, Latin America and the Mediterranean, the Water and Nature Initiative is a multi-donor funded undertaking drawing support from the World Bank, GEF, the Dutch Government, other bi-lateral and multi-lateral agencies, and international NGOs such as WWF and WRI.

The IUCN Regional Programmes, of course, are at the forefront of work in ecosystem management. In Southern Africa, a new integrated river basin management project is underway spanning 3 countries. In Eastern Africa, likewise, significant undertakings in marine fisheries management, such as agreement on the establishment of no-take zones, have been achieved in a number of countries in the sub-region utilising common resources in the Indian Ocean. In addition, a "Parks for Peace" initiative between the Rwanda, Burundi, and the DRC has been established to improve conservation work in this critical, yet volatile, region of Africa.

Examples of interaction and cooperation between regional programmes and global thematic programmes are common throughout the Key Result Areas, and particularly in the context of the effective management and restoration of ecosystems. The Sustainable Use Initiative, for instance, worked closely with the West Africa Regional Office in convening the 2nd Pan-African Symposium on the Sustainable Use of Natural Resources, a 4 day international conference drawing experts in the field from across Africa and around the world. The Environmental Law Programme worked closely with many of the regional programmes in the drafting of clear policies, regulations, and
guidelines to assist national governments and technical agencies in the management of natural resources.

KRA 2 - Institution, Agreements, Processes and Policies

Notwithstanding IUCN's ground-breaking work in ecosystem management and restoration, the Union is perhaps best recognized for its key support to agreements, processes, policies and institutions in the global environmental policy arena. IUCN's direct involvement in the drafting of the Biodiversity Convention (CBD), the Convention on the International Trade in Endangered Species (CITES), and other global and regional environmental agreements is well known. Similar activities and support are ongoing throughout many of IUCN's component programmes.

An especially noteworthy achievement within IUCN's work with international institutions as well as international agreements and processes is the organization's recent accreditation as an official observer at the United Nations. It is the intention of IUCN to use this accreditation in a strategic fashion in upcoming international events, such as the preparations to Rio +10.

The Environmental Law Centre has perhaps led the way in this regard. Over the past twelve months the ELC has provided legal analyses and provided significant expert advice on a number of key aspects of international agreements, such as the CBD, CITES, the Framework Convention on Climate Change (FCCC), and others. The Biodiversity Policy Coordination Division (BPCD) has also focused on many key articles of the Biodiversity Convention, foremost being in the area of the equitable sharing of benefits from biodiversity. The Climate Change Initiative, now an integral component of BPCD, worked hard to raise the profile of biodiversity and social concerns in recent FCCC discussions on the sequestration of atmospheric carbon.

The TRAFFIC Network, a jointly managed initiative with WWF, played a fundamental role in recent decisions by the CITES Conference of the Parties (COP) on bushmeat, elephant trade controls, tiger conservation, global fisheries, and the marine turtle trade. On the elephant issue, TRAFFIC played a key role in facilitating and providing technical advice in the African Elephant Range States Dialogue process. The Species Programme and Species Survival Commission (SSC) were also extremely active in these and related activities. In the lead up to CITES COP11, the SSC produced important assessments on the status of a variety of species on the agenda. These included parrots, musk deer, a variety of reptiles, and others. The assessment report on the 27 species of Acipenseriformes (sturgeon), given their importance in the global caviar trade, has formed the basis for an emergency action plan to ensure the survival of these heavily exploited species, particularly in Russia.

Wetlands and Water, along with the Forest Programme, have also worked hard in promoting improvements to agreements, processes and policies. The Forest Programme, in partnership with WWF, has invested enormous effort in working with the World Bank in a comprehensive review of its Global Forest Policy. Likewise the Wetlands and Water Programme tabled the Vision for Water and Nature at the 2nd World Water Forum in The Hague last year. This seminal work was the culmination of almost a year's effort, drawing on direct IUCN experience in the field over the past decade.

The IUCN regional programmes were also heavily involved in supporting work in this Key Result Area. In Mesoamerica, substantial support has been provided to the regional Central American Commission on Environment and Development, through training workshops, capacity building, and joint policy development on such issues as wetlands and the Mesoamerican corridor. In West and Central Asia, the WESCANA Programme was instrumental in establishing and supporting the newly created Environmental Law Centre in Kuwait. In Central Africa, support is ongoing for the "Brazzaville Process" – particularly in the area of forest management. This remains the only intergovernmental high level forum on environment in this important region. In Southern Africa, IUCN background research on environmental policies in Zimbabwe, Zambia and Mozambique is leading towards the establishment of a trans-boundary agreement to improve and harmonise these policies in the region.
KRA 3 - Incentives and Financing

Developing effective incentive measures for the conservation of nature and natural resources represents a key tool for ensuring success for many of the activities noted in the previous two sections. Compared to the undertaking discussed above, current investment in this area is relatively low within the Union. Incentive measures, however, are clearly fundamental to the conservation strategies of any global environmental organization. By drawing attention to this particular theme within the context of a Key Result Area, it is the intention of IUCN to channel greater resources across the Union to this area of work.

The Economics Unit within Headquarters is perhaps the most directly involved in the delivery of this Key Result Area of all the component programmes within IUCN. One innovative project currently underway is the GEF funded Kijani Initiative, an undertaking designed to promote private sector investment in biodiversity business in Africa. A similar undertaking is also being developed with the UNESCO World Heritage Centre, called the World Heritage Enterprise Project. The Economics Unit has also facilitated a process of dialogue on conservation financing amongst a number of IUCN’s members, particularly prominent international NGOs such as Conservation International and The Nature Conservancy with much experience in this area.

IUCN worked closely with the Secretariat on the Convention on Biological Diversity with respect to developing new incentive measures for the conservation of biodiversity. IUCN also worked closely with the OECD in this regard. In addition, the Sustainable Use Initiative and the Environmental Law Centre within IUCN were also heavily involved in promoting new and innovative courses of action with the CBD.

PPA/WCPA, in close collaboration with the Economics Unit, recently produced a key study entitled Best Practices Guidelines on Sustainable Financing of Protected Areas. These guidelines represent an important tool in developing capacity amongst protected area managers in the search for innovative solutions for the long-term financial support protected areas require. One aspect of this is ongoing work with mining companies in improving the conservation record of this sector as well as in joint incentives for the support of protected areas.

Incentives for conservation also include such mechanisms as trust funds as well as expert knowledge of market dynamics. In the TRAFFIC Programme, detailed studies have been undertaken concerning the trade dynamics of a variety of species or products, such as ivory, mahogany, Asian medicinal products, and others. This knowledge is fundamental in developing effective strategies to limit or modify this trade. In the Comoros Islands, the Eastern Africa Regional Programme (EARO) has been instrumental in establishing a trust fund to sustain a newly established marine protected area there. The protected area provides multiple benefits, including a protected spawning area which ensures the future of the local fishing economy.

KRA 4 - Equitable Sharing of Costs and Benefits

Ensuring the equitable sharing of cost and benefits within conservation undertakings, similar to KRA 3 above, is also a key focal area in successful conservation work which has tended to be under-represented in the past. Again, by drawing particular attention to this important area of work, IUCN intends to catalyse much greater effort in this priority area in future.

The Social Policy Programme within IUCN has been particularly active in the area of equitable sharing of costs and benefits. This Programme has provided significant capacity building support and technical advice in such areas as gender analysis, participatory management of natural resources, as well as the role of indigenous peoples and traditional communities in conservation. Gender analysis training has been carried out in conjunction with many of the regional programmes. Support materials, such as the recently published “Unveiling a Community’s Social Map to Promote Equitable Sharing of Costs and Benefits” have also been widely distributed.
The Programme on Protected Areas has continued to apply significant resources in promoting greater understanding of the dynamics of protected areas and the needs of local communities and indigenous peoples in the context of these protected areas. Following an exhaustive consultation process, the document "Principles and Guidelines on Indigenous and Traditional Peoples and Protected Areas" was recently published. An action plan has been drafted to move ahead with the recommendations of the report, in conjunction with the Social Policy Programme.

In addition to these activities, the regional programmes are extremely active in the area of equitable sharing of costs and benefits, as it represents a key success strategy in the majority of field level undertakings in conjunction with local communities. The Programme in Mesoamerica has been working with PPAWCPA and the Social Policy Programme in the application of the indigenous peoples and protected areas guidelines in the region, through the development of a training module on equitable management of protected areas. Many community-based forest management projects, particularly in East and Southern Africa and Latin America, have also applied similar principles to their work.

Finally, village environmental management plans have been developed in four pilot villages in Rufiji District, Tanzania, in conjunction with EARO. Developed in a participatory fashion, these plans will ensure equitable access to natural resources to ensure conservation as well as acting as the link to district level development and environmental management plans.

**KRA 5 - Evaluation of Biodiversity and Related Social and Economic Factors**

The ongoing assessment of the status of the world's biodiversity represents an important area of expertise within IUCN. Work in this field often focuses on species and ecosystem diversity, but also includes social and economic factors with profound influence on biodiversity.

The Species Survival Commission (SSC) and the Species Programme focus much of their effort on assessments. The products generated from this work enjoy worldwide acclaim in the conservation field, such as the "Red List of Threatened Species", the "Red List as an Indicator of Biodiversity Loss", and a recent publication entitled "100 of the World's Worst Invasive Species". The 2000 edition of the Red List was launched just prior to the World Conservation Congress in Amman, receiving wide-ranging international media coverage. This is the first year that the Red List was simultaneously published in multi-media format on CD-ROM and hosted on a website. During the first week of the launch, the website received almost one million hits.

The Species Programme and SSC also produced numerous species assessments for CITES, already noted above, and a variety of species actions plans. The assessments and action plans are based on the best available data and rely heavily on field research undertaken by Commission members. In addition, many of the regional programmes are involved in these undertakings.

The Biodiversity Policy Co-ordination Division (BPCD) has also worked extensively in this area. BPCD plays and active role in guiding and supporting work on assessments throughout the Union. In conjunction with SSC, support was provided to ORMA in Central America for training on Red Listing of species and to ROSA and EARO in Africa for support in background research in the preparation of biodiversity strategies and action plans.

The Programme on Protected Areas has also invested considerable energies in biodiversity assessments. A Global Biodiversity Assessment was recently completed with UNESCO to determine the degree of representativeness of natural World Heritage Sites. A Global Assessment of Tropical Marine Biodiversity is also underway to improve listing of marine sites on the World Heritage List.

In the Mesoamerica Programme (ORMA), support was provided for the assessment of environmental impacts on mangroves, given the high degree of conversion these areas are experiencing from the shrimp industry. In Eastern Africa, an ecological assessment of the biologically unique coastal plains of northwest Somalia was recently undertaken. In addition,
technical support was provided to the International Association of Impact Assessment to build capacity in Africa for biodiversity assessments as an integral component of the impact assessment process on the continent.

In Europe, the IUCN Regional Office (ERO) has begun work on establishing an expert network to address the issue of assessing biodiversity loss from the privatisation of forests in Central Europe. In addition, the Marine Programme of IUCN is working closely with the University of British Columbia in Canada to harmonise fisheries data within large marine ecosystems (LMEs). This work should greatly assist worldwide efforts to more effectively manage pelagic resources in these ecosystems.

**KRA 6 - Management of Information and Communication Systems**

The need for effective communications, information management, and communications systems has become a high priority issue in IUCN of late, and will certainly remain thus for the foreseeable future. Although IUCN includes significant core competencies in a variety of sectors, world class centres of excellence in others, and generates many outstanding products which stand apart in the conservation field – such as the Red List of Threatened Species – the organisation tends not to use these attributes in promoting the Union’s work in public and policy arenas in the most effective manner possible. Information is the primary ingredient to promoting empowerment, building knowledge, and forming the basis of good governance. By defining a Key Result Area around the cross-cutting issue of communications and the management of information, it is the intention of the Secretariat to draw greater attention and focus far greater efforts in this area then has been the case in the past.

The Information Management Group (IMG), the Communications Programme and the Commission of Education and Communications (CEC), and the Publishing Division have been extremely active in this area. With respect to the latter, a full list of the most recent IUCN publications are provided in the section of this report on Publishing.

A key product of IMG is the Knowledge Network, the IUCN “intranet” designed to facilitate the efficient and easy access to a wide variety of information to anyone in the Union. The Knowledge Network is now evolving to a new generation of software, which will greatly improve information handling, speed, and access. The Programme Database currently under development, which will track data on progress towards the Union’s KRAs, will eventually become an integral component of the Knowledge Network. IMG has also continued work on the Biodiversity Conservation Information System (BCIS), and most recently on the upcoming IUCN World Conservation e-Atlas. Drawing on the expertise of the Union in biodiversity assessments, the e-Atlas promises to be a unique product in global information on conservation.

During the last year, the Communications Programme and the CEC concentrated much of its efforts in preparing for the Amman Congress. Expert support from CEC members and the Programme ensured the “communications” success of the Congress, as well as important events such as the Reuters-IUCN Media Awards. The Global Youth Reporters Programme and the Street Kids Journal were also highlighted during the Congress.

The IUCN website was upgraded and greater links established to the sites developed by component programmes, both regional and thematic. With the recent re-organisation of IUCN’s communications work, much more emphasis will be placed on developing a standard, Union-wide “look” for the organisation, an important process which will also entail further improvements to the Secretariat’s window on the world wide web.

As noted above, many of IUCN’s individual component programmes take the issue of communications very seriously. The site hosting the e-version of the Red List developed by SSC is the most visited site in the history of IUCN’s presence on the web, and perhaps one of the most visited for conservation organisations anywhere. SSC is also hard at work in developing the on-line Species Information Service (SIS), in conjunction with BCIS.
The IUCN site on Biodiversity Economics was completely revised by the Economic Unit prior to Amman. Moreover, a special CD-ROM version of the site was distributed widely during the Congress. In Europe, the European Regional Office has developed the "ERO Diary", a regular e-mail newsletter detailing activities, happenings, and meetings of this regional programme.

A number of other regional programmes have also been very active in the field of information management and communications. The website for the South America Programme (SUR), designed for external communications as well as for internal services for members, is an example to the rest of the Union in promoting regional information sharing and membership support. In Southern Africa, ROSA has been at the forefront of efforts to develop the Programme Database. IUCN Headquarters and ROSA are working in partnership in the development of the database in Zimbabwe, which will be tested in the Southern Africa Programme.

**KRA 7 - Effective, Efficient and Responsible Management of the Union**

Effective management in the operations of IUCN is fundamental to the success and long term wellbeing of the organisation. Great strides have been made of late in improving financial controls, revising the Union’s human resource management practices, formalising our ongoing work in evaluation with a new policy, and streamlining information flow to IUCN’s major donors and stakeholders. Highlights of this work are summarised below.

In Finance, a revised chart of accounts and the ongoing upgrade in the financial software capabilities of Headquarters is leading the way in preparing the Secretariat for a new generation of financial management systems to meet growing challenges over the next four years. Revisions to cost recovery policies, liquidity and risk management, as well as the delegation of financial authority have already taken place, and more improvements are underway. A detailed financial statement for the Union accompanies this report.

Perhaps the most important and high profile achievement under this Key Result Area over the past 12 months was the hosting of the 2nd World Conservation Congress (WCC) in Amman. A significant undertaking for IUCN under the best of circumstances, hosting a major global environmental event in Jordan (a first for this region of the world, and a first for IUCN) posed significant logistical and operational challenges which largely resided with the Membership and Conference Unit to manage. In partnership with the generous support from the Royal Jordanian Government, the Congress proved to be extremely successful.

A Donor Relations and Business Development Team has also been established to strengthen and provide much greater focus to IUCN’s efforts in fundraising and the diversification of the funding base for the Union. The team comprised of representatives from Donor Relations, Finance, Communications, Programme, the US Office, and the Director General’s Office as formed to address this critical issue. The work of the team has resulted in the creation of the Business Development and Outreach Unit, which will build upon the important cross-sectoral links established above and provide a key mechanism for channelling resources throughout the Union much more efficiently in this area or work. An overall Manager for the Business Development and Outreach Unit will be recruited shortly.

**Concluding Remarks**

This is perhaps the last Progress and Assessment Report of its kind, where individual programme reports and the overall analysis of the programme is provided as text only. It is the intent of the IUCN Programme that all future Progress and Assessment Reports will draw on the analysis capabilities of the Programme Database. In addition to descriptive narrative, IUCN reporting by the end of this year will include graphic representation of cross-cutting programme analysis by Key Result Area, theme, and geographic cuts such as biomes and regions. Notwithstanding these planned improvement, suggestions on additional programme or operational themes to highlight as well as other improvements, such as format and layout, are always most welcome.
ANNEX 1: GLOBAL THEMATIC PROGRAMME REPORTS 2000
Аннотация

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Приложение
Biodiversity Policy Coordination

Overview

The Biodiversity Policy Coordination Division (BPCD) was substantively involved in the development of the overall IUCN Programme and led the development of KRA2. BPCD held two Biodiversity Planning meetings in February and November 2000, which were attended by most regional and global programmes, as well as commission representatives. The meetings used the new IUCN Programme to identify priority areas of work for the Global Biodiversity and Economics Programme under each KRA and establish a framework for collaboration between BPCD and other component programmes over the next 3 years.

Although BPCD contributes to all KRAs, our main focus is KRA2, on institutions and agreements. We contribute to KRA2 with knowledge in the form of technical input into intergovernmental processes, especially the CBD, empowerment, with RCOs, through supporting country preparations to CBD events, working on national biodiversity strategies and action plans, and facilitating stakeholder involvement through the GBF, and to governance, by coordinating and facilitating IUCN’s policy work for main CBD events.

Progress towards KRAs

KRA 1 - Effective Management and Restoration of Ecosystems

BPCD provided technical and financial support to ORMA and ASIA in their work on forest rehabilitation and restoration. BPCD also supported CEM’s initiative on the practical application of the ecosystem approach through 3 regional workshops held in South America, Asia and Southern Africa.

BPCD served on the Steering Committee for the Himal Initiative, the Biodiversity Working Group of the China Council, and the Executive Team for the Global Invasive Species Programme.

BPCD also drafted the report on Ecosystem Function and Environmental Restoration for the World Commission on Dams.

BPCD initiated an effort to mobilize international support for African Protected Areas and organized the first meeting on this in May 2000. EARO has now taken a lead on this initiative and is finalizing a large-scale proposal on this work. BPCD also supported ASIA’s effort to hold a regional training workshop on protected areas systems planning.

With the Climate Change Initiative, BPCD initiated a proposal to address biodiversity, climate change and livelihoods. The proposal was accepted by the IUCN Fund for Innovation. Further, BPCD published a book on the impact of climate change on Japan’s biodiversity.

KRA 2 - Institution, Agreements, Processes and Policies

In 2000, BPCD coordinated IUCN’s policy and technical input into the Convention on Biological Diversity’s (CBD) fifth meeting of the Subsidiary Body on Scientific, Technical and Technological Advice (SBSTTA5), held in Montreal on 31 Jan–4 Feb 2000 and to the fifth meeting of the Conference of the Parties (COP5), held in Nairobi on 15-26 May 2000.

Policy papers (8 for SBSTTA5 and 8 for COP5) on key issues on the agenda of these meetings were prepared and advocated by technical programmes, RCOs, and Commissions in consultation with membership (163 IUCN members expressed interest in contributing to this effort). In addition, 7 information papers were prepared for the two events. RCOs worked at regional and national levels in preparation to these meetings, especially in Europe, Southern Africa, Eastern Africa and
ASIA with support from BPCD. In addition, BPCD supported the participation of regional colleagues to the CBD COP and led the IUCN delegation during the COP.

Most of our recommendations were included in the reports from the meetings and IUCN was explicitly called by COP5 to collaborate with the CBD's work on key areas of our programme, including invasive species (as part of GISP), incentives, the proposed Global Strategy for Plant Conservation, education, impact assessment and agricultural biodiversity.

BPCD also provided support for IUCN's contributions to CBD intersessional work, including the preparation of a policy paper for the meeting of the working group on indigenous and local communities issues (Sevilla, 27-31 March 2000), advice for the participation of IUCN in expert and liaison groups and input to the Secretariat of the Convention.

BPCD also coordinated the preparations for the sixth meeting of SBSTTA (12-16 March 2001) mostly during 2000, including the preparation of two policy recommendations papers.

In addition, BPCD organized GBF15 (12-14 May 2000) in Nairobi prior to COP5. Some 200 people from 46 countries participated in three workshops that addressed the overall theme of "Sharing the benefits from biodiversity". COP5 explicitly endorsed the GBF and called on governments to provide support to it. BPCD also initiated regional sessions of the GBF to be held for the Pacific and for Europe in 2001 and supported preparations for a GBF on Indigenous Peoples to be held in 2001.

BPCD also collaborated with several component programmes, including: EARO on mainstreaming biodiversity into the policies, programmes and plans of forest and water sectors; and ASIA on a South Asian regional Biodiversity Action Plan workshop and the development of guidelines for provincial-level Biodiversity Strategies and Action Plans.

BPCD also built linkages and partnerships between biodiversity and other sectors, including agriculture (1 book and 3 published articles), tourism (1 published article), forests (1), sustainable use (2), wildlife (4), finance (1), protected areas (2), and the military (1).

KRA 3 - Incentives and Financing

BPCD supported the work of the Economics Unit and EARO to address biodiversity incentives and economic strategies, primarily in the context of National Biodiversity Strategies and Action Plans. In addition, BPCD committed to supporting the development of a regional economics programme in ASIA.

KRA 4 - Equitable Sharing of Costs and Benefits

In collaboration with the Social Policy Group, Environmental Law Programme and SUR, BPCD initiated the development of a scoping paper on the issue of equitable sharing on costs and benefits as a basis for a Secretariat-wide discussion on IUCN's approach to and involvement in equity. This scoping paper will be finalized early in 2001.

KRA 5 - Assessment of Biodiversity and Related Social and Economic Factors

With respect to IUCN's Red List work, BPCD supported ORMA in having a regional red list training workshop and SSC in holding a workshop on using the Red List to develop indicators on the status and trends of biodiversity. BPCD also finalized its input into a draft Guide on Biodiversity Assessment prepared by the Monitoring and Assessment Unit, which was made available to Parties at COP5 for use at national level.

The ongoing work on addressing biodiversity and impact assessment led by the Economics Unit was significantly supported.
BPCD continued to support ROSA's work on assessing biodiversity in the Southern Africa Region. This work is leading to guidelines on regional and national assessment methodologies for biodiversity strategies and action plans, in collaboration with EARO.

BPCD helped design a programme for integrating biodiversity conservation into oil and gas development, involving four IUCN members and five energy companies.

**KRA 6 - Management of Information and Communication Systems**

BPCD supported CEC's work on building communication capacity among IUCN RCOs, members and partners and partners, particularly in the regions and in relation to National Biodiversity Strategies and Action Plans. The focus of the work began in Asia and will also expand to Africa in the next few months.

BPCD had an active outreach programme, involving presentations on various biodiversity-related topics at 34 international meetings and other events. BPCD served on the editorial board of 7 international journals.

**KRA 7 - Effective, Efficient and Responsible Management of the Union**

BPCD substantively supported the Secretariat in developing the new IUCN Programme and in preparations for the World Conservation Congress. BPCD staff members served in the following capacities:

- IUCN Chief Scientist
- Policy Advisor to the Programme Development Group and Congress Resolutions process
- Members of the Policy, Budget, Fund-raising and Project Development Task Teams
- Coordinator of the IUCN Fund for Innovation
- Chair of the Publications Group
- Focal point for IUCN relations with the Swiss Government, including the IUCN-SDC Framework Agreement

**Analysis**

The IUCN Programme now provides a common framework and language for the identification of priority areas of work. The value of having such a framework was quickly seen at the Biodiversity Planning meetings when the identification of priority areas of work was simpler than it had been in the past. The value of BPCD's work in 2000 was enabling ASIA, ROSA, and EARO in having global leads on areas of work agreed as priorities by programme partners. In addition, BPCD's approach is leading to innovative manners of working where each activity supported involved a regional and global programme, thereby facilitating collaboration between component programmes, particularly at the regional level.

BPCD continues to reach out to new partners in biodiversity and to develop policy advice to IUCN members and governments.
Wetlands and Water Resources

Overview

In 2000, the main achievements were:

- **Producing a Union-wide programme on freshwater** (the IUCN Water and Nature Initiative) to implement IUCN’s recommendations (as listed in the Vision) for improved water resources management, as part of the Framework for Action co-ordinated by the Global Water Partnership (GWP);
- **Supporting the World Commission on Dams** (WCD) in producing a thematic review on the impact of large dams on freshwater ecosystems and biodiversity;
- **Increasing programme delivery**, through establishing linkages with key constituencies, for instance through the Dialogue on Water for Food and Environmental Security;
- **Providing support to a number of IUCN regions**, in the framework of the current, much strengthened freshwater component of the programme, or as part of the regular assistance provided by the HQ unit to a number of regional wetland programmes and field projects around the world;
- **Organising an Interactive Session** (Making Waves - Strategies for Averting the World Water Crisis) at the 2nd World Conservation Congress, Amman (Jordan); and
- **Improving internal and external communications**.

On the programmatic side, significant time and effort has been devoted to assisting the Programme and Policy Team to produce the Quadrennial Programme 2001-2004, in such a way that it adequately reflects IUCN’s expertise, and current and future activities on the management and restoration of ecosystems (KRA 1).

Progress towards the key results areas

KRA 1 - Effective Management and Restoration of Ecosystems

**Producing a Union-wide programme on freshwater: the Water and Nature Initiative**

As part of the effort initiated in late 1998 to strengthen IUCN’s work on the conservation of freshwater resources, a new set of global and regional projects has been compiled and collated together under the IUCN Water and Nature Initiative (WANI). WANI has been developed to spearhead implementation of the new IUCN policy on freshwater resources (encapsulated in the Vision for Water and Nature, see KRA 2 below). Building on IUCN’s freshwater work in the early 1990s, WANI includes 28 projects with a total budget of US$ 39 million, to be implemented in the coming three to five years. The projects have emerged from a bottom-up process of consultation with a large number of members and partners in Mesoamerica, Africa, South East Asia, and the Mediterranean, actively co-ordinated by the wetlands and water team of the secretariat. Developing this initiative has also required daily interactions with a large number of institutions, including the World Bank, GEF, regional banks, and other international institutions (e.g. WRI, WWF etc.).

WANI will endeavour to provide examples on how the ecosystem approach should be used to support integrated water resources management. A number of new field demonstration projects to exemplify new and/or improved management practices for sustainable and equitable water allocations will be established in e.g. Mesoamerica (focusing on the Panama canal catchment), South East Asia (Mekong basin and Perfume river, Vietnam), West Africa (Niger delta, Mali) and the Mediterranean. Applying the ecosystem approach will also require the development of specific tools and practices, for example on economic measures, participatory methods, gender or
information management. Emphasis will also be put on learning from the work carried out in the field and on communicating these lessons to key constituencies (e.g. the water development sector), especially those gathered under the Global Water Partnership, which is foreseen to play a growing role in the implementation of the initiative.

A large number of donor agencies have indicated an interest in supporting WANI, which was launched officially at the Amman Congress, and it is anticipated that nearly half the required budget could be secured by mid-2001. A Steering Committee (external) and a Co-ordination Group (internal) will be established to guide WANI, and most efforts in 2001 will be devoted to selecting those concepts that should be turned into effective project documents.

Providing support to a number of IUCN regions
As part of IUCN's ongoing work on floodplain management, efforts to secure EU funding for the implementation of the main re-flooding scheme designed for the Waza Logone floodplain in Cameroon have continued. Likewise, technical advice was provided to the Rufiji floodplain and delta project in Tanzania, under the component aimed at producing an improved hydrological model for the lower Rufiji basin. In addition, several support missions have been undertaken to wetland programmes in Mesoamerica, West Africa and South East Asia to address technical or programme development issues.

KRA 2 - Institution, Agreements, Processes and Policies

Delivering the Vision for Water and Nature
One of the most important policy events in relation to freshwater resources conservation took place in March 2000 in The Hague, where the 2nd World Water Forum and Ministerial Conference gathered to agree on principles to provide greater water security in the 21st Century. As part of this major meeting, IUCN attended several preparatory meetings for the Forum, as well as for the definition of the Framework for Action of the Global Water Partnership, i.e. a number of associated programmes on ecosystems and water designed to facilitate future implementation of the Vision.

During the Forum, the Patron of IUCN HM Queen Noor presented the Vision for Water and Nature ("water for nature" was one of three official thematic visions, together with the "water for food production" and "water for people" visions), which raised IUCN's profile within the conference tremendously. Throughout the day, an average of 400 people, most of whom were from professions not directly related to conservation, attended the IUCN workshop chaired by Sir Martin Holdgate. IUCN's presence and expertise generated good-will and interest to collaborate on water management issues, but the impact was most visible in IUCN's presence at the Ministerial Conference, whose final declaration included a statement on protecting the integrity of ecosystems. IUCN's new programme for freshwater conservation, in the shape of the Vision and Framework for Action, was approved in The Hague with few amendments, which prompted the development of the second phase of the Freshwater Initiative initiated in 1999. The Water and Nature Initiative for improved freshwater conservation is designed to form IUCN's practical contribution to the Framework for Action under the Global Water Partnership (see WANI, under KRA 1 above).

Increasing programme delivery to key constituencies
From March onwards, much discussion took place on the need to reconcile some of the views expressed at the 2nd World Water Forum. This is especially the case with the Vision for Food and Rural Development, which contains arguments for increased irrigated agriculture that seem to directly oppose some of the principles of the Vision for Water and Nature. IUCN HQ and ARD were involved in the joint organisation (with the International Water Management Institute, World Health Organisation, FAO, International Commission on Irrigation and Drainage and GWP) of the Dialogue for Water for Food and Environmental Security. IUCN made presentations at several workshops during this Dialogue and the groundwork was laid for closer collaboration and co-ordination between the different sectors in the year 2001. Therefore, the Dialogue is one important activity that contributes to raising the awareness of non-environmental constituencies on environmental concerns and priorities.
Supporting the World Commission on Dams

To further assist the World Commission on Dams (WCD), a series of draft reports on the impact of dams have been compiled. Based on this work and a wide range of other inputs to the WCD, IUCN produced a WCD Thematic Review, entitled Dams, Ecosystem Functions and Environmental Restoration. Cooperation with the WCD was also strengthened as part of the discussion process on IUCN’s and the World Bank’s role in supporting implementation of the recommendations included in the final WCD report (Dams and Development: A New Framework for Decision-Making), which was launched in London on 16 November 2000 by former President Nelson Mandela. This led to the production of a draft internal strategy describing IUCN’s potential involvement on dams after the WCD has reached the end of its term in March 2001. This strategy addresses frequent exchanges of views with members of the WCD Forum and discussions with IUCN members sponsoring Resolution 2.19 - Responding to the Recommendations from the World Commission on Dams. This resolution mainly calls upon Council to analyse the WCD report and map a course of action to support all, or part, of the WCD recommendations. Therefore, a clear IUCN strategy on this matter should be available in mid-2001, for submission to the IUCN Council in late 2001.

Supporting Conventions

The programme attended several inter-governmental meetings addressing the implementation of the CBD/Ramsar Joint Work Plan (e.g. CBD SBSTTA5, Ramsar STRP9 and 25th Standing Committee in January, June and October 2000 respectively), for which IUCN’s support is most effective on the following subjects: wetland restoration, water allocation, people’s participation in natural resources management, peatlands, invasive species, water and climate change, environmental impact assessment and incentives. Special efforts continue to be made to further improve the synergy between Ramsar and UNFCCC, in cooperation with IUCN-US.

KRA 6 - Management of Information and Communication Systems

Improving internal and external communications

Major progress has been achieved in communications, following recruitment of a Communications Officer on wetlands and water issues in November 1999. A new internal and external communications strategy has been ironed out in collaboration with other programme staff, and much progress has been achieved in the production of new communications material (leaflets, fact sheets, brochure, website and poster displays). The availability of these materials has facilitated the programme’s visibility and its interactions with contacts. However, communications remain an area where significant investments will need to be done, internally in achieving increased sharing of knowledge and externally in establishing synergies with RCOs.

Several important publications have been finalized and (co-)produced: the Vision for Water and Nature (two volumes, with IUCN Canada); a book entitled Ecosystem Management: Lessons from Around the World; the Proceedings of the 13th session of the Global Biodiversity Forum (May, 1999, San José, with BPCD); the Manual and Guidelines for the Sustainable Management of Sahelian Floodplain (with BRAO); and the Proceedings of 2nd Conference on Wetlands and Development (Dakar, November 1998). More attention has been devoted to the dissemination of these publications, e.g. through the publication catalogue, displays at different meetings and by contacting various journals and key persons.

Organising an Interactive Session at the 2nd World Conservation Congress

An important event at the 2nd World Conservation Congress in Amman was Interactive Session 6: Making Waves. The session informed the membership of the current policy developments in water management and of technical issues, such as minimal flow requirements. The sessions also highlighted the increased collaborations with the GWP and the WCD and different members and partners. Besides the highly informative content, the day also generated support amongst the membership for the implementation of the IUCN Water and Nature Initiative.
In March 2000, after the Water Forum, a meeting of the Wetlands Programme Advisory Committee (WPAC) was organised to ensure that the ongoing shift from wetlands to freshwater resources conservation is part of a managed process. Guidance from external advisers and many IUCN staff was received on e.g. the development of a new Strategic Plan and four-year programme, on water issues and dams, on ways to mainstream economics, gender and law into regional programmes, on communications and on new partnerships. This will guide the work of the programme unit in Headquarters for the next 18 months, since the next WPAC meeting will only take place in November 2001 (in anticipation of the next World Water Forum and Ramsar COP8).

Analysis

Excellent progress

Building on several years of work, the results achieved at the World Water Forum early this year has allowed the clear positioning of IUCN in the global water arena and raised the profile of the institution in integrated river basin management. Much effort will be devoted to further developing the Water and Nature Initiative (WANI), especially with regard to fundraising, with possibly the establishment of the first field projects in late 2001. In 2000, a very high level of integration has allowed a quantum leap to be made in terms of the quality and quantity of outputs delivered during the year and, as a result of this, IUCN’s work on water resources at global and regional levels has been making excellent progress. Thus, increased partnerships and even closer cooperation between HQ and units at the regional and country levels will also remain a priority for 2001. Additional resources will be devoted to put the internal and external communications strategy in place to support effective collaboration of the programme and the targeted delivery of results to key groups.
Forest Conservation

Overview

Over the past year, the Forest Conservation Programme (FCP) has extended its influence on forest conservation worldwide by reinforcing its partnerships with influential agencies such as the World Bank, WWF, the Centre for International Forestry Research (CIFOR) and GTZ, the German Technical Co-operation Agency.

The Forest Innovations project funded by the German Ministry for Development Co-operation was successfully completed. Field tests of toolkits, in Central Africa and Meso America, provided an especially valuable contribution to the WCPA task force on protected area management effectiveness. As a result of Forest Innovations work on forest restoration, a major programme "Forests Reborn" was launched in collaboration with WWF and CIFOR. Project Firefight, a joint undertaking with WWF, launched a global report on forest fires that coincided with the Mediterranean fire season and provoked a lot of media interest. Unfortunately, many of the world's governments continue to focus on (largely ineffective) fire suppression efforts – rather than address the underlying causes of forest fires. The Temperate and Boreal Forest Programme, outposted in Canada, secured a CDN$1.7 Mn grant for forest conservation work in Russia.

FCP was particularly active on the international forest policy front in 2000. In its role as a facilitator for the World Bank Forest Policy Implementation Review & Strategy (FPIRS), FCP facilitated eight regional consultations and a global Technical Advisory Group meeting (TAG) in a process that has set a new standard for public consultation by multilateral agencies. At a meeting in March, thirty people from governments, companies, community-based organisations, non-governmental groups, indigenous peoples' organisations and multilateral institutions gave their support to the IUCN/WWF-initiated ForestPACT - an action-oriented partnership that will build on broad agreements reached at the international level, and enhance multi-stakeholder approaches to forest conservation and management. The FCP organized a successful side event on Community Involvement in Forest Management (CIFM) at the last meeting of the Intergovernmental Forum on Forests, which has since been replaced by the United Nations Forum on Forests (UNFF). The Convention on Biological Diversity (CBD), after a long period of (near) inactivity on forests, established a Technical Expert Group on forests (TEG), in which FCP participated actively. Although these are positive signs, there is still considerable uncertainty whether these intergovernmental processes will make a significant difference for the world's forests. FCP was also actively involved in the preparation of IUCN's inputs into intergovernmental meetings on climate change, focusing on adaptive management and other ways to increase resilience of forest ecosystems - which will be increasingly destabilised by the increasing temperatures and variability of rainfall predicted for this century.

The project "Seeking Connections - Linking Learning with Policy Formulation" of the IUCN-facilitated Working Group on Community Involvement in Forest Management (CIFM) completed three regional profiles in 2000 that have provided an important tool for advocating CIFM.

The FCP managed the interactive session 'Forest Ecosystems, Biodiversity and Environmental Security' at the World Conservation Congress in Amman. This workshop considered links between livelihood security and forests, using disasters as a discussion framework. Livelihood issues were identified as a key component of conservation strategies by participants, who considered the dangers and opportunities associated with the global forest crisis and discussed practical steps open to IUCN and its partners. Drawing on case studies, speakers stressed the limited success of 'one size fits all' solutions, given the diversity and complexity of the socio-economic and ecological settings in which forest degradation occurs.
Progress towards the key results areas

KRA 1 - Effective Management and Restoration of Ecosystems

Expanding the Temperate and Boreal Forests Programme
- Secured over $1.7 million CDN over 3 years (received jointly with the IUCN Office for CIS) from the Canadian International Development Agency to continue its work in Russia on three inter-related components developed through participatory project development workshops in different parts of Russia:
  - Developing tools and capacity for public involvement in forest management;
  - Assessing the management effectiveness of protected areas in Russia; and
  - Developing sustainable NTFP harvesting and marketing in the Russian Far East (Kamchatka and Sakhalin).

Sharing Forest Innovations
- Completed the Forest Innovations project with WWF, with more than 50 studies published throughout its lifespan, the conclusions of which have been incorporated into issue papers and policy positions.
- Developed and field-tested guidelines to assess the management effectiveness of forest protected areas, jointly with the World Commission on Protected Areas.
- Developed and field-tested the landscape approach to forest quality together with EPFL (Swiss Federal Institute of Technology in Lausanne)
- Developed and field-tested forest restoration guidelines together with CIFOR.

Furthering the Firefight Initiative
- Global Review of Forest Fires brought significant public and media interest to the question of underlying causes of forest fires when it was released with WWF in July.
- Produced and released a film about the fire situation in South East Asia.

KRA 2 - Institution, Agreements, Processes and Policies

Helping Shape the World Bank Forest Policy Implementation Review and Strategy (FPIRS)
- Facilitated a Union-wide process for gathering and synthesising substantive inputs to the FPIRS. This included regional preparatory meetings facilitated by IUCN regional offices.
  - Developed and released a "Challenges and Recommendations" paper with WWF which summarized more than 1000 pages of World Bank-commissioned analytical studies and added recommendations and challenges derived from IUCN and WWF's field and policy experience.
  - Represented IUCN at the two Technical Advisory Group meetings to date, providing inputs and keeping the pressure on the Bank to include environmental and social safeguards in its lending.
- Concluded IUCN's process facilitation role at the end of 2000, after having guided the World Bank for the past two years on how to conduct a transparent, multi-stakeholder global consultation process for its review. IUCN has succeeded in:
  - Creating a more open and participatory process than would otherwise have occurred, as well as
  - Highlighting some of the key issues that the Bank needs to consider as it moves towards defining and implementing its strategy on forests.

Developing ForestPACT (Forest Partnership for Action and Commitment Today)
- The ForestPACT meeting in March (with supporters from a wide range of backgrounds) set the agenda for the development and consolidation of this initiative (see http://www.forestpact.org).
Influencing International Policy

- Advocated on substantive issues at international forest policy fora.
  - The key issues this year were protected areas (definition, interpretation of categories, assessment of management effectiveness); landscape (ecosystem) approach; illegal logging and trade; sustainability of trade; community involvement in forest management; international institutions; forest biodiversity; and climate change.
  - Participated in IFF-4, CBD-TEG and other international forest-related meetings

KRA 3 - Incentives and Financing

Integrating Economic Issues

- Prepared several draft project concepts with the Economics Unit about incentive measures and valuation.

KRA 4 - Equitable Sharing of Costs and Benefits

Fostering Community Involvement in Forest Management (CIFM)

- Contributed messages on how to improve policies to facilitate community involvement in forest management to the final Intergovernmental Forum on Forests in New York (January), including organizing a well-attended side event on CIFM as part of the official IFF proceedings.
  - Facilitated a productive meeting of the Working Group on CIFM in January to revisit its work plan for the Seeking Connections project and discuss overall strategy.
  - Published the regional profile on communities and forest management in Meso America (which was successfully launched at IFF-4 in New York) and the profile on South Asia (released in November). Completed the drafts of regional profiles on Europe and Southern & Eastern Africa
  - Submitted a follow-up proposal ("Building Coalitions for Change") to Ford Foundation and DFID.

Integrating Social Issues

- Pursuing the same process as with economic issues (see above) to identify opportunities for cooperation in the FCP's project portfolio.

KRA 5 - Assessment of Biodiversity and Related Social and Economic Factors

Developing the World Conservation Atlas

  - Made progress with preparations for the production of the TBF atlas.
    - Signed MoUs with EU, FAO, UN-ECE and WRI in order to acquire major data sets on temperate and boreal forests.

KRA 6 - Management of Information and Communication Systems

Developing a Strategy on Communication and Knowledge Management

- Produced the first draft of a communication and knowledge management strategy.

Stepping up Efforts to publish in French and Spanish

- Wrote and published three trilingual, full-colour booklets about the Forest Conservation Programme and its work:
  - An Introduction to the Forest Conservation Programme
  - Reaffirming the Vision: A Call for Action from WWF and IUCN (with WWF)
  - Tropical Montane Cloud Forests: Time for Action (with WWF)
- Translated Linkages in the Landscape and Participatory Techniques for community forestry into Spanish.
Publishing on Forest Conservation and Sustainable Forest Management

- Published *Coastal Forests of Eastern Africa*, which has both the latest map-based and written information about the state of forests in this region.

**KRA 7 - Effective, Efficient and Responsible Management of the Union**

**Drawing on the Forest Conservation Advisory Group (FCAG)**

- Held a formal FCAG meeting in May, which provided guidance on the way forward, with significant progress made with fundraising and communications strategies. For the first time, there was a representative from each of IUCN's regional offices.

- Brought together FCAG members for a meeting during the Amman Congress, which helped the FCP move forward on its strategy for the World Bank FPIRS and the Atlas, among other items.

**Contributed to the Amman Congress**

The Amman Congress provided the Forest Conservation Programme with the opportunity to meet with Members, Commissions and Secretariat from across the Union on issues of forest conservation and sustainable forest management.

- Directly responsible for executing an interactive session on "Forests for Life: Forest Ecospaces, Biodiversity and Livelihood Security." Discussion centred on 11 presentations on these issues, which are posted on the FCP website in a special section about the Congress (http://www.iucn.org/themes/fcp).

**Changes**

- Successfully completed harmonization of the FCP with the overall IUCN Programme by mid-year, providing the FCP with an effective tool for developing and measuring the results of the FCP's work.

- Prepared a programmatic overview of the Forest Conservation Programme, as well as a brochure about its activities in coordination with the Director-General's Office. These will be printed as part of a series of such materials that IUCN can draw upon to share the work of the Union.

**Analysis**

**CHALLENGE:** To build up the Forest Conservation Programme's project development capacity.

**RESPONSE:** Pulled together a dynamic programme portfolio with all of the FCP's concepts, organized by objectives and thematic areas.

In 2000, the project development capacity of the Forest Conservation Programme was reduced because of Bill Jackson's temporary transfer to the Programme Planning team. This was exacerbated by the increasing scarcity of resources for regional projects that include global coordination costs - partly a result of donors having decentralised decision-making to country desks. At the completion of his contract with IUCN's Mount Elgon project (July), David Hinchley started work to rebuild the FCP's portfolio, supplementing the capacity of the FCP team at Headquarters.

The past six months have seen the FCP create a dynamic fundraising portfolio with more than 80 concepts organized by FCP objective, as well as by specific issue area. The first potential donor meeting with the International Tropical Timber Organisation has already proved the portfolio to be a worthwhile investment in time and resources. Fundraising will continue to be a focus through 2001 - in the coming months, the portfolio will be completed (although it will remain a "living" document) and marketed to potential donor agencies.
At the start of 2001, the Forest Conservation Programme will become part of a larger Ecosystems management framework. It will bring together the programmatic units or initiatives in IUCN dealing with ecosystem issues (including Forests, Wetlands, Marine, Mountains, Arid and Semi-Arid Lands, Arctic), and will serve as a focal point for the Commission on Ecosystem Management (CEM). The FCP looks forward to this change, as it will provide yet another push for employing the ecosystem approach in IUCN, as well as an opportunity to work more closely with the CEM.

**CHALLENGE:** To contribute effectively to policy opportunities.

**RESPONSE:**
- A clearer idea of the role and advantages of IUCN in this arena (incl. Observer Status at the UN).
- Coordinated response to various fora (including 4th Intergovernmental Forum on Forests, the development of the UN Forum on Forests, the World Bank's Forest Policy Implementation Review and Strategy, regional policy fora - see achievements section of this report).

Given the importance of the policy-practice linkage to the Forest Conservation Programme's work, the Forest Conservation Advisory Group (FCAG) identified the specific role for the FCP in international, national and regional work:
- Provide advice on implementation to the national level.
- Build national/ regional capacity (NGOs, Government, private sector) and national/ regional/ global linkages;
- Catalyst or convener on synergies between different instruments by creating intellectual spaces for making these synergies;
- Developing an IUCN policy process to make linkages between programmes, levels, working groups and Commissions.

IUCN's work with the World Bank on its Forest Policy Implementation Review and Strategy is a good example of the Union's capacity to advise on consultative processes while maintaining its role as a stakeholder by providing scientifically-credible advice.

In addition, a number of factors were identified that continue to contribute to the success of the FCP's policy interventions, including:
- IUCN's ability to draw on its regional networks and partners.
- The way in which it can link specific and practical inputs to illustrations from regional field and policy work.
- A clear and coordinated strategy implemented over time, with the FCP Strategic Plan as the existing framework for policy work (note: emerging complements to this framework are Poverty and Sustainable Livelihoods, and Forests for Life.);
- IUCN's UN Observer Status.

In the coming year, the political landscape is somewhat different with the Intergovernmental Forum on Forests (IFF-4) being replaced by a permanent body, the UN Forum on Forests (UNFF). IUCN will undertake a capacity-building workshop prior to the UNFF to enhance IUCN and WWF's ability to provide meaningful input to UNFF processes.

The Earth Summit 2002, the UN Forum on Indigenous Peoples, and decisions on carbon sequestration will also shape IUCN's agenda for the coming year. Also, a new action programme on forests might be developed under the Convention on Biological Diversity.

Given this shifting context, IUCN will engage in global policy processes where there seems to be some real chance for progress - and where its practical experience can make a positive contribution. In addition, the FCP will support policy development at the regional level - for example, as Secretariat to the Brazzaville Process in Central Africa. Furthermore, IUCN will continue to develop, consolidate and promote ForestPACT (Forest Partnership for Action and Commitment Today) as an approach that emphasises immediate multi-stakeholder action and builds on progress being made on the ground.
Marine Programme

Overview

The IUCN Marine Program, based in IUCN’s U.S. Office during the period 1998-2000, has reemerged after a period of relative dormancy with a vigorous publication series and a range of programmatic activities in conjunction with members, partners, and Commissions. The major challenge for the year was, with limited staff resources, to balance the need to enhance the program’s profile through publications, workshops, and representational activities with fundraising and team-building.

The focus of the programme for 2000 was two-fold, in establishing IUCN as a player in the major subject areas of marine conservation and sustainable use – fisheries, habitat protection, and protection from land-based activities and sources of marine pollution, as well as on international oceans governance. Significant effort was made to develop and support networks to advance the mission, including the World Commission on Protected Areas marine division, specialist groups within the Sustainable Use initiative, and relevant members and partners. Work was initiated on the development of communication tools to enhance interactions and increase the effectiveness of IUCN staff and partners in the field.

Organization of the marine workshop and other events at the Amman Congress was a major area of endeavor in 2000. The workshop provided the first major opportunity for membership contributions to the quadrennial programme under the new KRAs.

At the end of 2000, plans were laid for the relocation of the IUCN Marine Programme to IUCN HQ. At the same time, IUCN (US) received an institutional effectiveness grant from the Packard Foundation, which will be used to develop the analysis necessary for a business plan and funding strategy for the marine programme.

Progress towards the Key Results Areas

KRA 1 - Effective Management and Restoration of Ecosystems

Protecting the marine environment from land-based impacts

IUCN-Marine participated in an experts’ consultation for the UNEP Global Program of Action for the Protection of the Marine Environment from Land-based Activities. Interventions in this meeting led to plans with UNEP to develop a proposal for an assessment of approaches to implementation of the GPA for use in the intergovernmental review process of 2001 and the Rio+10 Conference in 2002. This proposal has been through several iterations and is now under review by GEF.

Marine Protected Areas

IUCN (US)/Marine assisted WCPA in a major grant on World Heritage sites from the UN Foundation, including support for efforts to better develop the World Heritage list in tropical marine environments. Support was also provided for the planning of two workshops for the International Coral Reef Symposium in Bali, which took place in October 2000. IUCN-Marine played the lead role in the preparation of a proposal for GEF project for capacity building and MPA management in the Insular Caribbean in cooperation with UNEP and WCPA marine, and sponsored a regional WCPA workshop for the Insular Caribbean. A major highlight was the production of Marine and Coastal Protected Areas: A guide for planners and managers, 3rd Edition. Over 3000 copies of this major revision of a core text for marine conservation efforts by Rod Salm and John Clark have already been distributed through members and partners.
Large Marine Ecosystems

IUCN-Marine continued to elaborate large marine ecosystem approaches in partnership with the US National Oceanographic and Atmospheric Administration and the Intergovernmental Oceanographic Commission. IUCN cosponsored the 3rd meeting of the Advisory Body on LMEs in Paris, and sponsored a workshop on application of the LME approach in Africa at the annual meeting of the AAAS.

Working closely with the GEF Secretariat IUCN-Marine has supported African regional offices in elaboration of opportunities to implement the LME concept. This included promotion of FAO to take the lead with the Subregional Fisheries Commission (West Africa) on development of a GEF project for the Canary Current, and supported UNDP and UNEP in development of a follow-on GEF project for the Guinea Current, following the conclusion of the Gulf of Guinea project in 1999.

KRA 2 - Institution, Agreements, Processes and Policies

IUCN(US)/Marine represented IUCN at the first meeting of the UN Informal Consultative Process on Ocean Affairs and Law of the Sea. This was the first meeting of a UN General Assembly sponsored body that IUCN attended as a formal UN Observer body. In addition to providing a panelist for the marine pollution debate, IUCN also conducted two side events, one addressing fisheries and trade, and the other addressing ecosystem approaches to implementation of marine agreements.

KRA 3 - Incentives and Financing

In support of the FAO International Plan of Action on Management of Fishing Capacity and new activities on illegal fishing, IUCN-Marine led the development of a new network, in partnership with the University of Southern Denmark, the InterAmerican Center for Sustainable Ecosystems Development (Santiago, Chile), the World Resources Institute, the International Centre for Living Aquatic Resources Management (ICLARM, based in Penang Malaysia) and the University of California, the Network of Economists for Management of Overcapacity (NEMO).

KRA 4 - Equitable Sharing of Costs and Benefits

IUCN Marine continued to promote a dialogue process on trade and fisheries. It represented IUCN at the FAO Trade and Fisheries Subcommittee meeting in Bremen, Germany. At this and other venues IUCN distributed its new publication Net Gains: Linking Sustainable Fisheries Management, Trade and Sustainable Development, which was published in 2000. The dialogue process and supporting publication seek a better understanding of the costs and benefits associated with trade liberalization in marine capture fisheries, including impacts on fisheries dependent communities.

KRA 5 - Assessment of Biodiversity and Related Social and Economic Factors

IUCN has partnered with the University of British Colombia to harmonize fisheries data undertaken under FAO auspices and aggregated under statistical units with the Large Marine Ecosystems identified in the scientific literature. LMEs provide an assessment methodology at ecoregional scales, but have been hampered in the past because of such problems in data assimilation.

In collaboration with the Royal Danish Fisheries Institute and the IUCN Sustainable Use Initiative's European Sustainable Use Specialist Group, IUCN developed an analysis of impacts of commodity-based fisheries regulations on bycatch, a major impact on marine ecosystems. Plans were made in 2000 for a forum to review policies and technologies pertaining to bycatch, which will be organized by one of the key marine networks within IUCN, the Marine Fisheries Specialist Group of the Sustainable Use Initiative, in collaboration with interested governments, likely to include Norway and Spain.
Coral Reef conservation

IUCN (US)/Marine worked closely with IUCN (US)/Climate Change and IUCN-EARO in advancing a program on coral bleaching, including support for production of a 30 page booklet launched at the Amman Congress, and a consultation at CBD SBSTTA resulting in a strong statement to the Parties by SBSTTA, including specific recommendations for action. IUCN (US)/Marine also made important contributions to publications by the Global Coral Reef Monitoring Network (GCRM), “Status of Coral Reefs of the World 2000” and the “Socio-economic Manual for Coral Reef Management”. Much of this coral reef work was made possible by an American Association for the Advancement of Science (AAAS), Roger Reville Global Stewardship Marine Science Advisor working for the US office.

KRA 6 - Management of Information and Communication Systems

IUCN Marine established a partnership with the SIFAR branch of FAO on the development of the world’s first Internet portal for the fisheries and marine conservation community. The prototype, developed by SIFAR with support from the World Bank, provides a virtual resource center and forum on marine issues.

Analysis

Although several activities were ongoing prior to 2000, both by the US office and several Commissions of IUCN, there was, at the beginning of 2000, no coherent program, and this has been developed from a more-or-less blank slate. Given the limited human capacity of the marine program and the small budget, emphasis has been given to the development of robust partnerships. The successes to date described above do not reflect the amount of time spent in development of partnerships, including the EU and a host of governments, many of which will take more time to come to fruition.

The marine workshop at Amman was a watershed event as is the major opportunity for IUCN to begin effective networking of regional and country office programs, members, Commissions, and partners. At the Amman Congress, we introduced a robust new communications tool for networking from remote sites, making it possible for IUCN to provide a global early warning system, reference library, and forum for discussion and debate on approaches. We expect that the efficiencies that can be provided through such a tool will make the marine program a cost-effective and highly responsive tool for marine conservation policy and practice, of high value to donors and members alike. In addition, the Amman Congress adopted a resolution endorsing reinstitution of a strong marine program.
Overview

SSC’s new Strategic Plan 2001-2010 was endorsed at the World Conservation Congress. It identifies three basic objectives under which a series of outputs and targets is grouped. The Commission’s work is clearly linked to, and directed towards, the mission, goals, and key result areas of IUCN, illustrated by the adoption of the SSC goal statement as one of the two IUCN Programme goals: the extinction crisis and massive loss of biodiversity are universally recognized as a shared responsibility resulting in action to reduce this loss of diversity within species, between species and in ecosystems. Efforts to harmonise the Strategic Plan with the IUCN Programme meant that SSC became more focused and more output-oriented during 2000. Of the 59 results identified in the IUCN Programme, SSC contributes to 33, and in many cases, provides the key input within the Union.

A major highlight for SSC during 2000 was the completion and launch of the 2000 IUCN Red List of Threatened Species which combined animal and plant assessments for the first time. The Red List was made available on its own website www.redlist.org as well as on CD-ROM. The period also saw rapid development of SSC’s data management initiative, the Species Information Service (SIS), significant input into CITES processes by the Wildlife Trade Programme, and the publication of several species Action Plans.

Progress towards the Key Result Areas

KRA 1 - Effective Management and Restoration of Ecosystems

SSC, mainly through its Invasive Species Specialist Group (ISSG), continued to coordinate IUCN’s input to the Global Invasive Species Programme (GISP). A meeting of the first phase of GISP was held in South Africa in September. The outputs of the meeting will be a published synthesis of the first phase of GISP and the prototype global invasive species database. The database is under development, but is already available online at www.issg.org/database. It incorporates a world-wide approach and a predictive component (based on habitat/vegetation coverage). This predictive component is a key aspect of the use of the database as a tool in ‘early warning’ and will enhance IUCN’s efforts to target its ecosystem management and restoration work.

KRA 2 - Institution, Agreements, Processes and Policies

CITES Issues

The Analyses of Proposals to Amend the CITES Appendices were produced by SSC’s Wildlife Trade Programme (WTP) in collaboration with the TRAFFIC Network. The Analyses were placed on the IUCN website on schedule, and distributed to CITES Parties before the 11th Conference of the Parties (COP) in April. Evaluation of the Analyses continued during and after the COP, and the resulting report showed that the Analyses are seen as objective, and are widely used and appreciated by the Parties as they make their decisions.

Fisheries and CITES Criteria review

The WTP represented IUCN at the UN Food and Agriculture Organisation (FAO) technical consultation to review the use of the CITES criteria for fishery species. IUCN made a number of interventions to raise awareness of the role of CITES and of the need for conservation approaches in fishery management in view of the increasing number of fish stocks which do not appear to be recovering from over-exploitation. The WTP also prepared several papers for the first meeting of the CITES Criteria Working Group and commented on the Group’s report.
CITES Significant Trade Field Projects

A status assessment of parrot species *Agapornis fisheri* and *Coracopsis vasa* in Madagascar was undertaken. The report was completed in French in August 2000 and was circulated to Parties and interested individuals.

The project on the status assessment of six reptile species in Togo progressed. A workshop was held in late September, to bring together participants from the three main exporting countries in West Africa, Togo, Benin and Ghana. The aim of the workshop was to develop a co-operative marketing system, to prevent traders in one country under-cutting the market and reducing prices for all countries.

The WTP contributed, in collaboration with the World Conservation Monitoring Centre (WCMC) and the TRAFFIC Network, to the CITES Animals Committee detailed review of significant trade in *Moschus* species (musk deer) and *Naja* species (cobra). Later, in collaboration with the TRAFFIC Network, SSC contributed to a second significant trade review for the Animals Committee on 10 species of Acipenseriformes (sturgeon).

Assistance to CITES Scientific Authorities in making Non-Detriment Findings

The document *CITES Scientific Authorities Checklist to Assist in Making Non-Detriment Findings for Appendix II Exports* was distributed in three languages to Parties at the 11th CITES COP. Background documents presented at two previous workshops together with other materials were also edited for publication as an SSC Occasional Paper.

Animals Committee meeting

The WTP represented IUCN at the second joint meeting of the CITES Plants and Animal Committee to review the report of the Criteria Working Group and also at the 16th meeting of the CITES Animals Committee. At the Animals Committee, IUCN staff and several SSC Specialist Group members presented information on the significant trade review, the registration of commercial captive breeding operations, the periodic review of the CITES Appendices, collaboration on invasive species issues, and the cross-border movement of time-sensitive research samples.

African Elephant Dialogue

SSC helped with the organisation, facilitation and technical preparation of the fourth African Elephant Range States Dialogue, held in Nairobi in April 2000. These dialogue meetings are helping to bridge the deep divisions that have evolved over the ivory trade decisions and build a common understanding of the challenges and status of elephants across the 37 countries that make up their range.

IUCN Guidelines

Two sets of guidelines; *IUCN Guidelines for the Placement of Confiscated Animals* and *IUCN Guidelines for the Prevention of Biodiversity Loss Caused by Alien Invasive Species*, were finalised and approved by IUCN Council in February 2000.

Convention on Biological Diversity (CBD)

- A major initiative to attract funding for plant conservation was submitted to, and endorsed by the CBD and will now figure in the CBD agenda.
- A Decision-Makers Guide to Sustainable Use was prepared by the Sustainable Use Initiative. Principles of Sustainable Use within the Ecosystem Approach were submitted as an information paper to CBD SBSTTA 5.
KRA 5 - Assessment of Biodiversity and Related Social and Economic Factors

Production of the 2000 IUCN Red List of Threatened Species

Red List Authorities were appointed among the SSC Specialist Groups to ensure that all species within their jurisdiction are regularly assessed. Following the deadline of June 2000, all corrections and submissions accepted for inclusion on the 2000 Red List were entered into the database and a full analysis of the data was completed. Meanwhile, development of the Red List website (www.redlist.org) and a CD-Rom version of the 2000 Red List was carried out by a Canadian-based company. On 28 September, the 2000 IUCN Red List of Threatened Species was launched at four press gatherings in London, Geneva, Ottawa, and Washington DC. A second launch was held at the World Conservation Congress.

Red List Programme

Work continued on the ‘Red List as an Indicator of Biodiversity Loss’ initiative. This project will help define the scope of the Red List Programme over the next four years. Several indicators have been identified to measure the extent to which global biodiversity is threatened, and to develop these, improved documentation for all listed species is required. The need to expand the taxonomic coverage of the Red List was also recognised.

A paper outlining the Red List assessment process for Red List authorities was published in the SSC journal Species. Every Red List Authority was sent a copy of the RAMAS Red List software package, specifically designed for conducting assessments.

In order to help IUCN meet the ambitious targets previously outlined for the Red List Programme, a partnership was established in September, between IUCN/SSC, BirdLife International, the Centre for Applied Biodiversity Science at Conservation International (CABS/CI), Conservation International, the Centre for Marine Conservation (CMC), and the Association for Biodiversity Information (ABI). This partnership aims to raise US$10 million over the next five years to expand and strengthen the Red List Programme, which forms a major component of the Species Information Service (SIS).

The Central Asian Republic’s project on correlates of extinction risks, funded by INTAS, is now underway and a meeting of the Steering Committee was held in December 2000. As a result of this meeting, funding was granted by INTAS to appoint an intern from Uzbekistan to be trained in Red List assessment methodology and a Central Asian Red List workshop is planned for September 2001.

Publications - Species Action Plans

Eight Action Plans (Cracids; Parrots; West Indian Iguana; Grouse; Bryophytes; Pheasants; Megapodes; Partridge Quail and Francolin) and one Occasional Paper, (Biology and Conservation of Freshwater Cetaceans in Asia) were published. These were announced in a range of newsletters and websites, and distributed to target audiences. Further publications moved to advanced stages of preparation including Antelopes Part 4, Microchiroptera, South Asian Herpetofauna, and Equids.

Invasive Species

SSC’s Invasive Species Specialist Group (ISSG) completed a three year project of producing a booklet entitled 100 of the World’s Worst Invasive Species, designed to raise awareness of the growing problem of invasive species.

Conservation of wild crop relatives

Recognising that global food security can only be assured through the conservation of wild relatives of crop plants, the SSC is collaborating with the International Plant Genetic Resource Institute (IPGRI) and a number of other international agencies to identify the distribution, conservation status, and necessary conservation actions for the wild relatives of crop plants in Armenia, Uzbekistan, Madagascar, Sri Lanka, and Bolivia. SSC Plants Officer, Alain Mauric
participated in the first Steering Committee meeting of this project as well as in a workshop held to develop and test a global information access and management system (planned to have strong links to the Species Information Service).

**KRA 6 - Management of Information and Communication Systems**

*Development of the Species Information Service*

Following a workshop held in March 2000, the development of the first working version of the SIS software (version 1.0) was almost completed. With the help of IUCN Councillor Mr. Juan Raida, the Oracle Corporation provided technical support to draft a web-based version of the software, which was presented at the World Conservation Congress. During the Congress many SSC Specialist Groups expressed great enthusiasm for the SIS and are eagerly awaiting the software so that they can start adding their Group data and become better connected through the SSC network via SIS.

**SSC website**

The SSC website has undergone substantial updating. Key information items added include a report of SSC Activities at Amman, the new Strategic Plan 2001-2010, launch information kit for the 2000 IUCN Red List of Threatened Species, press releases on the launch of the Species Information Service and the Red List Joint Venture. Work is ongoing to improve and redesign the website.

**KRA 7 - Effective, Efficient and Responsible Management of the Union**

SSC has undergone a reconstitution of its membership, as called for by each World Conservation Congress, including the election of its Chair. David Brackett was re-elected for a second term, which will provide continuity to the operations of the Commission. Specialist Group Chairs have been appointed and a number of new Groups formed to expand the capacity of the SSC network. These include Afrotheria, Caribbean Inland Freshwater Fishes, Philippine Island Plants, Global Amphibian, Southern African Invertebrates, and Iguana (formerly West Indian Iguana). The formation of new Task Forces such as the Declining Pollinators Task Force illustrate how SSC is developing its network to help tackle IUCN’s emerging priorities.

**Analysis**

The gathering and application of data for species conservation relies on the constant willingness and ability of the SSC membership, which is made up entirely of volunteers. Over the years these volunteers have been expected to become steadily more productive in response to the growing demands from the SSC Secretariat, without the benefit of financial or logistical support from IUCN. In recognition of the risk of over-exploitation of the volunteer network, and consequent loss of the consistently high-quality contributions to conservation science, SSC has set up a task force to review voluntarism.

The diverse activities of SSC have become more focused with the adoption of the new Strategic Plan, after two years of broad consultation within the network. Two top priorities emerge for the coming decade: development of the Species Information Service and development of the Red List Programme. The formation of the Red List Joint Venture will help expand and strengthen the Red List Programme, as a major component of the Species Information Service. The number of assessments being carried out across an increasing number of taxonomic coverage is rapidly growing. This, together with the drive for the collection, and dissemination of the latest species information through SIS are helping to place IUCN at the forefront of global biodiversity assessment.
Protected Areas

Overview

The IUCN Programme on Protected Areas (PPA) and the World Commission on Protected Areas (WCPA) have an integrated work programme and share the same mission: To promote the establishment and effective management of a worldwide representative network of terrestrial and marine protected areas, as an integral contribution to the IUCN mission. During the year 2000 the Programme on Protected Areas/WCPA actively participated in the harmonisation process of PPA/WCPA Short Term Action Plan as part of the development of the new IUCN Programme. This process shows that the PPA/WCPA component programme significantly contributes to the overall IUCN Programme, particularly to KRA 1, 2 and 7.

The year 2000 was a challenging year in many respects, demanding the best possible use of the limited human and financial resources available to PPA/WCPA in order to fulfil a number of contract obligations while contributing to the harmonisation of the IUCN Programme. The implementation of WCC2 in 2000 also required additional efforts, particularly related to the organisation of one of the Interactive Sessions and a global meeting of WCPA members. Nevertheless PPA/WCPA has achieved a number of important results within the context of different KRAs as discussed below.

Progress towards the Key Result Areas

KRA 1 - Effective Management and Restoration of Ecosystems

PPA/WCPA contributed particularly to this KRA in relation to conservation and management of priority ecosystems such as forests, mountains and marine/coastal. In relation to forests and under the Forest Innovation Project (IUCN/WWF), the Best Practice Guidelines on Assessing Management Effectiveness of Forest Protected Areas were developed. This is a landmark work on establishing a logical and objective framework to assess conservation and management of ecosystems and related biodiversity in Forest Protected Areas. Also, work was initiated to prepare technical guidance on the application of the IUCN System of Protected Areas Management Categories to Forest Protected Areas (FPAs). This activity responded to a specific request to IUCN from the International Forum on Forest (IFF) and will provide technical guidance to governments on how to better manage Forest Protected Areas.

The work on mountains has been carried out by the WCPA Mountain Theme, that have provided technical input to the IUCN/WWF Tropical Montane Cloud Forest (TMCF) Initiative, which contributes to integrated ecosystem management of one of the most fragile ecosystems on Earth and one that plays a significant role for clean water supply. The WCPA Mountain Theme has also provided IUCN input into the implementation of Chapter 13 of Agenda 21 as it relates to the conservation and sustainable use of mountains.

The implementation of the first phase of the GEF Marine Protected Areas Project in Samoa has successfully started, with strong support from local communities. This project is providing guidance on the management of sustainable fisheries by local communities while promoting restoration of coral reefs impacted by destructive fishing methods. This represents a valuable contribution to IUCN work on marine and coastal ecosystems. Best Practice Guidelines on Marine Protected Areas were produced and distributed. This is the result of joint work between the WCPA Marine Theme, IUCN Marine Programme and NOAA (IUCN member) with input from a number of RCOs. These guidelines include state of the art approaches and lessons learned on the role of Marine Protected Areas in maintaining sustainable fisheries.

PPA/WCPA continues to make use in 2000 of the UNESCO World Heritage Convention as an important delivery mechanism to promote effective management and restoration of ecosystems at
global, national and local levels. PPA/WCPA prepared, in close consultation with a number of RCOs, the State of Conservation Report of over 20 World Heritage sites. IUCN played a key role in the assessment of important sites such as Huascaran National Park (Peru) and the Arabian Oryx Sanctuary in Oman. This work provides guidance on conservation and restoration of biodiversity and ecosystems in globally significant natural areas. Also, PPA/WCPA worked closely with UNESCO, TNC, the US Forest Service and a number of RCOs prepared and submitted to the UN Foundation (UNF) the project Conserving World Natural Heritage sites through effective monitoring and partnerships. This project, approved by UNF, will provide USD 2M over 4 years to enhance effective management of key WH sites.

KRA 2 - Institution, Agreements, Processes and Policies

Effective participation in the World Heritage Bureau and Committee meetings and other key activities and processes related to the World Heritage Convention have been maintained through the year, ensuring the leading role of IUCN as Advisory Body to this convention. PPA/WCPA, in partnership with the IUCN Forest Programme and WWF, provided effective technical contributions to the Intergovernmental Forum on Forest (IFF), contributing to a number of important policy recommendations on Forest Protected Areas (definition, management categories, and assessment of management effectiveness). In addition, policy input was provided to CBD/COP5 (Kenya, May 2000) in relation to protected areas, grasslands and tourism. In partnership with the IUCN Biodiversity Programme, a workshop was organised during COP5 to further develop a Pan-African Protected Areas Initiative.

The work with the European Commission was enhanced in 2000. Early in the year the EC/IUCN publication Parks for Biodiversity: Policy Guidance based on experience in ACP countries was launched in Brussels and Washington D.C. (World Bank) raising the profile of IUCN within the EC. The EC/DG Development has expressed interest to follow-up recommendations from this report as to enhance the support provided by the EC to protected areas under the Lomé Convention. The implementation of the IUCN/EC Biodiversity in Development Project has provided a successful mechanism to address the interests of EC Members States on biodiversity issues. This project aims to provide guidance on how to enhance EC policies to better incorporate biodiversity considerations in development projects.

It is important to highlight the effective launching of the World Protected Areas Leadership Forum (WPALF Washington D.C. February 2000). WPALF’s members are the Chief Executives of 15 of the World’s leading protected area agencies. WPALF aims to harness the resources and influence of those agencies to support the mission of IUCN as it relates to protected areas, as well as to support the organisation of the Vth World Parks Congress “Benefits beyond Boundaries”. The government of Spain will host the second meeting of WPALF in the Canary Islands, May 2001. Preparation for the Vth World Parks Congress, to be held in South Africa in 2003, is well advanced. So far approximately USD 700,000 (both funding and in-kind contributions) have been raised for its implementation and a project proposal has been submitted to the MacArthur Foundation for support to the Congress.

KRA 3 - Incentives and Financing

PPA/WCPA developed, along with the IUCN Economic Service Unit, Best Practice Guidelines on Sustainable Finance of Protected Areas that was formally launched during the Amman Congress. These guidelines are aimed at building the capacity of protected areas agencies on how to achieve financial sustainability of Protected Area management. Work has continued with the International Council for Metals and the Environment on how to promote support from mining companies for biodiversity conservation. This work aims to explore incentives for mining companies and protected area agencies to work together on biodiversity conservation issues.
KRA 4 - Equitable Sharing of Costs and Benefits

PPA/WCPA, jointly with WWF International, following a long process of consultation, developed the publication Principles and Guidelines on Indigenous and Traditional Peoples and Protected Areas that was launched at the Amman Congress. This best practice guideline provides guidance on how to avoid inequities to indigenous peoples related to the establishment and management of protected areas. PPA/WCPA, WWF and the IUCN Social Policy Unit developed an Action Plan to follow-up this work, including testing the guidelines in a number of protected areas in Latin America and its promotion in key international events (CBD/COPs, WHC, IFF).

KRA 5 - Assessment of Biodiversity and Related Social and Economic Factors

PPA/WCPA, jointly with UNEP/WCMC and UNESCO, have prepared a Global Biodiversity Assessment to increase representativeness of the Global Network of World Heritage sites. This aims to provide guidance to State Parties of the WHC to enhance ecosystem management and biodiversity conservation of globally significant natural areas. In addition PPA/WCPA, through the WCPA Marine Theme, received a grant from the UN Foundation to undertake a Global Assessment of Tropical Marine Biodiversity as to identify sites of global significance that may merit inscription in the World Heritage List. It is important to note that there are components of activities 1, 2 and 5 under KRA 1 (see above) that also contribute to KRA 5.

KRA 6 - Management of Information and Communication Systems

As part of the PPA/WCPA communication strategy, three issues of the Best Practice Guidelines Series have been produced as well as three issues of PARKS magazine and the WCPA Newsletter. These publications are important communication and capacity building tools on key protected areas issues (copies are available from PPA on request). With support from NOAA, a new PPA/WCPA web site has been developed, which makes available the vast volume of information and expertise of WCPA to other IUCN Programmes, RCOs, IUCN members and the general public. PPA/WCPA continues to provide input to the development of the Biodiversity Conservation Information System (BCIS), particularly in relation to the Protected Areas Resources Centres (PARC) initiative.

KRA 7 - Effective, Efficient and Responsible Management of the Union

The Programme on Protected Areas organised and implemented a WCPA Global Steering Committee Meeting (Brazil, June 2000). This meeting provided guidance on PPA/WCPA priorities and feedback on the harmonisation process. The meeting itself received good media coverage which raised the profile of IUCN work in Brazil. Co-ordination has been enhanced with a number of IUCN Programmes and RCOs to develop joint activities, including working with ORMA on the development of a Regional Programme for Protected Areas for Meso-America, with EARO on the development of the Pan-African Protected Areas Initiative and with the Asian Programme on the development of a Regional Programme for Protected Areas. Close co-ordination has been maintained with IUCN Finance to monitor the financial situation of the programme that has been fundamental for better financial planning, facilitating timely decisions on cost-savings and reallocation of resources.

Analysis

The harmonisation process with IUCN, while necessary, has been very demanding and time consuming. It created a considerable workload, as it was done in parallel with other contractual commitments (mainly the World Heritage contract). Nevertheless, it has been very useful to enhance co-operation with other programmes and as a vehicle to better involve WCPA members in the overall IUCN planning process. It has also helped to refocus WCPA/PPA Short-Term Action Plan towards the KRAs, which in the long-term should help to maximise the contribution of the commission to the overall IUCN Programme.
During the year 2000, a considerable amount of time has been dedicated to fundraising, particularly in developing two projects for submission to UNF (one on World Heritage sites and the second on Peace Parks). While UNF approved the project on WH sites, it is a donor requirement that funding should go mainly to support field activities. In principle, this is good news for some RCOs already working on WH sites as well as for conservation in general. However, this requirement places difficulties in covering global co-ordination costs. This is just an example of increasing donor reluctance to support global activities. An analysis is required on how to better allocate general programme funding that can support programmes that are playing a catalytic role in fundraising for projects that will support conservation at regional and national levels. In 2001, PPA/WCPA will continue to actively contribute to the implementation of the overall IUCN Programme, while focusing more on the organisation of the Vth World Parks Congress and on developing joint project proposals with a number of RCOs.
Sustainable Use Initiative

Overview

The last progress and assessment report filed by SUI emphasized work underway to improve integration with other thematic and regional programmes. The last month of 2000 brought some unanticipated and dramatic progress in this regard, with the decision to merge the Economics Programme, Social Policy Programme, and the secretariat component of the Sustainable Use Initiative into a new socioeconomics group. This realignment provides an ideal opportunity to further mainstream sustainable use issues within IUCN, where sustainable use moves from being positioned as a special initiative to forming an integral part of the Union's broader programme about the role of people in conservation.

Progress Towards the Key Result Areas

KRA 1 - Effective Management and Restoration of Ecosystems

SUI's analytical work contributes to KRA 1 (Global result 1) as holistic approaches to understanding sustainable use are a fundamental feature of ecosystem management. Throughout the year 2000, the Sustainable Use Specialist Group (SUSG) volunteer experts continued to generate case studies of sustainable use projects, compile inventories of relevant actors, projects, and approaches, and provide overviews of the activities and issues in their regions. Some specific examples include:

- studies on indigenous knowledge and traditional management practices, and shifting patterns of human settlement in arid lands in East Africa;
- field studies on Tiger conservation in the Sundarbans Forests of Bangladesh, Sustainable Commercialised Utilisation of Renewable Natural Resources in their Natural Environment: the Matang Mangrove in Malaysia, and Sustainable Use of Crocodile Resources in Vietnam;
- a study of community-based management of natural resources in Vanuatu;
- a review of the state-of-the-art of sustainable use within Mesoamerica. This study identified field projects and national government policies relevant to sustainable use in that region. More detailed information is now being compiled on various facets of sustainable use within each country of the region;
- case studies on various Andean agroforestry systems (e.g. the importance of quinoa to the communities of the Bolivian altiplano).

An important regional contribution to analytical work on sustainable use was carried out in conjunction with the IUCN offices based in Burkina Faso: the 2nd Pan African Symposium on Sustainable Use of Natural Resources in Africa was convened by SUSG on 24-27 July 2000, in Ouagadougou. Approximately 130 participants attended, representing more than 25 countries throughout Africa. Participants were drawn from government agencies, non-governmental institutions, field project staff, and the academic community. Representatives from development agencies and international organizations were also in attendance. The technical programme focussed around four major themes: modes of use, devolution, scale issues, and external issues. Discussions were lively and stimulating, where perhaps the most notable feature of the Symposium was the emergence of a younger African generation of scholars keen to carry the issues forward to other fora and debates.

SUI has also continued to support capacity building for ecosystem management (result 3). For example, through a small grants programme that promotes and showcases developing country scholarship in sustainable use, SUI has provided a platform for a number of specific contributions, including.
• a presentation on the sustainable use of the chaguar plant by a Wichi community in the Argentine Chaco (X World Congress of Rural Sociology)
• a presentation on institutional aspects of the ornamental use of flowers involving a case study from Brazil (Conference of the International Association for the Study of Common Property)
• a presentation on sustainable use and protected areas management from a West African perspective (Symposium at the National Museum of History, France)

With regard to result 7 (strengthening networks in support of ecosystem management), the Sustainable Use Specialist Group has continued to evolve, recently forming a new regional group focussing on the Western Indian Ocean islands. At the 7th SUSG Steering Committee Meeting in Amman (October 1-3) members endorsed unanimously the creation of this new regional group. In the short time since its formation, the group has already made substantial progress in defining its structure and mode of operation. For example, all members will be able to contribute to either the development or implementation of a project, depending on their competence and expertise, and each project will be assigned a coordinator from among the membership. Projects will focus on incorporating concepts of benefit-sharing into sustainable use, setting up efficient management plans for specific use regimes, and communications and information dissemination.

KRA 2 - Institution, Agreements, Processes and Policies

As a matter of course, SUI builds on the analytical work of its volunteer expert groups, employing this as a basis for developing policy guidance about sustainable use (KRA 2, results 1 and 2). For example, SUSG was involved in organizing an interactive session as part of the 2nd World Conservation Congress. The session addressed some of the fundamental challenges that still remain in achieving the Convention on Biological Diversity’s objective of sustainable use, exploring four segments:

- Sustainable Fishing: Is selectivity the answer?
- Sustainable Use and Ethics in the Context of the CBD
- Who are the CBD Stakeholders? Science and Traditional Knowledge
- Equity and Sustainable Use in the CBD: From International Aims to National Reality

Discussions at the Pan African Symposium on Sustainable Use of Natural Resources, mentioned above under KRA 1, led to a number of broad policy implications for the African context. Some lessons learned from this process were as follows:

- development initiatives should regard use as only one element in a suite of stratagems to improve livelihoods
- national policies relating to community-based natural resource management should go beyond “community participation” to the legal empowerment of clearly defined local units of use and management
- cross-boundary initiatives for the management of discrete ecosystems should be encouraged, where primary stakeholders (e.g. those living in such areas) are made the principal participants and beneficiaries
- African governments should take full cognizance of the disastrous environmental impacts of social inequities and military activities, and reallocate their budgets to more properly reflect their international commitments to sustainable environmental use and management

Beyond global and regional policy fora, SUI has also been engaged in several capacity-building (i.e. empowerment) activities within KRA 2. Through the training of Policy Fellows from developing countries, an important contribution is made to building local capacity for policy analysis and implementation.
Analysis

The emphasis on understanding and shaping human interactions with nature represents a common starting point for all three of the thematic programmes that will form the new socioeconomics unit in 2001. However, all three bring different focii and strengths to this enterprise. SUI's approach is important because it provides a mode of operation that systematically links analysis of the human dimensions of conservation with biophysical information. Throughout the transition the value of SUI’s uniquely interdisciplinary, regionally grounded approach should not be lost. Indeed, it may serve as a model for reorganizing the socioeconomics programme activities.

It is likely that the three programmes that are merging occupy quite different territories in terms of the KRA typology, and that the new programme will have a much broader reach and range of activity as a result. The harmonisation that will occur through this merger is therefore a useful exercise that may well be replicated for different areas of the programme, leading to more integration and more efficient operations.
Environmental Law

Overview

The IUCN Environmental Law Programme (ELP) is an integrated programme comprising the volunteer expert network of the IUCN Commission on Environmental Law (CEL), the Environmental Law Centre (ELC), and the environmental law related activities of the IUCN Regional and Country Offices (RCOs).

The ELP implements the legal elements of IUCN's worldwide programme. The ELP also provides legal expertise in the progressive development of environmental law to the IUCN Secretariat, RCOs, Members and partner organisations, as well as to governments, especially of developing countries and countries in transition.

The mission of the Law Programme is "to assist in laying the strongest possible legal foundation for environmental conservation in the context of sustainable development to support international and national efforts".

The Environmental Law Programme executes its mission through legal science, focusing on:

- conceptual development of environmental law
- technical legal assistance
- capacity building
- monitoring information and disseminating knowledge

The conceptual development of environmental law is a hallmark of the ELP's work. This includes the innovation and preparation of new international and national environmental legal instruments; and the promotion of new and emerging concepts at the national, regional and global levels.

To harmonise this work across the Union, ELC attended workshops in Central America, East Africa, and the Middle East which highlighted the regional environmental law needs of those regions, and has developed an extensive matrix plan to integrate our work and that of the Commission, covering all 7 of the KRAs.

Progress towards the Key Results Areas

The Law Programme has developed an extensive matrix which addresses all seven of the Key Result Areas of IUCN's Quadrennial Programme. The wide reach of the law programme, and its rapidly expanding Commission, will result in broad implementation of the KRAs.

KRA 2 - Institution, Agreements, Processes and Policies

The "effective management and restoration of ecosystems" depends upon the development of sound legal systems. The ELP is helping develop environmental legislation at the international and national level to carry out ecosystem protection. This is true under the CBD, as it relates to our work with invasive species legal framework guidelines, and a guide to the Biosafety Protocol, as well as the development of national biodiversity law in Central America. We are seeking to do similar work with protected sites under the World Heritage Convention by developing a Guide, as we did for the Biodiversity Convention. KRAs 1.5 and 1.6 focus on legal frameworks, and we are working in Eastern Europe, the Arctic and Antarctica to help with these frameworks. We recently began to explore further partnerships for a range of environmental law activities in the Central and Eastern European countries and are supporting forestry legislation review in Russia.

Work in this area includes legal analyses of critical issues for selected agreements, and we have recently done this work under CITES, CMS, CBD and the UNFCCC. In addition, we are working to
help develop a marine turtle agreement in the Indian Ocean region. We are also carrying out a project for the Ramsar convention to help determine how to treat the listing of wetlands by the Convention's parties. We are also examining the relationship between CBD and CITES in preparation for a major meeting on the subject.

KRA 3 - Incentives and Financing
Activities within key result area 3 focuses on incentives, and here ELC is working in Tanzania to discuss land use management incentives. The programme is also developing a project to look at water use in the Andean region. In addition, ELC is assisting with the development of IUCN centres of excellence in China, Kuwait and Brazil. Finally, the programme finished a draft survey of legal incentives measures that preserve biodiversity that we prepared as a service to the CBD secretariat at their request.

KRA 4 - Equitable Sharing of Costs and Benefits
This work focuses on equitable sharing of benefits, discussing with IUCN partners how we can carry out training activities to inform developing countries about the contractual issues that arise in access to plant genetic resources.

KRA 5 - Assessment of Biodiversity and Related Social and Economic Factors
Under KRA 5, which focuses on assessment, the ELC completed an extensive review of the World Bank's environmental assessment policy.

KRA 6 - Management of Information and Communication Systems
Under KRA 6, the programme continues to work with external partners, including UNEP and FAO to link our IUCN UNEP legal database with scientific databases such as BCIS, in order to enable researchers and governments to have access to legal and scientific assessment at the same time.

KRA 7 - Effective, Efficient and Responsible Management of the Union
In the context of KRA 7, the programme is integrating the environmental law programme with the other IUCN programmes, and had excellent success doing so with our partners throughout the Union. In addition, we continue to produce the well-received newsletter with its increasing circulation, and to update the new Commission on Environmental Law electronic forum which reaches environmental lawyers with news on environmental law throughout the world.

Analysis
Law underpins the full gamut of what IUCN seeks to achieve. A just society which conserves nature must agree upon the terms of legislation to govern themselves and their environment, and then must come up with a manner to implement legislation. Thus, the law programme is an integral component to all the other programmes in IUCN. Whether it is forests, wetlands, protected areas, biodiversity, or indigenous peoples, every aspect of our work ties into the legal basis for ensuring that societies have methods to respect and protect their environments. The Law Centre, working with the Law Commission, can reach across the globe, and provide all the component parts of IUCN with sound legal advice about environmental law. To achieve this, we are in the process of spending considerable time with our partners to understand with precision the goals they wish to achieve, and then tailor our development of legal instruments, and the capacity to develop and implement them at the local, regional and international level.
Social Policy Programme

Overview

During this period, the Union as a whole and the Social Policy Programme (SPP) in particular, made important progress in mainstreaming social equity. Main achievements have been around KRA4 (Equitable Sharing of Costs and Benefits of Conservation), basically in terms of improving knowledge and empowerment, with a focus on issues of gender, participatory management and indigenous peoples and traditional communities.

Progress towards key result areas

KRA 4 - Equitable Sharing of Costs and Benefits

The Union has guidance documents and tools to integrate gender into environmental policies, project cycle and for some specific ecosystems management. Our major concern has been to develop tools to integrate gender and social equity within ecosystem management to make it more sustainable and more equitable. This concern recognizes that IUCN needs more than advocacy materials, practical tools and methodologies to integrate gender, participatory management within ecosystem management and policies, in order to show better results.

A gender audit survey to improve knowledge of the role of gender in the Secretariat’s activities and among regional programmes and Commissions has been completed. The aim of this survey was to assess the integration of gender within these programs. The results of the survey were presented at Session 9 at the Amman Congress. These results complement the analysis and reflection fostered among the members of the Gender Mainstreaming Team and highlight necessary changes.

A tool to mainstream gender into marine and coastal areas management, developed and published in Spanish in partnership with ORMA, was recently published. A proposal prepared in collaboration with ORMA and WCPA has also been funded by the Swiss Innovation Fund to develop a tool to mainstream gender into Protected Areas Management.

The Social Policy Programme Web Site has been updated and serves as the focus for disseminating information on the Gender Policy and Action Plan, gender activities at the global and regional level, papers on gender and indigenous peoples for the Amman interactive session 9. Relevant articles are now posted every two months in People & Culture a new reading section of SPP Web site.

A booklet entitled Unveiling a community’s Social Map to promote Equitable Sharing of Costs and Benefits: A practical guide to integrate social and gender analysis within natural resource management projects, has been drafted by SPP. SPP has also started the review of some of the most important IUCN documents and publications dealing with participatory management of natural resources, produced by different programmes, commissions and working groups in the last five years. A consultant will deliver a summary report of these documents in February and will propose criteria for further analysis. This is a first step for tapping IUCN experience to distill lessons on the work and experience generated by many projects and programs in regard to this important topic.

To improve capacity amongst communities, governments and the private sector in relation to equity and participatory management of renewable resources, a workshop entitled The role of local solutions, cultural diversity and social equity for conservation was organized in conduction with the 2nd World Conservation Congress in Amman. The effectiveness of strategies to mainstream gender, indigenous peoples and traditional communities in the Union’s programme and activities was reviewed.
The Participatory Management Networking Service (PMNS) Web Site was established as a clearinghouse mechanism for the Union to manage information and knowledge on participatory management of natural resources. It is also a platform to share lessons, discuss and define collectively a strategy to make participatory management a more effective mechanism to link IUCN goals of sustainability and equity. This service aims to provide a brokerage service between those providing training, materials and research on participatory management and dealing with on-the-ground participatory management of natural resources.

As part of IUCN participation in the Gender and Water Alliance, a proposal to establish a "clearinghouse on gender and water management" in collaboration with IRC and IWMI, has been drafted, to ensure that current information is available to support the integration of gender within integrated water management. This will be linked to the clearinghouse on participatory management.

Several activities have been conducted with respect to this result. Working relations have been established with a Gender & Biodiversity Network in North Africa, after the workshop held in Tunisia in April on Social and Economic Policy issues in WESCUANA. A training workshop was also organized by SPP and held in Quito in November/December 2000, for SUR members, with the support of ORMAs facilitators.

Promotion of better governance was addressed at the workshop organized at the Amman Congress by a panel entitled "Integration of Indigenous peoples and traditional communities in protected areas and natural resource management. Key background papers for this panel were posted on the Social Policy Programme Web Site before the workshop. Steps are also being taken to establish an IUCN Advisory Committee on Indigenous Peoples Issues, which would serve those programmes and commissions working on this topic.

Considerable effort has been made to improve relationships with the Co-management Working Group (CMWG) formed under the auspices of the IUCN Commission on Environmental Law and Social Policy and relevant programmes. Amman meetings of CEESP and Co-Management Working Group of CEESP were also used by SPP to present the Intersessional Programme, and to discuss opportunities for collaboration. Session 9 was also used as an opportunity to engage members of CEESP, CMWG, other commissions like WCPA and CEL, around the topics of gender and indigenous peoples/traditional communities within protected areas.

With advice provided by the Social Policy Programme, the Steering Committee of the Wetlands Conservation Programme established a task force to integrate gender into the wetland projects. As a follow up, the gender specialist of Wasa Lagoon Programme was invited to join the Gender Mainstreaming Team Meeting, in Costa Rica, in July 2000.

A special workshop was organized in Tunisia related to social and economic issues affecting conservation goals. With the inputs provided by the members, a proposal is being prepared to strengthen the socio economic component of that region. As well, there was strong collaboration with SUR to identify how to integrate gender into the regional quadriennial plan, with special focus on Biodiversity, Forests and Wetlands regional programs.

Formal collaboration has been established with the University of Florida's Tropical Conservation and Development Program, Managing Ecosystems with Gender Emphasis (MERGE). Through them, informal collaboration with WIDTECH, CI Int, TNC and WWF on gender and participatory management has been initiated. Several activities have been conducted, oriented to strengthen partnerships and identify opportunities for collaboration. The focus has been to link gender and environmental concerns like biodiversity, water management, wetlands conservation, etc. where these links are weak or missing.

SPP participated in the World Water Vision, The Hague, February 2000, as gender ambassador during the Water for Nature session. This was part of UNESCO-IRC efforts to mainstream gender within the World Water Vision exercise. The Social Policy Programme also attended the Steering Committee on Gender and Water Alliance (GWA) in Paris, in June 2000. GWA aims to strengthen
gender mainstreaming within integrated water management systems, a process that will involve more than 50 organizations all over the world.

Promoting better governance in sustainable resource use is the subject of a policy paper prepared for the ad hoc Working Group on the Implementation of Article 8j of the Convention on Biological Diversity, in collaboration with Biodiversity Policy Coordination Division, WCPA and WWF. This paper has been posted on the Social Policy Programme Web Site.

An institutional statement, to be presented by IUCN Councillor, Akiko Domoto, in the UN meeting in New York Beijing + 5, has been prepared in regard to gender and sustainability. SPP was also represented at the Social Summit, Geneva 2000, by Dr. Kamel Esseghairi, SPP/WESCANA liaison person. He participated as an observer, disseminated IUCN/SPP materials and produced a report.

**KRA 7 - Effective, Efficient and Responsible Management of the Union**

The Social Policy Programme has collaborated with Human Resources Division to improve IUCN as a working environment that foster participation and equity and respects diversity. It is quite important to link the work we do with partners and members with an internal process of social learning. These activities need to be expanded to produce more lasting results.

The Programme has collaborated with HRMG at HQ to prepare a series of workshops called *Valuing All IUCN Employees* in close collaboration with the consultant hired to facilitate these sessions. The first session has started in July 5th and due to the interest expressed by participants, a second round is being prepared to allow more specific recommendations to be drafted.
Economics Programme

Overview

2000 was a year of transition for IUCN and the Economics Unit. Early in the year, the Economics Unit provided substantive input into the development of the new IUCN Programme. Subsequently it worked on bringing its own programme into harmonisation with this new programme.

Working in the context of the IUCN mission and vision, the goal of the Economics Unit Programme is that societies are influenced, encouraged and assisted to conserve biodiversity through the efficient, equitable and sustainable use of biological resources.

As a component global thematic programme, the Economics Unit Programme does not focus on specific regions or ecosystems, but rather on six economic themes clustered into three groups:

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Following extensive consultations with Members, Partners and other Secretariat Component Programmes, the Unit decided to organise its activities around four work areas which relate directly to the strategic competencies of IUCN:

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<td>Knowledge</td>
<td>Biodiversity Economics Information</td>
</tr>
<tr>
<td>Operations</td>
<td>Economics Unit Operations</td>
</tr>
</tbody>
</table>

For each of these work areas, there is an overall objective:

<table>
<thead>
<tr>
<th>Economics Unit Work Area</th>
<th>Work Area Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Biodiversity, Business &amp; Finance</td>
<td>1. The private sector is encouraged to conserve biodiversity.</td>
</tr>
<tr>
<td>Biodiversity Economics Policy</td>
<td>2. Governments and other stakeholders are influenced on the economics of the global biodiversity conventions.</td>
</tr>
<tr>
<td>Biodiversity Economics Information</td>
<td>3. The World Conservation Union is assisted in securing access to practical information on biodiversity economics.</td>
</tr>
<tr>
<td>Economics Unit Operations</td>
<td>4. The IUCN Programme includes an efficient and effective Economics Unit.</td>
</tr>
</tbody>
</table>

For each of these objectives, there is a target result which relates directly to a key result of the new IUCN Programme:
<table>
<thead>
<tr>
<th>Economics Unit Work Area &amp; Work Area Result</th>
<th>Key Result</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Biodiversity, Business &amp; Finance</strong></td>
<td>3.5</td>
</tr>
<tr>
<td>Biodiversity businesses are developed and finance with a focus on tourism and agribusiness in Africa, tourism associated with World Heritage sites, and agribusiness in central and eastern Europe.</td>
<td></td>
</tr>
<tr>
<td><strong>Biodiversity Economics Policy</strong></td>
<td>2.6</td>
</tr>
<tr>
<td>Biodiversity economic policies are developed and promoted with a focus on biodiversity finance, biodiversity incentives, biodiversity trade and biodiversity impact assessment and on the Convention on Biological Diversity, the Ramsar Convention on Wetlands, the World Heritage Convention and the Convention on International Trade in Endangered Species.</td>
<td></td>
</tr>
<tr>
<td><strong>Biodiversity Economics Information</strong></td>
<td>6.1</td>
</tr>
<tr>
<td>The IUCN Biodiversity Economics Information System is developed and implemented with a focus on the biodiversity economic themes of business, finance, incentives, trade, assessment and valuation and on the information themes of policies, tools, events and links.</td>
<td></td>
</tr>
<tr>
<td><strong>Economics Unit Operations</strong></td>
<td>7.0</td>
</tr>
<tr>
<td>The Economics Unit component programme is efficiently managed, sustainably financed and well integrated into the overall IUCN programme.</td>
<td></td>
</tr>
</tbody>
</table>

**Progress towards the Key Result Areas**

As indicated above, the Economics Programme is organised around four key results in four different key result areas:

<table>
<thead>
<tr>
<th>IUCN Key Result Area</th>
<th>IUCN Programme Key Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>3: Incentives, including finance, for conservation of biodiversity and sustainable use of natural resources</td>
<td>3.5: Substantial increases in biodiversity finance and improved sustainability of conservation financing are achieved.</td>
</tr>
<tr>
<td>2: Institution, agreements, processes and policies</td>
<td>2.6 Key biodiversity-related agreements are used to promote conservation as a result of IUCN’s influence.</td>
</tr>
<tr>
<td>6: Information management and communication systems</td>
<td>6.1 IUCN biodiversity information systems are developed and implemented.</td>
</tr>
<tr>
<td>7: Effective, efficient and accountable management and leadership of the Union</td>
<td>7.0 Effective internal management and administrative systems are redefined, developed and maintained.</td>
</tr>
</tbody>
</table>

A good deal of progress has been made with respect to all four of these key result areas. Only a few highlights are presented here.
KRA 2 - Institution, Agreements, Processes and Policies

The Economics Unit influenced the decisions on incentives measures and impact assessment at the 5th Conference of the Parties of the Convention on Biological Diversity. The decisions request IUCN input into the work programme on these topics. IUCN is also working on these topics with the Ramsar Convention on Wetlands under a similar mandate from its Parties. Regarding finance policy, the Unit has assisted the Office of the Director General in the development of the World Conservation Finance Initiative. Regarding trade policy, the Unit is a member of the IUCN task team on the topic and has promoted a programme of work focusing on CITES as a bio-trade convention. The Unit has also been building partnerships, eg with WWF International, OECD, IAIA and the World Bank, and developing a fund raising strategy for work on biodiversity economics policy. Bilateral donors, including the Dutch Ministry of Foreign Affairs, were approached in the second half of 2000.

KRA 3 - Incentives and Financing

The Economics Unit Programme has been developing a bold, new initiative, known as the Kijani Initiative, which will develop and invest in biodiversity business in Africa. Funding has been secured from the GEF, and co-financing is being raised through bilateral donors and foundations. The Economics Unit is also developing a World Heritage Enterprise Project in collaboration with the UNESCO World Heritage Centre, the United Nations Foundation and the IFC/GEF Small and Medium Enterprise Programme.

These initiatives complement the array of new biodiversity investment facilities established by a number of IUCN’s members such as TNC’s Eco-Enterprise Fund and CI’s Conservation Enterprise Fund. The Economics Unit provided a forum for members to explore the potential of and share ideas about such funds at the Amman Congress. The conclusion of participants was that engaging the private sector in such a positive and progressive manner is the way forward for conservation.

KRA 5 - Assessment of Biodiversity and Related Social and Economic Factors

The Economics Unit has invested a good deal of time and energy into improving the effectiveness and efficiency of its operations. Limited resources, both financial and human, however, have been a limiting factor. Hence the Unit has decided to prioritise its operational work on capitalising the work programme of the Unit. At the end of 2000 a decision was taken by management to merge the Economics Unit with the Social Policy Unit and the Sustainable Use Initiative. The consequences of this merger will come to light in 2001.

KRA 6 - Management of Information and Communication Systems

In preparation for the Amman Congress, the Economics Unit has completely revamped the internet site on biodiversity economics. It now has policy, topics and events sections filled with information on all six biodiversity economics themes. A special CD-ROM edition was produced and distributed in Amman. A strategic vision for the evolution of the site and a fund raising strategy focused on corporate sponsorship have also been developed and a donation of equipment was secured from Hewlett Packard Europe.

Analysis

The new programme for IUCN has worked successfully for the Economics Unit by enabling us to focus on clear work areas and objectives for this component programme vis-à-vis the other regional and ecosystem component programmes. The merger of the Unit with the Social Policy Unit and SUI announced at a budget meeting at the end of 2000 may have significant implications in the future direction of the Economics Unit and the programme of work described above. Funding remains a major constraint to the Unit, though and the year 2001 will need to be the year of
capitalisation of the new Programme. For the Economics Unit Programme, securing financial support will be critical to its survival. A few key achievements for 2000 for the Unit include:

- The development and endorsement of a programme of work on biodiversity business which includes the Kijani Initiative;
- The development and endorsement of a programme of work on biodiversity economics policies which includes joint activities with WCPA and the Protected Areas Programme on financing protected areas; and
- The development and endorsement of a programme of work on biodiversity economics information which includes biodiversityeconomics.org, the global clearinghouse for information on biodiversity economics.
Environmental Education and Communication

Overview

The Environmental Education and Communication Programme serves the Commission by programme and project management, managing the network of Commission members and supporting the Steering Committee in giving leadership to the Commission.

Focus during 2000 was on planning for the next programme of four years, reflecting on lessons from the external review, and reporting on the work done in the previous four years. CEC explored new elements for its contribution to the IUCN programme in the area of knowledge management.

The programme works most actively to support the implementation of two result areas, Key Result Area 2: Agreements and Conventions on Biological Diversity and to a lesser degree Agenda 21 and Key Result Area 6: Information and Communication Systems.

Progress towards the key result areas

KRA 1 - Effective Management and Restoration of Ecosystems

At the request of the Netherlands government, IUCN was asked to undertake an independent evaluation of the annual 6-week international course on wetland management run by the Netherlands Institute for Inland Water Management and Waste Water Treatment.

A Commission expert was contracted to work with an IUCN wetland specialist to review the course design, delivery, management, promotion of the course, and selection of participants; assess its impact on wetland management; and assess the institutional and organisational embedding of the course.

KRA 2 - Institution, Agreements, Processes and Policies

Management of CEC strategic planning

The CEC Executive Bureau met in March to discuss the IUCN Programme framework and the development of the CEC programme in relation to it. In addition, the group reviewed the implications of the external review to its work, new avenues of work like knowledge management, planning for the Amman Congress and assuring competent leadership changeover for the Commission.

Southern Africa and Eastern African regional planning

At the end of the year representatives of CEC in the Southern African region (November) and Eastern African region (September) met to commence their CEC regional planning work to feed into the steering committee meeting.

Convention on Biological Diversity

At COP5 in Nairobi, discussion of the education issue was largely confined to a global education initiative proposed by UNESCO. CEC organised with the Department of Environment Norway, and Ecuador an informal discussion of the paper presented by UNESCO to the COP meeting. This led to more substantive consideration of the education issue on the floor and recommendations to improve the process to develop the initiative and link it more closely with the Convention’s work plan. Calls to work with IUCN CEC were reiterated by the Parties.

Expert consultation group on education and public awareness

As a result of the COP V decision, an expert consultation group on education and public awareness has been set up, with the secretariat provided by UNESCO and the Convention on Biological Diversity Secretariat. Many organisations are involved, including many CEC members. The group met in July in Paris and again in November in Norway. CEC made input into planning
and participating in the November meeting which was hosted through the engagement of a CEC member from Norway and the Department of the Environment, Norway. This work will be ongoing to prepare a programme of work to the COPVII.

**Capacity Building in Communication**

Besides an advocacy role at the CBD, CEC has been working on training and mentoring programmes in environmental communication. The second phase of a training project in five central European countries was wound up and a report prepared for the Dutch donor on the SFr 330,000 project. A third phase of the project was prepared based on input from the project’s participants to provide support to national biodiversity plan communication. This project for SFr 460,800 was funded mid year for 18 months. Inception missions and national project plans have been developed.

**Commission on Sustainable Development and implementation of Agenda 21**

While CEC had taken a less active role in CSD over the last 2 years, this year there was NGO-led criticism of the report by the Task Manager for Chapter 36, UNESCO and a questioning of the leadership on the education work program. As CEC had been instrumental in advocating for a work program under the CSD the CEC steering committee considered that CEC should be represented at the CSD and become involved in advocating for a programme of work involving many stakeholders.

One task in the CSD education work plan is the clarification of the differences between environmental education and education for sustainable development. To contribute to the evolving ideas, CEC with Danish programme support published the results of an internet debate "ESDebate - international debate on education for sustainable development." The book and debate is on the CEC website http://iucn.org/cec. This debate provided valuable 'know how' as to how to manage a process to build new knowledge from experts in a virtual situation. These lessons, reported in the first chapter of the book, are of value to all IUCN.

**KRA 6 - Management of Information and Communication Systems**

The CEC external review recommended that the commission, while consolidating its past work in advocacy and capacity building for communication, position itself in knowledge management. IUCN as a knowledge-based organisation has many issues about how to manage its knowledge more effectively. One is how to deliver the right knowledge at the right time to those who need it. The second is how does the organisation itself learn from its experience and make this knowledge more broadly available. The review suggested that CEC could develop its network to bring to IUCN improved means to manage knowledge, distance learning and social mobilisation using information technologies.

To examine these recommendations further, CEC undertook a study to explore the opportunities, helping to define knowledge management and to provide examples of what is happening in other organisations.

The proposal from this study was presented to some of the programme heads for reaction. The concept presented is for a loose but co-ordinated network of learning opportunities through communities of practice, stakeholder dialogue, and online distance learning courses - in other words, a virtual IUCN campus.

Many contacts were made on the issue of knowledge management, and several participated in the development of the workshop at the Amman Congress on "Mobilising Knowledge for Biodiversity". While the Amman workshop had a too packed agenda, with presentations by Commissions, IUCN members, IUCN partners and reflections from the corporate sector, it gave a taste of the diversity of the activity. CEC was recommended to pursue this issue in IUCN. A report of the workshop is available on the CEC web site or in hard copy http://iucn.org/cec. CEC used a video to present the results of its workshop and to add dynamism to the plenary report back of the 12 sessions. Volunteer CEC members produced the video.
CEC has been developing its own expertise in knowledge management. For example the CEC website, has been actively developed as a means for sharing knowledge amongst CEC members and with the broader community. The website is still largely supply driven and information such as books and reports are loaded, along with news, and results of CEC consultations. However some Commission members are beginning to ask for their work to be posted. There is still a long way to go to make this an effective knowledge management tool.

KRA 7 - Effective, Efficient and Responsible Management of the Union

The IUCN Amman Congress consumed a substantial amount of time. Many activities were organised for the benefit of CEC members and IUCN members as follows:

Professional exchange on education and communication
Two parallel afternoon sessions provided a platform for Commission and IUCN members to present their projects and lessons and to discuss their work. The sessions attracted 50 people.

CEC meeting
The CEC meeting enabled members to review activities and to explore the ideas for the next period based on the mandate.

Chair’s report to the Congress
The Chair reported the work of the Commission to the Amman Congress by way of a video. This drew on in part volunteer input by CEC members. The power of the medium convinced many in IUCN that communication and CEC had talents to offer to communicate the work of the Union.

Exploring new directions for IUCN in knowledge management
CEC organised the interactive session on “Mobilising Knowledge on Biodiversity as described above. CEC held a lunch discussion with presenters and partners to explore ideas for going forward with the knowledge management ideas in the workshop.

Analysis
The programme has made special efforts to work, in particular, on two of the KRAs. While the work on KRA2 - Agreements is a continuation of past work, the work undertaken this year to improve our capacity in knowledge management is new and addressing KRA6.

A significant proportion of time has been taken in general IUCN management issues, from the management team to the IUCN Programme development.

The Steering Committee found it hard to come to grips with the IUCN Programme structure and to see an identifiable part for the CEC. As everything might be supported by more effective communication from knowledge to empowerment to changing governance systems, selection and a willingness of programmes and CEC members to connect will be deciding factors on where CEC adds value. An issue is the ability of CEC members to really understand where they can add value to the IUCN Programme. Despite CEC Regional Chairs being involved in regional programme planning, there was no means for these volunteers to share this understanding throughout their regional networks. Nor has there been a CEC strategic planning process regionally.

CEC is developing a new field in knowledge management, which will make a significant contribution to the Programme. We will need to work on creating the institutional mechanisms to bring this expertise to play on the work of the Programme. CEC has an opportunity provided by the last merger with Communication to bring its expertise more centrally into the organisation. However staff support to CEC will have to be addressed.

CEC latest publications
Evaluating Environmental Education
ESDebate- International Debate on Education for Sustainable Development
Climate Change

Overview

In 2000, the Climate Change Initiative worked to develop the elements necessary for climate change to be fully incorporated into the IUCN Overall Programme. The focus of efforts is to draw on the Union’s core competence and apply it to the challenge of climate change. In practice, this involves linking climate change to existing priorities in the IUCN programme ranging from forests and wetlands to desertification, marine, protected areas, and species. At the regional level, we are strengthening our capacity to assist IUCN Members in addressing the threats and opportunities posed by climate change. By the end of December 2000, IUCN’s Members had adopted the quadrennial programme for the Union, which for the first time included climate change as an integral component.

Progress towards the Key Results Areas

IUCN realizes that the twin goals in our Overall Programme — biodiversity conservation and ecosystem maintenance — can no longer be achieved without taking climate change into account. The four focus areas are described below with illustrative examples from 2000 of how we pursued this work:

1. Sharing information on ecological and social vulnerability by, for example, preparing and disseminating an IUCN publication and other information on coral bleaching to Governments and NGOs;

2. Improving ecosystem resiliency for climate change adaptation by preparing and presenting analysis on the role of the ecosystem approach in adapting to climate change at the UNFCCC Expert Workshop on the adverse effects of climate change (March 2000, Bonn, Germany) and the 2nd AOSIS Workshop on Climate Change: Preparing for UNFCCC COP-6 (Apia, Samoa, August 2000);

3. Evaluating carbon sequestration activities by preparing a discussion paper and providing technical advice on biodiversity and social considerations to Governments and NGOs at CBD COP5 (May 2000, Nairobi, Kenya) and UNFCCC COP6 (November 2000, Den Haag, The Netherlands); and

4. Supporting implementation of the UN Framework Convention on Climate Change (UNFCCC) and its Kyoto Protocol by jointly organizing a workshop of Governments, NGOs and academic organizations with the Southern Africa Development Community to prepare for the UNFCCC COP-6 negotiations;

5. Improve the operations of the climate change work programme by organizing an interactive session on climate change at the 2nd World Conservation Congress (October 2000, Amman, Jordan) and facilitating discussions regarding the climate change resolutions.

In carrying forward these objectives, we work toward the Key Result Areas of the Quadrennial Program (2001-2004). For example, in March 2000, the Initiative initiated a dialogue among protected area experts on how to design methods to effectively manage protected areas in the face of climate change for input into the 2002 World Congress on Protected Areas (Durban, South Africa) (KRA 1). At CBD COP-5 in May 2000, we promoted important linkages with the UNFCCC on coral bleaching and carbon sequestration (KRA 2).

We also finalized a joint proposal with the Ramsar Convention on Wetlands Bureau (secretariat) to address the linkages between climate change and the conservation of wetlands and water resources (KRA 2). With the Species Program, the Initiative is moving forward with a proposal to
design monitoring systems on the status and trends of species in order to evaluate the importance of climate change to their survival (KRA 5).

At UNFCCC COP6, we worked with Governments and NGOs to raise the profile of biodiversity and social issues on specific COP decisions including on carbon sequestration. Part of this work included hosting a side event, which was very well attended, on carbon sequestration, biodiversity and social objectives. The Director General also make a statement to the UNFCCC COP on the role of civil society and the need for decisive action on climate change to avert the worst consequences of climate change.

Analysis

In 2000, climate change was recognized as a new priority area of work for the Union. At the Amman Congress, Members indicated their strong support for IUCN’s involvement in this issue by adopting two resolutions on climate change. One resolution related to programme was broadly supportive of the Climate Change Initiative, and called for IUCN to focus its climate change work on the relationship to biodiversity including specific recommendations on the World Parks Congress, etc. The other resolution, related to policy, called for Governments to ensure that any land use, land use change and forestry activities agreed to at UNFCCC COP6 be environmentally sound and meet several criteria.

One of the important accomplishments of the Initiative is the degree to which it has fostered a greater institutional understanding of what climate change means for the IUCN program, and concrete measures to address the issue. In many regions, climate change has been agreed to as an integral part of the next four-year program.

Climate change could easily be perceived as a distraction from our program, taking us away from our core areas of competence. Instead, IUCN Members have increasingly recognized that a programme of work in this area will provide them with a vital service and support the overall aims of the Union. In tackling the climate change problem, we have discovered a number of positive synergies between the existing program and the Key Result Areas developed for the next four years.
Monitoring & Evaluation Initiative

Overview

In response to the recommendations of the External Reviews of 1993, 1996, 1999 along with recommendations of the World Congress of 1996, IUCN is moving to put in place a Monitoring and Evaluation System. A five-year plan for putting this System in place was approved in 1996. Phase I (1997-99) focused on building M&E systems, skills and capacity at regional level (6 regions) in order to build the foundation for the overall M&E System Union wide, and to gain positive acceptance and use of evaluative practices by IUCN staff. The 1999 External Review found that good progress was being made in meeting the objectives of Phase I and recommended that IUCN support the implementation of Phase II (2000-2002) to complete the System at global and regional levels, through expansion of support to all regions, programmes and Commissions, and the adoption of an IUCN Evaluation Policy and set of Evaluation Standards.

The role of the Monitoring and Evaluation Initiative is twofold:

1. The provision of M&E support to managers regionally and globally at project, programme and senior management and governance levels with the aim of improving skills, knowledge, learning and institutional capacities in monitoring and evaluating the relevance, effectiveness, accountability and efficiency of IUCN’s programme.
2. Support for the generation and use of performance related data and information to support programme, project and organizational improvements, including the support to internal, external and strategic reviews.

The major aim of M&E work in 2000 was to expand M&E training and capacity building in the regions currently not serviced and to formalize M&E practice in IUCN through the development and approval of an Evaluation Policy and set of Evaluation Standards. The expansion to the remaining 3 regions (Central Africa, WESCANA, Europe and representational offices US and Canada) will not take place in 2000 due to budget cutbacks in 2000, however training and capacity building continues to expand in 5 regions and with Commissions and component programmes at global level.

In early 2000, the M&E Initiative supported and contributed to the development of the new IUCN Intersessional Programme framework and Key Results Areas by providing data and analysis on the assessment of major issues and trends facing IUCN (State of the World section of the Programme document), providing programme and project cycle standards, criteria and filters for programme planning and strategic choices (Strategic Choices section), developing the performance framework for the IUCN Programme (Ensuring Quality: Monitoring and evaluating the work of the Union) and by supporting various programme harmonization working sessions to assist programme staff in articulating their results in an organized and systematic manner.

It was initially planned that during the Programme Harmonization meetings of 2000, the M&E staff would support reviews of the relevance and effectiveness of selected programmes, however the task of articulating the results of component programmes in a systematic fashion proved to be a bigger task than anticipated, leaving no time to focus on a performance review. Reviews of the quality, relevance, effectiveness and efficiency of component programmes will have to be carried forward to 2001. The groundwork has been laid by the programme harmonization process, and the clear programme framework emerging from the programming process will enable a more effective performance review than ever before.

Two major milestones in 2000 have been the drafting of the Evaluation Policy and set of Evaluation Standards for submission to the IUCN Council in early 2001, and the implementation of the first major evaluation of a World Conservation Congress, in Amman Jordan in October 2000.
Progress towards KRAs

M&E plays both a role at both the organizational and the programmatic level by providing M&E support services at project, programme, senior management and governance levels (the first two levels pertaining specifically to programme level, the last two pertaining to organizational and performance levels). Currently the M&E Initiative works approximately 50% as part of the new Programme and Policy Team responding to evaluation training needs of IUCN programme managers at regional and global levels in all of the 6 Key Results Areas. M&E also works approximately 50% in evaluation support work related to the overall Evaluation Policy and Standards, M&E requirements of senior management and governance levels in activities such as evaluations related to Commissions and support to strategic organizational reviews. (KRA 7 – Leadership, management, governance)

**M&E support to the programmatic KRAs**

The role of M&E is to be helpful to programme managers who are delivering work in all the KRA areas by assisting them to improve the relevance, effectiveness and efficiency of their work. At regional level this is done through M&E staff who work closely with Programme Co-ordinators and Regional Directors in the regions of East, Southern and West Africa, South and South East Asia and Mesoamerica. M&E regional staff were instrumental in 2000 in linking regional programmes to the KRAs, providing PM&E training support to programme and project staff currently undertaking work in the 6 KRAs and in developing a Programme Information System for the KRAs. Once the Programme KRA information is entered into the overall programme database, corresponding evaluation and performance information can added in 2001.

Up to the present, the majority of programmatic M&E training and capacity building work regionally and globally falls under - KRA 1 (Effective management and restoration of ecosystems) KRA 2 (Agreements, processes and policies), KRA 5 (Assessment of biodiversity and of related social and economic factors). The first two of these KRAs represents the majority of IUCN’s programmatic work. The M&E Initiative has developed an approach and methodology to sustainability assessment that contributes innovative work on KRA 5 (Assessment). The Sustainability Assessment Method provides a methodology for assessing the baseline conditions of people and ecosystems together. Support for sustainability assessment is being provided in Southern Africa, Mesoamerica and Asia for purposes of establishing baselines against which to measure progress of projects and programmes.

Basic M&E training and capacity building continue in regions focused on the following improvements in understanding, skills and capacity in:

- monitoring and evaluating the relevance, effectiveness and efficiency of projects and programmes
- assessment of baseline conditions, new emerging issues and trends (using sustainable assessment and relevance testing)
- monitoring and reporting on performance
- innovative methodologies and tools for project, programme, systems and organizational assessment
- developing a learning and evaluative culture.
- strengthened credibility with donors based on ability to show improved M&E practices and improved performance in M&E, tracking and reporting progress.

**A draft IUCN Evaluation Policy and set of Evaluation Standards**

Currently IUCN does not have a policy or set of standards to guide the focus, quality and use of evaluation work in IUCN. Substantial funds are spent in meeting the evaluation requirements of donors and in commissioning internal reviews, however the quality of these reviews and the learning that results from them has been limited (External Review finding 1996, 1999). The purpose of developing an Evaluation Policy and Standards is to provide an institutional framework for IUCN within which the quality and use of evaluation in IUCN can improve learning, accountability and organizational relevance, effectiveness and efficiency.
The draft Evaluation Policy and Standards are based on the learning from the first phase of the IUCN M&E Initiative in 5 regions, as well as consultation on evaluation best practice with development and conservation agencies and multilateral institutions. The draft Evaluation Policy sets out the purpose and objectives of evaluation in IUCN, the overall approach and underlying principles and standards, operational procedures, guidance on resourcing, managing and utilizing evaluation and finally the roles in evaluation of Council, DG, senior management, global and regional M&E staff and members.

**Meta Evaluation Analysis**

As the basis for the Evaluation Policy and Standards, all evaluations carried out in IUCN since 1994 were collected, entered into a database and analyzed for format and quality. Among the more startling findings of the meta evaluation analysis were issues such as most evaluations did not have a clear methodology that provided a clear link to key performance questions, data analysis linked to findings, conclusions and recommendations. Therefore it was impossible in many evaluations to tell how the reviewers came to their conclusions and recommendations. This is likely to lower the likelihood that the conclusions are believed and the recommendations used.

A major criticism of evaluation in IUCN in the past is that evaluation has been far too ‘anecdotal’ with little structure, methodology or focus on performance areas. The meta evaluation report confirms this and provides strong justification for an IUCN Evaluation Policy and Set of Standards.

**Evaluation Data Base**

As part of the Meta Evaluation a first IUCN Evaluation Database was completed in 2000. This database provides a record of all evaluations carried out since 1994 by regions, project and programme thematic area and organizational unit. Previously there was no consolidated record of evaluations throughout the Union, as noted by the External Review of 1996 and 1999. The database will be posted on the Evaluation Website, distributed and updated on an annual basis. It will form the basis for further meta evaluation analysis, and for an analysis of lessons learned from evaluations regionally and thematically — for example lessons learned in the area of any of the thematic programmes can now be accessed through this data base.

**M&E support to organizational reviews and evaluations**

In 2000 the M&E Initiative provided support to a number of organizational level reviews and evaluations including the following: the Action Plan for the 1999 IUCN External Review; the Review of 4 IUCN Commissions (SSC, CEL, CEM, CEESP); the development of TORS for the organizational reviews of EARO and ROSA; and the series of Strategic Reviews to be carried out in 2001.

In addition the M&E Initiative has responded to requests from the IUCN Bureau including providing methodology and reference material on the statutory evaluation responsibilities of the IUCN Council including the regular evaluation of the Director General and other governance related performance review issues. The role of the M&E Initiative in these cases has been limited to the provision of evaluation best practice material, links to evaluation specialists.

**Performance indicators at organizational level**

The last section of the Intersessional Programme sets out a framework for performance at an organizational level. This framework provides the basis for the development of indicators for organizational effectiveness across the Union, taking into account the specific circumstances of each region and component programme. The M&E Initiative continued work in 2000 on organizational effectiveness with West Africa, Meso America, East Africa and Asia with the aim of supporting these regions in developing organizational performance indicators.

**The Evaluation of the World Conservation Congress, Amman Jordan**

The M&E Initiative supported the implementation of the first major evaluation of a World Conservation Congress, Amman Jordan in October 2000. With support from evaluation specialists from Universalia Management Group, regional and global M&E staff undertook interviews, questionnaires, focus groups with the full range of IUCN stakeholders at the World Congress —
members from all regions, Councillors, Commissions, observers, staff and donors, and almost the full range of events at the Congress.

The purpose of the evaluation was to improve future Congresses, accountability to donors, and to ensure that the Congress suits the need of IUCN members. The Evaluation found that there was overwhelming support for networking and exchange at the Congress (an informal objective that receives the least effort and attention), Interactive Sessions were widely supported, but there was mixed feedback from all stakeholder groups on the importance and appropriateness of the Congress for purposes of governance / statutory business (the objective that receives the most effort and support). The Evaluation findings also indicate that the IUCN Council needs to clarify the objectives for the Congress and the roles and responsibilities of all parties in planning and implementing the Congress.

Analysis

Common performance framework and indicators
A major lesson at the organizational level has been the increasing awareness and need for a common performance framework and indicators to guide performance centred decision-making. There is little awareness of the need for, and the use of a performance framework to focus and improve reporting. This is partly attributed to the fact that there has not been a demand for performance reporting from the governance level of IUCN, and partly attributed to the fact that there has been little support to managers to develop performance indicators in the past.

The quality of IUCN Evaluations
The Meta Evaluation analysis revealed startling findings related to the lack of clarity and rigour of the majority of internal and external IUCN evaluations, (those commissioned since 1994). The analysis has provided an excellent basis and rationale for the introduction of an Evaluation Policy and Standards for IUCN in 2001.

M&E training and capacity building work
M&E training and capacity building work, while proving to be much in demand and positively received for the most part, reveals an ongoing lack of basic skills in planning, management, operational support systems (information, reporting) and support for a culture of evaluative thinking. Improvements must be made in programme planning, information management systems, internal audit and the performance appraisal of staff. Strategic reviews need to be triggered and acted upon by senior management.

Organizational and governance level reviews
Organizational and governance level reviews revealed fundamental issues of governance that need to be addressed by the new Council, including issues related to the effectiveness of the current governance system (size, focus, structure, cost and performance) and the management and governance of the Commissions.
TRAFFIC Network/TRAFFIC International

Overview

TRAFFIC was established in 1976 by the Species Survival Commission of IUCN, and has since developed into a worldwide network with a strong international reputation for helping to identify and address conservation challenges linked to wildlife trade. It now works as a joint conservation programme of IUCN - The World Conservation Union and WWF - World Wide Fund for Nature. The new TRAFFIC Network Strategic Plan for 2000-2010, identifies the core of TRAFFIC’s work as helping to ensure that wildlife trade is not a threat to the conservation of nature and concentrates on efforts to avoid direct over-exploitation of specific wild animal and plant resources. Beyond this core work, TRAFFIC also helps to identify and address indirect impacts of wildlife trade on the conservation of nature, for example the ecological impacts caused by the reduction of the population of a species by over-exploitation, the trade in potentially invasive species and the detrimental impacts of wildlife harvests on “non-target” species, such as fisheries by-catch.

TRAFFIC’s programme is constructed around four conservation objectives addressing the relationship between wildlife trade and key biological and human concerns (trade and threatened species; trade and priority ecoregions; trade and resource security; and trade and international cooperation). These objectives are addressed through four critical conservation methods: mobilised knowledge; effective regulation; positive economic incentives; and sustainable consumptive behaviour.

TRAFFIC’s work addresses important components of IUCN’s two goals, concerning extinction threat and ecosystem integrity. TRAFFIC’s four conservation objectives and four working methods, particularly in the way these interact as a matrix, fit extremely well with IUCN’s strategic elements concerning knowledge, empowerment and governance. This inherent compatibility means the harmonisation of the TRAFFIC programme with IUCN’s quadrennial programme is straightforward and applicable at every level. This new structure and approach applies to the TRAFFIC programme in its fiscal year 01, starting in July 2000.

Progress towards KRAs

KRA 1 - Effective Management and Restoration of Ecosystems

Important strategies for TRAFFIC under this KRA include: species action planning; development of co-operation with ecoregion conservation approaches and attention to major resource sectors in forest and marine ecosystems. Some important results from 2000:

• Completion and targeted communication of an update on trade in tiger parts, including recommendation for remedial action, many of which were incorporated into considerations at CITES CoP11
• Development of ecoregion components of TRAFFIC regional programmes, focusing on: Lower Mekong Basin; Russian Far East; Eurasia-Central Asia; East African coastal marine environments; East African Coastal Forests; Miombo Woodlands; North America’s Chihuahuan Desert; and Amazonian flooded forests and freshwater environments most linked to WWF ecoregion conservation efforts.
• Completion of research on fisheries impacts on the Bering Sea ecoregion;
• Action to address poaching and wildlife trade impacts on Asian Elephants, Asian rhinos, Tiger and African Rhinos under collaborative action plans with WWF, linked to landscape-level conservation approaches.
• Publication and communication of results of a review of trade impacts on trees of the genus Aquilaria and results of a workshop on conservation of and trade in SE Asian freshwater turtles (including prioritisation for further research and regulatory measures).
• Promoted attention to biodiversity conservation and resource security implications of TRAFFIC research into East/Southern Africa bushmeat trade and the utilisation of medicinal plants in India, East Asia and South America.
• Developed a pilot village-level medicinal plant supply and propagation project in Kenya in response to recommendations of earlier TRAFFIC study of medicinal trade issues in E/S Africa.

KRA 2 - Institution, Agreements, Processes and Policies

TRAFFIC’s main concentration of work under this KRA was focused on CITES (including CoP11) and the development of trade measures under international fisheries agreements. Increased attention was also paid to the development of linkages between conventions and other agreements relevant to wildlife trade.

• TRAFFIC played a significant role in informing and guiding the decisions of the 11th meeting of the Conference of the Parties to CITES, including; joint publication with IUCN/SSC of analyses of all CITES Appendix amendment proposals, publication of TRAFFIC recommendations on all CITES Appendix amendment proposals, provision of technical analyses and recommendations on many CoP11 agenda items (e.g. bushmeat, elephant trade controls, tiger conservation, CITES and fisheries, marine turtle trade).
• Participated in the facilitation of the African Elephant Range States Dialogue process.
• Technical input to the meetings of the CITES Criteria Working Group, and the CITES Plant and Animal Committees, including a review of trade in sturgeons and caviar.
• Involvement in preliminary discussions to negotiate a new convention for non-highly migratory fish stocks in the southwestern Indian Ocean.
• Input to multilateral high level conference (MHLC) process, which culminated in the development of a new convention for the conservation and management of highly migratory fish stocks in the western and central Pacific Ocean.
• CITES enforcement assistance, training and capacity building with particular support to regulatory approaches in India, China and priority countries of the EU.
• Co-organised workshops on the precautionary principle in wildlife conservation and on the relationship between CITES and WTO.

KRA 3 - Incentives and Financing

Analysis of and attention to economic incentives linked to wildlife trade its impacts on biodiversity conservation is an increasingly important component of TRAFFIC’s programme. Funds have been secured to employ an Economics and Trade Policy Officer at TRAFFIC International in 2001. Some specific outputs in 2000 include:

• Analysis of market dynamics and tenure systems within review of bushmeat trade in East/Southern Africa, with recommendations for remedial action.
• Review of commercial sector interests and incentives in medicinal plant trade in India and South America through stakeholder workshops.
• Involvement in development of a review of crocodile trade economics for completion in 2001.
• Completion of a review of demand dynamics within study of mahogany markets in North America.

KRA 4 - Equitable Sharing of Costs and Benefits

TRAFFIC addresses socio-economic considerations within its programme primarily in the fields of traditional medicine, wood products trade, wild meat trade and fisheries.

• Reviews of benefit sharing issues within context of medicinal plant trade studies in South America and India - including stakeholder workshops.
• Improved knowledge about links between socio-economic forces and biodiversity impacts for a range of species in trade, including; sturgeon, mahogany, tiger and Tibetan Antelope.
KRA 5 - Assessment of Biodiversity and Related Social and Economic Factors

TRAFFIC’s programme is research-led, therefore a large proportion of the activity in 2000 can be linked to this KRA. Some noteworthy results include:

- Implementation of reviews of status of and trade in sturgeons, musk deer and a cobra species under the CITES review of significant trade in Appendix II species (leading to Animals Committee recommendations) and review of trade in trees of the genus Aquilaria as input to the CITES Plants Committee.
- Completed and published results of regional East/Southern Africa review of bushmeat trade issues, with specific recommendations to address concerns related to biodiversity conservation and food security.
- Completion of specific reviews of trade in toothfish, mahogany, insects and medicinal plants.

KRA 6 - Management of Information and Communication Systems

Developments in 2000 include:

- Involvement in the continuing development of BCIS as a vehicle of greater mobilisation of biodiversity information for conservation decisions.
- Collaboration with IUCN/SSC in the development of the Species Information System.
- Enhancement of TRAFFIC’s communications outreach through preparation of phase 2 development of its website (www.traffic.org).

KRA 7 - Effective, Efficient and Responsible Management of the Union

TRAFFIC operates under a unique governance system as a joint programme of WWF and IUCN under the guidance of the TRAFFIC Committee. Some important steps were made in TRAFFIC’s institutional development in 2000, including:

- Implementation of a finance systems capacity building project.
- Integration of new monitoring and evaluation systems in TRAFFIC programmatic reporting.
- On-going development of legal bases for TRAFFIC operations worldwide.
- Development of a draft Business Plan to guide TRAFFIC institutional development over the next 3-4 years.

Analysis

This has been a transitional period for TRAFFIC, with its new programme structure further developed at a regional level and significant investment in the elaboration of work plans for the next three years. Implementation of new strategies, especially greater attention to economic incentives, will require significant investment in the year ahead. In addition to the focus on programming, the CITES CoP process accounted for a significant proportion of effort in 2000. By the end of the year, many of the projects which we are aspiring to achieve in our FY01-03 Work Programme are either unfunded or partially funded. Therefore, fundraising will be a major focus for the next reporting period to ensure we can achieve the conservation goals set. One major multi-regional programme was coming to an end – the BMZ funded medicinal plants project and another was secured and initiated – the Packard Foundation-funded sustainable fisheries project. In 2001, attention to development of project-restricted funding needs to be balanced with efforts to increase general funding support to TRAFFIC’s programme. The development of a new Business Plan will underpin this process. Other important innovations in 2000 were the development of a body of wildlife trade policy work, an attempt to link TRAFFIC work to the CBD process (with disappointing results so far) and increased effort to link the recommendations of TRAFFIC’s wildlife trade reviews to landscape- and local-level conservation and development programmes.
ANNEX 2: REGIONAL PROGRAMME REPORTS 2000
Mesoamerica

Overview

Maintaining consistency with its complex and participatory programmatic process and harmony with the Global Intersessional Programme, IUCN-Mesoamerica concluded the year 2000 transitional stage and make consistent progress toward the Key Results Areas. Activities have involved a more integrated approach, producing and disseminating knowledge, influencing policy, and learning through analysis on the experiences of recent years.

As a result of these experiences, and of the processes supported in the Mesoamerican region, contributions to the Key Results Areas are a reflection of this ongoing work. The most important contributions thus lie in the sphere of KRA 1, effective ecosystem management and restoration with special emphasis on forest, wetland and coastal-marine ecosystems; KRA 2, institutions, agreements, processes and policies, at both the national and regional level; KRA 4, equitable distribution of costs and benefits, with a strong emphasis on gender equity; and KRA 7, administering synergy in the Regional Program and providing constant support for regional constituents. During this last period progress was made in terms of contributions to KRA 3, incentives and financing, and sustained progress was made in the area of KRA 6, with the efficient management of information and communication.

The following analysis demonstrates the Mesoamerican Program's contribution to the KRAs. The most notable contributions in each of the seven areas are indicated, along with a description of the most important lessons learned in each case.

Progress towards KRAs:

**KRA 1 - Effective Management and Restoration of Ecosystems**

In Guatemala, technical support was provided to the projects, "Sustainable use of resources associated with mangroves on the Pacific coast of Guatemala" and "Conservation of Laguna Lachuá National Park and Sustainable Development of Its Area of Influence."

In Panama, support continued for development of the project, "Conservation of Marine Biodiversity: Linking Tourism with Protected Marine Areas." This included the formulation of a proposal concerning a pilot ecotourism project in an indigenous community, for which funds were obtained.

In order to advance the study and understanding of forest restoration with an ecosystem approach, six national reports, a regional report and a concept document on this theme were produced at a preliminary level.

As a valid process to promote the self-determination of indigenous peoples and sustainable management of their resources, facilitation was provided for training and for the implementation of the Management Plan of the Lower Chirripó Indigenous Territory, in Costa Rica.

An appraisal mission to the Rio Plátano Biosphere Reserve, in Honduras was conducted for the UNESCO World Heritage Committee.

Technical assistance was provided for the Central American Commission on Environment and Development (CCAD) in reviewing the Fire Management Plan for Central America.
Lessons Learned:

- In geographic areas characterized by land tenure conflicts and lack of land ownership, environmental conservation projects must be tied into a comprehensive development plan formulated by all stakeholders in the area.
- The success of actions in the field requires that local coordination among government institutions, NGOs and communities be strengthened.
- A conceptual confusion exists with respect to the different themes having to do with forest ecosystems, and there is a marked preponderance of reforestation projects. This implies that the region’s national conservation strategies lack the perspective of ecosystem restoration.

KRA 2 - Institution, Agreements, Processes and Policies

As a result of the experience and process developed in Mesoamerica, ORMA continued carrying out its role as the Union “gender advisor,” and a Global Gender Workshop was held in Costa Rica with participation by the focal points of the offices in Africa, Asia, Canada, South America and Headquarters.

To continue building capacity in applying the gender perspective in sustainable development, training workshops in the “Toward Equity Series” were given for various government agencies in the region, such as SERNA (Honduras), ANAM (Panama), MINAE (Costa Rica) and the Costa Rican and Nicaraguan Ministries of Agriculture. Also participating were regional bodies, including CCAD and the Mesoamerican Biological Corridor. IUCN-Mesoamerica also assisted CCAD in the preparation of their policy and action plan to mainstream the gender perspective in their work.

Processes were initiated to formulate the Regional Wetlands Policy in association with the Central American Integration System (SICA), CCAD, and the Ramsar focal points in Mesoamerican countries. This will further the construction of a regional framework allowing governments to initiate national processes to develop national wetlands policies. In addition, technical assistance was provided to CCAD in the incorporation of gender perspective in all of their environmental projects for Central America for the next five years.

In Costa Rica assistance was provided to prepare a draft of the National Wetlands Policy, which was carried out in consultation with the Conservation Areas. The final draft is being reviewed by the National Wetlands Program of Costa Rica.

In order to continue positioning the theme of Water, IUCN-Mesoamerica has established an initiative to coordinate with the Central American Technical Committee - Global Water Partnership (CATAC-GWP) and with the Regional Committee on Water Resources (CRRH). This relation has made it possible to establish a common agenda on integrated management of regional water resources. In addition, an agreement of collaboration was signed with the Wetlands and Water Resources Global Programme to provide local follow-up on the dissemination and incorporation of Vision for Water and Nature principles.

Concerning the theme of forest, IUCN-Mesoamerica collaborated with the World Bank Consultation for Latin America and the Caribbean on Forest Policy, and in Costa Rica advisory assistance was provided in the formulation of its International Forest Policy. Also in Costa Rica, the Ministry of Environment and Energy was presented with a conceptual document with principles concerning co-management of protected areas.

Lessons Learned:

- Both the process and the experience and materials produced on the application of gender perspective and sustainable development have allowed us to establish relations with other regional and national programs belonging to both the IUCN and to important partners and allies in Mesoamerica.
- There is a large unmet demand for training and technical assistance in the field of gender equity at all institutional levels in the region, both governmental and nongovernmental.
IUCN-Mesoamerica has begun to take its place on the "map" of important actors involved with the theme of water in this area, since it is the only organization focusing on the Vision of Water and Nature as an approach to ecosystems management.

KRA 3 - Incentives and Financing

Cooperation was established with the Panamanian National Members Committee and the Panama Canal Watershed Authority to initiate a project on economic valuation and identification of incentives within the Panama Canal Watershed.

Lessons Learned:
- IUCN should make significant efforts to place conservation incentives and financing on its agenda and on that of its members, allies and partners

KRA 4 - Equitable Sharing of Costs and Benefits

In order to develop and promote instruments and methods for reducing lack of equity in the management of protected areas, a module on Equitable Management in Protected Areas was developed, and preparation of the module on masculinity was initiated.

Technical assistance was continued for the San Carlos and Solentiname Small-Scale Fishing Project in association with ACRA-Nicaragua to establish closed and open seasons that are more viable in technical and social terms.

Lessons Learned:
- The material prepared and processes supported have made it possible to positively influence resource managers and decision-makers

KRA 5 - Assessment of Biodiversity and Related Social and Economic Factors

In association with the National Commission on Environment (CONAMA), in Guatemala (IUCN State Member), a course was given on "Assessment of Environmental Impact on Mangroves" to support the assessment of impact from socioeconomic factors on the main coastal-marine ecosystems.

In El Salvador, along with member organization CEPRODE, IUCN initiated the preparation of a technical file on the Guija Lake complex. Support was continued for the preparation of other technical files, also in El Salvador (Barra de Santiago) and in Nicaragua.

Lessons Learned:
- It is necessary to promote an understanding of the strategic importance of integrated assessments as instruments for knowledge and change in environmental policies in the region

KRA 6 - Management of Information and Communication Systems

The "Travelling Wetland Exhibit" has continued its journey through several Central American countries as a means of promoting understanding of the importance of wetlands.

The "Population and Environment" web site and its physical and virtual network have been consolidated. Also, the database at the IUCN-Mesoamerica Wetlands and Coastal Zones Documentation Center was restructured, as was the Wetlands web site.

Regarding networking efforts, support was continued for the Wetlands and Coastal Zones working groups and for the Commission on Education and Communication (CEC-Mesoamerica) working groups.
Lessons Learned:

- IUCN has a great deal of potential as a communicator of knowledge and experiences in conservation, and should expand its strategic alliances with social communicators.
- There is no doubt that for a virtual and volunteer network to function well, real resources are essential.

KRA 7 - Effective, Efficient and Responsible Management of the Union

As a year of programmatic transition, several actions were continued for the internal strengthening of the Regional Secretariat, such as the monthly general coordination meetings to monitor technical and administrative personnel; the Second Six-Month Self-Evaluation; and several meetings of the 2001-2004 Mesoamerican Program Planning Group, which produced the final version of the 2001-2004 IUCN Mesoamerican Program.

Support activities for the Mesoamerican Membership were carried out through the Liaison Unit for Membership, Monitoring and Evaluation. The unit took charge of the process of organization for members attending the Amman congress, including selection, logistics and flow of information. In August, ORMA also facilitated the 3rd Annual Meeting of the IUCN Mesoamerican Committee, where the 2001-2004 Mesoamerican Program was approved down to the level of results.

Self-evaluation workshops were facilitated for the national committees of Panama, Honduras, Guatemala and El Salvador to provide follow-up on their 2000 operating plans and on the formulation of their 2001-2002 operating plans, based on the 2001-2004 IUCN Mesoamerican Program.

To build capacity in member organizations, binational workshops on proposal writing were held for members from Panama, Costa Rica, Nicaragua, Honduras, El Salvador and Guatemala.

For the purpose of communicating its 2001-2004 Program at internal and external levels, ORMA prepared a bilingual publication entitled "Four Years for Mesoamerica." Other publications included:

- En Defensa del Manglar ("In Defense of Mangroves") (INAB-EU-Norway- IUCN)
- Raíz y vuelo: el uso de los recursos vivientes en Mesoamérica ("Root and Flight: The Use of Living Resources in Mesoamerica") (IUCN-SUIMA)
- Marinos, Marinas, Mares y Mareas: perspectiva de género en zonas marino-costeras ("Seamen, Seawomen, Seas and Tides: Gender Perspective in Coastal-Marine Areas")

Copies of the Vision of Water and Nature were distributed and work began on a Spanish translation of the World Commission on Dams Guidelines.

Lessons Learned:

- More attention must be given to the development and maintenance of institutional systems necessary for ensuring the quality and responsibility of Union administration.
- Membership support activities require an increasing amount of resources, consonant with the higher degree of Membership organization in this region.
- A more comprehensive communication strategy must be structured, along with the corresponding allocation of resources.
South America

Overview
IUCN Regional Office for South America (SUR) considers year 2000 as a period of transition to:

• develop a Regional Program with the participation of regional members, which is focused on ecosystem degradation in South America and institutional strengthening;
• tighten the relationships with the constituents of the region; and
• reach a higher effectiveness in the administration of its office.

Progress towards KRAs

KRA 1 - Effective Management and Restoration of Ecosystems
SUR actively supported the Ministry of Environment of Ecuador in the process of the declaration of La Segua, a 1742 ha freshwater wetland in Ecuador, as a Ramsar site. SUR is leading a participatory process, which provides tools for the wetland community management.

SUR participated in the Sub-Program Final Design for the Galapagos Marine Reserve management plan providing its technical capacity. The Inter American Development Bank (IADB) approved this project.

SUR obtained the endorsement of Ecuador, Bolivia, Peru, Colombia and Venezuela environmental authorities on the PDF B document "Facilitating a Uniform Approach to Genetic Resources Access in Globally Outstanding Ecoregions of the Andean Community Nations". By November 2000, the PDF B proposal was submitted for an additional review within the UNDP-GEF Unit in New York. SUR is expecting the results of this evaluation soon.

SUR and the Tropical Forests Programme of the Netherlands Committee opened up a bidding process with the aim of narrowing the membership relationships. The selected proposals are small projects dedicated to the conservation of tropical forests and encompass a range of initiatives from Colombia, Bolivia, Argentina and, Ecuador.

The Regional Office supported training workshops in Ecuador and Uruguay on the "Usage of IUCN Criteria for Red Lists elaboration" to provide ecological tools. As a result, a compilation and categorization process of fauna species was initiated in Uruguay, and the Red Book of Endangered Mammals for Ecuador was published.

SUR formed two regional networks with institutional and commissions members: the Forest and Wetlands Network, and working groups on climate change, forest economic valuation and desertification. Through these networks, SUR has identified partners for developing projects and activities to support the Regional Program.

KRA 2 - Institution, Agreements, Processes and Policies
SUR has strengthened its relationships with other IUCN regional offices. An agreement was signed with EARO and ARO to co-finance the project "Review of Forest Economic Valuation methodologies and tools in South America." After this process, SUR intends to carry out regional meetings for sharing and spreading key information on this topic.

SUR organised a Latin America and Caribbean consultation process for the review of the World Bank forest policy (Quito, 3-5 May 2000). This workshop gathered 55 governmental and non-governmental institutions from 17 countries. The national committees of Argentina, Colombia,
Paraguay and Peru carried out parallel national consultations and reviews of the forest policy that contributed to the global process. The entire process was documented and made available through SUR’s web page¹.

SUR contacted a member of the HQ Economic Unit who helped to introduce the discussion on economy and biodiversity in the region. A document called “Using Economy for the Biodiversity Strategies and Actions Plans in Latin America” was translated and it is in press. This document will be distributed to the regional members working on the subject.

At the moment SUR is developing with the Centre of Environmental Law (CEL) a proposal on the Regional Centre for Environmental Law in Sao Paulo – Brazil. This project will have internal stakeholders (CEL, ELC-Bonn) and external stakeholders (Ministry of the Environment of Brazil, Getulio Vargas Foundation, University and Government of Sao Paulo).

KRA 4 - Equitable Sharing of Costs and Benefits

The Commission on Education and Communication (CEC) and SUR produced the training modules “Environment and Sustainable Development”² for the preparation of instructors in the region. This material contains concepts, methodologies, and case studies that promote sustainability and social equity and is directed to environmental educators. One hundred sets have been distributed and are being used by key institutions in South America. After a one-year trial, SUR will compile their comments to improve the material. Preliminary comments indicate that the modules are very useful.

KRA 5 - Assessment of Biodiversity and Related Social and Economic Factors

SUR contributed to the Climate Change working group with a document on “Clean Development Mechanisms and Forest Projects”. This document is being discussed with the South American membership interested in this issue. It is expected to contribute towards a regional position about the United Nations Frame Convention on Climate Change and its potential consequences within the Region.

The Social Policy Program made a first close-up to the inclusion of “gender and social equity” in its programs, plans and projects through a Regional Workshop “Gender Methodologies applied to Environmental Management”. This workshop involved participants from Venezuela, Colombia, Ecuador, Peru, Bolivia, Argentina, Paraguay and Uruguay. SUR in coordination with the Social Policy Program will hire a regional advisor for enhancing the equity component in the regional, national and local action plans.

KRA 6 - Management of Information and Communication Systems

IUCN-SUR has initiated a process to become an important centre of information and knowledge on conservation and the environment. Its major tool is the website³. This site has a password-protected section with information for members and commissions web pages. The number of visitors has steadily increased up to almost 8000 visitors until December 2000.

The site has been automated and upgraded (e.g., increased bandwidth and greater data security). It provides relevant information from SUR and its membership on events, projects, news, documents on line, publications. SUR foresees a higher potential for the use of this website inside the 2001-2004 program.

¹ http://www.sur.iucn.org/proyectos/politicaforestal/gener.htm
² http://www.sur.iucn.org/proyectos/moduloseducacion/principal.htm
³ www.sur.iucn.org
KRA 7 - Effective, Efficient and Responsible Management of the Union

After an internal process, SUR went through an organizational re-engineering that intends to give its primary clients (institutional members and members of the commissions) better service, and at the same time develop the capacities of the Secretariat staff.

As a support strategy for the Program, SUR reached strong donors through the presentation of a selected project portfolio. Institutions such as IADB, World Bank, WWF, CEBDS (Brazilian Center for the Sustainable Development), Conservation International, GEF-PNUD, have shown interest in supporting the development of the Regional Program. In the future, SUR will call meetings with non-traditional donors to support the Regional Program.

Additionally, SUR has signed cooperation agreements with potential partners: UNEP Regional Office for Latin America, Reserva da Biosfera da Mata Atlântica/ UNESCO- Brazil.

In SUR’s web site there is information on the forests and wetlands regional programs. This information includes key documents, news, events, publications and projects. In year 2001 it will provide information in all the Program’s components.

SUR has enhanced the Secretariat presence through its participation and support in different events organized by its members. The office has contributed to the strengthening of national committees that needed support: Brazil, Paraguay, Uruguay, and Chile.

Acknowledging the diverse membership of the region, SUR has dinamized the interaction between the Secretariat and the constituents. A document on Principles, Policies and Rules that guide the action of IUCN in South America was discussed and approved during the VIII Meeting of the Regional Committee. National Committee Coordinators, Committee Vice-presidents and Counsellors of the region also attended this meeting.

A project to provide members of the region with a web site hosted in SUR’s server was launched in March 2000. It aims to be a portal to demonstrate to the international community the capacities and strengths of members and in return develop a database of the technical capacities and expertise of the Union in the region. Currently, several members have their WebPages hosted in SUR’s site. In a second phase a database of Commission members will be developed.

Analysis

The Regional Program for IUCN in South America represents a consistent starting point for the Union’s work in the region. During the year 2000, the Regional Office has built a solid base through concrete actions. This has been an enriching experience for the secretariat and its membership.

The Union’s sense in the region has been reinforced through a participatory implementation process of the program. The regional membership identified the main degradative processes in South America and priority actions to be taken. This joint work will ensure the program’s implementation in the future. The Regional Office counts with the support of important partners that through their confidence in its capabilities reinforce SUR’s mission in the region.

SUR has moved towards a program profile that is membership focused, knowledge based, and fundraising oriented. Through this factual program, the region will reach important environmental goals.

4 http://www.sur.iucn.org/secretariado
5 http://www.sur.iucn.org/programa/humedales
6 http://www.sur.iucn.org/proyectos/memweb/index.htm
West Africa

Overview

In 2000, the socio-political context in the region is still unstable. The important crisis in the Ivory Coast and the consequences it could have on the economy and the political stability of several neighbouring countries is worrying. However, several countries are also working towards better democracy and better government policies (Ghana, Senegal, Nigeria, Mali, etc).

Within this context, the IUCN Regional Programme for Western Africa includes 17 countries (the 16 members of the ECOWAS and Chad). For now, the Secretariat works directly in 10 of these countries, with 5 National Offices (in Burkina Faso, Guinea-Bissau, Mali, Niger and Senegal) and a new Coordination Office in Mauritania. IUCN also provides technical support and/or assistance to the governments in specific projects in Benin, Ivory Coast, Ghana and Nigeria.

The year 2000 was a turning point for the Niger, Burkina Faso and Guinea Bissau offices. Their main programmes will end by 2000/2001. New intervention projects are being explored and new programmes being developed. The Wetland Regional Programme has started its fourth phase (2000-2004) with main activities in Mauritania and Senegal, including a regional focus.

Progress towards KRAs

KRA 1 - Effective Management and Restoration of Ecosystems

Integrated management of wetland, sea and coastal ecosystems

Guidelines written for decision-makers and people working in the management of Sahelian floodplains have been published in French and English. In addition, a study on the creation of a university curriculum leading to a post-graduate diploma in management of Sahelian wetlands has been carried out.

Sub-regional coastal planning will be reinforced by the creation of a post as a regional programme officer in collaboration with the Fondation Banc D’Arguin, whose ToR has been set up. A GEF PDF B project for the programme on the reinforcement of coastal planning was also accepted for Guinea Bissau.

IUCN organised an international meeting of experts and workers in fisheries from the six member states of the Regional Commission on Fisheries, in collaboration with the Fondation Banc D’Arguin and WWF, to discuss the situation of threatened species fished in the open sea, like the mullet, the green turtle, rays and sharks. Thanks to this meeting, researchers and decision-makers were more informed and aware of the urgency and the need to implement some protective measures. A gap analysis was made to develop a complementary research programme in the field of these halieutic resources (on which there is often a great lack of information).

Sustainable management of forest and agricultural, forestry and pastoral ecosystems

In Ghana, negotiations were held with the Ministry for Lands and Forests and SNV (Dutch technical cooperation) to allow IUCN to facilitate the dialogue between the NGO’s and ministries on the management of ecosystems. In addition, the negotiations with DANIDA on the financing of the SUPE Project (Sustainable Use of Pastoral Ecosystem in the Sahel) greatly improved thanks to the help of a delegation in charge of assessing and defining the project. Finally, the agreement on the financing of the second phase (2000-2004) of the Woodless Construction Project was signed with the Danish cooperation.
Management of protected areas
In Guinea Bissau, legal texts to create a new marine protected area (Joao Vieira and Poilao) were adopted by the National Assembly. Moreover, in Maunatania, a project on the registration of the Chat Tbol (situated in the southern part of the Diawling National Park) as a Ramsar site was adopted.

KRA 2 - Institution, Agreements, Processes and Policies
IUCN initiated a public consultation process with the OMVS (Organisation pour la mise en valeur de la vallée du fleuve Sénégal) and the World Bank on the sustainable management of water resources and wetland ecosystems of the Senegal river Senegal. A workshop was also organised in Niamey, in which IUCN participated to assess the results of a study on “water control: management of resources in shared waters”. This workshop aimed at assessing and validating the results of the study.

Guidelines on oil and mining prospecting and exploitation in arid or semiarid areas were produced and submitted to a group of stakeholders from the firms involved in these matters, to be ratified by the Commission on Desertification Conference of the Parties.

IUCN also participated in a World Bank led pilot study on a regional strategy for the sub-Saharan environment together with the client countries, its managers and the external partners.

KRA 3 - Incentives and Financing
In Senegal, two training seminars on the economy of biodiversity and economic assessment were organised within the framework of the VALEURS Project, and an information centre with database was created.

KRA 4 - Equitable Sharing of Costs and Benefits
The REDUSO Project (RENforcer la DUrabilité SOCiale des actions de lutte contre la désertification) prepared and organised two regional training workshops (in Ouagadougou and Bamako) for the persons in charge of field projects. These workshops aimed at training a network of trainers in applied social sciences in order to have more lasting actions in the fight against desertification.

KRA 5 - Assessment of Biodiversity and Related Social and Economic Factors
From the 24th to the 27th of July, the Second Pan African Symposium on Sustainable use of African Natural Resources was held in Ouagadougou on behalf of the Sustainable Use Initiative.

KRA 6 - Management of Information and Communication Systems
During the regional seminar held in Lomé from the 24th to the 27th of April, an institutional framework was adopted for the HEWA Project (Human and Ecosystem Well-being Assessment) the aim of which is to write periodical reports on the state of the environment.

KRA 7 - Effective, Efficient and Responsible Management of the Union
Since the end of 1999, the Regional Office for Western Africa as well as all other regions have been asked to prepare their contribution to the Intersessional Programme, adopted at the Amman Congress in October 2000. The regional and national Programmes of Western Africa worked step by step, starting from an analysis of their context, and created a regional Programme for the intersessional period. This regional Programme, built around 16 “intermediary expected results”, is connected to the Key Results Areas (KRA) of the Programme “Stepping Into The New Millennium”. During the last regional coordination meeting, held from the 26th to the 29th June 2000 in Ouagadougou, the persons in charge of the regional and national programmes reviewed this
programme and provided improvements. From July 10th to July 14th 2000, during a meeting in Ouagadougou, the Programme was harmonised with the global programme and with the help of the HQ Programme and Policy Team.

Analysis

Within the framework of the new action plan to implement the KRAs, the current Programme for West Africa draws up a variety of expected results which will contribute to the seven KRAs of the IUCN Programme.

The underlying structure of the Intersessional Programme “Stepping Into The New Millennium”, applied to the Four-Year Regional Programme, has provided the Regional Office for Western Africa with a tool helping them to define a realistic programme for the future. In concrete terms, the Regional Office for Western Africa, in collaboration with its national, local and international partners, plans to develop activities for the combat against desertification, the management of wetland resources, the management of wet and semiarid forest ecosystems, the management of sea and coastal resources and the sustainable use of biodiversity.

The assessment of last year’s workplan shows how difficult it is to plan activities in a precise and efficient way. About half the activities planned have progressed, from the simple concept development to the execution of a fully financed project. The other half of the activities did not progress. This shows the main problem of the programme: to have good ideas is not enough, you also need to have the resources (finance and people) to implement it.

The IUCN offices in that region must take this into account when they want to transform their strategies into programmes and actions. The environment activities are still often too sectoral and “uni-dimensional”. In Western Africa maybe more than anywhere else, damage to the environment are strongly linked with poverty, insecurity (for food, but also for land ownership and in politics) and with the effect of globalisation on the economies. In the coming years, the programme will address efficient measures to influence policies as well as reinforce partnerships with development organisations within the sub-region. Such work must take into account not only the priorities of the region, but also the skills available inside and outside the Union, and the possible synergies to be developed.
Central Africa

Overview

The structure of this report is derived from the expected outputs described in the ROCA workplan for the year 2000 and guided by the process of harmonisation of the component programme with the overall IUCN Programme drawn up by the Programme Development Group (PDG) during the first semester of the year.

The strategic axes (goals and objectives) of ROCA’s workplan for the year 2000 (viz. maintain the integrity of ecosystems, conserve biodiversity by combatting the loss of wild plant and animal species, combat desertification, protect ecosystems against diverse pollutions and develop IUCN ROCA capacity to pursue its mission) fall in line with the orientation of the change consisting of the seven key result areas of IUCN’s work defined within the framework of the harmonized component programme. These strategic axes highlight the linkage between the programme’s regional concerns and the strategic approach of the global programme which is limited to those results for which IUCN direct accountability is required.

On the whole, many activities resulting from key result area 1 (effective management and restoration of ecosystems) constituted the main focus, with variants taken into account in the other key result areas.

Considerable efforts focussed on the preparation of the third CEFDHAC or Brazzaville Process held in Bujumbura, Burundi from 5 to 7 June. This Conference lead to the approval of the Sub-regional Strategic Action Plan for the conservation and sustainable use of biological resources in countries of the Congo Basin.

In addition to this, the joint-collaboration undertaken in the context of the Forest Innovations Project, between the WWF programme, the IUCN-Forest Network and GTZ, produced its development report on the effectiveness of protected area management for Central Africa.

Progress towards KRAs

As regards ROCA’s programme, the activities and outputs for this first semester constituted linking regional activities to those expected from IUCN. Though not having been planned at the beginning of the year according to the key result areas, our activities appropriately fit into the overall programme. This has permitted us to summarize them in the form of the present harmonised programme, while highlighting the various strategies (knowledge, empowerment, governance and operation) amongst the key result areas handled.

KRA 1 - Effective Management and Restoration of Ecosystems

Knowledge

Within the context of

The Brazzaville Process

- Two project proposals on conflict resolution and the enhancement of bamboo rehabilitation around the Kibira and Volcanoes national parks were made in consultation with CEFDHAC’s national contact Groups;
- An outline of the project proposal to conserve moist forest areas in the southern Bioko Island (Equatorial Guinea) was drawn up
Collaborative management for nature conservation in unstable socio-political conditions
- Effective understanding of key process steps of community management among the practitioners in the Collaborative Management Working Group;
- Methods and tools distilled as practical guidelines. The document is currently in press;
- Publication in "Collaborative Management News" of a paper on the lessons learned.

Empowerment
Within the context of:

Collaborative management for nature conservation in unstable socio-political conditions, enhance the capacity of practitioners to:
- Identify, analyse and engage stakeholders in CM processes;
- Carry out social communication campaigns and help stakeholders organise;
- Promote and facilitate negotiations;
- Monitor and evaluate results with stakeholders.

A workshop on the exchange of experiences and lessons learned for purposes of the transfer into training system was organised. It provided the participants the opportunity to acquire knowledge in the field of collaborative management and to reflect on its integration within the training programs. The network for collaborative management of natural resources in the Congo Basin is called upon to develop by relying on three platforms (viz learning sites, training institutions and research institute).

Parks for Peace Project
In order to respond to the discussions on environment and security, a planning workshop to launch the “Parks for Peace” project was organised in March in Nairobi, Kenya. The workshop brought together delegates from the three concerned countries (DRC, Burundi and Rwanda) and carried out a situation analysis of the biological resources shared by the three countries through transboundary national parks: Virunga (DRC), Volcanoes (Rwanda) and Kibira (Burundi) and identified priority activities. In the framework of this project, collaboration protocol agreements between IUCN-ROCA and both Burundi and DRC were signed.

A conflict analysis was conducted in two sites of the project: Kibira and Virunga. Path for priority actions likely to help mitigate the impact of conflicts between the concerned areas were identified and presented in the form of proposals.

Governance
Within the context of:

The Brazzaville Process (CEFDHAC)
- With the aim to support the legal framework for sustainable forest harvesting, relations with forest companies towards the finalisation and implementation of the code of conduct on the sustainable management of forests concessions, prepared by the Inter-African Forest Industries Association (IFIA), were strengthened through the better improvement of the code of conduct, frequent exchange of information and sharing of experiences, notably during the third CEFDHAC, and the CEO meetings;
- Missions of sensitization and two regional ecological fora were organised as preparatory meetings to the third CEFDHAC, with the view to reinforce the exchange of experiences on the efficient management and restoration of ecosystems.

The Dja Project
Following the closing down of Dja Wildlife Reserve Project, funded by the Netherlands Government, the year 2000 has been a transitional phase for funding. IUCN/ROCA in collaboration with the CEFDHAC support project, was able to launch the minimum plan for Dja Biodiversity conservation. Activities such as forest trees domestication and bee keeping were carried out as the need was expressed by local communities.
These activities make it possible for us to simultaneously carry out the monitoring of various other activities relating to forest and mining exploitation within the Lomé area.

Following the closing down of the Dja projet in 1999, a final report has been drawn up and submitted to the Government of the Netherlands. A project proposal on the Dja Wildlife Reserve was prepared and submitted to donors for the term of 3 years.

**Operations**

**Sustainable Use**

To draw lessons learnt from the Sustainable Use Specialist Groups (SUSGs) case studies were carried out in Cameroon, Congo and Democratic Republic of Congo, a synthesis on management regimes of natural resources in Central Africa was completed.

ROCA played a key role in the preparation and organisation of the second Pan-African Symposium on "Development and Sustainable Use of Natural Resources in Africa" held in Ouagadougou, Burkina Faso in July 2000.

The symposium explored the different approaches to development and sustainable use by examining scholarship in the light of practical experiences of more than 120 delegates from twenty-five African countries.

The symposium focussed on four thematic areas: Devolution, mode of use, scale issues and external issues. It provided a unique opportunity for Africa to build on its natural and cultural diversity. It represents an option for interdisciplinary approaches in natural resources management. A pan african process for the follow-up of the symposium recommendations has started.

**KRA 2 - Institution, Agreements, Processes and Policies**

**Knowledge**

**Brazzaville Process**

To support forest management in Central Africa, a reference document entitled "Basics for the harmonisation of forestry policies and legislations in Central Africa countries" was published.

An institutional study has been carried out within the framework of the consolidation of the Conference of Central Africa Forest Ecosystems (CEFDHAC). The concern of this study was the identity of CEFDHAC and the instruments or rules to regulate its functioning. The findings of this study were presented during the third CEFDHAC meeting held in June 2000 in Bujumbura, Burundi.

**World Heritage Sites**

ROCA contributed in reporting on the state of conservation in two World Heritage Sites: Manovo-Gounda in CAR and Dja Reserve in Cameroon.

**Empowerment**

The sub-regional Strategic Action Plan (SAP) for the conservation and sustainable use of biological resources in countries of the Congo Basin was agreed upon at the third CEFDHAC or Brazzaville Process Conference held in Bujumbura, Burundi from 5 to 7 June was finalised.

**Governance**

ROCA participated to the fourth African Elephant range States Dialogue held in Nairobi, a side meeting of the CITES CoP. ROCA made a joint declaration with WWF at the Ministerial Summit of the Yaounde Declaration. The two organisation's declaration was the outcome of their working meeting on the synergy between the Sub-regional Strategic Action Plan on biodiversity conservation in the Congo Bassin and the Eco-regional approach.
Operations

Missions to assist and redynamise the contact groups of CEFDHAC were organised. Such support missions were helpful in launching contact groups in Sao-Tome and Principe, and strengthening other existing groups.

KRA 3 - Incentives and Financing

Knowledge

Experimental mechanisms for the participation of stakeholders concerned with sustainable management of natural resources within the neighbouring area of the Dja wildlife reserve through the development of locally oriented nurseries with economic interests have been analysed.

Empowerment

The contact group in Cameroon has implemented a project for the breeding of canrates drawn up within the framework of CEFDHAC.

Governance

Conditions required for the adhesion and commitment of forest exploitation companies to the principles of sustainable forest management have been created through the finalization of the code of conduct relating to the sustainable management of forest concessions.

KRA 5 - Assessment of Biodiversity and Related Social and Economic Factors

Knowledge

The IUCN-WWF-GTZ Forest Innovations Project:

This joint collaboration project achieved its goals on:

• Developing and testing field toolkits for forest protected areas management effectiveness;
• Helping partners to implement effective forest policy in line with the WWF/IUCN forest for life strategy;
• Facilitating greater decentralisation of forest policy work in IUCN and WWF.

The Waza Logone Project

• The finalisation of the report on bio-ecological studies was carried out in the fisheries in the Logone area.

The protected areas component of this project has focussed on increasing effectiveness in forest protected areas. The report is available:

• Exchange of experiences between IUCN, CARPE, REIMP and CIRAD-Forest, with the objective to publish the assessment results of the forest situation in central African countries was shared;
• With the view to assess the status and trends of key species, protected areas and ecosystems, ROCA contributed to the International workshop held in Libreville, Gabon on the ecoregion's biodiversity assessment in central Africa. Threats and opportunities for conservation and the effectiveness of existing conservation efforts within the sub-region were raised.

KRA 6 - Management of Information and Communication Systems

• A communication strategy for the third CEFDHAC Conference was elaborated;
• ROCA is involved in the process of information exchange on forest policies and legislation in the Congo Basin. As such, ROCA has become a member of the REPOFBAC (Congo Basin forest policies network);
• Two issues of Zamba magazine, posters and brochures were produced and distributed;
• Documents relating to the Brazzaville process were produced and distributed;
• The Proceedings of the third CEFDHAC were elaborated.
KRA 7 - Effective, Efficient and Responsible Management of the Union

- The support project to the Brazzaville Process was evaluated and recommendations implemented;
- An external audit of the SAP accounts has been carried out with satisfaction.
- Phase III of the Waza Logone Project has been funded for four years by the Netherlands. After its participation to the Expo 2000 in Germany, this project was rewarded with a medal of excellence for its vision in the restoration of the wetland ecosystem;
- To support ROCA's work, negotiations for GEF funding were undertaken for the the Waza Logone Project within the context of the Lake Chad Basin and the management of transboundary waters;

Analysis

- The development of the sub-regional Strategic Action Plan (SAP) for the conservation and sustainable use of biological resources in countries of the Congo Basin is still an exciting experience for ROCA. The success and impact of such a Process depends more on its ability to efficiently target a series of chosen priority objectives, that will make it a unique structure than the number of activities it can undertake. The process is in progress;
- The Parks for Peace Initiative in the Great Lakes region has yet received a lot of appreciation from concerned countries, mainly from the protected areas management institutions. This is a niche that IUCN needs to take advantage of in Central Africa in the near future;
- The Brazzaville Process remains an IUCN benchmark in Central Africa. The success of the third session held in Bujumbura in June and the complexity of the issue of institutionalisation of this Process within an unstable socio-political sub-region remain the great challenge for the Union. With the merging of the Yaoundé Declaration, IUCN Central Africa Programme might need to be refocussed on concrete actions as the role of the Think Tank is to be undertaken by the Union.
Eastern Africa

Overview

The Programme of IUCN in Eastern Africa was developed for the last year of the present Quadrennium based on a structure not unlike the Overall Programme design for the next intersessional programme period. The conversion of the EA programme to a results-oriented design began in 1998 and continued during 1999 and 2000 - especially in relation to database development for the Results, Activities and Budget of the current and next planned programme. Harmonisation of the EA Programme with the Overall Programme took place in the first week of July which further allowed the 2000 Programme to be seen in the light of the KRAs and KEGO. It has also enabled the 2000 programme to be focussed for this last year of the present quadrennium in light of the twin programme goals of "facing the extinction crisis" and "restoring and maintaining ecosystem integrity".

The EA Programme has achieved most of its planned outputs for the year 2000 with an enhanced project portfolio compared to 1999. The programme activities were affected by the many preparations and support needs for the two Conferences of Parties (CITES and CBD) held in Kenya. EARO and many of the EA Programme's members and partners were involved in both the CITES and the CBD meetings - as well as in the preparatory gatherings such as the African Elephant Range States Dialogue and the Regional Biodiversity Forum. EARO staff were also involved in the preparation of the Intersessional Programme Plan for 2001-2004 and in the subsequent programme planning and harmonisation process with many of the component programmes. This has enabled the 2000 programme to be seen as a transition towards the next Quadrennial Programme structure - while still adhering to its planned composition related to the former Objectives agreed at WCC 1.

A total of 23 Eastern Africa members of IUCN attended the 2nd WCC at Amman together with 11 Secretariat staff who were involved in all the interactive sessions as well as supporting the administration of the Congress and many of its component committees and contact groups. During 2000 the Programme was managed by an average of 17 professional staff of the Secretariat in the two offices (in Nairobi and Kampala) with another 20 IUCN staff outposted on projects around the region. Progress continued with the development of a country agreement with the United Republic of Tanzania which will result in the establishment of a IUCN Liaison Office in Dar es Salaam to cater for an increasing programme and presence of IUCN in that country. IUCN-run project offices operated in Comores, Djibouti, Ethiopia, Kenya, Somalia, Sudan, Tanzania, and Uganda during the year.

Progress towards the Key Result Areas

KRA 1 - Effective Management and Restoration of Ecosystems

Essential information on the distribution and abundance of forests and woodlands and tree destruction was carried out in Rufiji District (Tanzania) as a result of manipulation of aerial photography, mapping of important areas and detailed ground studies of timber and non-timber vegetation types - all in preparation for the development of an environmental management plan. Floodplain and river hydrology, lake and forest biodiversity and fisheries were also part of the initial data gathering for this district plan.

Forest management practices continued to be explored in the Kibale forest in Uganda and the Mt Elgon forests in Uganda and Kenya while in Tanga (Tanzania) mangrove forest rehabilitation continued with the monitoring of replanted Rhizophora trees.

The nature and uses of wetlands in Ethiopia were explored in a preliminary workshop in which national experts described the state of wetlands and possibilities were discussed for a programme
of wise wetland use - which will interact with a regional wetlands conservation and management programme being developed for Ethiopia, Uganda, Kenya and Tanzania.

The concept of no-fishing zones was developed with local communities to better manage coastal biodiversity in Tanzania and in the Comores while dynamite fishing and the use of destructive fishing gears have been greatly reduced through the implementation of local management programmes for coral reefs in Tanga.

A booklet on appropriate management approaches and priority actions for bleached and badly-damaged coral reefs was produced in six languages, in collaboration with the Secretariat of the CBD, WWF and USAID and disseminated widely.

**KRA 2 - Institution, Agreements, Processes and Policies**

Support was provided for the planning and implementation of the Conferences of the Parties to the CITES and CBD and to their preliminary meetings. IUCN members and partners were assisted and advised by the EA Programme which also aided the IUCN Secretariat in its support functions to the conventions. The first Eastern and Southern Africa Regional Biodiversity Forum was organised in Mombasa, Kenya, and proceedings of the meeting distributed at the CBD COP.

Support continued to IUCN’s members and partners in implementing the Ramsar Convention, the Nairobi Convention and the Jakarta Mandate of the CBD. A training process was developed for wetland inventory in Africa under the aegis of the Ramsar Convention and with significant support from the Uganda National Wetlands Programme.

Partners in northern Somalia were assisted to develop policies on coastal and marine resource management after soliciting for the views of relevant stakeholders at all levels.

The Commission on Environmental law and the Environmental Law Centre assisted EARO to develop a regional law programme during the intersessional period.

Capacity building for effective implementation of the Conservation Strategy for Ethiopia continued at both regional and federal levels.

**KRA 3 - Incentives and Financing**

An economic analysis of the Kisite-Mpunguti Marine Protected Area in Kenya was completed which enabled the identification of small-scale enterprises that can reduce the pressure on the marine resources in that area.

Case studies of the valuation of wetlands in Uganda were completed in Pallisa and Masaka Districts and are the basis for developing methodologies for wetland evaluation. On a national scale, a strategic plan for wetland conservation and management was developed in Uganda with traditional and innovative ideas for support for the next ten years.

An environmental trust fund is being developed with partners in the Comores to sustain the conservation of the newly-established marine protected area.

An economic valuation of the goods and services associated with the natural resources of the Rufiji River Delta and Floodplain was completed which provided important management information for the area.
KRA 4 - Equitable Sharing of Costs and Benefits

Collaborative management agreements for wise use of forest resources have been facilitated by IUCN in parishes adjacent to the forest conservation projects in Uganda and in a three-village community forest in northern Somalia.

People’s access to the use of wetlands is being established in Kumi District in Uganda where a local NGO is working with IUCN to develop community-based management plans for wetlands that are used for crops, livestock and fisheries as well as biodiversity conservation.

Village environmental management plans have been developed in four pilot villages in Rufiji District in Tanzania to ensure that natural resources are being used wisely and equitably and these plans will meld with others to back-up the district environmental management plan and facilitate village representation in district planning.

A training and awareness workshop on the identification, use and marketing of non-timber forest products was held for farmers in Tharaka, Kenya, to enhance development of rural biodiversity-based enterprises and share benefits of the forests.

KRA 5 - Assessment of Biodiversity and Related Social and Economic Factors

The development of National Biodiversity Assessments has been assisted by IUCN in both Sudan and Djibouti to complement the Biodiversity Action Plans of those countries.

An ecological assessment of the Coastal Plains of N-W Somalia was undertaken because of the importance of the woody and herbal resources to the pastoral production system in the adjacent areas.

A regional analysis of tenure and community involvement in forest management has been completed and will assist with the formation of a developing tenure and conservation programme in Eastern Africa.

Technical support was provided for the development of a regional strategy for implementing the Capacity Enhancement for Environmental Assessment Programme in Africa while support was given to the 20th annual meeting of the International Association of Impact Assessment in which organisation biodiversity assessment is becoming increasingly important.

Cross-regional work was led by EARO on the integration of biodiversity economic tools into sectoral strategies, policies and plans in Eastern Africa, Asia and South America.

KRA 6 - Management of Information and Communication Systems

The Eastern Africa network for sustainable use of natural resources (SUNEAR) and the Eastern Africa WCPA network continued to be supported by the EA programme - both technically and logistically.

A regional working group and network was developed on community involvement in forest management as a result of a regional workshop of government and NGO representatives.

The “blue series” of publications on the socio-economics of the Nile perch fishery in Lake Victoria produced two more editions in the reporting period while a new series on "Forest and Social Perspectives in Conservation" was launched out of EARO.

An annotated bibliography of the economics of biodiversity was produced and disseminated to regional and thematic biodiversity focal points throughout the world and a network initiated to share the information.
The EA Programme made some progress in being arranged for entry into an Access-derived database for ease of planning and reporting on the many projects and programme activities of IUCN in Eastern Africa.

KRA 7 - Effective, Efficient and Responsible Management of the Union

Programme planning and project management in IUCN’s EA Programme was enhanced through the appointment of a Regional M&E Coordinator, by the use of a results-oriented approach for programme and projects, improved guidelines for project design and an update of the management processes.

Thirteen printed publications have been produced by the Programme during 2000 including four ecological and resource assessments of resources in northern Somalia. A special issue of ECOFORUM magazine was prepared by the Programme to highlight the issues of forest conservation and management in Eastern Africa.

The EA programme has developed a regional monitoring and evaluation strategy and used it to craft the 2000 annual M&E workplan; projects have been assisted with preparations for external reviews, annual workplans and self assessments within that strategy and M&E processes are now widespread throughout the Programme. An institutional assessment of EARO/UCO was begun near the end of the year to address its adequacy to support and deliver the E.A Regional Programme.

Analysis

With enhanced Planning, Monitoring and Evaluation capacity, the programme has been able to take a much more holistic view of itself and its goals and objectives and to ensure that new ideas fit within the accepted framework. The value of the several large projects has been made more obvious through their derived contribution to the many programme results.

Some important project and programme activities have been seriously affected by delays in the availability of framework funding and there are probably too many small grants of “seed monies” for programme development which take the emphasis away from the planned direction of the programme. However the overall programme framework has improved the cohesion of the activities of IUCN during 2000.

The two COPs held in Nairobi and the WCC II had significant impact upon the Programme during 2000, especially in the availability of stafttime for programme support. These meetings, however, served to widen the exposure of the E.A Programme and its implementers to many global conservation issues and all benefited in the end.
Southern Africa

Overview

Quadrennial planning

During the year 2000 ROSA focused on the finalization of the quadrennial plan. This process included the harmonization of the ROSA component programme with the overall Union’s global Programme through a series of workshops specifically organized for this purpose. Those workshops and a set of subsequent component programme meetings were held to fine-tune the primary objectives, the ROSA Programme Result Areas (PRA’s) relevant for the region and the linkages with the Union’s Global Key Result Areas (KRA’s). This has contributed to an increased internal consistency of the IUCN programme in Southern Africa and an improved identification of projects and activities contributing to the KRA’s of the intersessional plan. Projections of project budget requirements were also worked out. The budget projections have included a tentative budget breakdown per anticipated activities. This was meant to facilitate analysis on where the financial resources tend to be allocated mostly either in terms of KRA’s, biomes or even cross cutting themes. Regional members including the Regional Advisory Committee (RAC) were briefed on the IUCN-ROSA plan content and planning framework. The Revised Version was also presented at a regional membership meeting in Harare in July 2000.

A preliminary database of the quadrennial plan was created. It captures the KRA’s, results, activities, biomes included on the plan as well as the corresponding budget projections. Together with the already developed framework of performance indicators and the monitoring and evaluation systems in development, this will facilitate the establishment of proper reporting mechanisms required for programme development, corrections and adjustment over time. The ROSA quadrennial plan did, therefore, provide inputs to the global intersessional programme approved at the Amman Congress.

In line with the new planning framework the ROSA 2001 work-plan was formulated. It contains a diversified portfolio of projects addressing the perceived key environmental and natural resources management (E&NRM) problems affecting the Southern Africa Region. Besides addressing a wide range of programme result areas, the 2001 work-plan also accounts for most of the cross cutting themes identified as critical for the region.

Highlights of programmes/projects and activities implemented

In addition to the quadrennial planning process, ROSA’s efforts during 2000 were also directed towards the implementation of its core business as reflected from the project portfolio across the different ROSA programme components and/or units. This included the implementation of a number of projects and/or activities aimed at addressing all quadrants of the primary objectives defined for the programme.

A number of projects and activities contributing to knowledge generation through testing and demonstration were implemented. Samples of such projects/activities included the finalisation of the Zambezi basin wetlands conservation and resources utilisation project. The Inkomati shared rivers research initiative between Mozambique, Swaziland and Zimbabwe is creating an opportunity for testing and demonstrating how to develop effective decision support systems for integrated management of shared rive basins. The SADC Rhino conservation project is providing scope to test alternative options to use endangered species for better planning and management of biodiversity conservation programmes or projects. The assessment of sustainable use of wildlife resources under the INCO SAVANA initiative is providing clarity on alternative options for community management of wildlife resources. Systematic identification, documentation and capturing of lessons and experiences through the application of criteria for assessing programmes of ecological, economic and social/institutional sustainability were implemented under the NETCAB CBNRM “best practices” initiative. Also contributing to this objective a number of CBNRM initiatives aiming at testing alternative community institutional and legal arrangements for optimised natural resources co-management by local communities were initiated. Samples include the Gaza-
Krugerguonarezhou (GKG) transfrontier conservation area (TFCA), the Libombo TFCA and well as on the Niassa Natural Resources Management Project (NRMP).

With respect to improved regional policies on E&NRM, key projects and activities implemented included the development of studies to assess processes of policy formulation and implementation within SADC countries. Training of key regional policy maker on social sciences perspectives in natural resources management was conducted. An environmental law programme for Southern Africa was initiated integrating elements of regional capacity building through training and institutional development, support on drafting and reviewing of regional and national policies and support to the processes of national domesticating international conventions and regional protocols. Alternative policy options or water resources management are being developed with the implementation of phase two of the regional water demand management project.

To improve availability and understanding of E&NRM and socio-economic information the information and marketing unit was established, addressing management information systems for effective programme development and management. The information management systems and marketing strategy were developed and implementation underway.

To improve ROSA's capacity to deliver, an organisational assessment of ROSA was conducted and finalised. A strategy for ROSA organisational development was outlined and implementation initiated. Significant progress was made in strengthening ROSA's ability to implement its core business and the quadrennium plan.

Progress towards KRAs

The new quadrennial planning has been finalised and harmonised with the global programme of the Union. It represents a guiding tool for the next 3-4 years of ROSA activity programme in Southern Africa. The plan is not meant to be used as a blueprint, but rather as a simple guiding tool to be subject to corrections and adjustment as lessons are captured over time. Therefore, the adaptive management approach to programme implementation was adopted. The ROSA 2001 work-plan sets the key target to be achieved by the end of this very first year of implementation of the quadrennial plan. The current year will therefore be critical in providing an opportunity for testing the feasibility of the new IUCN planning and programming framework. The ability to capture lessons for further refinement of this new programming system will be important. The key performance indicator's framework as well as the monitoring and evaluation system to be adopted will be critical for learning. What might also be challenging is the size and diversity of the programme content judging from the targets and results intended to be achieved in a one year period. Assessment of the extent to which the programme can be considered realistic will be undertaken regularly.

The achievements of ROSA during the year 2000 and how they fit within the seven standard KRA's as defined in the overall programme of the Union can be summarized as follows:

KRA 1 - Effective Management and Restoration of Ecosystems

Basic ecological, social and economic information for effective wetlands management were collected and collated in the context of the Zambezi Basin Wetlands and Resources Utilization project finalised by the first quarter of 2000. This information was subsequently used to design specific natural resources management plans some of them framed in the context of CBNRM.

A set of ecological, economic and social and institutional CBNRM sustainable management principles were developed through consultations with stakeholders in the region. Case study sites for verifying these principles were identified, including forest ecosystems (Zambia), freshwater ecosystems and fisheries management (Malawi) and wildlife management (Botswana).

A new initiative for integrated river basin management was launched within the Inkomati river basin (Mozambique, Swaziland and South Africa), intending to develop appropriate tools for effective
implementation of the catchment approach to management of shared river basins in Southern Africa. The environmental flow assessment and in-stream flow requirement methodologies are some of the tools being used to address water needs for downstream ecological, social and economic functions of river systems from its source down to the estuarine systems.

KRA 2 - Institution, Agreements, Processes and Policies

An assessment of environmental and natural resources management policies was completed in three countries (Mozambique, Zambia and Zimbabwe). Recommendations on how the policy formulation processes can be made participatory were drawn up. Broad consultations were undertaken leading to the establishment of the Zimbabwe, Zambia and Mozambique (ZIMOZA) trans-border initiative. A steering committee was supported to become functional. This initiative aims to lead to the signing of a ZIMOZA trans-boundary agreement.

With respect to the international trade in species, support on technical issues was given to members before and during the CITES meeting which was held in Nairobi. IUCN ROSA’s secretariat helped the region’s countries to develop a common position to present at the meeting.

Within the SADC Biodiversity forum, technical advice was provided with respect to the analysis of decisions in key thematic and cross cutting issues for negotiations at COP5. A SADC regional position on the issues under negotiation was then presented at COP5.

The Southern Africa Law Programme intending to increase regional capacity in environmental law was made operational with wide consultations being made in the region. The stakeholders agreed on the priority areas for the programme.

KRA 4 - Equitable Sharing of Costs and Benefits

A number of CBNRM projects are being implemented in Mozambique, aiming at ensuring local community rights over specific natural resources categories. This is viewed as one of the prerequisites to facilitate the generation of local benefits from their resources utilization. Those projects have included strengthening of local community institutions as well as skills development in natural resources management to maximise optimum resource management practices and sustainable use. The ZIMOZA transfrontier initiative continued to be supported during the reporting period. Consultations were made with various stakeholders from Mozambique, Zambia and Zimbabwe. New insights on how to develop community based natural resources management business with the participation of private and public sectors were explored by the Community, Public and Private Sector (CPPP) initiative in South Africa.

KRA 5 - Assessment of Biodiversity and Related Social and Economic Factors

The closing of the Zambezi Basin Wetlands and Resource Utilization project (ZBWRU) early this year resulted in the provision of an updated assessment of biodiversity status within the four wetland sites of the project.

Support was provided to the Southern Africa Biodiversity Network (SABONET) to develop red lists for 10 countries in the region. Of relevance on this particular initiative is the plan to explore mechanisms of using the red list data as a guiding tool for biodiversity conservation programmes. Eight SADC countries (Angola, Botswana, Lesotho, Malawi, Mozambique, South Africa, Zambia and Zimbabwe) agreed to participate in the GEF funded Southern Africa Biodiversity Programme.

A study on wildlife utilization outside protected areas in Zimbabwe was completed. The information documented included wildlife resources in the study areas, the consumptive uses of wildlife and the non-consumptive uses such as photographic tourism. IUCN South Africa initiated work to explore the economics of on-farm biodiversity. Through the same initiative, innovative ways of creating incentives for the promotion of agro-biodiversity are being examined.
The achievements from the Rhino programme provide room for successful conservation within or outside protected areas. This invariably boosts the general conservation of biodiversity. Rhino conservation areas require intensive protection on the ground often in combination with some form of fencing in order to confine a rhino population and maintain its breeding contact and/or security from illegal hunting. Being large mammals with requirements for extensive refuge areas, diverse habitats and protection from poachers, rhinos are true "flagship species".

**KRA 6 - Management of Information and Communication Systems**

Communication strategies for specific projects were implemented. The IUCN ROSA communications strategy draft was produced and circulated to interested parties. The SADC Natural Resources Management Project web-site was set up and made functional. The Net-News, a quarterly newsletter for the Networking and capacity building project was launched. Skills on web-site development were imparted to representatives of member organizations. The introduction of wireless information and communication technology to sustain natural resources planning and management was initiated in remote areas of Mozambique and linked to the sites where CBNRM projects are being implemented.

Inventories of wildlife, forest resources and fisheries in the Zambezi Delta were used to update information on the status of the resources in the area. The information generated is being used to support the design and implementation of effective wetlands strategies.

**KRA 7 - Effective, Efficient and Responsible Management of the Union**

Understanding of issues that IUCN ROSA needs to address to improve effectiveness and efficiency was gained through an organisational assessment undertaken during 2000. The issues centred on organisational development, leadership, programme management, information management and monitoring and evaluation. This exercise allowed ROSA to better define its core business centred on the provision of support to conservation and sustainable use of natural resources in the region. This is delivered under three basic dimensions namely:

- the generation of knowledge;
- the transformation of such knowledge into tools, approaches and processes and
- the dissemination of those new tools, approaches, processes and advocating for its use and application.

Two stages of a leadership development training exercise were concluded during the reporting period. Training was confined to senior and middle level staff. A Framework of the Organizational Development strategy was formulated and steps for its implementation initiated. This includes the implementation of eight specific organisational development projects to be lead by specifically designated ROSA staff members. The projects identified for the organisational development strategy are:

- a) management skills;
- b) human resources skills;
- c) work practices;
- d) office environment;
- e) organisational model;
- f) team building;
- g) management and information systems (MIS) and;
- h) public relations and fundraising.

An independent assessment of the secretariat’s MIS was completed and the way forward in strengthening ROSA information systems initiated.

An assessment of IUCN members was also completed resulting in identification of organizational issues that they need to address. Member organizations were involved in the drawing up of a draft strategy to strengthen their management systems. The draft strategy will focus on strategic planning, project PM&E (planning, monitoring and evaluation), leadership and governance. The
assessments that were carried out were a necessary first step towards the strengthening of the secretariat and the member organizations.

Analysis

Introduction

The relevance of any organisation achievements can be based on the assessment of how the achieved results are balanced across its constituency. ROSA devoted substantial effort on issues related to the quadrennial planning process, as well as on organisational development and staff skills improvement on leadership issues. This might reflect that part of the achievements which were of internal focus aiming at providing strong internal coherence of the organisation in structural and programmatic terms. Achievements obtained through the implementation of ROSA projects portfolio aimed at addressing the organisation’s core business. Considering the slow implementation rate of most of the ROSA projects, as reflected by the level of management fees captured, it can be said that ROSA was skewed to organisational internal focus and investors interest. It is important to address the needs for better internal organization and the needs of the investors. Over time, however, it is also important to incrementally account for the organisation’s core business. This calls, therefore, for an implementation strategy that addresses all quadrants of our constituency in a prioritised manner.

The year 2000 was devoted to laying the foundations of a solid and steady programme delivery centered on the internal organisations and formulation of and effective programming platform. The quadrennium planning exercise did provide scope to adequately balance short and long-term results with special emphasis on the long lasting ones. An area requiring improvement is that of vertical and horizontal projects/programmes integration to ensure that the whole is greater than the parts. In relation to the cross cutting issues identified for the region achievements in programme delivery obtained so far reveal ROSA's concentration on themes such as CBNRM, TBNRM and tenure issues. Some work was also done on biodiversity, forest and water Marine, drylands, urban environment and economics themes were not addressed. Obviously, it is not possible or even advisable to work on all aspects at once. Criteria of priority setting needs to be outlined and a phased approach incorporated into programme implementation.

Lessons learnt

- Through the process of closing the ZBWRU project, it was learnt that ROSA needs clear project demobilisation procedures. For instance, all management aspects of the project should be centralised to the regional office six months before closing. The presentation made to USAID regarding the NETCAB project cleared many misunderstandings and improved communication between ROSA and the donor. We are still not marketing our successes adequately in order to leverage new business.

- In the region, governance issues are deeply related to sovereignty issues. IUCN can only be effective through using its wide constituency to influence governance issues. It is also critical to involve the high-ranking policy makers in governance issues. Most senior managers and policy makers do not have the time to plough through voluminous documents. Capturing the debates on key issues in well-worded summaries stimulates interest and attracts the readers who are looking for concepts to "latch-on-to". It is thus critical to ensure that innovative ways of disseminating information to decision-makers are developed.

- There are significant transboundary wildlife movements in the region. Examples include Gonarezhou (Zimbabwe and Mozambique), Chobe (Namibia and Botswana) and Hwange (Zimbabwe and Botswana). Historically, communities living nearby have cross border ethnical and cultural links. Fresh water systems flow across a number of countries. Those realizations are increasing the need for adoption of an eco-systems approach to natural resources management. However, country differences in institutional arrangements, technical management capacities, NRM policies and legislation as well as socio-cultural set ups related to affected communities, if not properly addressed, may seriously hamper successful implementation of an ecosystems approach to management of natural resources beyond political borders.
Asia

Overview

The year 2000 could be marked as a year of new opportunities and challenges, especially a growing interest in Asia for IUCN to enhance its presence in the region. The Asia Regional Directorate has decided to carefully balance the expectations with the availability of resources for any expansion in future.

During the year, the region continued to make steady progress including the implementation of ongoing initiatives and the launch of several strategically important new projects:

- Active participation in the Amman Congress;
- Second Regional Conservation Forum in Delhi in March;
- The initiation of a process for the development of a funding strategy for IUCN Asia including a resourcing strategy for ARO;
- Strengthening programme development & coordination, M&E, financial planning & management, and HR functions at all levels;
- Development of regional and national initiatives such as a Regional Programme in Environmental Economics, Himal Strategy; Mountain Programme, Mekong Project across four Southeast Asian Countries, Integrated Coastal Zone Management Project in South Asia; nssd (national strategy for sustainable development);
- Progressive discussions with selected bilateral and multilateral organisations, donors and government institutions for establishing long term partnerships through MOUs, framework agreements, etc.;
- Increased level of activities in China;
- Harmonising the Asia Programme and linking it with the IUCN Intercessional Plan;
- Appointment of country representatives in Pakistan, Nepal and Lao, and recruitment of staff as per the programmatic requirements of the region.

Progress towards KRAs

KRA 1 - Effective Management and Restoration of Ecosystems

IUCN’s efforts for effective management and restoration of ecosystems in Asia included the implementation of ongoing commitments and the development of new initiatives. IUCN Asia also continued to strengthen the members’ and partners’ capacity in ecosystem management.

- An analysis of the forest restoration policy and practice in the four Lower Mekong Countries was completed and an overview paper and three national level studies (Thailand, Vietnam and Cambodia) were published and distributed.
- IUCN prepared several reports and publications including eleven Local Languages Field Guides; studies on Tiger Ecology and Environmental Impact of 1998 Flood in Bangladesh; a manual to strengthen PA management in Lao; and reports on the role of NTFPs in rural development and biodiversity conservation in Lao and Vietnam, income generation & food security, and the impact of land-use on freshwater ecosystem in Nepal.
- In Pakistan, IUCN focused on preparing guidelines for the management of coastal & marine and forest ecosystems in Balochistan; case studies on “Invasive alien species in Pakistan” and an assessment of the effectiveness of measures for artificial flood releases from water reservoirs on downstream wetland ecosystems and dependent livelihood in Indus Delta.
- In Sri Lanka, two project briefs on “Conserving Globally Threatened Species in the Rain Forests of South West Sri Lanka” and “Conserving Biodiversity through Integrated Collaborative Management in the Rekawa, Ussangoda and Kalametiya Coastal Ecosystem” were approved by UNDP/GEF.
In China support was provided to the China Council for International Cooperation on Environment and Development (CCICED) to publish a report on forest and grassland restoration and development of illustrated guidelines for biodiversity conservation in economic development.

The development of a 10-year Himal Strategy Himalayan-Hindukush-Karakrom Mountain Ranges spread across Afghanistan, Bhutan, Bangladesh, China, India, Nepal and Pakistan. The strategic objectives include, inter alia, strengthening of protected area system (KRA-1), conservation and sustainable use of natural resources (KRA-3); equitable sharing of costs and benefits (KRA-4); and assessment of biodiversity related to socio-economic factors (KRA-5).

In Pakistan, a baseline survey and discussion on mining in protected areas; implementation of the community-based trophy hunting policy to move toward sustainable use of wildlife resources in the Northern Areas of Pakistan; integrated watershed management; environmental planning and assessment; and targeted awareness raising about sustainable use of natural resources in NWFP and Punjab.

In Nepal: selected women's groups and their umbrella network; local institutions as custodians and managers of natural resources in Nepal through various field projects, and Lumbini Development Trust for biodiversity enhancement and wetland restoration.

New initiatives

• A wetlands biodiversity conservation proposal in the lower Mekong River Basin across Cambodia, Lao, Thailand and Vietnam. The 30 million US$ initiative will be executed by IUCN, in partnership with the Mekong River Commission Secretariat.

• In Sri Lanka two projects "Conserving Globally Threatened Species in the Rain Forests of South West Sri Lanka" and "Conserving Biodiversity through Integrated Collaborative Management in the Rekawa, Ussangoda and Katameiya Coastal Ecosystem" submitted to UNDP/GEF were approved.

• As part of the UNDP/GEF Mekong Wetlands Biodiversity Project a joint CARE International/IUCN project has been developed to develop sustainable management procedures for wetland biodiversity products.

KRA 2 - Institution, Agreements, Processes and Policies

In order to influence agreement processes and policies, IUCN Asia continued to strengthen its working relations with the key partners and provided guidance, support and technical inputs in the development, review and reform of policies, processes and practices for conserving nature and natural resources. The partners IUCN worked with in the region included bilateral and multilateral organisations, government bodies, and other key development organisations.

• IUCN's active support for an external mid-term review of the NCS implementation in Pakistan led to its involvement with the larger sustainable development arena. Consequently IUCN has been placed firmly within the international dialogue process on national strategies for sustainable development (nsd), especially in Nepal and Pakistan.

• IUCN organized a regional workshop to share the South Asia experience of developing and implementing National Biodiversity Policies and Plans and provided a set of recommendations for the development of NBSAP for Bangladesh.

• Follow-up support was provided for the development of the joint IUCN and WWF initiative known as ForestPACT (Forest Partnerships for Action and Commitment Today). The initiative involves attracting and managing pledges for forest conservation through concrete improvements to policy and practice.

• In Sri Lanka, technical assistance was provided to ADB in the preparation of a paper on Country Environmental Policy Integration Analysis Case Study (CEPIS) as part of the Bank's "Asia Environment Outlook".

• National consultation in Bangladesh and Sri Lanka prior to SBSTTA 5 and COP 5. These meetings attracted high profile participants and were seen as an important contribution from IUCN to prepare for such inter-governmental meetings.

• A review of sustainable development principles and practice based on an assessment of sectoral performance, policies and problems in Nepal.
• In Vietnam for the development of a Central Highland Regional BAP, strengthening guidelines and policies on pollution control, NTFP sector analysis and strategy development, enhancing the understanding of the relationship between trade and environment, implementation of a project "Towards a National Wetlands Programme", and the designation of two new RAMSAR sites in Vietnam.
• IUCN played a lead role in the design and facilitation of a process for the South Asia consultation meeting for the World Bank’s Forest Policy Implementation Review and Strategy process. This provided opportunities to influence the consultation outcome through attention to the process.
• IUCN provided technical assistance and participated in the meeting of the Steering Committee for Project Firefight SE Asia. This project aims to promote essential policy reform at national and regional levels to manage harmful anthropogenic forest fires.
• Guidance and technical inputs were also provided to:
  - The Lao government in drafting conservation regulations under the Forestry Law. These regulations have profound implications for the management of protected areas in Lao PDR.
  - The Government of Nepal for the development of a draft bill on "Access to Genetic Resources" which is expected to be tabled in early 2001; national policy for the collaborative community management of wetlands; and about the legal options for delineating Tinjure-Milke-Jaljale forest as protected or conservation area.
  - Government of Thailand for the development of a Programme for the implementation of the Ramsar Convention; the nomination of Tram Chim National Park as a Ramsar site; a review of the legal documents relating to environment.

**KRA 3 - Incentives and Financing**

During the reporting period, IUCN contributed significantly in Lao towards the development of village development funds based on NTFP earnings, and in Pakistan for the design and operation for a District Fund for Sustainable Development, and a framework for Biodiversity Conservation Fund to establish sustainable mechanisms for biodiversity conservation through community management of resources.

- In Pakistan the work on Debt Swaps for Nature was taken forward including a presentation to the Economics Affairs Division; a presentation was given to the business community on trade and sustainable development nexus; tools and approaches were demonstrated to link environment with development through conducting monitoring of emissions of a thermal power plant.
- The preparation of a market based strategy and targeted awareness raising for conservation of small cetaceans in Sri Lanka under a project aimed at conserving biodiversity through a collaborative programme involving active community participation. The second phase of the Knuckles Forest Conservation Project was successfully completed. This important project demonstrated IUCN's competence in working effectively with communities, members and partners.

**New Initiatives**

- A proposal for the conservation of biodiversity through sustainable agricultural practices including marketing among the target communities in and around the cardamom cultivation areas in Knuckles, Sri Lanka.
- Initial discussions were held in Lao on developing a proposal to determine the economic benefits of protected areas.
- In Northern Areas of Pakistan various sustainable use themes, incorporating finance incentives, were identified to develop demonstration projects on wild mushrooms, snow leopard management, wild hazelnuts, range management, game birds, fisheries, forest management, and trophy hunting.
KRA 4 - Equitable Sharing of Costs and Benefits

- In Pakistan, IUCN provided environmental inputs and assistance to the development of a policy on poverty reduction; initiated studies on community organisation, biodiversity and socio-economic aspects that relate to sharing of resources between various sections of communities and the state; and an inventory of built heritage and the legalisation process of a town committee to manage the cultural heritage.
- Linkages have been established with the International Centre for Integrated Mountain Development (ICIMOD) for small water harvesting initiatives at the project sites.
- To review and document the experiences of the integrated conservation and development projects, and to promote participatory management of ecosystem resources in pilot demonstration sites in Vietnam.
- The development of models for the sustainable exploitation including more equitable pricing system of NTFPs in Lao PDR and Vietnam.
- To promote increased participation and sharing of benefits with women and disadvantaged groups in Nepal.
- The development of a marketing strategy for medicinal plants, ethno-botany, eco-tourism and community's active participation in the equitable use of natural resources in Sri Lanka.
- In Sri Lanka, assistance was provided for the development of legal framework for safeguarding traditional knowledge on the use of medicinal plants.
- In Pakistan, a review of statutory and the customary laws undertaken to identify linkages and gaps governing use and benefits accruing to the local communities; and formation of valley conservation committees (bringing villages, which share the watershed area, together).

KRA 5 - Evaluation of Biodiversity and Related Social and Economic Factors

- A desk study on the possible impacts of Climate Change and an assessment of the institutional capacity in Asia for dealing with these.
- The English version of ‘Wildlife in Lao PDR: 1999 Status Report’. The report represents the most comprehensive assessment of Lao’s wildlife to date and establishes a baseline against which future trends in wildlife populations can be assessed.
- National List of Threatened Fauna and Flora - one of the first by using the national criteria - in Sri Lanka was completed.
- IUCN has begun working on a status report on the integration of Biodiversity into the Sri Lankan and Nepali EA system. A similar study is being undertaken in East Africa for comparative purposes and to share lessons learned.
- The threatened fauna list of Bangladesh is in its final stages of preparation and printing.
- In Pakistan, assessments of the effectiveness of measures for artificial flood releases from reservoirs on downstream wetland ecosystems and dependent livelihood in Indus delta along with the identification and establishment of links between human security and environment in the northern province.
- Wetlands and Marine Protected Areas Lists for Vietnam were prepared and submitted to the Government for approval.
- Nature Conservation Division of the National Environmental Agency (NEA) of Vietnam for the application of IUCN Red List Criteria for revision of Vietnam's red data books.
- Raise public awareness on values of Ha Long flora through a survey and discovery of 7 new flora species in the area.
- Biodiversity Assessment of the Mekong Wetlands and the development of a project proposal “Mekong Wetlands Biodiversity”.
- IUCN has proposed to the Sri Lankan Government to set up a National Red-Listing Advisory Group, consisting of scientists, researchers and government officials. IUCNSL will provide technical support to this group of experts. A major awareness drive among the key stakeholders is being planned, with the involvement of the Corporate Sector.
KRA 6 - Management of Information and Communication Systems

IUCN Asia continued to strengthen its interaction and outreach with the conservation constituency in the region and beyond by enhancing its capacity and systems in information management and communication.

- IUCN launched three new websites: one about its Regional Biodiversity Programme, second on biodiversity of Pakistan, and the third about environmental assessment in SA.
- In Pakistan IUCN launched “Pakistan Development Gateway (PDG)”, a one-stop website for access to all significant development information on Pakistan. The site is available for browsing at www.schnpk.org. The Balochistan Conservation Strategy is now available on the web.
- The region continued to produce publications material including:
  - A Book “Guide to Convention on Biological Diversity” was translated into Vietnamese and widely circulated;
  - Lessons learned from the implementation of “support to coastal community development and management”;
  - Two issues of the English (The Way Ahead) and Urdu (Jareeda) quarterlies;
  - Regular publication of Regional Biodiversity Newsletter Biolog covering a wide spectrum of issue related to biodiversity;
  - Quarterly news bulletin for promoting information exchange amongst EIA practitioners.
- The establishment of a NTFP Information Resource Centre and awareness raising of decision makers about the value and sustainable use of wetlands.
- The start of the process for the establishment of Cyber Community Centre for an easy access to information for the rural and remote communities initially in the Balochistan and Sindh Provinces.

KRA 7 - Effective, Efficient and Responsible Management of the Union

Work in this area included establishing and strengthening of structures, systems, rules, and procedures for effective leadership and management of the Programme and Organisation remained a high priority for IUCN Asia. Some of the highlights are described below:

Membership and National Committees
Constituency Development and Coordination Programme (CDC) has been entrusted with the responsibility of strengthening the role and participation of the membership and commissions. The programme, with the assistance of country offices, plays a key role in servicing the membership and commissions in Asia.

Assistance was provided to the membership in India, Nepal and Sri Lanka in establishing IUCN National committees and framing by-laws in these countries. In Sri Lanka six meetings of the members were held during the period. The country offices continued to facilitate the members’ meetings in respective countries.

Interest in IUCN membership has increased and a number of organizations are in the process of applying for IUCN membership.

Amman Congress
CDC took the lead in coordinating and facilitating the participation of members in the Amman Congress. The members proactively participated in the WCC and held several regional and sub-regional meetings to discuss matters of mutual interest. The members formulated a small group has been formulated to follow up the decisions taken by the members in Amman.
Regional Conservation Forum
The Second Asia Regional Conservation Forum was held in New Delhi, India on 22-25 March, 2000. The RCF was co-sponsored by the Government of India and about 400 participants from different countries in Asia attended. The IUCN President, Director General, all councilors from the region and a Commission Chair attended the meeting. CDC took the lead in organising this important event.

Programme Management, Development and Coordination
As the Asia Programme is expanding, the complexity of its operations is increasing dramatically. It calls for a regular review and refinement of the organisational structure and systems as a whole for each of its 15 sub-component programmes. ARD and ARO continue to provide policy advice, management & programmatic support to all sub-component programmes. While the development and institutionalisation of effective management structures, systems and procedure remains one of the main functions of ARO, it is increasingly taking on a more monitoring and review role, and for providing high level political management and advice.

In order to institutionalise and strengthen a system for regular development and review of the Programme and its component parts, reviews of the Bangladesh, Sri Lanka and Vietnam offices were organised, new programmes and organisational structures were recommended and support was provided to make necessary adjustments. The remaining country and regional programmes will be reviewed in 2001 and 2002.

Following the RCF’s comments and suggestions on the draft Regional Programme Framework (2000-2005), a programme harmonisation process was undertaken to link each sub-component programme with the overall regional programme, and to finalise the regional programme to link it with the overall Quadrennial Programme. The Programme Development and Coordination Units in the Bangladesh, Nepal and Sri Lanka offices were further strengthened including the appointment of a head of programme in Sri Lanka, M&E Officers in Nepal and Sri Lanka, and programme officers in Bangladesh.

Financial Management and Control
Besides the linking of the 2001 Budget exercise to this process was a key outcome of this strategic planning process, another strategic initiative in the region was the initiation of a discussion on a financing strategy for the Regional Corporate function. Implementation of the new Chart of Accounts was among the key changes in financial systems and procedures that were undertaken in the region during the year.

Analysis
During the year, the region maintained its momentum and pace in fulfilling its ongoing commitments, developing new regional and country level initiatives, establishing systems for monitoring and review of the programme and organisational performance, institutionalising effective financial management and monitoring measures, initiating discussions with the key donors for establishing long term working partnerships, and harmonising the Regional Programme.

An active participation in the Amman Congress, the second RCF in Delhi and launching of regional initiatives such as the Himal Strategy, Mekong Wetlands Project, Coastal Zone Management in South Asia and numerous initiatives at the country level are some of the indications of the IUCN Asia’s increasing role as a credible and reliable conservation organisation.

ARD’s decision to establish an Asia Regional Office (ARO) as its executive arm comprising the Regional Director’s Office, Programme Development and Coordination, Monitoring & Evaluation, Finance and Human Resource Management, and Constituency Development & Coordination Functions proved to be an important milestone. The ARD and ARO have been regularly providing the management, programmatic support and technical inputs to the component programmes. ARO’s integration and coordination service is playing a key role in transforming the region into a
strategically focused, holistic and integrated Programme, and linking it to the Overall Quadrennial Plan of the Union.

The regional thematic programmes gained more strength and visibility during the period. Besides providing thematic guidance, support and technical inputs to the country offices, performing quality control function, and coordinating with the global programmes, the regional thematic programmes continued to implement current projects and develop strategically focused regional and sub-regional initiatives. The development of Regional Environmental Law Programme continued at a steady pace and it is expected that by mid-2001 a full-time post will be created to head the programme. Similarly, a full-time head for the Regional Environmental Economics Programme will be recruited in early 2001.

In spite of changing donor priorities, political instability and deteriorating law and order situation in some countries, the country programmes continued to make a steady progress. The initial negative effects of a decision of the Dutch to pull out of Lao PDR were managed effectively. Consultations and discussions were held with the government and donors and a number of new initiatives were developed for funding. As a result the Country Office is well on its way to recovery. In spite of the political problems in Bangladesh, IUCN continued its activities at a slower pace and will restore to normal speed as soon as the conditions improve.

In order to transform IUCN Asia into a dynamic and sustainable arm of the Union, a number of important steps were taken including the initiation of a process to develop a fundraising strategy for the region. A number of discussion papers were developed and a fundraising group has been constituted to prepare a draft strategy and to hold a donor meeting in Bangkok in September 2001. Another strategy was developed and has been approved in principle by the ARD to provide financial support to the ARO in lieu of its functions and the services it provides to the regional thematic and country programmes in the region.
West and Central Asia and North Africa

Overview

The West/Central Asia and North Africa Region (WESCANA) consists of all (14) countries of the West Asia Region, the five Central Asian countries and five North African countries. The mission of the WESCANA Programme is to assist members in developing and building up programmes for the conservation and sustainable development of natural resources in the region.

The main objectives of the WESCANA Programme are to work closely with members, Commissions and partners, to ensure dialogue and consultations with a view to developing meaningful activities by strengthening the capacity of members with technical and scientific support. Technical inputs from the IUCN networks are co-ordinated, as well as to consolidate partnerships with other regional and international organisations and multilateral and bilateral environmental programmes.

Following the preparation of a Strategy and Programme Framework for the WESCANA Region in 1999, the Regional Conservation Forum (RCF) of members, Commissions and partners discussed and agreed on the major goals, objectives, results and activities for the regional quadrennial programme. These meetings were held in Tunisia in April 2000 and the World Conservation Congress in Amman in October 2000. It is understood that the final WESCANA Programme reflects complementarity and relationships between its various components.

Progress towards KRAs

KRA 1 - Effective Management and Restoration of Ecosystems

Following the principal goals of the IUCN Global Programme - the WESCANA Programme focused on natural resources and biodiversity, which are conserved as a basis for sustainable, equitable and culturally responsible development in the region, using local knowledge, experiences and capacities and developing regional thematic programmes centres.

The WESCANA Programme continued to focus on the conservation and rehabilitation of biodiversity resources of the arid lands, promoting in particular conservation and sustainable use of medicinal plants in North Africa. The programme supported development of a set of collaborative management tools through consultation with stakeholders in Yemen, Egypt and Lebanon, and also completed a comprehensive regional strategy and programme framework based on principles of conservation of ecosystems.

KRA 2 - Institution, Agreements, Processes and Policies

The WESCANA programme continued to concentrate on technical assistance for the implementation of Biodiversity Strategy and Action Plans in many of the countries in the region. Technical information exchange mechanisms were also developed to improve understanding of conventions and integration and linkages of national programmes with the Convention of Biological Diversity for Arab State countries. WESCANA members were encouraged to support ratification and implementation of the CBD through organising sub-regional meetings in the region.

Support to the newly established Environmental Law Centre in Kuwait, as a training centre to strengthen the capacity of environment lawyers in the region, was a priority of the WESCANA programme. The programme also supported World Bank to promote its Review for Middle East and North Africa through facilitating regional consultations in Jordan.
KRA 3 - Incentives and Financing
The WESCAN continued to support public participation in the sustainable use of environment and economic assessment in Yemen, Egypt, Lebanon and Iran. The programme also continued to focus on income-generation and wealth for local communities in rural biodiversity conservation in Yemen, Lebanon and Egypt.

KRA 4 - Equitable Sharing of Costs and Benefits
Development of community based collaborative management agreements among stakeholders, for the sustainable and equitable use and management of ecosystems in Central Asia, in Egypt, Iran, Lebanon and Yemen, was a programme priority for WESCANA in 2000.

KRA 5 - Assessment of Biodiversity and Related Social and Economic Factors
Support for biodiversity studies, conducted in almost all Arab States, is ongoing, as is continued to support the Central Asian countries in developing red lists and red listing criteria through consultancies and workshops.

KRA 6 - Management of Information and Communication Systems
The WESCANA programme supported a process of preparing an education and communication strategy for its work in West / Central Asia and North Africa. It also supported a meeting of coordinators of biodiversity planning support programme information system through web-site and bio-plan list servers for the Arab States countries in Tunisia.

KRA 7 - Effective, Efficient and Responsible Management of the Union
An organisational assessment, focusing on programme priorities and coordination, was carried out in 2000 by the WESCANA programme. Within this context, regional members, Commission members and partners meetings in Jordan was organised to prepare a quadrennial regional programme report for the Amman Congress.

IUCN thematic centres, in particular Environment Law in Kuwait, Water Conservation in Jordan and Socio-Economic Policy in Pakistan; and discussion on the Biodiversity Centre in Lebanon were supported by the programme. Fundraising activities were also undertaken, in particular for North Africa, Central Asia, Palestine, Iran, Egypt and Tunisia.

Analysis
The WESCANA Region continued to harmonise its Programme in line with the Global Programme. This will mainly be carried out through thematic and Commissions programmes and new organisational mechanisms within IUCN to promote increased collaboration on programme delivery and policy work. For coherence and coordination, periodic reviews, improvements and adjustments were provided along with the implementation of the WESCANA Programme with the IUCN Component programmes and the Global Programme.
Europe

Overview

IUCN in Europe is waking up; 9 western European regional councillor candidates presented themselves for election at Amman and three meetings of members (South Eastern European (Balkans); Central European EU Accession countries; Pan-European) attracted full houses. Several National Committees held meetings on programme themes and more are planned for 2001. Above all, 2000 saw the culmination a complex and wide-ranging programming process undertaken with members in Europe and its integration into the overall IUCN Intersessional Programme. Regional Councillors have expressed their wish to see a practically seamless fit between Commission programmes in Europe and the overall European priorities identified by the membership.

The new programme and programming system, which the European Regional Office (ERO) is now putting in place, is proving very useful for both management and strategic planning. The overall IUCN strategies: Knowledge, Empowerment, Governance and Operations (KEGO), have contributed to the clarification of our work and of the relations between the different parts of IUCN. The strategy of ERO is to build on our members’ and Commissions’ in “Knowledge” in order to focus mainly on Empowerment and Governance.

Europeans are well aware of the impact of European policies on other parts of the world. ERO is gradually building the capacity and networks to enable it to consult with colleagues and members in other regions on the implications of ERO policy recommendations for the conservation of natural resources in their regions.

Progress towards KRAs

All the results of the quadrennial programme of ERO contribute to the achievement of the IUCN Key Result Areas. As a result of the highly professional and well-resourced membership in most of Europe, ERO sees its added value in bringing together broad coalitions to formulate and promote policy to influence key processes rather than work at field level. The ERO programme is thus mainly focussing on KRA 2 (Key institutions, agreements, processes and policies) and KRA 5 (Assessment of biodiversity and of related social and economic factors).

More limited activities are foreseen within KRA 1 (Effective management and restoration of ecosystems) and KRA 3 (Incentive and finance). Results within KRA 1 will especially be developed in Russia and the CIS.

In order to achieve sustainability in Europe, and review the impact of European policies outside Europe, IUCN members have identified the integration of biodiversity into key economic sectors as a main focus, along with efforts to conserve Europe’s biodiversity in more traditional ways. The economic sectors identified are agriculture, forestry and fisheries. The whole programme and all the results of ERO are designed to achieve this integration and influence on policy.

KRA 1 - Effective Management and Restoration of Ecosystems

ERO is continuing the work on building the country Ecological Networks (ECONET) in Central and Eastern Europe. These activities contribute to the main PanEuropean policy processes such as the Pan-European Biological and Landscape Diversity Strategy, the Birds and Habitat Directives, the Bern Convention – EMERALD network. The development of ECONET also contributes to the development of mechanisms to involve all stakeholders into the building of ECONET, the capacity building process of sharing information and discussing different priorities, and the evaluation of the system of protected areas as core areas.
Activities are implemented in close collaboration with environmental organisations and authorities as well as scientists and NGOs in Central Europe, in the Russian Federation and in the Commonwealth of Independent States. Among the by-products of these activities we can mention are: lists of protected areas, training seminars to local governments and NGOs on the development of ECONET, and the comprehensive Action Plan on Protection of Natural Heritage.

In cooperation with WWF, the IUCN office for Russia and CIS has initiated a project on the evaluation of management effectiveness of protected areas in Russia. Management plans for several protected areas in the Northwest region of Russia have been developed as a result of the project.

A draft strategy for the conservation of rare species in Russia have been developed and approved by the Federal Government, the next step will be the further development of the action plans. This also contributes to the compilation of Red Data Books for the CIS and a number of regions in the Russian Federation.

The Office for Central Europe started cooperation with governmental and non-governmental organisations in Belarus, Ukraine and Poland to assess the status and threats of the Bug river valley and to develop a conservation strategy and recommendations for trans-border management and action plans for these countries.

The projects under KRA1 are implemented using an ecosystem approach aimed at effective management and restoration of ecosystems by applying the concepts of ecological networks as a tool integrating various national and international instruments and mechanisms into the spatial planning process.

**KRA 2 - Institution, Agreements, Processes and Policies**

The increased attention to the policy side of conservation is slowly bringing ERO out of field work, which will be replaced by an increased integration of and collaboration with our members and Commissions working on the ground. In order to increase the effectiveness of its limited resources and to take advantage of opportunities over the next two years, ERO is targeting specific policy processes.

Through a co-ordinated effort with interested parts of IUCN (active members, Commission members, Global Thematic Programmes), ERO is collecting information, lessons on practices and other related issues on agriculture and biodiversity. This information is discussed at relevant meetings, analysed and transformed into recommendations for specific policy (Empowerment). These recommendations are then targeted to specific policy fora and, in some cases, are incorporated into the CoP decisions (Governance).

ERO successfully started this process in early 2000 with an input into the CBD CoP 5 on the importance of the multiple use and benefit of agriculture. In order to further refine this concept and to have input into the Common Agriculture Policy, ERO negotiated a major project (funded by the EU DG Research) in 7 European countries in collaboration with 7 partners, all members of IUCN Commissions.

ERO was responsible for organising an Interactive Session at Amman which dealt with agriculture and biodiversity from field level to policy. Given the huge support received from participants “IUCN is at last addressing one of the most important areas for conservation”. We view the session as a watershed in IUCN’s work in this area. One feature of the session was that IUCN demonstrated that it can deal with highly controversial matters such as biotechnology and trade in an objective, independent and non-confrontational manner.

The issues related to the privatisation of forest areas in Central Europe have been assessed by collecting information from relevant experts in the 10 EU Accession countries. A programme of work for IUCN has been identified and partly funded. The initial work, which will start in 2001, is
awareness and communication on main policy agreements, conventions and fora related to private forestry and how countries and organisations can become involved and contribute.

**KRA 5 - Assessment of Biodiversity and Related Social and Economic Factors**

ERO has started to establish a network of IUCN members and experts on issues related to the process of privatisation of forests in Central Europe and its impact on biodiversity. Many aspects of the issue have been analysed through a networking effort co-ordinated by the secretariat. This process will also identify possible geographical and thematic gaps in the organisations working in the region. A subsequent strategy will be identified in order to fill in these gaps.

Activities to increase public involvement into Russian forest conservation and management, initiated with Dutch support, are continuing with the financial support of CIDA. Amongst the products foreseen there are a toolkit, guidelines and a legislative framework to guide public involvement procedures. The toolkit will be tested regionally in the Russian protected areas and locally in the Far East. Throughout Russia the management effectiveness of national parks, zapovedniks and World Heritage Sites will be evaluated in a participatory way. To assist local communities in developing ecologically, economically and socially sustainable businesses in remote areas special attention will be paid to the harvesting of non-timber forest products, an activity that was lost after the collapse of the state marketing system in Russia.

**KRA 6 - Management of Information and Communication Systems**

As part of a project together with UNEP, REC and ECNC on the implementation of NBSAPs in Central and Eastern Europe, ERO is setting up a system for the identification of specific expertise selected from the IUCN membership and Commissions. The ERS (Expertise Resource System) is at the moment under development, in close collaboration with the Commissions, on the themes of the CBD. The system will be tested in 2001 and there are plans to develop it further.

ERO has many communication tools (newsletters, meetings and fora etc.) but none have been as successful as the electronic series of brief messages called ERO Diary. This is an e-mail message sent to all the European membership (and others as some have subscribed from outside Europe as well) with a series of 6-line articles on what the secretariat has been doing in the past two weeks. In 2001, ERO will open some space in it for members to include their activities that contribute to IUCN objectives.

**KRA 7 - Effective, Efficient and Responsible Management of the Union**

The main objective of the work of the IUCN secretariat in Europe is to provide the platform for coalitions of global thematic programmes, members and Commissions. ERO is trying to achieve that in Europe, where there is the largest membership of all IUCN regions.

In order to make its structure effective, ERO is working on the setting up of efficient procedures and systems for financial management, programme planning and development including monitoring and evaluation.

The establishment of an effective governance structure for IUCN in Europe was a critical issue in 2000. Following a request from the membership, the new Regional Councillors from both IUCN Statutory Regions have set up an Interim Steering Group which will advise on decisions and strategic issues.
Analysis

An important lesson learned during this process was the usefulness of clarifying the roles of the different components of IUCN and the relationships between them. This helped clarify not only how activities of Commissions and Secretariat in the region complement one another and what aspects of the programme each contributes, but how these two components should be collaborating, and to identify the resources and mechanisms needed to facilitate this. It is also the experience of IUCN in Europe that sustainable use of natural resources should be a built-in perspective of all operations rather than an external input from a group of experts.

Much is said in IUCN about working with members and networking in general. ERO has great opportunities here but has found it difficult to both identify really effective mechanisms and resources to be able to nurture the relationship with its large membership. Progress was made in 2000 through intensive discussions within the ERO Management Team and with Regional Councillors. Some methods will be tested in 2001 and the networks themselves marketed in some fashion in order to secure resources: we expect that the attention ERO is paying to this issue will bring dividends to IUCN as a whole.
Overview

IUCN-US continued its efforts to increase IUCN's profile in the US during 2000. This involved IUCN-US playing a leadership role within the US environmental community. Periodic and high-level consultations on international environmental issues, including continued participation in and support of an international environmental policy contact group, analogue to the domestic "Green Group", and actively promoting IUCN's products and capabilities also took place.

During 2000, IUCN-US continued to manage the IUCN Marine Program and Climate Change Initiative, which are reported separately. Significant IUCN-US resources have gone into support for the Marine Program in the areas of fundraising, institutional arrangements between IUCN and US government agencies, and global policy. At the end of 2000, plans to transition these programs to IUCN Headquarters were initiated. IUCN-US will continue to provide support to these activities through liaison with US-based institutions and policy development.

The Multilateral Institutions post was vacated early in the year, and was not filled during 2000. Accordingly, work on the development of a relationship with International Finance Corporation and the UN Fund for Population Activities has been suspended and is expected to resume once the post is filled. Further work in developing the IUCN World Bank MOU and the UNDP Cooperative Agreement slowed to a halt. In addition, GEF coordination substantially slowed and efforts to develop relations with the InterAmerican Development Bank in collaboration with ORMA and SUR were limited. Finally, the fundraising and communications post was left vacant in 2000 and while a fundraising consultant was assigned to the US office later in the year, fundraising from non-government sources was significantly impaired.

Progress towards KRAs

KRA 1 - Effective Management and Restoration of Ecosystems

- Collaborated with the IUCN World Commission on Protected Areas and the US National Park Service in planning work for the Fifth World Parks Congress, including support for the Congress Planning Committee and assistance in the planning and execution of a preparatory meeting, the Protected Areas Leadership Forum.
- Supported IUCN's Asian marine activities through liaison with the Asia Regional Directorate, the Marine Program, and the US National Oceanic and Atmospheric Administration (NOAA). This included facilitating NOAA support for IUCN participation in a mission to China for purposes of conducting a workshop on coastal zone management.
- Negotiated a cooperative agreement with NOAA, focussing initially on implementation of the Global Program of Action for the Protection of the Marine Environment from Land-Based Activities.
- Assisted in securing a grant to the Forest Conservation Program from the US Forest Service for Project Firefight.
- Negotiated a senior staff secondment from the US Fish and Wildlife Service to support IUCN activities in the Arctic and with migratory species.
KRA 2 - Institution, Agreements, Processes and Policies

- Laid groundwork for a structured relationship between IUCN and the NAFTA-related Commission on Environmental Cooperation for North America, which has been reflected in the 3-year work plan of the Commission.
- With the Marine Programme developed two publications on marine law and policy, one addressing international agreements and one addressing regional fisheries management processes, which will be printed in the first half of 2001; advance copies of the former were presented at the UN Informal Consultative Process on Ocean Affairs meeting in New York in May.
- Explored modalities for cooperation with the private sector. IUCN-US assisted the Government of Uganda, World Bank, IFC, and an overseas division of a major US corporation, AES-Sirocco, in the organization of a consultation with critics of a new dam construction project in Uganda.
- Coordinated IUCN's overall relations with the UN, including management of the Observer status at the UN General Assembly.
- Organised IUCN's participation at the 2000 session of the CSD, in which the President of IUCN participated, and helped to organize a side-event cosponsored by the European Commission on parks and biodiversity.
- Initiated discussions with the CSD concerning roles for CSD 2001 and has begun to develop IUCN's approach to the 10 year review of the Earth Summit (Rio +10).

KRA 3 - Incentives and Financing

- Published, under the Green Accounting Initiative, an IUCN-US initiative, a number of articles and gave presentations at a variety of conferences and workshops world-wide to advance understanding of environmental accounting.
- Analysed the lessons learned from environmental accounting to date and produced a publication on findings from nine case studies. This concluded efforts by IUCN's Green Accounting Initiative.
- Provided continued support for sustainable finance efforts through participation in the Interagency Planning Group (IPG) on National Environmental Funds (NEFs).

KRA 5 - Evaluation of Biodiversity and Related Social and Economic Factors

- Produced two important scoping papers on persistent organic chemicals were developed in 2000 as part of ongoing work to identify IUCN's approach to links between chemical contaminants and biodiversity.
- Produced a substantial study and publication with EARO, WWF, USAID and the CBD on management of bleached coral reefs.
- Contributed technical and other support to the Global Coral Reef Monitoring Network (GCRMN) publications on a socio-economic manual, on coral reef management and the status of coral reefs 2000. This included support for launches in Bali and in Washington.

KRA 7 - Effective, Efficient and Responsible Management of the Union

- Supported the overall fundraising strategy and structure of the Union. A fundraising consultant to IUCN, presently based in the US office, has undertaken analysis of opportunities and development of relations with foundations and developed significant additional data.
- Successfully promoting the US government voluntary contribution to IUCN, realising an increase over the $US 1 million baseline for the 2nd straight year, against a declining International Organizations and Programs budget of the US State Department.
- Staffed, in support of SSC, the successful proposal for the first-ever grant to IUCN from the National Science Foundation. It also played a major role in the development of funding for WCPA Marine and the Protected Area Program from the UN Foundation.
• Assisted the Membership Unit by successfully obtaining dues from a high percentage of US members including processing invoices and payments. This effort has been more recently extended to providing support services to the Caribbean insular membership. The US office maintains a database on both the US and Caribbean membership. An IUCN-US website has been revitalised and expanded.

Analysis

IUCN-US plays a central role in the overall work of IUCN, focussing on provision of services both to the members and partners based in the US, many of which have interests and operations internationally, and to the Union as a whole. In particular, it provides essential representational, policy formulation, business development/ fundraising, and communications services.

Important strides have been made in 2000 in prosecuting these goals. However, staff limitations significantly reduced the extent of support available to the Union as a whole in at several critical junctures. IUCN's overall ability to support the operational relationship with the GEF was impaired, as was progress in the further elaboration of the IUCN/World Bank memorandum of understanding, efforts to develop a strategy to support environmental mainstreaming in the Executive Board of the World Bank, assistance in the development of corporate risk assessment for the World Bank, and assistance in third-party, independent assessments.

IUCN-US contributed substantially to the initial development of the new Business Development and Outreach group, including budget submissions for 2001. At the end of the year, the Executive Director was asked to take on additional responsibilities as interim head of Business Development Outreach and to serve on the management team.

In general, Union investment in institutional development, including that of developing and following through on relationships with major partners, as well as fundraising and communication, all of which are key elements of the IUCN-US program, lagged significantly in 2000. Investment in IUCN's development as an institution is a prerequisite for the effective provision of services to members.
Canada

Overview
Established in Montréal late in 1993, the IUCN Canada Office represents the global IUCN Secretariat in Canada by providing links between IUCN and Canadian members, partners, donors and other international environment and development institutions based in Canada. The office manages or contributes to IUCN global programme initiatives. It also acts as co-executor and partner for overseas projects funded by Canadian donors.

IUCN Canada’s activities in 2000 were mainly within the Key Results Areas 1, 2, 5, 6 and 7, and contributed strongly to the effective, efficient, and accountable management and leadership of the Union. The Office was very active in mobilising personnel and funds and co-ordinating Canadian members' participation in the Amman Congress.

Progress towards KRAs

KRA 1 - Effective Management and Restoration of Ecosystems

Summary of contributions
During the year 2000, the main activities carried out by the IUCN Canada Office were its contribution to the World Water Vision through management of the “Vision for Water and Nature,” and its contribution to the development of the Framework for Action of the Global Water Partnership. IUCN Canada also contributed to a number of IUCN strategies, policies and programmes (Arctic, Mountains, Marine, Water and wetlands).

Through the Canada Office, IUCN influenced key conservation fora and industry, including the Canadian Environmental Grantmakers Network, Global Dialogue – Natural Resources: The Sustainability Challenge, Expo 2000, and the International Forest Communicators Forum 2000. IUCN Canada contributed to the revision of guidelines for Oil and Gas activities in Ice-Covered Waters in collaboration with the Oil and Gas Production Forum, and negotiated a Memorandum of Understanding with the E7 Network of Expertise for the Global Environment.

The Canada Office directed the multi-year Zambezi Basin Wetlands Conservation and Resource Utilisation Project (ZBWCRUP) and contributed to the Pakistan Environment Programme (PEP).

IUCN Canada’s main achievements
• Commissioned a discussion paper on an IUCN Arctic Strategy, secured funds and placed contracts for follow-up strategy development and circulated documents prior to and at Amman Congress.
• Negotiated Memorandum of Understanding on behalf of IUCN and signed by the DG with the E7 Network of Expertise for the Global Environment (with the first potential co-operative project currently under consideration).

Other contributions to KRA 1
• Began revision of operators guidelines for Oil and Gas activities in Ice-Covered Waters, in collaboration with the Oil and Gas Production Forum.
• Contributed to the elaboration of IUCN Mountain Strategy through development of a scoping paper, discussion at Council and follow-up with the staff lead on the file.
• Contributed to the IUCN marine policy and strategy e.g. collaboration in preparing a paper for the DG; and financing and reviewing a fisheries paper for the Amman Congress.
• Contributed to IUCN water and wetlands programme development; assisted in the preparation of the action plan 2001-2004 on water and wetlands.

KRA 2 - Institution, Agreements, Processes and Policies

Summary of contribution
Through its interaction, advice and comments, the IUCN Canada Office collaborated with a number of institutions and/or influenced their policies and programmes. These included: Canadian International Development Agency (CIDA), the North America Commission for Environmental Cooperation (CEC), the secretariat of the CBD, McGill University, the Arctic Council, the World Water Council, the International Institute for Sustainable Development (IISD), Quebec Ministry of Environment, Fisheries and Oceans Canada, and the Coastal Zone Association of Canada.

IUCN Canada’s main achievements
• Represented IUCN on the Board of Governors of the World Water Council (IUCN Canada Office Director).
• Influenced Arctic Council through the participation of IUCN as an Observer.

Other contributions to KRA 2
• Recently assuming interim Chair of the World Water Council Program Committee and kept facilitating, developing and co-ordinating IUCN Relations with the World Water Council, particularly through its Western Hemispheric Office (including seat on Board of Directors); organised and chaired the technical sessions at the 2nd General Assembly of the WWC; prepared report of sessions (to be published in 2001).
• Contributed to CIDA Policy on Environment and Sustainable Development through submitting an extensive review of a draft CIDA document and participating in an expert panel.
• Maintained communication contacts with the Secretariat for the Convention on Biological Diversity (especially with regard to forest conservation and management) and with the Commission for Environmental Co-operation (CEC).
• Contributed to the CEC policies and programmes by making detailed commentary on their biodiversity strategy paper and being interviewed on the subject.
• Influenced Arctic Council through a presentation of an invited opening paper at a workshop (subsequently published).

KRA 5 - Assessment of Biodiversity and Related Social and Economic Factors

Summary of contribution
The IUCN Canada Office prepared or gave presentations in a number of fora dealing with biodiversity and socio-economic factors, including: UNEP (effects of fishing on biodiversity), Symposium on seabirds bycatch, the International Forest Communicators Forum, and a Global Biodiversity Forum.
IUCN Canada contribution

• Provided interface with UNEP to examine potential co-operation on project to assess the effects of fishing activities on marine and freshwater biodiversity.
• Made keynote presentation at an international symposium on the problem of seabird bycatch in the waters of Arctic countries (subsequently published).
• Made keynote presentation at the International Forest Communicators Forum 2000 (published on CD-ROM).

KRA 6 - Management of Information and Communication Systems

Summary of contribution
The IUCN Canada Office made use of Internet technologies to communicate with stakeholders, and considered working with SUR for the website on Vision for Water and Nature and its Framework for Action.

IUCN Canada contribution

• Continued to make extensive use of Internet technologies to effectively communicate with national, regional and global stakeholders on a variety of environmental conservation issues.
• Began developing a co-operative arrangement with IUCN-SUR to provide a quadrilingual (English/French/Spanish/Portuguese) website for matters related to the Vision for Water and Nature and its Framework for Action.

KRA 7 - Effective, Efficient and Responsible Management of the Union

Summary of contribution
The IUCN Canada Office maintained contacts with a number of Canadian funding agencies (mainly CIDA and IDRC), institutions and members, in order to provide linkages and contribute to secure funding or in-kind contribution for IUCN programmes, projects and RCOs. Through the Canada Office:

• IUCN received funds from CIDA to support representatives from third world/low income countries to participate in IUCN’s 2nd World Conservation Congress in Amman and in the Americas Roundtable on Water and the Millennium Wetland Event.
• CIDA’s or IDRC’s support was secured or identified for projects by BRAO (two projects secured), ARO (biodiversity), Meso America (translation), ELC (work on POPs). Project proposals were submitted and follow-up by IUCN Canada is on-going.
• Cash support for the TBF was secured from the Canadian Forest Service and an agreement was signed with CIDA for a 1.7M$ project entitled “Building Partnerships for Forest Conservation and Management in Russia.”

Canadian membership increased to 31 and recruitment continues; the 2000 CC-IUCN annual meeting was the largest ever.

Staff participated in the 2nd World Conservation Congress in Amman; preparatory work for the Congress included publishing a brochure describing the Canada Office and the CC-IUCN. Staff also participated to a number of IUCN workshops and meetings: Social Policy Programme Gender and Equitable Sharing Workshop, Finances and Human Resources Workshops, Programme Planning Meetings and Budget Hearings.
Analysis

Excellent progress has been made on membership development and IUCN has attained its largest Canadian membership ever in 2000, with clear growth continuing in 2001. There is a very good working relationship with the CC-IUCN.

Website development proceeded smoothly, drawing from the previous experience of staff, cooperation with SUR and good advice from HQ.

The Office had a complement of up to nine staff during the year; the Office continues to operate with 200K SFr UR, the same level as for 1997 when the complement of staff was four. This has been accomplished through a combination of secondments, rental concessions and project resources and has positioned the office to make an increasing contribution to IUCN. In 2000, performance relative to budget was better than forecast: expenses were reduced and revenue increased by 5% over budget, leaving a reserve 23% larger than initially budgeted.

Forestry Canada has provided a further 3 years funding to support a professional position in the TBF Programme. The ZWCRUP has come to an end in March 2000, but reporting to CIDA and closing contracts and accounts, continued to represent considerable effort.
ANNEX 3: ORGANISATION AND MANAGEMENT REPORTS 2000
Membership and Conference

Overview

Objective:
1. To effectively administer IUCN's members in line with the IUCN Statutes and Regulations
2. To provide effective advice/support to the Membership Committee of Council, enabling it to fulfil its mandate in accordance with Terms of Reference approved by Council
3. To provide effective support and services to members, especially in relation to the development and engagement of the membership
4. Act as overall Co-ordinator for the Amman Congress held in Amman, Jordan from 4 to 11 October 2000

Membership Administration

The Membership Unit at IUCN Headquarters in Gland is a service Unit that provides administrative support to members in line with the IUCN Statutes and Regulations. It co-ordinates and collaborates with a decentralised Membership Focal Point Network established within IUCN's Regional and Country offices. Amongst the Unit's main tasks are assistance to candidates in the membership application process and the provision of information to potential members; the monitoring of outstanding membership dues, and responsibility for keeping accurate membership records. The Unit produces and disseminates the biannual Membership List and the annual Membership Directory and publishes a Members' Newsletter on a regular basis. It also has a special Membership page on the IUCN's Website: http://www.iucn.org/2000/about/content/membership.html.

The Unit works actively with the Membership Committee of the IUCN Council in the development and engagement of the membership. The Unit played a key role in supporting the Membership Committee in the preparation of a Membership Policy, which was submitted to the 2nd World Conservation Congress, held in Amman, Jordan in October 2000. At the Amman Congress, it was decided to re-name this Policy "Membership Guidelines", as it was felt that this document was under Council's authority and that, therefore, official adoption by the Congress would not be required. This document has been developed through an extensive consultation process over a period of several years. It builds on the Union's Strategic Plan adopted at the 19th General Assembly in 1994 as well as on the IUCN Statutes and Regulations adopted at the 1st World Conservation Congress in 1996. In particular, the Guidelines take full account of the ongoing process of the regionalization of IUCN. It mainly promotes a clear understanding by members of their rights and obligations, and what they might expect from and contribute to various components of IUCN.

IUCN MEMBERSHIP BY CATEGORY
AS OF 31 DECEMBER 2000

<table>
<thead>
<tr>
<th>Category</th>
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<td>NGO</td>
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<td>Affiliates</td>
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</tr>
<tr>
<td>Total</td>
<td>963</td>
</tr>
</tbody>
</table>

Total of 963 Members in 139 countries
Evolution of IUCN Membership

At the end of December 2000, the IUCN’s membership stood as follow:

During the period from January to December 2000, a total of 43 new members were admitted to IUCN Membership. On the Government House side, Costa Rica and the Czech Republic joined the Union as State Members and 6 agencies from Canada, Yemen, Sri Lanka, Italy and Kuwait were admitted as Government Agency members. 37 non-governmental organizations have joined the NGO House. There were no new Affiliate members admitted but two changes of category, one from Government Agency to Affiliate, and one from Government Agency to International non-governmental organization.

Intermediate membership structures: National and Regional Committees

IUCN National and Regional Committees are diverse in structure and operate in various ways to fit the needs of members in a particular Country/Region. Although constituted in different ways, members hold meetings regularly and are increasingly using these fora to identify critical issues that they can pursue together under the global umbrella of IUCN in close collaboration with IUCN’s Regional and Country Offices (RCOs).

At this point in time, IUCN has 55 National Committees and 5 Regional and/or Sub-Regional Committees. Both National and Regional Committees are encouraged to seek formal recognition by Council. During the course of the year, the IUCN Council accorded official recognition to six National Committees, i.e. Sweden, Italy, Brazil, South Africa, Tunisia and New Zealand. Furthermore, one more Sub-Regional Committee was also recognised, i.e. that for Southern Africa. This brings the total of formally recognised Committees to 31. The following figure depicts the situation as of December 31, 2000, that is, existing Committees with respect to their status, i.e. formally recognised versus non-recognised National and (sub)-Regional Committees:

Amman Congress

The Unit continued to be in charge of the overall co-ordination for the Amman Congress and concentrated its main efforts on this task during the reporting period. As part of the preparatory work, many activities were co-ordinated and undertaken in order to ensure timely delivery of a high quality event, in line with the objectives set by the Amman Congress Preparatory Committee, established by the IUCN Council.
Highlights of achievements include:

- An extremely successful Congress having largely achieved the objectives set;
- In close collaboration with the Donor Relations Unit and Regional and Country Offices, fundraising targets were met which allowed almost 60% of the members from countries in need to attend the Congress;
- Smooth running of a first-time fully decentralized process, making RCOs responsible for getting members from their Region to Amman, including the selection process and travel arrangements;
- Contributing to a more streamlined process to deal with the many motions which were again submitted by members to the Congress;
- A very well functioning registration process, even at the peak of registration. This includes the accreditation of member delegations for voting and election which has been somewhat problematic in the past;
- In general satisfactory logistical arrangements in close collaboration with Host Country. This includes a venue to the satisfaction of participants allowing them to meet and network as much as they did.
Donor Relations and Business Development

Overview

The year 2000 has been a transition period for the fundraising functions of IUCN. Because of limited capacity in fundraising, IUCN has invested in building an interim Fundraising Team. The team comprises representatives from the Director General’s Office, Donor Relations, Finance, Communications, Programme, and the US and other regional offices. Two fundraising consultants were contracted in an advisory role - to work as members of the team and to assist in developing fundraising strategies, one of them with experience in the European market and the other in the USA.

The Team has worked towards developing a fundraising structure which will provide the basis for securing sufficient funds to deliver the Intersessional Programme, and has also developed the drafts of much needed new fundraising materials. Input and advice were provided for the Business Plan and for the terms of reference for the new Business Development and Outreach Group.

A new Business Development and Outreach Team will be established in early 2001 to provide an improved means for communicating and marketing the Programme to current and potential investors. It will incorporate the current units that are responsible for Donor relations, Fundraising/Marketing, Communications, Publishing and Membership Services, and it will be linked with the Programme/Policy and Central Services Groups. It will be managed and coordinated by Scott Hajost, Executive Director, US office.

Progress towards KRAs

KRA 7 - Effective, Efficient and Responsible Management of the Union

The objective of IUCN’s fundraising strategy is to develop a diversified and sustainable funding base to provide the income needed to achieve IUCN’s mission as a Union.

The following 5 objectives for the coming four years have been tentatively defined:

1. Initiate and support the development, coordination and implementation of regional and global fundraising strategies at program and institutional level;
2. Broaden & strengthen support and relationships with bilateral partners;
3. Broaden & strengthen support and relationships with multilateral agencies;
4. Broaden funding base and level of untied voluntary contributions expanded from all sources such as companies, foundations and individuals, and;
5. Provide institutional support functions and mechanisms to ensure recognition of IUCN policies, programs and products in the multilateral, bilateral, foundations and private sector discussions, decision-making and investment processes.

To achieve this, IUCN is investing in a two-pronged approach to support the implementation of the intersessional programme as well as the longer-term programmatic demands including the building of an endowment fund by working with non-traditional funding sources.

Bilateral and Multilateral Agencies

IUCN continues to invest in existing and potential sources of income, which includes renewing and expanding framework agreements with bilateral donors both globally and in the regions.

In early 2000, IUCN secured the renewal of the framework agreements for the year 2000 with the Royal Danish Ministry of Foreign Affairs (Danida), the Directorate General for International Cooperation in the Netherlands (DGIS), the Norwegian Agency for Development Cooperation (NORAD), the Canadian International Development Agency (CIDA), and the United States Department of State. The renewal of the framework agreement with the Swiss Agency for Development and Cooperation (SDC) was secured for a three-year period (2000-2002).
In the later part of 2000, IUCN was able to re-negotiate its agreements with the German Bundesministerium für Zusammenarbeit (BMZ) and the Italian Directorate General for Development Cooperation (DGCS). In addition, IUCN initiated discussions with the above mentioned core donors to negotiate a Joint General Framework Agreement covering the period from 2001-2004. It is expected that this agreement will be signed in early March 2001 by Danida, DGIS, NORAD, and the Swedish International Development cooperation Agency (Sida). Besides the core group of donors, the first six months saw the receipt of the first voluntary contribution from the Japanese Ministry of Foreign Affairs, which is being renewed for 2001.

During the course of 2000, IUCN also organised three core donor workshops. These meetings focused on discussions of the IUCN Programme, the follow-up to the 1999 External Review and the way forward on framework agreements. Significantly, during the November 2000 donors workshop our core group of donors had decided that they will support the implementation of IUCN’s Programme in its entirety, and jointly.

The October 2000 donors’ workshop explored the possibility to expand the concept of framework agreement to other countries by inviting donor representatives from Finland, Japan, Canada, Germany, Italy and France. In addition IUCN continues to explore the possibility of framework agreements at the regional level between donor agencies and IUCN’s regional offices. Finally, work with multilateral institutions such as the GEF, the World Bank, UNEP, UNDP, UNESCO and Regional Development Banks (i.e. ADB, SADB, IDB) has continued to grow at a steady pace.

Foundations and Corporate Sector

IUCN is also exploring new and innovative approaches to fundraising such as developing opportunities with the private sector and individuals as well as continuing to build stronger partnerships with bilateral aid agencies and multilateral institutions and foundations.

IUCN has continued to develop new relationships with US and European based Foundations. For example, a major grant on biodiversity and World Heritage has been secured from the UN Foundation. In October IUCN received a grant from the Packard Foundation’s Organisational Effectiveness and Philanthropy Programme to fund the development of a new IUCN Marine Programme Business Plan.

IUCN will be exploring new fundraising methods such as licensing and corporate sponsorships as well as setting up an Endowment Fund. IUCN is also working on developing new partnerships with the private sector, and in 2001 a Steering/Working Group on Corporate Sector Relations will be set up within the Business Development and Outreach Group.

During the Amman Congress in October 2000, HM Queen Noor of Jordan launched the Friends of IUCN. It is composed of a small prestigious group of respected leaders, which will function as a “think-tank”. In addition, the CEO Forum was announced in 2000, to be composed of top managers from different branches of industry and business, united by a shared commitment to environmental stewardship and to the principle of sustainable development’. Although members will act in their personal capacity, it is intended that the CEO Forum will act as a catalyst in extending IUCN’s corporate sector network and lead to meaningful corporate sector partnerships.

Analysis

IUCN has been able to secure core financial support from some of its major donors through the signing of framework agreements. The interim Fundraising Team has allowed IUCN to look into new areas of work and the experience brought in by its diverse members has provided a much broader perspective to IUCN’s fundraising activities. Finally, the creation of a Business Development and Outreach Team and the forthcoming recruitment of a Manager will improve IUCN’s effectiveness and efficiency in fundraising, marketing and communications.
Communications

Overview

The goal of the Division of Communications is to contribute to the implementation of IUCN’s mission - to influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and ensure that any use of natural resources is equitable and ecologically sustainable by capitalising on two of the Union’s greatest assets: its knowledge base and its unique governance structure.

The Amman Congress provided a unique opportunity to enhance IUCN’s visibility and publicise its mission to a wide range of different groups, and by extension influence public opinion. The World Conservation Congress has clearly been defined as the main focus of IUCN’s communications efforts during the year.

Progress towards KRAs

KRA 6 - Management of Information and Communication Systems

**Strengthening the communications structure in IUCN**

The first half of the year saw a series of major environmental events, in which the Communications Division assisted, including the World Water Forum, CITES, the Global Biodiversity Forum, and COP, as well as IUCN regional meetings. The Division’s assistance included drafting communications strategies, editing press releases, briefing the press, assisting in the compilation of press kits and the distribution of press materials through its world-wide media database. This large-scale distribution has been aided by the Division’s electronic worldwide media mailing list which is now operational. The Division’s link with IUCN programmes is also being strengthened, which will ensure their concerns and objectives are effectively delivered to the media, and by extension, influence public opinion.

The Reuters-IUCN Media Awards, established to promote excellence in environmental reporting worldwide, are increasingly successful. The 2000 competition attracted entries from 63 different countries. This helped extend the media contacts of IUCN regional offices, and also aided the capacity building process promoted from HQ to the field. Press releases and interviews were conducted to publicise the prize. The Global ceremony, held during the Amman Congress and under the patronage of Her Majesty Queen Noor, attracted hundreds of spectators and resulted in considerable media coverage.

**Progress towards bridging IUCN programmes and the Communications Unit**

The communications strategy of the Amman Congress relied heavily on the 12 interactive sessions and the two days devoted to these sessions. With the collaboration of Programmes, Commissions and the global co-ordinator, spokespersons were identified for each of the interactive sessions and media requests directed to them. Much remains to be done to reach a consistent public outreach for Programmes. It should be noted that IUCN’s new web site “Biodiversity is life”, officially launched in Paris in mid December, also serves as a sensitive leverage to raise the profile of IUCN’s different programmes.

**Progress towards directing IUCN’s communications to the Youth section of the population**

Two projects have been defined and implemented aiming at directing IUCN’s message to the Youth section of the population: The Street Kids’ Journal and the Global Youth Reporters Programme.

**Street Kids’ journal**

Throughout the Congress, 12 children aged 11-13 produced a two-page newsletter reporting on the Congress on a daily basis. Some 50 children in the streets of Amman distributed 10,000 copies daily. The Street Kids’ Journal was written in Arabic, translated into English and put on our web site. This communications programme attracted much media interest. Being very flexible, the
Street Kids' Journal can be used in various IUCN occasions, such as regional meetings or big environmental forums.

The Global Youth Reporters Programme
In June 2000, the Global Youth Reporters Programme (GYRP) was launched in partnership with Reuters Foundation, Sony International, the International Institute for Industrial Environmental Economics and Canadian television producers Via Le Monde. This programme, an element of the IUCN Council's strategy to involve young people in the Union's mission, aimed to train an international group of young reporters to be dispatched to cover major nature conservation-related events.

Eighteen young reporters from Argentina, Bahrain, Brazil, Bosnia, Canada, China, India, Iran, Mexico, Mongolia, Slovenia, Sweden and Jordan gathered in Amman, within the framework of a project which welcomed into the partnership, Friends of Environment and Global Responsibility under the patronage of Her Majesty Queen Rania of Jordan. This dynamic team of junior journalists benefited from a training workshop, had access to experts, public sessions, press briefings and special media events. They eventually produced 12 specific studies posted on a separate web site linked to IUCN's global web site.

Progress towards servicing members in public outreach
In the course of the Amman Congress IUCN Media centre hosted 23 different press conferences bringing together more than 50 experts in various environmental disciplines and dozens of journalists. This was the result of a formal invitation addressed by the Communications Unit to IUCN members offering them to use the Congress platform to present media representatives with their own projects, regional or global.

Website progress and assessment report contribution
Maintaining and upgrading the IUCN website
This is an important means of communicating IUCN's knowledge base to the broader public, including the Red Lists, World Heritage status information, policy position papers, profiles, situation analyses and the IUCN Calendar of Events.

During the first part of the year, more than 30 headquarter-based employees were identified and trained as section "web-weavers." The goal is to empower individual programmes to update their information on the global website. In May 2000, a new online searchable calendar was launched that allows programmes and offices to publish their events information on the web without technical assistance. Visitors to the website can now look at our calendar by month, type of event or geographical location. A search engine, which allows users to search the entire site, as well as individual programme sites by keyword, was launched in June and soon became one of the top-hit sections on the web. Website hits have grown tremendously since the redesign in December. March 2000 showed the number of hits per month at 304,130, a gain of more than 61,000 hits from the same period last year.

For the first day of the conference, the entire home page was redesigned to focus on the event. Of particular usability was the addition of links to the individual websites of every programme and office, thus facilitating navigation for users. Shortly before the congress, the website promoted the launch of the Red List 2000, by establishing a special site which contained the press releases and background information needed by the media to cover the event.

In December, the website Biodiversity is Life, a joint venture with Volkswagen-France, was launched at a press conference in Paris. The graphic's design, donated by The Magnum.Com, was based on a concept donated by DDB-Needham Advertising in Paris. The content of the site aims at the general public by explaining the concept of biodiversity and its importance.

The popularity of the website, as reflected by user traffic analysis, continues to increase, with the hit count reaching an all-time high of 830,981 in October, the month that saw the launch of the Red List 2000 and the World Conservation Congress.
Analysis

Progress has been made in getting IUCN's concerns across. The website has succeeded in providing current, up-to-date information to IUCN members and to the public at large. However, much remains to be done. The link between the field and Headquarters in terms of flow of information has to be further strengthened. The corporate image of IUCN must also be more precisely defined, as IUCN now possesses the tools to get the organisation's message across.
Information Management

Overview
The Information Management Group provides information and knowledge management support services related to all IUCN programme objectives. Most IMG results are grouped under KRA 7 (Effective, efficient and accountable management and leadership of the Union) but increasingly work contributes to other KRAs, in particular KRA 6 (Information Management and Communication).

KRA 6
1. Biodiversity Conservation Information System
2. World Conservation e-Atlas

KRA 7
1. Information Technology Support Services: HQ and Global Informatics Infrastructure;
2. Library and Digital Library Services;
3. Information Systems Development and operation, including the Knowledge Network, management and biodiversity information systems, Internet and intranet infrastructure.

Progress towards KRAs

KRA 6 - Management of Information and Communication Systems

Information systems development support
The Knowledge Network (KN) is becoming increasingly important to the Union, although access from regional offices in developing countries is still limited. IMG manages data custodians for the network and access to this intranet-based system, including passwords, training, security and privacy. KN network access was significantly expanded to include key members of IUCN commissions. A number of improvements were implemented including:

• An IUCN Network News system to manage and distribute the Secretariat newsletter.
• A web-based e-mail interface for traveling staff as a module of the Knowledge Network.
• A document management system now used by several units to manage and distribute trip reports, publications and policies. IUCN documentation for the CITES conference made heavy use of this system.
• Migration of all Knowledge Network data from MS SQL6.5 server to new MS SQL7.0 server improving speed performance and allowing expanding access of the knowledge network to key Commission members and supporting the upgraded Sun Accounts system software.
• With members of the BCIS (Biodiversity Conservation Information System) steering committee business plan options were developed for the long-term management of BCIS. BCIS is a consortium of 12 leading global biodiversity information agencies.
• The BCIS steering committee, hosted by IUCN Gland, approved an important action plan, which initiated the concept of membership fees, and the common financing of a BCIS secretariat to be hosted by Conservation International, in Washington DC.
• Prototypes of the IUCN World Conservation e-Atlas were developed, particularly related to the 2000 Red List, the Forest Conservation Atlas, a Temperate and Boreal Atlas. This work was facilitated by significant financial contributions from the Canadian Government (Geo Innovations Program) and contributions from IUCN Species and Forestry Programmes.
• The 2000 Red list was launched in September in Geneva, London, Ottawa and Washington. The wide media exposure generated by Species Survival Commission and its partners, caused an unusual amount of traffic on the Red List site hosted by the National Atlas of Canada. Over one million hits on the second full day of public access.
Information technology support services: Informatics infrastructure

- The Y2K transfer at the start of the year went very smoothly as result of careful planning and upgrading of systems during the previous year;
- A survey of year 2000 computing system user requirements was carried out to improve equipment planning and forecasting. This information was directly used to modify and increase hardware and software acquisitions plans to improve client support. A further increase in the percentage of laptop computer acquisitions reflects the shift of the organization to mobile computing and remote involvement in decision-making.
- The first phase of a significant network and storage capacity upgrade was planned and implemented, to meet user needs to store and work with increasing amounts of data.
- The increasing demand on internet and intranet operations was met by upgrading the leased-line capacity.
- Regional Offices: Purchasing of hardware and software for requesting RCOs
- Global Connectivity: To increase efficiency of global access of e-mail, IMG managed e-mail for a number of regional offices including ORMA and PSU. Roaming e-mail services were implemented through CGNet. Improvements in Remote E-mail access using IMAP via a web-based access system, allowing staff to manage their e-mail from any Internet-connected computer in the world.
- Software upgrades included anti-virus modules and an upgrade of Sun Accounts for the Finance Division. The newly installed network security system combined with weekly updating and vigilant alert monitoring, contributed to a successful "virus fighting " season, avoiding impact potentially destructive viruses like the "I love you" one.

Information technology support: Library

- A digital library prototype was developed. Further development is going on to develop an action plan for the establishment of a long term IUCN digital library initiative. More and more digital files, in particular in PDF format, are available for the library and will make the transition to a digital library feasible over the next few years.
- Using its collection, the library has transformed the IUCN Congress Resolutions and Recommendations into an electronic format (PDF). This information covers results from all 20 general assemblies since the inception of IUCN and is accessible through the IUCN website.
- The Library continuously updates its databases and collection with new publications, information and acquisitions. The library internet acquisition newsletter has increased demand for information from the Regions for hard copy and digital products. Maintenance and update of the World Conservation Bookstore was provided and as well as answers to queries related to out of print material and material not distributed by PSU, and sale of photocopies.

Amman Congress

- IMG staff developed and implemented the information systems for the Congress, including the acquisition, installation and networking of 75 computers, for registration, communication, presentation and Internet and e-mail services. In addition it assisted in the development and implementation of the congress management system (EBMS)
- After the Congress, 60 computers were donated to Jordanian schools and communities selected by IUCN members in Jordan. This donation was made possible by generous contributions from Gateway Computers and IUCN organizers of the Congress.
- During the Congress demonstrations and displays of digital library, World Conservation e-Atlas (Temperate and Boreal; Water and Wetlands) and the Red List Site were provided.

Assessment

- Training: Need to increase interest and improve training to benefit from software capabilities, Internet, knowledge network and Microsoft Office applications.
- Remote Access of E-mail information and decision support systems will be increasingly important to the IUCN. As result of the uneven global telecommunication infrastructure this will remain a problem for remote areas in the foreseeable future, especially for African Regional
Offices. The telecommunications network in Africa in particular is a limiting factor for an effective global information management approach.

- Library: Services to the Union are increasing; in particular as result of Internet access there is an increasing demand for dissemination of documents to regional and global clients. Hard-copy distribution is time-consuming and expensive and a move to a digital library approach should be accelerated.
- Most leading global organizations have invested heavily in IT to improve their comparative advantage in sharing, integration and use of information and knowledge. KRA 6 and 7 are important strategic results areas for the IUCN to invest in. Traditionally fundraising in these areas has been difficult.
- The Internet infrastructure of the IUCN needs to be upgraded to meet the increasing demands on effective web-based access of information and to accommodate the move of management information systems to an intranet/internet environment.
Publishing

Overview

Publishing supports the activities of the Union in all seven key result areas and is responsible for the publication and dissemination of the knowledge gained and lessons learned to key target audiences. Publishing's advisory role and support to the Regional Offices has again increased this year, a welcome relationship.

This year has been very focused for both Cambridge and Gland as, in addition to all normal duties, we have also undertaken:

- The tremendous task of preparation of documents and materials for the 2nd World Conservation Congress; beginning in November 1999 and continuing through running the Documentation Centre at the Congress in October to publication of the 'Resolutions and Recommendations', 'Proceedings' and 'Workshop Results' in 2001;
- The addition of a new remit to our Division - to undertake the redevelopment of a corporate profile for the marketing materials and published work for the Union to lift profile and gain additional support and recognition;
- Working with the interim Fundraising Team on the development of corporate marketing materials;
- Support to governance through our work with the IUCN working group on the use of the IUCN name and logo in the development of resolutions and guidelines, and to work with the Director General and Legal Counsel on all issues relating to the use of the IUCN logo;
- Preparation of the World Conservation Bookstore Catalogue 2001 for WCC2;
- Preparation for WCC2 Congress in the development of an exhibition for IUCN, preparation of a publications display, posters, and shipments for the Union to the Congress; and
- Working with the Biodiversity Conservation Information System Consortium (BCIS) in the editing and production of the new handbooks on Framework for Information Sharing.

IUCN has published some 96 titles worldwide to date, often as co-publisher with Members and Donors. Regional and Country Offices are producing valuable publications and reports, showing continuing growth in the regions' publishing capacity. Demand for IUCN's service in supplying out-of-print publications has also increased, indicating the continuing relevance of its "legacy" materials.

Progress towards KRAs

KRA 1 - Effective Management and Restoration of Ecosystems

Publishing supports the Programme in its achieving results for KRAs 1 - 5 in the editing, preparation and dissemination of results. We act in an advisory capacity to the Union worldwide with the aim of encouraging IUCN to adhere to strict quality control guidelines to ensure that the results published under the IUCN logo are of reliable quality based on sound science.

KRA 6 - Management of Information and Communication Systems

Progress has been made this year and a prototype was demonstrated at the 2nd World Conservation Congress. Some core staff associated with the project left IUCN in early 2000; the coldfusion of the library database undertaken by a consultancy firm was not successful, and although approximately 80 SSC publications have been scanned, they have not been indexed and files are too large for loading on the IUCN server. To resolve the technical issues, a systems analyst is looking at the library database and IMG are looking at the server implications. Following this, the team will review how best to effectively proceed to ensure that the original goals are followed through to implement this key project.
BCIS is a consortium of conservation NGOs whose mission is to inform and empower those who influence and make decisions affecting the conservation of biodiversity and landscapes: by facilitating networks and processes for sharing and communicating data, information and expertise. The BCIS Framework for Information Sharing is a set of handbooks [English, French, Spanish] on CD-ROM, written to support the growth of information management capacity. Publishing undertook substantive editing and supervision of production for BCIS. This was a much larger role than originally envisaged, due to the amount of editing required. We are pleased to report that this project has been distributed globally and made available on the BCIS website.

KRA 7 - Effective, Efficient and Responsible Management of the Union

Programme planning and development
Publishing edited and arranged translations for all documents prepared under the programme and planning development exercise, and ensured incorporation into all documentation going to Congress - in order to support and deliver a coherent programme to the Union.

Financial Management
Publishing (Cambridge) operates as an outposted office in the UK, and as part of its role, is responsible for ensuring that all new financial systems are incorporated into the work of the UK offices. Feedback has been provided to HQ to ensure that development of new financial systems works as well for the RCOs as for Headquarters. The development is being undertaken effectively, but the burden on a small office in Congress year has been substantial. We have taken on part-time help for accounts to overcome this.

Donor relations and business development and outreach
Publishing was asked to undertake the redevelopment of an IUCN corporate profile for the marketing materials for the Union to lift profile and gain additional support and recognition, whilst additionally ensuring high standards of production. Publishing has worked closely with the interim Fundraising Team in the development of an IUCN corporate folder and fact sheets. The new designs have been agreed and the fundraising package will be ready to issue, once the texts have been agreed. Publishing has undertaken substantive editing of the supplied texts.

Publishing
An efficient publishing system capable of supporting high standards of publishing, sales and distribution of IUCN's key sources of information to key target audiences and to the public in general

i) Global Publishing Strategy, Policy and Guidelines to cover print, electronic media and copyright
The Publications Committee was formulated to help guide IUCN's global publishing programme and members include staff with publication, information and communications experience, together with representatives from the Commissions, under the chairmanship of the Chief Scientist. One meeting has been held this year. Policy development has been impacted by the Congress workloads this year, but excellent progress has been made on the marketing element. The new Publishing Design Guidelines have made significant progress, incorporating work on the use of the IUCN logo and the new IUCN cover designs are already being implemented. The IUCN Publishing Guidelines have also progressed.

ii) Provide high-quality, professional services in publishing, editing, translation, sales and distribution to the IUCN constituency

Production
Publishing has continued to provide high-quality, professional services in all aspects of publishing. Staff are fully trained on all aspects of Desktop Publishing and PSU has further upgraded its hardware and software, to ensure that the most efficient systems are running at all times.
In addition to publishing documents, the unit provides many additional services to the Secretariat and RCOs for which demand is increasing. Major elements include: proof-reading services and general advice on all publishing issues; contract discussions with programmes and external publishers; production of electronic versions of publications [PDF's] for Websites; granting permissions to reproduce IUCN copyright material; and managing information requests from external sources.

IUCN Publishing, the Regional and Country Offices in West Africa, IUCN SSC, CIRAD and the Natural History Museum of Paris collaborated on an important field guide to the trees of West Africa Arbres, arbustes et lianes des zones sèches d’Afrique de l’Ouest. Publishing also played a key role in the production, dissemination and marketing of a landmark product for IUCN, the 2000 IUCN Red List of Threatened Species.

Marketing IUCN aims to raise its own profile and that of Members through published outputs and to ensure all publications reach as wide an audience as possible. Publications are advertised through strategically chosen marketing channels including specialist environmental distributors and advertisers, academic booksellers and through the constituencies of IUCN and its Members.

Sales IUCN supports the dissemination of conservation knowledge and expertise worldwide and particularly through the IUCN constituency, the scientific/conservation community and to developing countries. IUCN titles are priced accordingly, with additional discounts to IUCN Members and Commissions and students. PSU continued publications sales services on behalf of IUCN, Members and partners. 300 in-print titles are listed for sale with an extensive backlist. To maintain full efficiency, the dual-currency sales accounting and stock management systems were further upgraded in January.

iii) Maintain the IUCN World Conservation Bookstore Catalogue and Website

World Conservation Bookstore publication catalogue

The World Conservation Bookstore 2001 publication catalogue was published for and distributed at the 2nd WCC. To reflect the Union’s global publishing programme, for the first time it contained publications available from IUCN Regional and Country Offices worldwide, plus titles from IUCN Commissions and National Committees. It also contained titles available from its partners: CITES, Ramsar, TRAFFIC and UNEP-WCMC. The Catalogue is a high-profile publication demonstrating the scope of IUCN’s global programme.

World Conservation Bookstore Website development

The site has been developed and much of the design and content agreed. PSU staff have undertaken the necessary training to allow for development in-house. Launch of the site is expected in Spring 2001.

World Conservation Bookstore Sales Internet Site

The World Conservation Bookstore site offers a basic reference facility in which information about IUCN publications and those distributed by IUCN can be searched and retrieved, as well as an ordering facility for any in-print or out-of-print title. Over 2,000 publications produced between 1948-2000 [to date] are now recorded. The site is an early model based on the existing technology of the time and PSU with IMG have been investigating moving onto Internet-based sales, or ‘e-commerce’.

iv) Produce the IUCN Annual Report and ‘World Conservation’ to provide corporate and programmatic information on IUCN’s activities throughout the world

The 1999 Annual Report was contracted, and following discussions with the Publications Committee and Programme the brief was given to the Editor in February, with the final text submitted in June. Following meetings in HQ with the Director General, the recommendation was made to change the focus of the report. The report was completely revised and IUCN 2000 was published for the 2nd WCC.
World Conservation has been under review this year with advice from the Publications Committee. The cover was redesigned to update the look of the bulletin and bring it into line with our development of the new corporate identity. Internally, the design has been modified to enhance its appeal and increase readability. Two issues of World Conservation have been published and the third is in preparation [English, French and Spanish]. The first issue is on Conventions, with the welcome guidance and editorial support of the IUCN Environmental Law Centre in Bonn. The second issue is on Arid Lands, with the welcome assistance of the West/Central Asia and North Africa Programme, and the third will be on the 2nd World Conservation Congress, in a double issue. 4 - 5,000 copies of each will be distributed.

Membership
A large proportion of Publishing's activities this year has been in support of the 2nd WCC in Amman. Publishing has been responsible for the collation, editing, setting, translation and production in three languages of the Pre-Congress Documentation for Council in February, the Agenda documentation, issued in May, and the Motions, issued in August. Publishing also ran the Documentation Centre at the Congress. The unit was asked to develop a display for the 2nd WCC, to include Programme and the Regional and Country Offices. A beautiful exhibition space was given and all contributors provided excellent displays, profiling IUCN and their work to the Members and Donors.

Publishing and the Library also support the development of IUCN members’ institutional capacity through the IUCN Depository and Exchange library programme. This network of 15 libraries maintained by IUCN members and partners, ensures that IUCN publications are accessible, particularly in developing countries. This continues to be very successful and additional requests for participation in this programme are received frequently.

Analysis
This period has been very challenging due to a substantial workload but the staff have worked systematically and extremely diligently to ensure that Publishing meets its strategic goals whilst also supporting services to the Union. Publishing has undertaken further new duties and undertaken most activities in relation to its original Workplan and in line with the harmonisation process. Some initiatives planned for 2000 have been delayed with the additional workloads incurred, and particularly, the development of the overall publishing strategy and guidelines, development of the Digital Library project, and development of the Publishing Website.

The statutory publishing role of the Division is substantial. All publications and documentation are issued in three languages and the Division is usually working on any two to three publications concurrently. This is the first time the current staff have been responsible for the documentation for the Congress and the burden is extremely high and will need to be reviewed prior to the next Congress.
IUCN Publications 2000


Comunidades y Gestión de Bosques en Mesoamérica, IUCN ORMA, 2000

Communities and Forest Management in South Asia, IUCN, 2000.

Community Benefits through Community-Based Natural Resources Management in Botswana, IUCN Botswana, 2000.


Curassows, guans and chachalacas: Status survey and conservation action plan, IUCN, 2000

Diagnostico sobre el Ordenamiento Juridico e Institucional de la Biodiversidad en Panama, IUCN ORMA, 2000.


Ecosystem Management: Lessons from around the world, IUCN, 2000.

En Defensa del Manglar; IUCN ORMA, 2000.


Financing Protected Areas: Guidelines for Protected Area Managers, IUCN, 2000.


Guide to Designing Legal and Institutional Frame-works on Alien Invasive Species, IUCN, 2000.

Indigenous and Traditional Peoples and Protected Areas, IUCN, 2000.


Introduction to the IUCN Forest Conservation Programme, IUCN, 2000.

IUCN 2000, IUCN, 2000

IUCN in Asia: Moving Forwards from Kota Kinabalu, IUCN Pakistan, 2000.

Landscape Conservation Law, IUCN, 2000

Liability for Environmental Damage and the World Bank's Chad-Cameroon Oil and Pipeline Project, Netherlands Committee for IUCN, 2000.

Management of Bleached and Severely Damaged Coral Reefs, IUCN, 2000 [English, French, Spanish, Portuguese, Kiswahili and Bahasa Indonesia editions].


National Register of Medicinal Plants, IUCN, 2000.


Organisations and their Approaches in Community Based Natural Resources Management in Botswana, Namibia, Zambia and Zimbabwe, IUCN Botswana, 2000.


Red Data Animals, Vols. 1, 2, 4, 5, 6 and 7 (in Japanese), Kodansha, 2000.


Sobre el conocimiento tradicional de la vida silvestre y el derecho consuetudinario, IUCN ORMA, 2000.


World Conservation, 'Tooth and law: Environmental conventions at a crossroads', 1: 1 – 32, IUCN, 2000

Administration

Overview
Administration Services has continued to ensure a smooth and coherent functioning of day-to-day activities in Headquarters. Main activities have included the overseeing of:

- building and technical support;
- copy center;
- reception and switchboard;
- mail service;
- cafeteria and conference services;
- office administration (i.e. fax and copy machine installations and user assistance; purchase of all supplies and office equipment).

Progress towards KRA 7
Administration Services strive to keep up-to-date with the latest technologies especially in the field of communication such as:

- Maintaining the installations of Voice Mail for all HQ staff, supplying mobile phones to staff members who travel more than 25% or their time; maintaining the installation of a videoconference system, etc;
- To operate the most ecological and economical way is a continuous objective for our services and improvements are installed wherever possible throughout the year.

Major Achievements
Amongst multiple improvements we would like to highlight the following:

- set up of two visitors work spaces in HQ;
- purchase of new video projector for presentations with computer applications;
- opening of a small office in the "Environment House" complex in Geneva;
- replacement of all fire detectors (prescription by Swiss law);
- replacement of sun filters and water tightness on glass roofs;
- purchase of a compacting machine for carton boxes (reduces volume of waste) for recycling.
Human Resources Management

Overview:

In support of KRA 7 (Effective, efficient and accountable management and leadership of the Union), the Human Resources Management Group provides services to management in HQ and RCOs through the development of policies, procedures and practices for human resources management that are linked to IUCN's vision, mission and intersessional programme and that also enable people to achieve their full potential.

Progress towards KRAs

KRA 7 - Effective, Efficient and Responsible Management of the Union

The Director - Human Resources was appointed on a permanent basis effective 1 August 2000. Further, an HR professional was seconded to HQ from the Regional Office for South America for three months to work on two major projects: the design of the HR Procedures Manual and drafting of several chapters, and the design of the HR global database. This officer will join HQ early in 2001. These appointments and the subsequent restructuring in HRMG are major steps towards the professional development of a human resources management system for the Secretariat worldwide.

The network of HR focal points throughout the global Secretariat was fully reactivated in 2000, culminating in a three-day workshop in November. Training was provided through guest presentations and participatory workshops on key HR questions, reforms and modern techniques. In addition, HRMG participants fully discussed, agreed and now actively contribute to:

- the HR mission "to actively promote effective and equitable HR policies and practices and provide expert advice to line management around the globe for the purpose of attracting and retaining a qualified and motivated workforce",
- the long-term plan and strategy to achieve specific HR objectives through decentralised HR management within the Secretariat, drawing on each focal point's skills, and regional and/or specialist experience,
- the key areas of work for the three components of HRMG: Director; Rewards and Performance Management (including HR projects such as the global database); Resourcing and Development.

The Staff Rules were revised, submitted to Council for approval in July, and implemented. The Conditions of Service for HQ were also revised to reflect the current Agreement with the Government of Switzerland that was revised to allow non-Swiss staff at HQ to be admitted to the Swiss social security system from 1 July 2000, thus greatly reducing IUCN's financial liability. Action has been initiated to adjust the local Conditions of Service in each office to the changes in the Staff Rules. A strategy for further revision of the global Staff Rules and local Conditions of Service, in parallel with the development of the HR Procedures Manual and of separate policy and procedures applicable only to international staff, has been developed for implementation in 2001.

Analysis

2000 has been a year of transition with some considerable progress made to keep abreast of, and implement as feasible, the latest developments and techniques in HR management. IUCN, as with all other organizations, needs to assess continually itself with respect to world-class HR practices. HRMG's role is to drive the agenda for ensuring that HR management is future-focussed, and to lead the transformation process in IUCN, by helping senior management understand trends and apply new technologies.
Internal Audit

Overview
An internal audit programme, is one of the essential features of good management, particularly at a time when the demand for accountability and transparency is high. It should comprise audit policies, strategies, methodology, and comprehensive work plans based on risk assessment, with an adequate frequency of reviews which cover major systems and activities.

The principal activity of Internal Audit is to ensure compliance by all IUCN operating units with IUCN policies, procedures and legal and statutory requirements. Audit strategies, improvements and recommendations are expected to add value to the overall functioning of the secretariat, and to be delivered in a cost-effective manner.

Progress toward KRA7
A new independent audit function at IUCN is progressively being established for the first time in order to improve IUCN-wide management practices and controls, and to protect assets and resources. The role and mandate for Internal Audit are set out in IUCN’s Quadrennial Programme for the years 2001-04. Internal audits and special investigations are conducted in accordance with generally accepted principles, audit standards, and the code of ethics endorsed by the worldwide Institute of Internal Auditors.

The internal audit function is progressively being established taking into account limited resources and priorities. Specific achievements included the development of a draft internal audit policy. A preliminary risk assessment exercise and the development of an annual and long-term audit plan is currently in progress. In order to improve audit efficiency, a computerised audit tool (ACL) has been assessed and purchased for implementation in early 2001. Some progress has also been made in developing much needed audit methodology, working guides and questionnaires.

Analysis
A total of three special audits have been conducted as requested by the Director General and the former Business Committee. These investigations covered the following:
- IUCN Representation Office to the European Union, Brussels
- Hunderwasser Posters Project, Headquarters, Gland
- IUCN Burkina Faso

It was necessary to simultaneously initiate a major reforms project entitled Improvement in Audit Practices and Performance. The scope of the project covers the following reforms:
1. Organization structure and working relationships
2. Policy, strategy and planning
3. Developing computer audit tools and methodology
4. Communicating and promoting Internal Audit
5. Liaison with Donor Heads of Internal Audit
6. Performance criteria for Internal Audit

Emphasis will be placed on compliance auditing and implementable actions that address the expressed needs of the Director General, Chief Financial Officer, and the Finance and Audit Committee. The project will allow the Internal Auditor to demonstrate that audit is improving over time. It is important to note that audit can only succeed with the proposed reforms with the support of the IUCN management team in terms of strategic direction, staff time and budget.
Finance

Overview
In support of effective, efficient and accountable management of the Union (Key Result Area 7), the Central Finance Division has identified five areas, which needs to be strengthened. Specifically, these are:

- accounting and reporting,
- budgeting and cost recovery,
- liquidity management,
- delegations and controls, and
- reserves and provisions.

All of these involve, at the minimum, the fine-tuning of existing financial systems, and in some cases, a complete rethinking of existing policies and practices.

Progress towards KRAs

Accounting and Reporting
A new Chart of Account was implemented in 2000, allowing analysis of expenditures and other records across all Offices in a consistent manner. A data extracting tool has also been implemented at headquarter and in one of the largest regions in the Union, West Africa, allowing easy analysis of the ledgers. The implementation of the new Chart of Accounts disrupted the normal schedule of reporting in several Offices. A normal schedule of reporting will be re-established in 2001.

Another key step in improving the reporting of the Secretariat has been the more detailed and transparent presentation of Financial Statements for 1999, with in particular an improved disclosure of liabilities, provisions and reserves, as well as clear separation between unrestricted funds and restricted resources.

Finally, projects in deficit are now analyzed on a regular basis and the analysis is made available to the Council. This should allow for a number of write-offs and provisions to be made at the close of 2000 of a number of long standing deficit situations.

Budgeting and cost recovery
The staffing of the managerial positions of the Programme and Policy Team has allowed the establishment of new allocation procedures, where Finance serves as the guardian of information and of the overall integrity of the allocation process, with the Programme and Policy Team taking responsibility for ensuring that allocations support the strategic objectives of the Programme. The Programme group and the Finance Division organized the preparation of the 2001-04 financial plans by Key Result Areas as part of the business plan. This was followed by a joint presentation of the Programme and the Financial Plan to members at the Congress. The 2001 budget was also prepared using submissions that included a financial description of the activities per Key Result Area and per Strategies.

Liquidity management
A key gap in the organization of the IUCN Finance functions is the area of Treasury/cash-flow management. The Central Finance Division is being re-organized to focus resources in this area and also to establish segregated processes. In the pre-existing set-up, investments and cash management functions were under the supervision of the Chief of Accounts and are intermingled with accounting tasks.

Despite the lack of a focused Treasury function, good progress has been achieved with the level of liquidity at the center thanks to more practical payments clauses on framework agreements. No
liquidity problem has been experienced at the center during the year, despite the late signature of several of the framework agreements, the last one in June.

Requests for liquidity by Regional Offices are now documented with a detailed cash-flow forecast and project balances held at Headquarters are verified before transferring funds.

The implementation of the delegation of authority and of the September 1999 Council decision forbidding advance funding of project activities should gradually improve the overall liquidity situation.

**Delegations and Controls**
As mentioned above, the new delegation of authority is now formally in place, and the implementation of the internal audit work plan will gradually allow the organization on identifying compliance issues. Another important step mentioned above is to re-instate in 2001 the submission of regular reports from the Regional and Outposted Offices on key financial management concerns. The Division has also started to develop a glossary of financial terms and a "map" of controls exercised on each type of financial transaction, which should be finalized in 2001 and become part of the updated finance manual.

**Reserves and Provisions**
Specific methods for provisioning have been submitted to the February 2000 Council, and revisions were approved by the Bureau of Council in December. A review of the reserve policy and of financial risk management has also been prepared for discussion with Council in February 2001.

**Analysis: Lessons learned**
Overall, high turnover in key Finance staff both in Regions and at Headquarters created difficulties in implementing the work plan. Additionally, the preparation of the Congress and the implementation of the new Chart of Accounts put a heavy burden on Finance staff, in particular in the HQ Division, which had to postpone some of its planned activities, such as the review of cost recovery methodology.

**Accounting and reporting**
The main lesson in implementing the new Chart of accounts has been the critical need for a strong focus on communication and training; overall, the Chart of Account seems to have been implemented without too many "teething" problems. As mentioned above, there is a need to re-instate clear standards in the timely preparation of monthly accounts. Finally, the annual statements should include a cash-flow statement, as is customary under most established accounting standards.

**Budgeting**
With the recent experience of the Budget Task Team, in partnership with the Programme and Policy Team, the role/responsibilities of the Finance function versus those of Senior Management is now clearly established. Also the management team, using the 2001 budget, started to address the need to streamline the number of units reporting directly to the Director General. The 2001 Budget was also prepared with deliberate attention to the risks of the project portfolio. Two priority areas for improvement for 2001 remain a transparent analysis and decisions on carry-forward income, scheduled at the close of the 2000 books, and a review of the cross charge method. The Central Division is now equipped to produce on-going analysis of the budget situation.

**Communications**
A series of presentations to the Donors and to the IUCN members at the Congress were very well received and highlighted the need for clear and concise information on Finance.
Liquidity management
As explained above, the Finance Division in Headquarters cannot perform its duties responsibly without cash-management skills, given the growing complexity of the organization. The objective in 2001 is to clarify the processes and the rules related to this function. Skill development will remain a priority for which resources are needed.

Delegation and controls
So far, little information is available on the implementation of the new delegation of authority, however there are no apparent signs of bottlenecks. The Congress has requested the development of a set of financial rules. This will be one of the main objectives of the Central Finance Division for the next two or three years.

Risk management
The methodology and process for setting reserves and for provisioning is to be reviewed in the context of a broader risk assessment. A draft document will be discussed with the Finance and Audit Committee of Council at its next session in February 2001.
ANNEX 4:
FINANCIAL REPORTS
2000
IUCN THE WORLD CONSERVATION UNION
2000 INCOME RECEIVED BY SOURCE OF FUNDS
(Swiss francs'000)

Preliminary, unaudited numbers

<table>
<thead>
<tr>
<th>SOURCE OF FUND</th>
<th>2000 INCOME</th>
<th>BY %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted*</td>
<td>12,479</td>
<td>14%</td>
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<tr>
<td>Programme Restricted</td>
<td>9,464</td>
<td>10%</td>
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<tr>
<td>General Programme</td>
<td>11,517</td>
<td>13%</td>
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<tr>
<td>Projects</td>
<td>56,806</td>
<td>63%</td>
</tr>
<tr>
<td>TOTAL INCOME</td>
<td>90,266</td>
<td>100%</td>
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</tbody>
</table>

Note: Project income is on a cash basis, other income on accrual basis
* includes membership dues and other unrestricted donor income

Source of funds
IUCN - THE WORLD CONSERVATION UNION
Membership Dues Invoiced 2000
(Swiss francs)
Preliminary unaudited numbers

<table>
<thead>
<tr>
<th>MEMBER CATEGORY</th>
<th>TOTAL INVOICED</th>
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</thead>
<tbody>
<tr>
<td>STATE MEMBERS DUES</td>
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<tr>
<td>GOVERNMENT AGENTS DUES</td>
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<td>NATIONAL NGO DUES</td>
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<td>AFFILIATE MEMBERS DUES</td>
<td>73,290</td>
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<td>IN KIND - STATE MEMBERS DUES</td>
<td>48,556</td>
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<td>TOTAL</td>
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</table>

Membership dues invoiced in 2000

- STATE MEMBERS DUES: 63%
- GOVERNMENT AGENTS DUES: 8%
- INTERNATIONAL NGO DUES: 1%
- NATIONAL NGO DUES: 6%
- AFFILIATE MEMBERS DUES: 1%
- IN KIND - STATE MEMBERS DUES: 1%
### IUCN - THE WORLD CONSERVATION UNION

**EXPENDITURE 2000**

(CHF’000)

Preliminary, unaudited numbers

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>Secretariat Expenditure 2000 (a)</th>
<th>Project Expenditure 2000 (b)</th>
<th>Staff time Charges 2000 (c)</th>
<th>Total Project Expenditure d (b+c)</th>
<th>Overhead Charges 2000 (e)</th>
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<td>-149</td>
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<td>10</td>
<td>238</td>
<td>-99</td>
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<td>1,126</td>
<td>369</td>
<td>1,495</td>
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<td>-</td>
<td>-</td>
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<td>-</td>
<td>-</td>
<td><strong>1,080</strong></td>
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<tr>
<td><strong>Total Gl. Prog &amp; Commis.</strong></td>
<td><strong>12,140</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td><strong>16,300</strong></td>
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</table>

| **TOTAL Programme** | 31,796 | 48,494 | 10,855 | 59,349 | -2,651 | **77,638** |

<table>
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<tr>
<th>Operational Support:</th>
<th>BDO unit</th>
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<th></th>
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<tr>
<td>Donor Relations</td>
<td>31071-000</td>
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<td>-</td>
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<td>Canada</td>
<td>1,093</td>
<td>549</td>
<td>307</td>
<td>856</td>
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<td>USA</td>
<td>1,697</td>
<td>178</td>
<td>401</td>
<td>579</td>
</tr>
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<td>6,138</td>
<td>601</td>
<td>833</td>
<td>1,435</td>
</tr>
</tbody>
</table>

| Services Unit        | Information Management | 31080-000 | 1,306 | 26 | - | 26 | - | 1,332 |
|                       | Finance               | 31070-000 | 1,908 | - | - | - | - | 1,908 |
|                       | Office Administration | 31020-000 | 1,326 | - | - | - | - | 1,326 |
|                       | Human Resources       | 31079-000 | 904   | - | - | - | - | 904   |
| **Total**             | 5,444                | 26         | -       | 26 | - | - | - | 5,470 |

| Total Operational Sup. | 11,582 | 627 | 833 | 1,461 | -574 | 11,636 |

| Others:               | Grant to WCMC        | 62001-010 | 178 | - | - | - | - | 178 |
|                       | Miscellaneous        | -         | -   | - | - | - | - | -   |
| **Total**             | 178                  | -         | -   | - | - | - | - | 178 |

| **GRAND TOTAL**       | 46,742 | 48,982 | 11,848 | 60,830 | -3,747 | **91,976** |

| Tax rebate            | -900    |           |           |           |         |           |

| **Net Total**         | 91,076  |           |           |           |         |           |

* Including IUCN Fund for Innovation

| WCC Amman 2000        | 1,075   |           |           |           |         | 1,075 |

<p>| | | | | | | | | |
| | | | | | | | | |</p>
<table>
<thead>
<tr>
<th>Global Programme</th>
<th>2000 Expenditure</th>
<th>In %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Biodiversity policy</td>
<td>1,407</td>
<td>8.6%</td>
</tr>
<tr>
<td>Ecosystem Management</td>
<td>2,722</td>
<td>16.7%</td>
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<tr>
<td>CEM</td>
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<tr>
<td>Ecosystem Management</td>
<td>19</td>
<td></td>
</tr>
<tr>
<td>Forest</td>
<td>1,915</td>
<td></td>
</tr>
<tr>
<td>Wetlands</td>
<td>664</td>
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<tr>
<td>Education</td>
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<td>4.6%</td>
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<td>CEC</td>
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<td>Environmental Education</td>
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<td>Law</td>
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<td>CEL</td>
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<tr>
<td>Environmental Law Centre</td>
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<td>Protected Areas</td>
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<td>WCPA</td>
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<td>Protected Areas</td>
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<td>SocioEconomics</td>
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<td>Economic Services</td>
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<td>Social Policy</td>
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<td>Sustainable Use Initiative</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>16,300</strong></td>
<td><strong>100.0%</strong></td>
</tr>
</tbody>
</table>

**IUCN - 2000 Expenditure by Global Programme**

- Biodiversity policy: 9%
- Ecosystem Management: 17%
- Education: 5%
- Law: 13%
- Protected Areas: 19%
- SocioEconomics: 17%
- Species: 20%
### IUCN - 2000 Expenditures by Regional Programme
(In Swiss francs)

<table>
<thead>
<tr>
<th>Regional Offices</th>
<th>2000 Expenditure</th>
<th>In %</th>
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<td>Eastern Africa</td>
<td>11,159</td>
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<tr>
<td>Southern Africa</td>
<td>8,552</td>
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<tr>
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<td>1,537</td>
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</tr>
<tr>
<td>Meso America</td>
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<tr>
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<td><strong>100.0%</strong></td>
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**IUCN - 2000 Expenditure by Regional Programme**

- **Central Africa**: 5%
- **Eastern Africa**: 19%
- **South America**: 4%
- **North Africa, W& Central Asia**: 4%
- **Asia**: 29%
- **West Africa**: 14%
- **Europe**: 3%
- **Meso America**: 8%
IUCN - THE WORLD CONSERVATION UNION

2000 RECEIPTS OF DONOR INCOME
(SWISS FRANCS)

PRELIMINARY, UNAUDITED NUMBERS

(>Framework Agreement Income on an accrual basis, Project Income on a cash basis<)

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<tr>
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COUNTRY DONOR LOCALISATION PROJECT NO PROJECT TITLE AMOUNT

GOVERNMENTS:

AUSTRIA AUSTRIAN GOVERNMENT GLOBAL 75845-050 AUSTRIAN SUPPORT AMMAN CONGRES 13,000
AUSTRIA AUSTRIAN GOVERNMENT GLOBAL 75578-010 PARKS FOR LIFE SUPP 99 5,000
AUSTRIA BUJIF/GOV AUSTRIA GLOBAL 75578-020 PARKS FOR LIFE: 2000 8,715
BANGLADESH BANGLADESH GOVERNMENT ASIA/BNG 75085-000 NCS PHASE I 118,776
BANGLADESH BANGLADESH GOVERNMENT ASIA/BNG 75739-000 ENV IMP ASSEMT 98 FLOOD DHAKA 25,008
BURKINA FASO GOVERNMENT OF BURKINA FASO W:AFRICA/BCF 75009-000 RECESENCE AERIEN EST BF 49,467
BURKINA FASO MINISTRY OF ENVIRONMENT W:AFRICA/BCF 75250-000 GEPRENAF BURKINA FASO 92,380
CONGO CONGO GOVERNMENT C.AFRICA/CAM 75010-000 PROJET LAC TELE 198,611
CONGO CONGO GOVERNMENT (WORLD BANK) C.AFRICA/CAM 75009-000 PROJET CONKOUATI 535,737
CANADA CIDA/CANADIAN GOVERNMENT ASIA/BNG 75835-000 DELINATIN OF BIO-ECO ZONE BD 29,988
CANADA CIDA  N.AMERICA/CAD 75223-000 ZAMBEZI WETLAND & CONSERVATION 146,198
CANADA CANADA N.AMERICA/CAD 75001-000 BUILDING PARTNERSHIP FOR FORES 273,331
CANADA CANADA M.AMERICA 75759-000 Forjando la equidad 54,991
CANADA CANADA RUSSIA 75901-000 PUBLIC INVOLMENT RUSSIA 54,642
CANADA CANADA RUSSIA 75901-021 PROTECTED AREA - RUSSIA 12,876
CANADA CANADA RUSSIA 75901-031 NTFP - RUSSIA 33,482
CANADA CANADA RUSSIA 75861-051 PROJECT MANAGEMENT RUSSIA 65,247
CANADA CANADA ASIA/Pakistan 75055-000 PEP GENDER 27,357
CANADA CANADA ASIA/Pakistan 75114-000 PAKISTAN ENV PROGRAM 1,309,385
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- **SAUDI ARABIA**
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    - **NCWCD - NAT. COM. FOR WILDLIFE CONS. AND OVPT**
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**OTHERS (incl. Individuals)**

| BUN | S.AFRICA/ZIMBABW | 75678-000 | SAVANNAH (INCO) | 12,795 |
| GAH | ASIA/Pakistan | 31086-080 | CSTL ECOSYSTEM UNIT | 884 |
| INDIVIDUALS | SOUTH AMERICA | 82043-020 | SUR: ACTIVIDADES PROG. BOSQUES | 11,008 |
| INDIVIDUALS (KP JOHNSTON) | GLOBAL | 35000-000 | IUCN UNRESTRICTED FUND | 16,455 |
| INDIVIDUALS (MR. SUTHARA) | ASIA | 31052-130 | S E ASIA REGIONAL COORD.OFF | 3,689 |
| INDIVIDUALS NANDO PE | EUROPE | 31057-010 | EUROPE REGIONAL OFFICE | 5,190 |
| INTAS | UK | 75603-000 | CORRELATES EXTINCTION RISK | 9,051 |
| MISC | SOUTH AMERICA | 82064-050 | STRATEGY SOC POLICY WORK - SPP | 383 |
| MISC | S.AFRICA/ZIMBABW | 32053-000 | ROSA PUBLICATION FUND | 916 |
| **TOTAL RECEIPTS** | | | | **78,032,696** |

**INCOME RETURNED**

(144,268)