[illegible]SF	GER	EDX	EUR	36.08	583401370	100.00%	10	11	113	1.3	3.60%	22095.26277
BNP Paribas	FRA	EFP	EUR	38.83	886622994	100.00%	80	81	810	1.79999	4.64%	36138.62113
		EXL	GBX	427	22347746576	100.00%	0	7	78	15.878	3.72%	153739.0208
		EXL	GBX	195	8670033956	100.00%	60	67	673	4.25	2.18%	27238.16883
		NAY	USD	23.96	729499000	100.00%	80	81	810	0.76	3.17%	17478.79604
		EXL	GBX	385	6560454088	100.00%	80	81	810	17.225	4.47%	40692.75819
		NAY	USD	28	606286545	100.00%	40	44	446	0.582	2.08%	16976.02326
		FJT	JPY	4470	878722366	75.00%	20	25	253	27	0.60%	33076.9598
		NAO	USD	13.1	7276393789	100.00%	90	93	938	0	0.00%	95320.75864
		NAY	USD	35.19	5146434183	100.00%	80	81	810	0.72	2.05%	181103.0189
Clear Channel Commun.	USA	NAY	USD	37.29	608813000	100.00%	50	54	542	0	0.00%	22702.63677
Coca-Cola	USA	NAY	USD	43.82	2476914327	100.00%	40	41	418	0.8	1.83%	108538.3858
Comcast Special A	USA	NAO	USD	22.59	930584407	100.00%	50	54	543	0	0.00%	21021.90175
Credit Suisse Group	SWIT	VTX	CHF	30	1198260668	100.00%	80	81	810	0	0.00%	26024.629
Deutsche Bank	GER	EDX	EUR	43.9	621568446	100.00%	80	81	810	1.3	2.96%	28643.01146
Deutsche Telekom	GER	EDX	EUR	12.25	4197752425	75.00%	60	67	673	0.37	3.02%	53978.16383
Diageo	UK	EXL	GBX	675	3181920496	100.00%	40	41	416	23.8	3.53%	34603.14675
Disney (Walt) Company	USA	NAY	USD	16.31	2038612000	100.00%	50	53	538	0.21	1.29%	33249.76172
Du Pont De Nemours	USA	NAY	USD	42.4	992953510	100.00%	10	11	113	1.4	3.30%	42101.22882
Fannie Mae	USA	NAY	USD	64.33	998799980	100.00%	80	87	877	1.32	2.05%	64252.80271
Fifth Third Bancorp	USA	NAO	USD	58.55	582889900	100.00%	80	81	810	1.04	1.78%	34128.20365
First Data	USA	NAY	USD	35.41	762200000	100.00%	90	97	972	0.08	0.23%	26989.502
Fleetboston Financial Corporation	USA	NAY	USD	24.3	1045022194	100.00%	80	81	810	1.4	5.76%	25394.03931
Freddie Mac	USA	NAY	USD	59.05	695179000	100.00%	80	87	877	0.88	1.49%	41050.31995
									839	0.28	1.43%	26237.81972
									477	0.65	2.14%	31963.08326
									480	39	3.27%	115796.5807
									875	0.48	0.70%	32795.42346
									810	28.5	4.35%	39658.11813
HSBC Hldgs	UK	EXL	GBX	686.5	9431078169	100.00%	80	81	810	31.59911	4.60%	104309.8027
Home Depot	USA	NAY	USD	23.96	2343337295	100.00%	50	52	526	0.21	0.88%	56146.36159
Honda Motor Co	JA	FJT	JPY	4390	974414000	75.00%	30	31	311	28	0.64%	38022.54703
Hutchison Whampoa	HK	FHH	HKD	48.8	4263371200	75.00%	20	24	240	1.72	3.55%	26676.314

The IUCN Business Unit seeks to "influence, encourage and assist businesses throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable".

Business Unit

2002 report

IUCN
The World Conservation Union

http://iucn.org/business

from the coordinator

IN 2002, IUCN confirmed the bold step initiated in the third quarter of 2001 of establishing a global initiative openly and entirely dedicated to business and biodiversity.

Although much effort was geared at profiling the new initiative, building the substantive programme of work was the central focus of 2002.

On the public front, significant contributions to global policy events were provided, notably during CBD COP6 and the World Summit. In the context of the former, the Business Unit co-organised the first-ever Global Biodiversity Forum workshop on business, as well as parallel events during the COP.

In Johannesburg, the Unit organised a unique demonstration of business and biodiversity action across IUCN, including the work of our members and partners.

2002 also saw the launch of a completely new update of the successful 1997 *Business & Biodiversity Guide.*

In addition - albeit at a less visible level - the development of biodiversity business investment facilities, in particular Kijani, grew apace. This work is breaking new ground on the use of risk capital to conserve biodiversity.

We look forward to pursuing these avenues in 2003.

Furvies

Frank Vorhies

Making the business case for biodiversity

SINCE 1948, IUCN - The World Conservation Union has been a global partnership of states, government agencies, NGOs, and experts. Active in over 150 countries, IUCN's mission is to "influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable".

Prompted by the increasingly active business and biodiversity debate - fostered, to a large extent, by many of its members - and building on a series of constructive dialogues initiated over recent years, IUCN established its first global business programme in September 2001. By this move, IUCN recognised the need to bring its mission to the private sector - demonstrating the linkages between economic growth, social equity and environmental protection.

Building on the efforts of IUCN members and partners, the Business Unit's primary objective is to promote triple bottom line strategies for businesses.

The Unit's programme in 2002 has been threefold, namely a substantive engagement with established companies (Corporate Biodiversity Action, *pages 4-5*), the development of practical tools for biodiversity businesses (Biodiversity Investments, *pages 6-7*) and dissemination of business literature and news (Biodiversity Information, *page 8*).

This report provides an overview of our first full-year of operations, complete with a financial summary (*page 9*). It showcases some approaches at making "capitalism work for conservation".

IUCN Business Day at WSSD (31 August). From left to right: Achim Steiner (IUCN), Joshua Bishop (IUCN), Fernando Alves de Almeida (Brazilian Business Council for Sustainable Development), Tom Burke (Rio Tinto), Elisabeth Lowery (General Motors), Philip Watts (Royal Dutch / Shell Group of Companies), Peter Woicke (International Finance Corporation), and Torsten Bartsch (Caterpillar). *Photo*: IUCN / Naoya Furuta

http://biodiversityeconomics.org/wssd

IUCN member initiatives on business, in brief

CONSERVATION International's Centre for Environmental Leadership in Business convened, in January, a consultative workshop on the Energy and Biodiversity Initiative (*http://celb.org*).

Earthwatch released, in June, *Business & Biodiversity. A guide for UK-based companies operating internationally*, whilst in August it updated its 1999 *business guide for understanding and integrating nature conservation and biodiversity into environmental management systems*. Earthwatch also announced, with WWF and Botanic Gardens Conservation International, the five year "Investing in Nature" $50 million project financed by HSBC (*http://earthwatch.org*).

The **European Centre for Nature Conservation** published *Biodiversity and the Financial Sector. A relationship with mutual advantages.* During CBD COP6, it organised a high-level side event on resourcing sustainable biodiversity (*http://www.ecnc.nl*).

The **International Federation of Organic Agriculture Movements** organised, in March, a joint workshop with IUCN and BfN exploring the relationship between organic farming and biodiversity (*http://www.ifoam.org*).

The **International Institute for Environment and Development** released in May *Breaking New Ground: What can minerals do for development?*, the final report of the Mining, Minerals and Sustainable Development Project (*http://www.iied.org*).

The **World Resources Institute** launched jointly with UNEP and WBCSD *Tomorrow's markets: Global trends and their implications for business* in February (*http://www.wri.org*).

THE Sixth Conference of the Parties to the **Convention on Biological Diversity** (CBD) requested the Executive Secretary to explore opportunities of "developing a global initiative on banking, business and biodiversity with a view to increasing funding for biodiversity and mainstreaming biodiversity into the financial sector" (*Decision VI/16*).

http://www.biodiv.org

The **WSSD Plan of Implementation** encourages "industry to improve social and environmental performance and public reporting taking into account such initiatives as the Global Reporting Initiative" (*§ 17*); it calls governments to "actively promote corporate responsibility and accountability" (*§ 45*); and also calls to "improve interaction and collaboration, stakeholder relationships and networks between and among universities, research institutions, government agencies and the private sector" (*§ 100*).

http://www.johannesburgsummit.org

Photos: IUCN / Naoya Furuta

January
2002, Year of Ecotourism

February
Tomorrow's Markets - UNEP, WBCSD, WRI
UNGC Policy Dialogue: Business and Sustainable Development (US)

March
The Potential of Organic Farming for Biodiversity, Warsaw (PL)
Sustainable Development and Responsible Management, Paris (FR)

April
Senate SRI report, Paris (FR)
CBD COP6, The Hague (NL)
Business Plans for Biodiversity, The Hague (NL)
OECD Global Forum on Sustainable Development, Paris (FR)

May
Sector Reports for WSSD - UNEP
MMSD *Breaking New Ground* report - IIED
Are We Minding the Gap? FT - IFC conference, London (UK)

June
OECD Roundtable on Corporate Responsibilities, Paris (FR)
2nd Ethical Investment Management Forum, London (UK)
SMEs and Social and Environmental Responsability - EU Commission
UNEP FI - INSEAD Sustainable Venture Finance, Fontainebleau (FR)

July
Sarbanes - Oxley Act (US)
Vigeo rating agency launched, Paris (FR)
A Better Way of Doing Business, London (UK)

August
Walking the Talk - WBCSD
IUCN Business Day at WSSD, Johannesburg (ZA)
Business & Biodiversity Handbook - Earthwatch, IUCN, WBCSD
Investing for sustainable development - Deutsche Bank, IUCN, LEAD, WBCSD

September
1st MBA in Environmental Entrepreneurship (US)

October
CoreRatings launched, Paris (FR)
Business and Sustainable Performance, Aalborg (DK)

November
Mainstreaming CSR across Europe, Helsingør (DK)
Triple Bottom Line Investing Conference, Brussels (BE)

December
UN Global Compact Learning Forum, Berlin (DE)

Key business events and publications

Corporate Biodiversity Action

Overview

BIODIVERSITY, as defined by the Convention on Biological Diversity, equates to the variability among living organisms.

Over 180 governments have recognised the many ecological, economic and social values of biodiversity and its importance for maintaining life-sustaining systems. To manage biodiversity, they have adopted a "triple bottom line" approach - conservation, sustainable use and equitable benefit sharing - which is fully compatible with sustainable business.

Our engagement with businesses has translated into many forms, ranging from the drafting of a revised reference document on biodiversity, organising dialogues and the initiation of a wider reflection on biodiversity partnerships.

"I hope that businesses worldwide will take advantage of this important publication and apply its principles to their business practices. For business and biodiversity are ideal partners for ensuring a better life on our planet".

H.M. Queen Noor of Jordan
IUCN Patron

The Handbook for Corporate Action

JOINTLY published in 1997 by IUCN and the World Business Council for Sustainable Development (WBCSD), *Business & Biodiversity, A Guide for the Private Sector* was an immediate and lasting success.

A fully revised edition was launched at WSSD, in collaboration with Earthwatch Institute (Europe) and WBCSD. In essence, the Handbook shows that biodiversity is a crucial element in any long-term sustainable development strategy.

It outlines the business case for integrating biodiversity into core management systems, for instance, to manage risks, capitalise on opportunities and meet corporate social responsibilities.

It identifies corporate biodiversity issues, grouped according to the components of biodiversity: ecosystems, species, and genes.

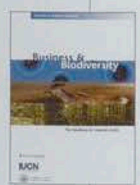
Finally, it provides a general framework for action through which companies can assess the business case for biodiversity, identify and build on existing practices which address biodiversity, and integrate biodiversity action throughout their business model.

Emphasising that too many companies have ignored biodiversity for too long, the authors hope that the Handbook provides the rationale to start taking action on biodiversity.

The Handbook's online version

BESIDES the paper version, the Handbook project comprises a number of electronic companion products - all posted on a dedicated section of the IUCN Biodiversity Economics Library. These include:

- Expanded versions of over 35 case studies mentioned in the main text, with links to relevant sites and additional documents;
- An annex volume providing the biodiversity resources required to build corporate biodiversity capacity. It includes information on the global biodiversity-related conventions, the world's conservation union, and the major biodiversity-related business initiatives; and
- An extensive training presentation prepared by the Wildlife Conservation Research Unit's (WildCRU, Oxford University) Jerwood Business and Biodiversity Initiative.



A CD-ROM version of this website was included with the hard copy.

http://biodiversityeconomics.org/handbook

Handbook launch at WSSD (31 August). *From left to right*: Frank Vorhies (IUCN), David Hillyard (Earthwatch Europe), Chris Spray (Northumbrian Water), Chris Mahon (Cheshire Wildlife Trust), Albert Fry (WBCSD).

Photo: IUCN / Naoya Furuta

Meetings and events

BIODIVERSITY Plans for Business, a workshop organised as part of the Global Biodiversity Forum (GBF) in The Hague prior to the CBD COP6, discussed options for better integrating biodiversity objectives in business practice. In addition to NGO representatives and government officials, it convened businesses - including energy companies, water utilities, consultancy firms and mining companies. In their report, workshop participants called, in particular, for the Convention to explicitly acknowledge the role of the business sector in the implementation of the CBD's objectives.

http://biodiversityeconomics.org/gbf16

During the Conference of the Parties itself, the Unit also organised parallel events on energy and economic incentives.

The Business Day, organised during the World Summit on Sustainable Development (WSSD), comprised over 45 parallel events and convened some 80 speakers representing the IUCN Secretariat, IUCN members, UN agencies and the corporate sector.

A diversity of businesses – from biodiversity-based businesses (such as the Vilanculos Coastal Wildlife Sanctuary in Mozambique) to global corporations (such as General Motors and Rio Tinto) – recognised and presented the business case for biodiversity. Sessions focusing on partnerships, communities, consumers and employees stressed the many opportunities from integrating biodiversity into the core of business operations.

We initiated, for the above events, a move towards offsetting our carbon emissions: Future Forests was commissioned to make our GBF workshop Carbon Neutral® whilst a Climate Legacy certificate was purchased for our Business Day in Johannesburg.

The Unit also participated in a wide spectrum of meetings throughout the year, focusing, for instance, on export credit agencies, the UN Global Compact, the Global Reporting Initiative, organic agriculture, mining, water and sustainable finance.

Ongoing engagements

- STAFF member Andrea Athanas pursued her two-year secondment with Shell International in London. The position was established to develop guidance and tools on biodiversity; provide advice to Shell Operating Companies on implementing the Group's expectations on biodiversity; work with Shell's conservation partners to deliver agreed projects; and build the relationship between Shell and IUCN.

- In a letter released in mid December, the Marine Aquarium Council (MAC) called for the renewed support of its certification efforts. MAC - in which Frank Vorhies sits on the Board of Directors - is an international, not-for-profit organization that brings marine aquarium animal collectors, exporters, importers and retailers together with aquarium keepers, public aquariums, conservation organizations and government agencies.

http://www.aquariumcouncil.org

Photos: IUCN / Naoya Furuta

From top to bottom: the JCL stand at the IUCN Environment Centre; Amy Skoczlas (Conservation International); Tom Burke (Rio Tinto).

> **"The successful companies of the future will be those that recognise that environmental responsibility is an essential ally of business success, not its enemy".**
>
> **Philip Watts**
> Chairman of the Committee of Managing Directors Royal Dutch/Shell Group of Companies

Partnerships for Biodiversity

Through Bio+10, an informal association brought about for WSSD, IUCN joined two of its NGO members (Earthwatch and Fauna & Flora International) and two of their corporate partners (BAT and Rio Tinto) to build a research programme on partnerships between the corporate sector and environmental organisations.

Getting Real, a background paper commissioned for this occasion from the International Business Leaders Forum (IBLF) identified ten challenges for building successful long-term partnerships.

http://iucn.org/bio+10
http://biodiversityeconomics.org/pdf/020831-69.pdf

Overview

MOTIVATED by the belief that sustainability requires integrated biodiversity business strategies and plans, the unit is promoting investments in projects with triple bottom line biodiversity business plans.

Kijani, our flagship bio-finance initiative, is a joint venture with the International Finance Corporation, the private sector arm of the World Bank Group. For Kijani, 2002 saw a tightened focus on the development of biodiversity tools, the expansion of an investment pipeline, identification of key investment opportunities and the drafting of a business plan.

These efforts were complemented by related investment projects, such as designing a pilot bio-capital facility, and building cooperative relationships with financial institutions such as the European Bank for Reconstruction and Development, Norfund, and Aureos Capital.

"We need funds specifically aimed at creating markets for sustainable use. Projects in these areas can help to reduce poverty, generate employment and promote sustainable use of local natural resources. Kijani is an example of the direction we should take".

Jan Pronk
UN Special Envoy for WSSD

Photo: IUCN / Frank Vorhies

Kijani update

2002 marked, for Kijani, a significant increase in activity. With the support of the Global Environment Facility (GEF) and the Norwegian Ministry of Foreign Affairs, focus was primarily given to building the pipeline of potential deals, drafting the business plan and strengthening the "bio tools" - tools that will enable both the investee and investor to manage and monitor biodiversity aspects of a given project. All these elements will play an essential role in the 2003 capitalisation drive for the Kijani bio-finance facility.

A total of 150 potential investment opportunities have been received by Kijani, of which approximately 100 have been retained in an active pipeline of investment opportunities. Out of these, 15, with a total financing requirement of roughly US$ 14 million, have been selected as best potential investment opportunities.

A first draft of the Kijani business plan was submitted in December to IUCN management and the Government of Norway. It contains analysis confirming that there is an unfilled need for SME biodiversity technical assistance and finance in Africa. It calls for a focus on long investment horizons, the use of a range of finance instruments, and an active management engagement.

In conjunction with the other investment vehicles under development, the Kijani bio tools programme was pursued, which involved a number of field tests.

kijani

Photos: IUCN / Frank Vorhies (*top*), IUCN / Alison Wilson (*bottom right*)

"Of course, I should note that we are proud to be developing a biodiversity business initiative - the Kijani Initiative - in Africa, with IUCN".

Peter Woicke
IFC Executive Vice President

Online resources

http://kijani.com
http://www.ifc.org
http://www.gefweb.org
http://odin.dep.no/ud/engelsk/index-b-n-a.html

IUCN - UNEP FI MoU signed. IUCN Director General Achim Steiner and Michael Hölz, Chair, UNEP Finance Initiatives signed a Memorandum of Understanding during the IUCN Business Day at WSSD. Under this Memorandum, both parties agree to "co-operate in the promotion of best practice with regards to finance, insurance, investment, and related financial services, for biodiversity conservation". The document also states that UNEP FI "will promote, to the international finance community, the work of IUCN". Similarly, IUCN "will facilitate dialogue and cooperation between its member organisations and those UNEP FI signatories intending to enter or expand their stakeholder activities in the field of biodiversity conservation, biodiversity enhancement and related activities". *Photo*: IUCN / Nick Bertrand.

IUCN - EMPRETEC agreement signed. Miguel Araujo (IUCN Director of Corporate Strategies, Partnerships and Communication) and Joerg Simon (Coordinator, EMPRETEC Programme) signed a cooperation agreement to progress Kijani during the IUCN Business Day at WSSD. The Cooperation Agreement signed with the United Nations Conference on Trade and Development (UNCTAD)'s EMPRETEC programme will enable greater collaboration regarding business advisory services to African entrepreneurs. *Photo*: IUCN / Neil Mills.

BESIDES Kijani, the Unit is engaged in a number of opportunities to promote biodiversity businesses in rural areas.

Core investment projects

In the third quarter of 2002, IUCN received initial confirmation of its eligibility as a financial intermediary under the IFC/GEF Small and Medium Enterprise Programme. This programme provides a credit window to intermediaries for investing in SME projects which generate biodiversity or climate change benefits. In 2003, we plan to use this intermediary status to establish a pilot bio-capital fund which will invest in biodiversity businesses in GEF-eligible countries. Target sectors are tourism and agriculture.

Work went underway, also, with respect to a bio-investment portfolio in Central and Eastern Europe.

In collaboration with the Avalon Foundation, for instance, we are piloting a programme for investing in conservation farming in Bulgaria, the Czech Republic, Hungary and Slovenia.

We have also been invited to join a new partnership to develop a new bio-regional, biodiversity-friendly agriculture venture in Transylvania, Romania.

Technical assistance

The Unit provided technical assistance in a number of outside projects. Incentives advice was provided to UNDP in Bulgaria and Latvia. Monitoring and evaluation duties were carried out in the GEF-financed Vilanculos Coastal Wildlife Sanctuary (MZ). The Sanctuary is an integrated conservation and development initiative led by a private company, Jordan Properties. The Unit also supported the TNC-led venture to manage Komodo National Park in Indonesia under a private concession.

Meetings & outreach

The Unit participated in a number of key sustainable finance meetings over the year - for instance, CBD preparatory meetings and business school workshops. With respect to outreach activities, articles were published in *The Guardian*, *Sustainable Business Insider*, *Kibear*, and *Ecologie & Ontwikkeling.*

Online resources

http://unepfi.net
http://www.unctad.org
http://www.ifc.org/sme
http://www.jordanprops.co.za
http://www.komodo-national-park.com

IUCN Business Day at WSSD. ***The Investors Dialogue***
From left to right: Michael Hölz (Deutsche Bank), Steven McCormick (The Nature Conservancy), Jonathan Katzenellenbogen (Business Day), Gavin Murray (International Finance Corporation), and Alois Flatz (Sustainable Asset Management). *Photo*: IUCN / Naoya Furuta.

http://biodiversityeconomics.org/business/020831-04.htm#INVESTORS

Business & Biodiversity Information

Overview

CENTRAL to its outreach and communication efforts, the Unit maintains a comprehensive online presence, providing information on the Union's business activities and contributing to the wider business and biodiversity debate. Owing to an active global policy agenda context and the launch of a new publication, the number of new items posted in 2002 reached an unprecedented high.

Online news

THE internet confirmed its role as the primary communication tool for the Unit. Throughout its three websites, the Business Unit was able to disseminate its new products and provide, more generally, information on IUCN's business activities.

A legacy of the former Economics Unit, the IUCN Biodiversity Economics Library hosts a wealth of biodiversity information on incentives, finance, trade, assessment, valuation and business. Throughout 2002, the Business Collection was significantly strengthened, in line with the Unit's activities during CBD COP6 (The Hague) and the World Summit (Johannesburg).

The WSSD pages, for instance, host over eighty documents pertaining to the IUCN Business Day, including, speeches, articles and presentations.

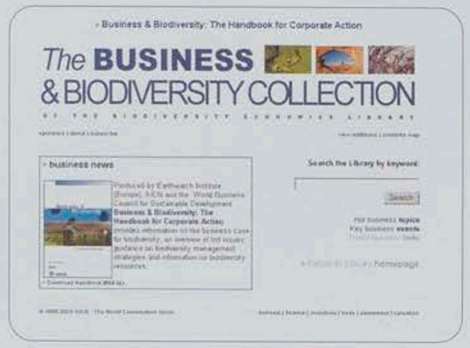
The Library also hosts the online companion products to the 2002 *Handbook for Corporate Action*, produced with Earthwatch and WBCSD (see *page 4*).

Managing this amount of content is, increasingly, proving a challenge and the Unit is exploring opportunities to switch to a database-driven, decentralised site.

http://biodiversityeconomics.org/wssd
and biodiversityeconomics.org/business

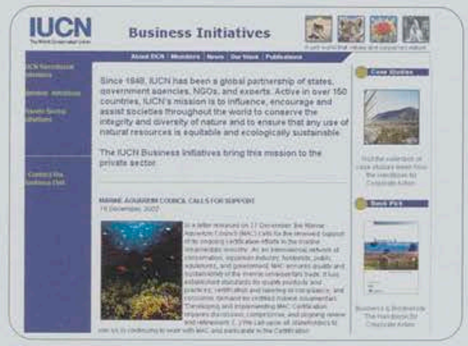
Efforts were made, throughout the year, to provide timely information on the Unit's website. News items were regularly posted on the homepage, thereby providing a more flexible communication means than the in-house *Bull & Bear Weekly* (published up to May) newsletter. Efforts to strengthen this site as IUCN's comprehensive portal on business are envisaged for 2003.

http://iucn.org/business



The business collection is a dynamic component of the online IUCN Biodiversity Economics Library. During 2002, the Business Collection was significantly strengthened with, notably, input related to the CBD COP6, the World Summit on Sustainable Development and *Business & Biodiversity: The Handbook for Corporate Action*. Submissions are welcome and should be sent to business@iucn.org.

http://biodiversityeconomics.org/business



The Unit's "brochure" website provides an overview of its programme of work. It also aims at highlighting business initiatives throughout the Union - from other programmes, commissions and members. In addition, it lists some of the main biodiversity initiatives in the private sector. 2002 saw a major revamp of the site, in line with efforts to harmonise websites across the Secretariat. The homepage is updated on a regular basis - please contact business@iucn.org to submit news items.

http://iucn.org/business

Accessing documents on the Library

Increased research possibilities went on offer to Library users in 2002. The search engine, for instance, was significantly refined - enabling a clearer display of research results. In addition, the long-awaited comprehensive list of documents posted on the site was compiled and released.

http://biodiversityeconomics.org/pdf
http://biodiversityeconomics.org/search

The Kijani website continued to be a key source for potential bio-investment opportunities in Africa. The switch to a ".com" address, a new logo, and a streamlined design were the main changes brought to the website in 2002.

http://kijani.com

The Business Unit Team

Frank Vorhies, Coordinator

Nick Bertrand, Programme Officer

Jan Andrews, Secretary

* * *

In addition to the Unit's permanent staff, many individuals contributed to the Unit's work programme in 2002, including:

Cherryl André de la Porte (FR / NL), Handbook launch

Lesley Andrew (ZA), WSSD logistics

Stine Andresen (NO), Kijani management and fundraising

Jas Bagri (UK), Business Unit advice

Alan Bird (UK), Sustainable business linkages

Christine Blythe (UK), Kijani project administration

Jonathan Braman (US), WSSD volunteer

Christine Carey (UK / CA), GBF workshop; Handbook

Kevin Christie (ZA / UK), Kijani business plan advice

Peter Damary (CH / UK), ECFI bio tools; Kijani bio tools

Tim Davies (UK), Handbook

Louis de Lange (ZA), Kijani bio tools

Rili Djohani (ID), Vilanculos / Komodo cross learning

Anna Fairclough (JM), Kijani client business support

Aldo Franciscolo (US / IT / PE), Kijani client business support

Sarah French (UK), Vilanculos, sustainable tourism; Kijani bio tools

Sandra Gagnon (CA), Kijani bio tools

Gaël Gillabert (CH), Kijani focal point, West Africa

Chas Gore (US), Kijani phase 1 advice

Chris Grace (UK), Kijani deal flow; ECFI marketing

Feisol Hashim (ID), Vilanculos / Komodo cross learning

Maria Hasler (SE), Business Unit financial management

David Hollman (ZA), Kijani facility advice

Diane Hsiao (US), Kijani client business support

Niels Jacobsen (ZA), Kijani bio tools

Sajjaad Jaffer (US), Kijani client business support and business plan advice

Franz Knecht (CH) Kijani business plan advice

Randall Kramer (US), Conservation finance and incentives advice

Lampies Lambrechts (ZA), Kijani bio tools

Niall Marriott (UK), Bio+10 proposal drafting

David Martland (UK), intern

Doroto Metera (PL), Organic agriculture advice

Robert Oman (US), Kijani pipeline advice

Nat Page (US), Transylvanian partnership

David Powell (UK), Kijani investments advice

Andrew Prag (UK), intern

Jenny Rietbergen (UK), Kijani GEF project brief

Kate Rivett-Carnac (ZA), Kijani tourism marketing study; Kijani bio tools

Jack Ruitenbeek (CA), Kijani economic analysis

Fanuel Shechambo (TZ / KE), Kijani focal point, East Africa

Judith Selman (UK), Kijani

David Smailes (KE / UK), Kijani business plan advice

David Tepper (UK), Kijani investment facility advisor

Ros Tennyson (UK), *Getting Real* publication

David Valigy (MZ), Vilanculos sustainable tourism assignment

Alison Wilson (UK), Vilanculos, monitoring & evaluation; Kijani bio tools

Ed Wilson (UK / US), Kijani bio tools

Rachel Wiseman (UK), ECFI site selection procedure

Bridget Woods (ZA), Kijani organic agriculture

Income / expenditure statement

IUCN Business Unit (CHF)

INCOME	
Miscellaneous small grants and contributions (external)	31,279.98
Internal IUCN income	45,000.00
Income from other IUCN divisions	4,000.00
Project related income*:	
IFC/GEF - Kijani initiative (USD 140,000)	207,186.00
Norwegian Ministry of Foreign Affairs - Kijani (USD 411,341.25)	605,700.00
IFC/GEF - European Conservation Farm Initiative (USD 90,000)	141,993.00
IFC/GEF - Vilanculos Coastal Wildlife Sanctuary (USD 54,400)	81,262.72
IFC/GEF - Review Tourism and Conservation Komodo (USD 23,003)	38,999.27
British American Tobacco (GBP 25,000)	57,110.00
Rio Tinto (GBP 25,000)	57,880.00
Shell (USD 20,000)	32,099.99
Northumbrian Water (USD 10,000)	16,024.88
WildCRU (GBP 6,885)	15,774.22
Pluspetrol Peru Corporation (USD 10,000)	14,971.00
BP (USD 10,000)	16,672.00
DEFRA (USD 10,000)	16,051.00
DuPont (USD 10,000)	15,752.00
Ontario Power Generation (USD 10,000)	15,752.00
3M (USD 10,000)	15,752.00
UNEP/GEF (USD 24,685)	42,095.33
UNDP/GEF (USD 13,215)	20,436.39
UNDP/GEF (USD 9,540)	15,138.72
TOTAL INCOME	**1,506,930.50**
EXPENDITURE	
Salaries and social charges (IUCN technical staff)	322,242.19
Consultants	564,563.08
Travel expenses	206,973.28
Purchase of material for projects	2,890.00
Workshop expenses	39,849.92
Publication costs	23,321.42
General office running costs (including communications)	29,652.43
TOTAL EXPENDITURE	**1,189,492.32**
Balance as at 31.12.02	**317,438.18**

Please note that this only shows income received during the financial year 2002, although further income was received for some projects prior to 2002. Similarly, only expenditures that occurred in 2002 appear in this statement.

Please also note that this is an unaudited income and expenditure statement for the 2002 accounts. The external audit of IUCN's overall accounts will take place in March 2003.

This report is available online at *http://iucn.org/**business***.

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Background information: Constituents data, FTSE4Good Global 100 Index (detail, as at 31/12/2002) -

FTSE4Good