



2014 IUCN
ANNUAL REPORT

TABLE OF CONTENTS

P.2

MESSAGE FROM THE PRESIDENT

P.3

MESSAGE FROM THE DIRECTOR GENERAL

P.4 TO P.9

A NATURAL UNION

P.10 TO P.11

WORLD PARKS CONGRESS 2014

P.12 TO P.13

CENTRE OF SCIENTIFIC EXCELLENCE

P.14 TO P.21

A GLOBAL EFFORT

P.22 TO P.27

WORKING IN PARTNERSHIP

P.28 TO P.31

IN THE GREEN

MESSAGE FROM THE PRESIDENT



The lives of people are inextricably linked to the lives of plants, animals and other lifeforms on this planet, with many of the world's poorest people relying directly on forests, oceans and rivers for their survival. That is why well-managed, healthy and diverse ecosystems and the biological resources they encompass are crucial for our future.

With our global reach through a unique membership that brings together governments, non-governmental organisations and other stakeholders, we can work together to find pragmatic solutions to our most pressing environmental and development challenges. IUCN's strength lies in our objective and science-based contributions to promote best practices for sustainable use of our natural resources, where both communities and species can thrive, as well as in our convening power for dialogue on conservation issues.

Such collaboration was on full display at the once-in-a-decade IUCN World Parks Congress 2014, a landmark global forum on protected areas. As the world's most influential gathering of people involved in protected area management, it set the global agenda in the years ahead for protected areas conservation and development goals.

Through the *Promise of Sydney*, governments, international organisations, the private sector, indigenous leaders, community groups and individuals pledged at

the Congress to safeguard the planet's natural assets, with a range of commitments – from halting rainforest loss in the Asia-Pacific region and tripling ocean protection off Africa's coasts to planting 1.3 billion trees along the historic Silk Road. We invite further promises and commitments to be made.

Another milestone in 2014 was the 50th anniversary of The IUCN Red List of Threatened Species™, the world's most comprehensive information source on the global conservation status of animal and plant species. Far more than just a list of species and their status, it is a powerful tool to inform and catalyse action for biodiversity conservation and policy change, which is critical to protecting the natural resources we need to survive.

Complementing this invaluable tool for nature conservation, we are also proud to be developing the IUCN Red List of Ecosystems to measure an ecosystem's risk of collapse, and the Green List of Protected Areas, a new global initiative that celebrates the success of effective protected areas, and encourages the sharing of that success so that other protected areas can also reach high standards.

These 2014 achievements were realised under the direction of our outgoing Director General, Ms. Julia Marton-Lefèvre, who completed her tenure with IUCN in January 2015. As President, and on behalf of Council, I would like to express our deep thanks to Julia for her leadership and relentless commitment to conservation, nurtured by a deep personal and professional integrity and the highest values of the Union. We wish her every success in the future.

And, we cannot forget that none of this could be achieved without support from our Union. We are proud and privileged to work across a wide range of countries and cultures, with a diverse range of peoples. We promise to continue to serve our Members and partners in the best way that we can in order to fulfil our mission to conserve the integrity and diversity of nature.

Zhang Xinsheng **President**

MESSAGE FROM THE DIRECTOR GENERAL

IUCN has biodiversity conservation at its core. With our large worldwide network, spanning all sectors of society, we are united in a common goal of conserving nature and its biodiversity.

As a leading global environmental organisation, our work focuses on valuing and conserving nature, effective and equitable governance of nature's use, and deploying nature-based solutions to global challenges in climate, food and development.

These principles are enshrined in the *IUCN Programme 2013–2016* and reflected in the thousands of conservation projects we have on the ground, working to meet sustainable development goals and contributing to community well-being. This is achieved through IUCN's unique network of world-class experts, whose science-based contributions leverage action and influence local, national and international conservation policy and management.

This commitment was recognised with our acceptance in 2014 as a Project Agency for the Global Environment Facility (GEF). This newly designated status will increase opportunities for a broader and stronger implementation of IUCN's work programme through the flow of additional resources and a strengthened position of IUCN in global environmental governance. It will also boost our impact on biodiversity conservation, ecosystem restoration and sustainable development around the world.

Often referred to as natural capital, nature's infrastructure – forests, river basins, wetlands, coral reefs – provides fundamental inputs to the production of all kinds of goods and services. To help businesses understand, measure and value the way



they impact and depend on the natural environment, as well as translate this into decision making, IUCN is leading one of two consortia to develop a Natural Capital Protocol.

These two examples, as well as the numerous other initiatives IUCN is spearheading, are significant milestones, and are a true testament to our reputation and credibility. They are also a reminder that business as usual is no longer an option. We have a responsibility to bring change in our lifetime.

As the leading provider of biodiversity knowledge, tools and standards used to influence policy, undertake conservation planning and guide action on the ground, IUCN is well placed to bring together key actors at all levels and respond to this urgency.

Thanks to the commitment of our Members, Councillors, Commission members and staff, the Union continues to exercise global leadership and inspiration.

Inger Andersen **Director General**

A NATURAL UNION

IUCN, International Union for Conservation of Nature, is the largest global conservation network, with more than 1,200 government and NGO Members and almost 12,000 volunteer experts in some 160 countries.

This unique union brings together governments, non-governmental organisations, scientists, businesses and communities to make the right decisions for people and for the planet.

Through its Members, Commissions and Secretariat, IUCN is leading the way to solve the world's most pressing environmental and development challenges – from threatened species and habitats, to climate change and food insecurity.

In many cases, the scale and complexity of the challenges are beyond the reach and resources of any one country or organisation. And herein lies the strength of the Union. By being a part of IUCN, Members benefit from being able to take advantage of an inclusive forum where

different interest groups can come together to develop balanced, fact-based environmental proposals that carry weight around the world. They can take advantage of the scientific credibility and its Members' knowledge base, as well as the networking opportunities afforded by such a wide reaching union.

Membership

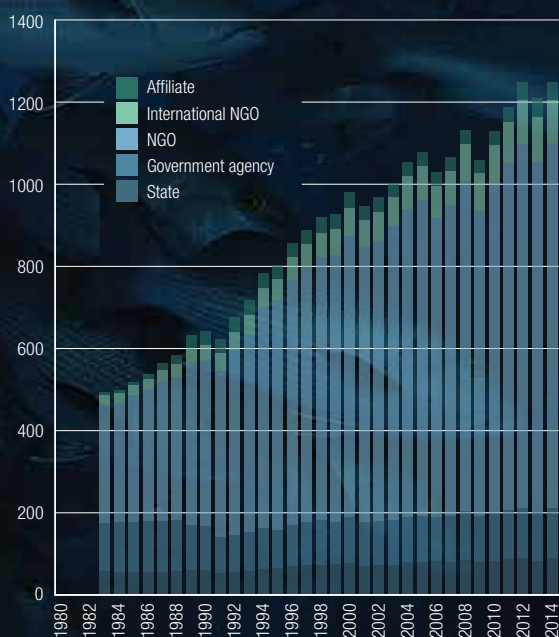
Members come from diverse backgrounds, employing a wide range of approaches and work on a variety of projects and initiatives. They have all joined IUCN because they share and support the organisation's objective to conserve the integrity and diversity of nature.

Overview of IUCN Members (2014)

Statutory Region	State	Government agency	International NGO	National NGO	Affiliate	TOTAL
Africa	28	20	10	154	2	214
Meso and South America	6	5	7	157	6	181
North America and the Caribbean	2	11	29	77	10	129
South and East Asia	13	27	6	204	4	254
West Asia	6	8	0	37	0	51
Oceania	8	13	2	31	0	54
East Europe, North and Central Asia	5	13	3	45	2	68
West Europe	19	26	50	204	23	322
TOTAL	87	123	107	909	47	1273

IUCN was founded in 1948 with only 68 Members. With the addition of 76 new Members in 2014, total membership has soared to 1,273, the highest it has ever been. Much of the growth in the past several decades has come from the NGO sector, which now constitutes over 1,000 Members. State Members have also increased, with Azerbaijan and Burundi joining this year. Government agency membership has remained stable.

Evolution of IUCN Membership



IUCN Members within a country or region may choose to organise themselves into National and Regional Committees to facilitate cooperation among Members and with other parts of the Union. Such committees range in size and vary in nature; some work to jointly implement projects and others are predominantly vehicles for exchange and networking.

Committees of IUCN Members

Statutory Region	National	Regional
Africa	15	2
Meso and South America	14	2
North America and the Caribbean	2	1
South and East Asia	8	1
West Asia	3	1
Oceania	2	0
East Europe, North and Central Asia	3	0
West Europe	11	0
TOTAL	56	7

The European Coordination Unit published a toolkit for *Creating and Managing an IUCN National Committee in Europe*, which provides guidance on establishing a national committee, using national committees as a mechanism for implementing projects, working with IUCN Commissions, and developing communication tools and strategies. Further information on governance, membership and budgetary matters are presented, as well as case studies.

International status

IUCN holds official UN observer status and is the only international observer organisation in the United Nations General Assembly with expertise in conservation issues. In this capacity, Members contribute towards the progress and implementation of important conventions and international agreements, many originated by IUCN, such as those on biodiversity (CBD), trade in endangered species (CITES), wetlands (Ramsar) and the UNESCO World Heritage programme.

Members also provide policy advice and technical support that IUCN offers in turn to the OECD, World Bank, G7, G77, European Union, Arab League, World Economic Forum and Clinton Global Initiative, among other multinational institutions, and to the UN and its agencies, including programmes such as UNEP, UNESCO and UNDP.

In 2014, the Global Environment Facility (GEF) accredited IUCN as a Project Agency, allowing us to significantly upgrade systems and standards across the entire IUCN portfolio of projects. The new status will increase opportunities for a stronger implementation of the IUCN Programme to achieve a more visible impact on biodiversity conservation and the promotion of sustainable development.

Passionate about nature and inspired by the organisation's mission, IUCN's Patrons of Nature – including H.S.H Prince Albert II of Monaco, American oceanographer Dr Sylvia Earle, OECD Development Assistance Committee Chair Erik Solheim and others – play a key role in supporting IUCN's top management and raising IUCN's visibility.

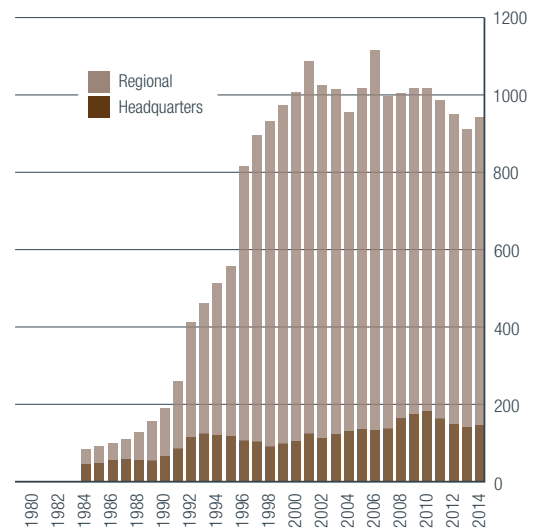
Also promoting IUCN's work at the international level are its Goodwill Ambassadors: Chinese artist Yuan Xikun, French marine conservationist Pierre-Yves Cousteau, Swedish filmmaker Mattias Klum, American singer Alison Sudol, Mauritanian singer and songwriter Malouma and Japanese singer Iruka.

Governance

The IUCN Secretariat has some 940 full-time staff based in 45 offices worldwide, with 70% of staff members from developing countries. Historically, most staff were based in the Secretariat headquartered outside of Geneva, Switzerland, but in recent years

more are located in the eight regional offices as well as country, regional, programme and project offices around the world.

IUCN Staff



The IUCN Council is the organisation's principal governing body in between sessions of the World Conservation Congress. Subject to the authority, direction and policy of the World Congress, the Council has responsibility for the oversight and general control of all IUCN affairs. Every four years, Members meet at the Congress to vote on recommendations and resolutions that form IUCN's general policy and the basis for the global four-year programme of work. In 2014, the Council approved a new procedure for electronic voting, which was incorporated into the IUCN Regulations. Extensive work was also done on a revised motions process that would allow more efficient treatment of motions before and during Congresses. Members voted in favour of this new process in 2015. The Council also agreed that the next IUCN World Conservation Congress will take place in Honolulu in the US State of Hawaii from 1 to 10 September 2016.

IUCN Commissions

IUCN's six expert Commissions – supported by a broad and active volunteer network – help assess the state of the world's natural resources and contribute top scientific, legal and policy advice to drive conservation and sustainable development.



Commission on Ecosystem Management (CEM)

CEM members provide expert guidance on the management of natural and modified ecosystems to promote biodiversity conservation and sustainable development. In 2014, the Commission launched several publications, including *Safe Havens – Protected Areas for Disaster Risk Reduction and Climate Change Adaptation*, which contains 18 case studies from 16 countries. CEM is also leading in the development of the IUCN Red List of Ecosystems, a global standard that assesses the status of ecosystems, applicable at local, national, regional and global levels.

Commission on Education and Communication (CEC)

CEC promotes effective communication and cutting-edge capacity development to create positive environmental change. In 2014, the Commission worked with experts around the world to analyse and strengthen the role of behavioural change in effective conservation communication. At the World Parks Congress CEC launched the 'Inspiring a New Generation' initiative, which aims to engage a new generation of stakeholders in conservation and science. By working together, different generations from all walks of life can unite their skills and experience in implementing solutions to today's environmental challenges.

Commission on Environmental, Economic and Social Policy (CEESP)

CEESP provides expertise and policy advice on economic and social factors for the conservation and sustainable use of biological diversity. It is currently working to promote the uptake of existing knowledge and generate new knowledge on the interrelationship between humans and nature. Focus is on the use and reliance on ecosystem services and their contribution to local livelihoods and well-being of indigenous peoples and local communities. CEESP has significantly contributed to the development of the Human Dependency on Nature Framework, which will help policy makers with an independent assessment of the degree to which natural ecosystems and resources contribute to local needs.

Species Survival Commission (SSC)

SSC advises IUCN on the technical aspects of species conservation and mobilises action in particular for those species that are threatened with extinction. All information is fed into The IUCN Red List of Threatened Species™. In 2014, among other work, SSC and CEESP worked together with partners International Trade Centre and the International Institute for Environment and Development to develop an analytic framework for assessing the conservation and local livelihood impacts of wildlife trade chains.

World Commission on Environmental Law (WCEL)

WCEL advances environmental law by developing new legal concepts and instruments, and by building the capacity of societies to employ environmental law for conservation and sustainable development. As part of the work on the legal component of the Natural Resource Governance Framework, WCEL, in close collaboration with the Environmental Law Centre, is working on a project that deploys a core methodology for evaluating the effectiveness of legal principles for natural resource governance. A review meeting in 2014 identified the need for multi-disciplinary assessments related to the effectiveness of law, including with the natural sciences.

World Commission on Protected Areas (WCPA)

WCPA promotes the establishment and effective management of a worldwide representative network of terrestrial and marine protected areas. In addition to being one of the main organisers of the IUCN World Parks Congress 2014, WCPA provided support to the publication of *Urban Protected Areas: Profiles and best practice guidelines*, a new addition to this popular series. In their continuing efforts to ensure that park rangers and protected area managers have access to the tools they need, French and Spanish translations were produced in 2014 for two others in the series.

All six IUCN Commissions provide a global pool of science, research and action, often working together to achieve the best results. In 2014, the Commissions jointly published *Voices for Nature*, which not only highlights their work, but shows how effective engagement and communications are an essential foundation for the organisation to speak with one voice.

Communications

Getting the conservation message out to the public, through both traditional and social media, is an important part of IUCN's work. In 2014, coverage of IUCN events and activities reached 47,607 hits in many of the world's major newspapers and online sites, including *The Economist*, the *New York Times* and *Financial Times*. IUCN was also covered by CNN, BBC, *Le Monde*, *El País*, *The Guardian*, as well as major international news wires AP, AFP, Reuters, EFE, DPA and Xinhua. The IUCN World Parks Congress 2014, two updates of The IUCN Red List of Threatened Species™ and the Caribbean Corals report received particular attention.



The iucn.org website received 1,411,000 visitors in 2014, up 3.69% from 1,360,830 in 2013. There were 4,991,440 page views and 2,020,925 visits. Also in 2014, IUCN's global Twitter account increased by 15,650 followers to a total of 50,950 by the end of the year. IUCN's global Facebook account boasted an even greater increase with 31,782 additional followers, representing an increase of 107% over the number of new followers seen in 2013.

IUCN publications continued to be the vanguard of the Union's knowledge base. More than a million visitors accessed IUCN publications in 2014. Some of our publications are unique in their field and

remain highly consulted today. Although published in 1999, the *Tourism, Ecotourism and Protected Areas* report was among the most accessed in 2014, as well as the 1980 *World Conservation Strategy*. The number of visitors accessing IUCN publications reached a peak in the week following the World Parks Congress in Sydney in November 2014. This trend was also reflected on Google Books, where November was the busiest month. About 54% of IUCN's publications are in electronic format and fully accessible to the public.



WORLD PARKS CONGRESS 2014

Inspiring solutions for parks, people and planet

The IUCN World Parks Congress 2014, a once-in-a-decade gathering of governments, heads of state, scientists, park rangers, business executives, civil society and indigenous leaders, took place in Sydney, Australia, on 12–19 November. Attended by more than 6,000 participants from 160 countries, it was the world's largest ever event on protected areas.

Building on inspired leadership of our patron Nelson Mandela in Durban in 2003, the Congress aimed to:

- Find better and fairer ways to conserve natural and cultural diversity, involving governments, businesses and citizens in establishing and managing **parks**
- Inspire **people** around the world and across generations to reconnect with nature
- Demonstrate nature's solutions to our **planet's** challenges such as climate change, health, food and water security

The Congress consisted of an eight-day journey, drawing on the inspiring stories and experiences of participants and focusing their attention on the opportunities to change outcomes over the next 10 years.

One of the most inspiring stories to emerge from the meeting came from the people of the Pacific, whose islands are under threat from climate change and other environmental challenges. The Mua Voyage, consisting of four traditional canoes, travelled over 7,000km from the Cook Islands, Fiji and New Zealand to Sydney with a global call to action to protect the world's oceans and natural spaces.

The Promise of Sydney

The main outcome of the World Parks Congress was the *Promise of Sydney*, which highlights the need to invigorate global efforts to protect natural areas, including scaling up the protection of landscapes and oceans. It includes commitments from countries to boost investment in nature's solutions to halt biodiversity loss, tackle climate change, reduce the risk and impact of natural disasters, improve food and water security, and promote human health.



The *Promise of Sydney* outlines a pathway for achieving the global target to protect at least 17% of land and 10% of oceans by 2020. Heeding its call, some 27 governments and 15 international and civil society organisations announced at the Congress a series of commitments for scaling up protection and enhancing implementation:

The Global Environment Facility, the financial mechanism of the Convention on Biological Diversity and the largest funder of protected area systems, committed to supporting country-driven actions to help conserve sustainable landscape and seascape mosaics in 146 developing countries and countries with economies in transition.

Australia committed AUS\$2 million to boost threatened species protection in national parks, AUS\$6 million to support marine protection in the Coral Triangle, AUS\$6 million to combat illegal logging across the Asia-Pacific region, and new initiatives to protect the Great Barrier Reef and Antarctica.

South Africa, host of the IUCN World Parks Congress 2003, pledged to triple ocean protection in the next 10 years.

China committed to increase its protected area territory by at least 20% and its forest area by 40 million hectares.

The **United Nations Development Programme** committed to mobilise at least US\$100 million in support of the diversity and quality of governance of protected areas, including through the appropriate recognition and protection of indigenous and community conserved territories and areas in at least 50 countries

Other commitments can be found at http://worldparkscongress.org/about/promise_of_sydney_commitments.html

The *Promise of Sydney* also includes innovative approaches for transformative change that will lead to major changes in decision making, practice, policy, capacity and financing needed to demonstrate the value of and scale up collaboration around protected areas. Each of the 12 streams and cross-cutting themes provides a strong message from IUCN's Members, partners and Commissions regarding the priorities for the IUCN Programme 2017–2020 and the next decade.

Panorama

To showcase how protected areas provide solutions to some of the world's environmental challenges, IUCN launched the 'Panorama'. This online platform allows practitioners to share their stories and to learn about how others have tackled problems related to protected areas across the globe. The goal is to transform the way in which solutions are viewed and can be taken to scale.

One example of a Panorama solution was presented live at the World Parks Congress by the Mandingalbay-Yidinji people, who created a replica model of their lands using a 3D mapping tool. The traditional owners shared their cultural knowledge and provided an insight into their vision for the future of their territory, which forms part of Australia's Wet Tropics World Heritage Area.



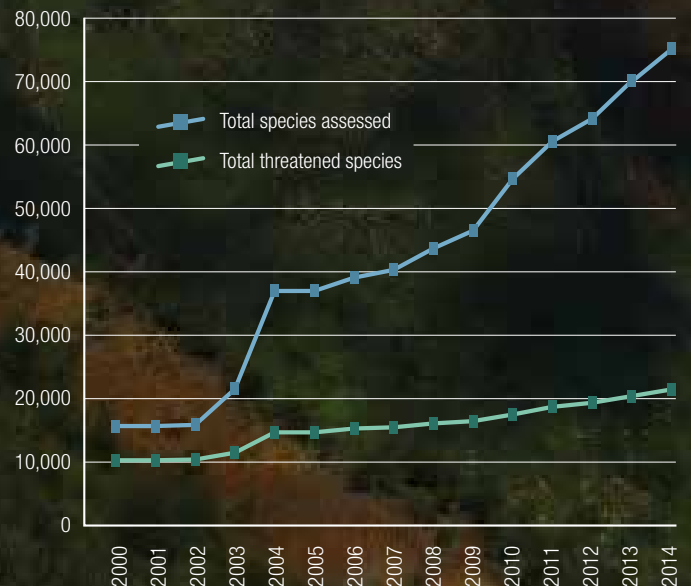
CENTRE OF SCIENTIFIC EXCELLENCE

IUCN's efforts as a Union are based on a foundation of science and knowledge. This takes many forms, and we strive to track these to enable their progressive improvement over time. Ultimately, they will allow better understanding of how our science and knowledge outputs deliver conservation impacts. Examples of IUCN's science and knowledge outputs include knowledge products, generally delivered jointly between IUCN Commissions, Members, the Secretariat and partners, following IUCN-approved standards; and publication of peer-reviewed papers in the scientific literature.

Extinction risk of 76,000 species has been assessed

The IUCN Red List of Threatened Species™, a flagship knowledge product convened through the IUCN Species Survival Commission with the IUCN Global Species Programme and Red List partners, has undertaken new assessments of extinction risk for more than 70,000 species over the last 15 years, reaching some 76,000 in 2014. During this period, the IUCN Red List has documented more than a quarter of these to be threatened with extinction. The IUCN Red List aims to provide ongoing assessment of 160,000 species as a "barometer of life".

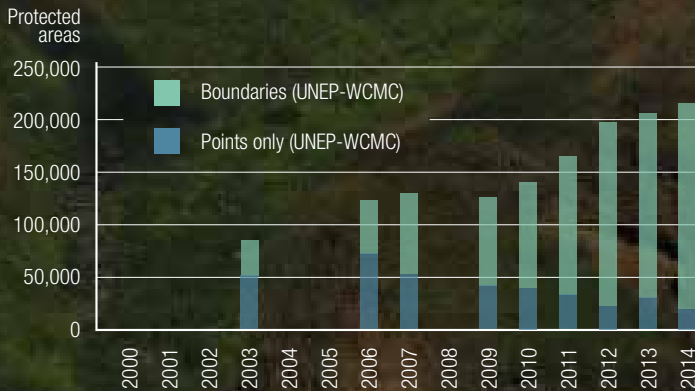
Red List coverage



Protected area documentation is improving greatly

The Protected Planet flagship knowledge product documents information about the world’s protected areas. This is mobilised through the United Nations Environment Programme’s World Conservation Monitoring Centre along with IUCN’s World Commission on Protected Areas and Global Protected Areas Programme, and draws from a formal mandate to serve the UN List of Protected Areas. Over the last decade, great efforts have been dedicated to improving both the quality and the coverage of its underlying data system, the World Database on Protected Areas, which has from 2003 to 2014 expanded in coverage from 84,577 to 217,294 sites, and from 40% to 91% of sites including spatial data on their boundaries.

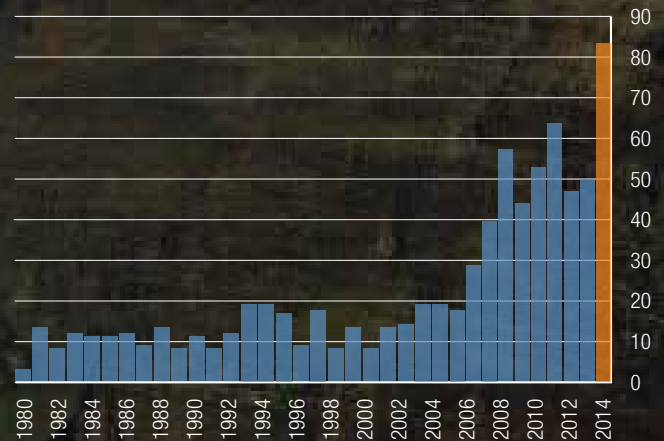
World Database on Protected Areas coverage



IUCN’s scientific output is increasing

Publication in the peer-reviewed literature indexed in the ISI Web of Science is essential to ensure that IUCN’s knowledge is placed in the permanent record as well as to strengthen the Union’s scientific credibility. This output has increased tenfold since the 1980s, with a record of 84 scientific papers listing “IUCN” as an author’s affiliation published in 2014.

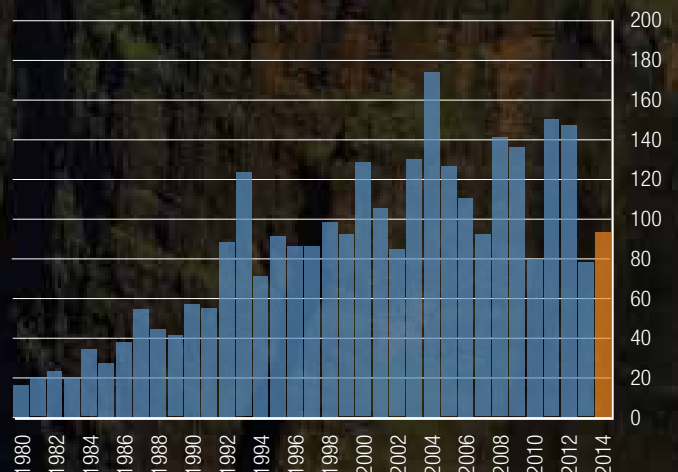
Publications indexed in ISI Web of Science



Knowledge dissemination through publishing

IUCN continues to disseminate its conservation knowledge through a wide array of publications, including toolkits, guidelines and case studies. Over the last year, 93 IUCN publications were attributed ISBNs and were thus added to the worldwide database of publications accessible to booksellers and libraries. ISBNs allow the wealth of published information to be made easily available to those who need it.

IUCN publications with ISBNs



A GLOBAL EFFORT

Since its inception, IUCN's work has focused on finding pragmatic solutions to the world's most pressing environmental and development challenges. Through its Member organisations, the Union supports and participates in scientific research, promotes and helps implement national conservation legislation, policies and practices, and funds, operates or manages thousands of field projects worldwide.

All of IUCN's work is guided by a Global Programme, which is adopted by Member organisations every four years at the IUCN

World Conservation Congress. The IUCN Programme 2013–2016 aims to mobilise communities working for biodiversity conservation, sustainable development and poverty reduction, and is based on three Programme Areas:

1. Valuing and conserving nature
2. Effective and equitable governance of nature's use
3. Deploying nature-based solutions to global challenges in climate, food and development

Metrics for valuing and conserving nature

The knowledge products mobilised through IUCN's Commissions, Members, Secretariat, and partners help to track the changing state of nature, and conservation response to this.

Risks of species extinction keep rising

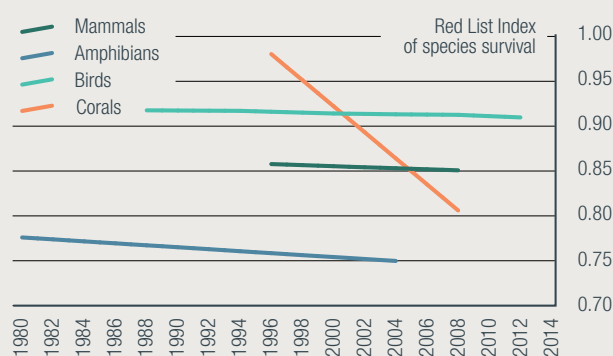
Data compiled for The IUCN Red List of Threatened Species™ document how, in aggregate, many species have continued to slide towards extinction over the last three decades, demonstrating the urgency of conservation investment, although these declines would have been at least 20% worse in the absence of conservation action. The trend of species conservation status, the Red List Index, is used as an indicator by

the Convention on Biological Diversity to track progress towards Aichi Target 12 of the 2020 Strategic Plan for Biodiversity and by the United Nations for monitoring Millennium Development Goal 7.

One-third of important sites are now protected

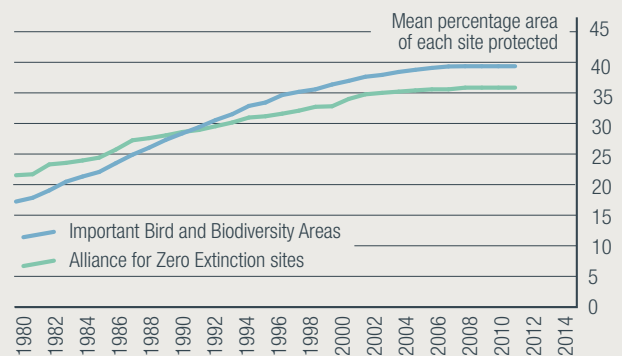
Protected area coverage of Important Bird and Biodiversity Areas and of Alliance for Zero Extinction sites has doubled over the last three decades, as documented in analyses led by BirdLife International. However, two-thirds of these key biodiversity areas are still unprotected. This indicator is used, for example, by the Convention on Biological Diversity to track progress towards Aichi Target 11 of the 2020 Strategic Plan for Biodiversity.

Extinction risk



Updated from Butchart et al. 2010 Science

Protection of key biodiversity areas



Butchart et al. 2012 PLoS One

Valuing and conserving nature

Biodiversity is important in its own right, and provides food security, human health, clean air and water, and contributes directly to local livelihoods and economic development. Yet, despite its fundamental importance for life on this planet, it continues to be lost. Conserving biodiversity is central to the mission of IUCN, which is a leading provider of biodiversity knowledge, tools and standards used to influence policy, undertake conservation planning and guide action on the ground.

The red lists

This year marks 50 years of The IUCN Red List of Threatened Species™, the world's most comprehensive information source on the global conservation status of wild animal, plant and fungi species. The goal is to assess 160,000 species by 2020. The European Red List of Threatened Species reviews the extinction risk of species in Europe, so that appropriate conservation action can be taken to improve their status. It underpins the European Union's 2014 report to the Convention on Biological Diversity (CBD) on meeting the Aichi Targets. Assessments of anthozoans in the Mediterranean will support the update of Annex II of the Barcelona Convention – the Convention for the protection of the Mediterranean Sea against pollution.

In May 2014, the IUCN Council adopted categories and criteria for the assessment of risk of ecosystem collapse, and several national governments are considering their adoption as national standards for listing threatened ecosystems under biodiversity legislation. This standard underpins the

Red List of Ecosystems, which compiles information on the state of the world's ecosystems. The Red List of Ecosystems complements The IUCN Red List of Threatened Species™ and other IUCN knowledge products. Together they will be an important tool for the development and implementation of better balanced environmental and conservation policies.

The green list

At the 2012 Jeju World Conservation Congress, IUCN Members resolved to advance the development of objective criteria for a 'green list' of species, ecosystems and protected areas. With this mandate, at the World Parks Congress 2014 in Sydney, IUCN launched a Green List of Protected Areas, a new global initiative that celebrates the success of effective protected areas, and encourages the sharing of that success so that other protected areas can also reach high standards. The sites have been evaluated against a set of demanding criteria, including the quality of protection of natural values. There has been substantial interest in this new IUCN system of indicators since the launch of pilot protected areas in the Mediterranean region.

A positive outlook

In 2014, IUCN launched the *IUCN World Heritage Outlook*, the first global assessment of all 228 natural areas inscribed on the prestigious World Heritage List and the action needed to achieve excellence in their conservation. The sites include Australia's Uluru-Kata Tjuta National Park, Brazil's Central Amazon Conservation Complex and Tanzania's Kilimanjaro National Park. While the Outlook shows that two-thirds of natural World Heritage sites are likely to be well conserved over time, it also identifies sites that need urgent intervention.

Protected areas

The *Protected Planet Report 2014*, published by IUCN together with the UNEP-World Conservation Monitoring Centre, tracks progress towards meeting Target 11 of the CBD's Aichi Biodiversity Targets, which calls for the protection of at least 17% of terrestrial and inland water areas and 10% of coastal and marine areas by 2020. To date, coverage of protected areas counts for 15.4% of the planet's land and inland water areas and 3.4% of the oceans, while 8.4% of all marine areas within national jurisdiction are included in protected areas. Since 2012, 1.6 million km² of new protected areas have been designated. IUCN is working with national governments around the world to continue to meet the targets and to ensure the inclusion of areas that remain unprotected.

A 2014 IUCN assessment revealed that at least 167 sites in the Mediterranean Basin qualify as freshwater Key Biodiversity Areas (KBA), sites contributing significantly to the global persistence of biodiversity. Of these KBAs, 40 also meet the criteria qualifying them as Alliance for Zero Extinction (AZE) sites, representing the last refuges for one or more Critically Endangered or Endangered species. On land, IUCN launched a project with the Critical Ecosystem Partnership Fund (CEPF) to advance KBA identification in four countries in North Africa: Algeria, Libya, Morocco and Tunisia. In addition, 21 grants were awarded to support KBAs in Ethiopia, Burundi, Tanzania, Malawi, Mozambique and Rwanda, while IUCN's Species Survival Commission and World Commission on Protected Areas convened a global consultation on standards for the identification of KBAs.

Observing nature

In 2014, the Biodiversity and Protected Area Management (BIOPAMA) programme launched a regional observatory in the Caribbean, in collaboration with the Centre for Resource Management and Environmental Studies (CERMES) of the University of the West Indies, an IUCN Member, to support the collection, management, analysis and application of data and information relevant to 700,000 hectares of protected areas and biodiversity in the region. In the same year, the Secretariat of the Pacific Regional Environment Programme (SPREP) and IUCN signed a partnership grant agreement to host the BIOPAMA Regional Observatory for the Pacific.

Arakwal awarded Green List honour

The Arakwal have lived in the coastal landscape around the Byron Bay area in eastern Australia for at least 22,000 years. Since 2001, the Arakwal people have entered into three Indigenous Land Use Agreements with the New South Wales government recognising their rights as traditional owners to lands and waters in and around the bay area. In 2014, the Arakwal National Park was proposed for inclusion in the Green List of Protected Areas. The Arakwal people were instrumental in establishing the national park and conservation area, which is known for the remnants of a once-huge lowland rainforest, and fully involved in its daily protection and management. More than 65 community volunteers make sure that visitors are informed of the important natural and cultural values of the area.

"I am proud that our pioneering efforts have inspired such global commitment to good governance and effective management."

Sue Walker, Manager, Arakwal National Park and Cape Byron State Conservation Area



Species survival

This past year, IUCN's SOS – Save Our Species partnership mobilised more resources and directed more funds to the frontline of conservation than ever before. In 2014, SOS increased its portfolio from 54 to 87 projects, implemented by more than 60 NGOs, two-thirds of which are IUCN Members, in more than 50 countries. Collectively, these projects protect more than 200 threatened species. SOS-funded projects, for example, have tackled wildlife crime across Africa and Asia, and saw the reintroduction of mangrove finches in the Galapagos Islands. SOS is a global coalition initiated by the three founding partners – IUCN, the Global Environment Facility and the World Bank – to build the biggest species conservation fund supporting field-level conservation projects all over the world.

In a separate initiative in Asia, a new Integrated Tiger Habitat Conservation Programme managed by IUCN was established with support of the German government through the KfW Development Bank to help increase the number of tigers in the wild and improve the livelihoods of communities living in and around key tiger habitats. Through this five-year programme, IUCN seeks to invest in projects that involve improving the management of tiger habitats, tackling tiger-human conflicts, increasing anti-poaching and law enforcement efforts and involving local communities in tiger conservation.



Effective and equitable governance of nature's use

Sharing power, responsibility and benefits in natural resource management, and strengthening governance arrangements to make decisions more transparent, inclusive and equitable, are good for both people and biodiversity. IUCN works with its Members, Commissions, and partners to support the effective and equitable governance of nature's use at all relevant levels: stewardship of natural resources by indigenous peoples, integrated management of protected areas and natural resources, and national and international decision making for sustainable development. In 2014, IUCN, through its many projects and activities, contributed to the equitable governance of parks and protected areas to empower communities to become involved and to benefit.

Shared governance

Governance has become the focus of several parts of IUCN's work programme, including the development of the Natural Resource Governance Framework, which aims to contribute to better, more just governance assessment and improve decision making and action that takes account of rights and local culture, values and priorities. In 2014, the framework was further developed through workshops and activities in Mesoamerica, Eastern and Southern Africa, and Asia. In addition, more analytical work was undertaken focusing on the impact of rights-based approaches, as well as the start of an inquiry guide.

As part of its focus on promoting good governance, IUCN has worked at the local, national and international level to support the rights of indigenous peoples in the management and conservation of their lands, territories and resources. In Nicaragua, IUCN partnered with Mayangna communities living in the Bosawas Biosphere Reserve to safeguard those rights, leading to a protocol to ensure free, prior and informed consent. The agreement gives the Mayangna the right to give or withhold its consent to proposed projects that may affect their lands. Based on this and other successful examples, the IUCN CEESP provided support for a Guide on Conservation and Indigenous Peoples, which outlines how to apply a minimum standard for natural resource governance and for decision making and working with indigenous peoples.

Women's rights

Recognising the critical role of women and gender equality in tackling climate change, IUCN has supported several countries to create Climate Change Gender Action Plans (ccGAPs). In 2014, IUCN's Global Gender Office facilitated a ccGAP in Cuba, which specifically identified ground-breaking adaptation and mitigation activities already being conducted by women and women's groups. At the UN climate change conference in Lima, Peru, IUCN worked with governments and others to help secure the Lima Work Programme on Gender (LWPG), a two-year programme for promoting gender balance and achieving gender-responsive climate policy.

Sustainable Development Goals

One of the most important outcomes of the Rio+20 UN Conference on Sustainable Development was the decision by governments to develop and adopt a set of Sustainable Development Goals (SDGs) as a framework for pursuing focused and coherent action on sustainable development. IUCN's analyses and position papers contributed to the UN discussions on the SDGs in 2014, ensuring that biodiversity conservation is properly reflected. This work has been particularly key in ensuring that the SDGs build from the Strategic Plan for Biodiversity 2011–2020 and its Aichi Biodiversity Targets, and that the SDG framework does not put environmental considerations in a silo, the way the MDGs had done, rather than integrating them with the social and economic dimensions.

IUCN at the UN

At the 12th Meeting of the Conference of the Parties to the Convention on Biological Diversity (CBD), Parties recognised the considerable scale of illegal trade in wildlife and its detrimental economic, social and environmental consequences, as well as the importance of embedding a livelihood and governance perspective to address the challenge. IUCN provided governments that are Parties to the CBD with best practices in integrating biodiversity into development planning processes and/or poverty reduction strategies.

IUCN continues to advise Parties to the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) in determining sustainable harvest and trade levels of species. In 2014, IUCN and TRAFFIC produced two reports on determining sustainable trade levels for perennial plants and shark species that were presented to the CITES Plants and Animals Committees and are being used by CITES Parties for determining allowable trade levels.

IUCN, its Members and other international NGO partners also played a key role in UN discussions that will lead to a formal preparatory process for a global and legally-binding instrument under the UN Convention on the Law of the

Sea (UNCLOS) for the conservation and sustainable use of marine biodiversity beyond national jurisdiction. The new instrument will be developed through a Preparatory Committee starting in 2016. For over a decade, IUCN has been fostering the scientific knowledge and legal analysis to understand how to better manage the vast marine realm beyond national boundaries.

In 2012, the world's governments agreed to establish the Intergovernmental Platform on Biodiversity and Ecosystem Services (IPBES) to assess the state of the planet's biodiversity, its ecosystems and the essential services they provide to society. IUCN has been involved in the IPBES negotiations since their beginning and supports ongoing work leading to the Platform's full functionality. The Union is particularly focused on supporting stakeholder engagement into IPBES, and in 2014 compiled extensive suggestions regarding the components of the IPBES work programme.

Deploying nature-based solutions to global challenges in climate, food and development

Tackling climate change, securing clean air and water, and ensuring sustainable food production is fundamental to the planet's future. Nature can contribute many of the solutions towards addressing these problems. These contributions range from natural flood defences to carbon storage, from clean drinking water supply in forests and wetlands to urban green spaces. They also secure enormous direct and indirect economic benefits and create local jobs. IUCN works with governments, the private sector and communities around the world to promote nature-based solutions, helping to restore forests, rivers, wetlands and ocean.

Depending on nature

The Human Dependency on Nature Framework aims to promote the uptake of existing knowledge and generate new knowledge on the interrelationship between humans and nature. Empirical data collected on the benefits that indigenous peoples and local communities derive from the use of species and ecosystems will be analysed to contribute to policy formulation. In 2014, IUCN worked with Members and partners to develop surveys to capture information for the framework and some early integration work brought together data sets from species assessments and nutrition data in the Sixaola water basin in Costa Rica. This work helped develop the conceptual framework and provides a set of approaches and tools to pilot in early application sites in 2015.

Adapting to climate change

IUCN is one of the world's leading organisations engaged in Ecosystem-based Adaptation, working with local partners in 58 EbA-related projects in 67 countries since 2008. At the 2014 UN climate change meeting in Lima, IUCN launched the report *Ecosystem Based Adaptation: Knowledge Gaps in Making an Economic Case for Investing in Nature-based Solutions for Climate Change* as well as *Safe Havens*, which presents 18 case studies to demonstrate how protected areas can be better managed for disaster risk reduction and climate change adaptation. In the same year, the Union published a mapping analysis of IUCN's ecosystem-based adaptation projects. One project in Thailand's Kok Klang village in the Nam Phung River Basin is helping the community diversify its agricultural crops – rice, rubber and sugarcane – to decrease vulnerability to climate change, introducing native varieties that are more heat-resistant.

Restoring and protecting landscapes

Reducing emissions from deforestation and forest degradation (REDD+) has the potential to improve lives, protect forests and biodiversity, and mitigate climate change. IUCN promotes REDD+ at the national and international level, including in bilateral and multilateral processes, such as at meetings of the United Nations Framework Convention on Climate Change (UNFCCC).

In addition to their role in adaptation, protected areas, including community-conserved areas, are a proven approach for helping avoid emissions from deforestation and degradation. To meet the global Bonn Challenge – the world's largest restoration movement – to restore 150 million hectares of degraded and deforested lands by 2020, IUCN published the Restoration Opportunities Assessment Methodology report, which assesses forest landscape restoration opportunities at the national and sub-national level. The methodology will be used by 10 national governments to frame their national restoration policies.

Other REDD+ projects in 2014 include working with the indigenous Shampuyacu community in Peru to take actions that contribute to climate change mitigation while increasing the natural and human capital in their communal lands. These actions involve improving coffee production with the introduction of agroforestry systems and best practices and the restoration of riparian ecosystems.

Bridging the water gap

The BRIDGE (Building River Dialogue and Governance) project builds water governance capacities through learning, demonstration, leadership and consensus-building, especially between local communities and their governments. Since 2014, a number of river basins in Africa have been added to the BRIDGE project portfolio, including Lake Chad and Lake Nyasa, and the Mano and Pungwe rivers. BRIDGE is also being implemented in nine transboundary river basins in Latin America and Asia, contributing to Viet Nam becoming the 35th country to ratify the UN Convention on the Law of the Non-Navigational Uses of International Watercourses.

The Regional Knowledge Network on Water (RKNOW) was launched in 2014 to strengthen water management in the water-stressed Middle East. The knowledge-sharing portal has information on water governance, water and climate change, sustainable water technologies, and the water-energy-food nexus, with demonstrated success stories from Lebanon, Jordan, Morocco, Egypt and Palestine.

Mangroves for the Future

In 2014, IUCN and partners announced the third phase of the Mangroves for the Future initiative, which will focus on integrating considerations of gender into its programming. A regional gender advisory panel was set up to provide a better understanding of the roles of men and women, and the gender gaps that exist, in coastal-resource dependent communities. Several projects are already successfully demonstrating the benefits of integrating gender into programme. In Gorontalo Province in Indonesia, five women's groups established a women's mangrove network, and their members are leading a mangrove-based food processing business. Nearby, women are rehabilitating mangrove areas and engaging in crab rearing to provide alternative income.

Promoting community rights

In Guatemala, IUCN's Mesoamerica team worked with indigenous communities to improve their management practices in cocoa production, while decreasing pressure on the biodiversity-rich Laguna Lachua Park. This increased production levels and improved quality; they now export top quality cocoa grains to the US market. In Ecuador, IUCN worked with TRAFFIC and women from the Waorani community to develop cocoa production to increase incomes and social recognition, while reducing unsustainable use of forest resources, particularly hunting for sale of bush meat.

In the Cahoacan Basin in Mexico, IUCN worked with local partners to help protect, restore and manage 4,000 hectares of forest and jungle agroforestry systems through a local Payment for Environmental Services (PES) mechanism. Training local communities has resulted in increased tree cover and natural barriers in the Cahoacan River basin and contributes to longer-term resilience.

In Brazil, an IUCN project helped tobacco farmers supply sustainable firewood to the tobacco production chain. More than 1,000 families who provided firewood to Phillip Morris tobacco producers began working on restoration and landscape management to ensure not only the production of wood, but also the provision of environmental services such as water and wood.

Conserving island environments

Memoranda of understanding with three resorts to improve their environmental practices and management of their coral reefs were signed thanks to an IUCN marine project in the Maldives. IUCN is working with the resorts to develop and declare their coral reefs – home to threatened sea turtles, manta rays and sharks – as privately managed areas and to accelerate the designation of marine protected areas.

IUCN, through its Global Marine Programme, is playing a key role in shaping a funding mechanism targeted at biodiversity conservation in European Union overseas entities. The 18 projects funded through the first phase of the initiative have brought some measurable results, including the eradication of invasive alien species in two projects, one in French Polynesia and one in the Caribbean. Rat eradication on Dog Island in Anguilla, officially rat-free in 2014, has led to a rapid increase in both bird and reptile populations.

Greening urban spaces

As a major partner of the successful URBES (Urban Biodiversity and Ecosystem Services) project, IUCN experts worked with urban planners and decision makers in Barcelona, Rotterdam, Berlin and other European cities to protect and develop their urban green spaces. A series of factsheets were created to communicate to urban planners the value of natural capital for sustainable urban life.

The importance of education

The CEC has been working with IUCN's Eastern and Southern Africa Regional Office to produce a documentary showing how communities living around Mt Elgon in Kenya and Uganda use natural solutions to help tackle environmental challenges efficiently. The video is meant as a tool for training sessions for county government officials of different departments in both countries to actively engage their sector in rolling out the IUCN approach for ecosystem-based solutions for climate change.

WORKING IN PARTNERSHIP

IUCN counts on the support of a large network of partners who help fund its activities, implement the IUCN Programme, or offer their knowledge and expertise to support the Union's work. This work is made possible through the generous contributions of a growing number of donors and partners, including governments, multilateral institutions, intergovernmental and non-governmental organisations, international conventions, foundations, companies and individuals.

IUCN's largest source of funding continues to be Official Development Assistance (ODA), which represented over 67% of IUCN's annual budget in 2014. Income from bilateral institutions represented 48%, while multilateral institutions represented 19%. Income from foundations has followed a positive trend and contributed over 8%.

Framework Partners

In 2014, IUCN strengthened engagement with its Framework Partners, that provide critical multi-year funding to implement the IUCN Programme. Framework Partners also fund specific thematic initiatives and projects at the global, regional or country level.

Framework Partners

- Ministry of Foreign Affairs of Denmark (Danida)
- Environment Agency – Abu Dhabi (EAD)
- French Agency for Development (AFD)
- MAVA Foundation
- Ministry of Environment of the Republic of Korea
- Ministry of Foreign Affairs of Finland
- Norwegian Agency for Development Cooperation (Norad)
- Swedish International Development Cooperation Agency (Sida)
- Swiss Agency for Development and Cooperation (SDC)

Donor diversity (in CHF millions)

	2014	2013
Governments	53.5 – 48%	53.8 – 47%
Multilaterals and Conventions	21.1 – 19%	16.2 – 14%
Members	12.1 – 11%	12.4 – 11%
Foundations and Institutions	9.0 – 8%	9.0 – 8%
Non-Governmental Organisations	5.1 – 5%	7.8 – 7%
Corporations	4.6 – 4%	5.5 – 5%
Other income	6.2 – 6%	8.9 – 8%
TOTAL	111.6 – 100%	113.6 – 100%

The US State Department continues to support IUCN through an annual voluntary contribution and participates in key strategic discussions and meetings with IUCN's Framework Partners. The Government of Germany, through the German Development Bank (KfW), launched a €20 million Integrated Tiger Habitat Conservation Programme (ITHCP). The IUCN-managed Programme aims to increase the number of tigers in the wild and improve the livelihoods of communities living in and around key tiger habitats. With less than 2,500 adult individuals believed to be surviving in the wild – down from 100,000 a century ago – the tiger is listed as Endangered on The IUCN Red List of Threatened Species™.

IUCN also strengthened its collaboration in 2014 with the governments of the Netherlands, the United Kingdom, Spain, Japan, Austria and Italy, as well as with a number of multilateral and regional institutions, including the European Union, the World Bank, the African and Asian Development banks, CITES, UNESCO, IFAD, WHO, UNDP and UNEP.

In May 2014, IUCN became a fully accredited Project Agency for the Global Environmental Facility (GEF), and will work with the GEF Secretariat, partners and IUCN State Members to identify strategic engagement opportunities.

Foundations

An increasing number of foundations from the United States, Europe and Asia are looking to support IUCN's mission. In April 2014, IUCN's Thailand Programme and the FREELAND Foundation entered into a Memorandum of Understanding to cooperate in areas that further the protection and conservation of Thailand's natural heritage.

Also in the region, IUCN is implementing a transboundary dolphin conservation project with the financial support of the Swedish Postcode Lottery along the coastline of Thailand and Cambodia. Four dolphin and porpoise species listed in the IUCN Red List are found in this area of the Eastern Gulf of Thailand: Irrawaddy dolphin, finless porpoise, Indo-Pacific humpbacked dolphin and false killer whale.

In November 2014, two of IUCN's Patrons of Nature – Jessica and Adam Sweidan of Synchronicity Earth – organised the Biophilia Ball at the Natural History Museum in London to celebrate the 50th Anniversary of the Red List of Threatened Species at a fundraising gala. This was one of many events organised during 2014 to celebrate this important milestone.

IUCN and the Drosos Foundation, which focuses its support on poverty eradication, environment protection, health and education in the southern Mediterranean, entered into a partnership to support sustainable fishing and income generation activities in the southern Lebanese city of Tyre.

In the US, IUCN's office in Washington DC, supported by The Rockefeller Foundation, is leading an engagement with international finance institutions to support the integration of biodiversity into investment decision making. The goal is to: create a fund to support the transition to sustainable value chain practices by companies with biodiversity dependencies; use biodiversity data to inform credit risk assessments; create a tax break to benefit companies that use internal natural capital accounting methods; and develop investment vehicles to increase the volume of finance going into conservation.

Private sector

What do automotive, coffee roasting, packaging and mining companies have in common? Why is one of the world's biggest cement companies, Holcim, integrating biodiversity standards into its policies and practices, and serving as a test case for other industries? IUCN is working in key industries to reduce their environmental footprint and generate greater conservation benefits.

As part of the Aluminium Stewardship Initiative (ASI) convened by IUCN, leaders from the aluminium sector have agreed on a landmark standard that aims to improve the industry's environmental, social and governance performance throughout its entire value chain. The new standard focuses on key issues, such as biodiversity, transparency, greenhouse gas emissions and human rights. The group responsible for the new standard includes 28 members – from industry experts at the

BMW Group, Hydro, Nestlé Nespresso SA and Rio Tinto Alcan to representatives from Fauna & Flora International, Forest Peoples Programme and IndustriALL Global Union.

A collaboration between IUCN and Nespresso, with IUCN's NGO Member IPÊ – Instituto de Pesquisas Ecológicas (Institute for Ecological Research), is addressing ecosystem service dependencies and natural resource depletion in Brazil's biologically diverse Cerrado biome. Together, the partners developed a multi-stakeholder consortium with business, government and civil society. The consortium agreed on an action plan that supports knowledge sharing and capacity building to shift behaviour and community attitudes towards sustainability in the region. It also focuses on strategic compliance of coffee farms with Brazil's Forest Code for landscape-level ecosystem service benefits. As a result, the Cerrado region now has a viable option for building a new paradigm focused on long-term, sustainable solutions.

Following a 2003 commitment by the International Council on Mining and Metals (ICMM) and its member companies to not explore or mine in World Heritage sites, and instead contribute to biodiversity conservation and integrated land use planning, an independent review of ICMM member companies' biodiversity management systems was undertaken to assess progress during the last decade. The report, which was discussed at the World Parks Congress in Sydney, showed improved biodiversity management performance across the companies, as well as highlighted emerging issues and areas for further action to improve the mining industry's contribution to biodiversity conservation.

IUCN and Holcim, a global building materials company, completed the second phase of a seven-year engagement that supports the implementation of biodiversity and water management in the cement and construction sectors. Key outputs of the relationship include a system for managing biodiversity risks and opportunities at the company level, a biodiversity indicator and reporting system to help companies measure their effectiveness in safeguarding biodiversity in their operations, and a guide on regulatory tools for policy makers to strengthen biodiversity standards within the building materials sector.

Also in 2014, IUCN was appointed by the Natural Capital Coalition to lead a consortium of experts, which will work alongside another group led by the World Business Council for Sustainable Development (WBCSD), to develop a Natural Capital Protocol. The protocol will help businesses across the world understand, measure and value the way they impact and depend on the natural environment – information that is crucial in business decision making and risk management and which until now has been invisible.

Other IUCN engagements also support independent scientific review processes, such as the Niger Delta Panel funded by Shell Nigeria, and the Western Gray Whale Advisory Panel with Sakhalin Energy in the Russian Far East.

OUR PARTNERS

Framework Partners



Ministry of Foreign Affairs, Denmark



Ministry for Foreign Affairs, Finland



French Development Agency



Ministry of Environment, Republic of Korea



Norwegian Agency for Development Cooperation



Swedish International Development Cooperation Agency



Swiss Agency for Development and Cooperation



Environmental Agency - Abu Dhabi, United Arab Emirates



MAVA Foundation

Programme and Project Partners

(contributions received in 2014 above CHF 200,000)

Governments



Australian Agency for International Development



Bangladesh Forest Department



Republic of Cameroon



Regional Ministry for Environment and Spatial Planning, Government of Andalusia, Spain



German Agency for International Cooperation - GmbH



Federal Ministry for Economic Cooperation and Development, Germany



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



Italian Ministry of Foreign Affairs, Directorate General for Development Cooperation



KfW



Ministry of Foreign Affairs, France



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



Department for International
Development, United Kingdom



Department of State,
United States of America



United States Agency for
International Development



Food and Agriculture Organization
of the United Nations



Global Environment Facility



West African Economic and
Monetary Union



United Nations Development
Programme



United Nations Educational,
Scientific and Cultural Organization



United Nations Environment
Programme



The World Bank Group

Multilateral Agencies



African Development Bank



Central African Forest Commission



International Fund for Agricultural
Development



International Tropical Timber
Organization



International Organisation
of La Francophonie



European Commission

Non-Governmental Organisations



IUCN National Committee
of The Netherlands



Conservation International



International Institute for
Environment and Development



Stockholm Resilience Centre



The Nature Conservancy



TRAFFIC International



World Resources Institute



WWF International

Private Sector



Black Mountain Mining (Pty) Ltd



Development Alternatives Incorporated



Rio Tinto



Sakhalin Energy Investment Company Limited



Shell International



The Aage V. Jensen Charity Foundation



Arcus Foundation



Audemars Piguet Foundation



Drosos Foundation



Fondación Gonzalo Rio Arronte I.A.P. Mexico



Fondation Segré



Ford Foundation



John D. and Catherine T. MacArthur Foundation



The Howard G. Buffett Foundation



IUCN-US



Keidanren Nature Conservation Fund



Mitsubishi Corporation Foundation for the Americas



Swedish Postcode Lottery Foundation

Foundations

IN THE GREEN

IUCN's total income in 2014 was CHF 112m compared to CHF 114m in 2013.

Membership dues decreased from CHF 12.4m in 2013 to CHF 12.1m in 2014. Although 61 new Members joined in 2014, others left due to financial difficulties.

Contributions from Framework Partners (funding from governments and other partners not tied to particular programmes or projects) amounted to CHF 16.8m (compared to CHF 16.9m in 2013). There were no new framework agreements in 2014.

IUCN's project portfolio remains healthy. During the course of 2014, new project agreements with a total value of CHF 106m were signed. Actual project income received in 2014 was CHF 77.2m, slightly below the CHF 79.1m received in 2013, while project expenditure was CHF 83.1m, slightly higher than the CHF 75.1m incurred in 2013. The higher level of expenditure in 2014 compared to income was funded by income received in prior years.

The overall result for the year was a surplus of CHF 4.4m, of which CHF 2.7m resulted from the sale of a parcel of land in Nairobi where IUCN has its regional office for East and Southern Africa. The land was purchased by a local conservationist who wishes to keep the land in its current pristine state.

Of the surplus, CHF 0.8m has been transferred to designated reserves to cover the costs of future events such as Regional Conservation Forums to take place in 2015, which will bring together IUCN Members to discuss the proposed 2017–2020 Programme, and the World Conservation Congress, which will take place in 2016. The balance has been transferred to unrestricted reserves. Total reserves increased from CHF 16.9m at the start of 2014 to CHF 20.3m at the end of 2014. IUCN has set a target level of reserves of CHF 25m.

IUCN's main source of funding continues to be Official Development Assistance (ODA) from bilateral and multilateral agencies, representing 67% of 2014 income. Income from foundations and institutions represented 8% and that from corporations, 4%.

IUCN continued to invest in updating its information systems during 2014. The financial modules of the Enterprise Resource Management system (ERP) were rolled out to an additional 20 offices. The ERP is now operational in 31 offices with the rollout to IUCN's 10 remaining offices expected to be completed by the end of 2015.

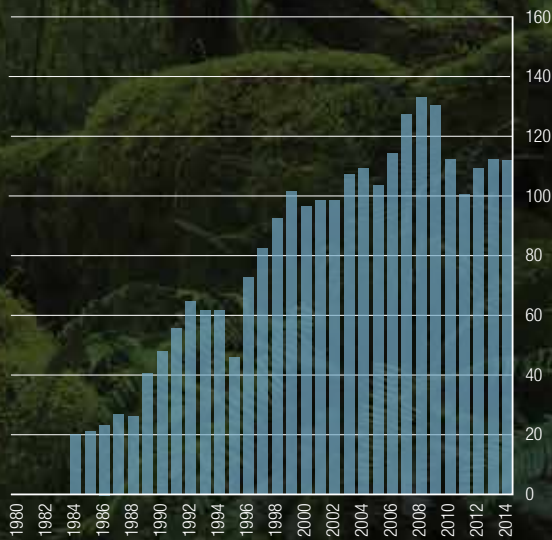
Other key systems developments in 2014 included the finalisation of a disaster recovery site, the implementation of a platform to allow Members to pay their dues online and the development of an e-voting platform.

Expenditure (in CHF millions)

	2014	2013
Regional Programmes	69.4	57.5
Policy and Programme	4.8	5.7
Biodiversity Conservation	12.6	12.1
Nature-based Solutions	13.5	15.9
Corporate functions	15.5	14.7
TOTAL	115.8	105.9

The 2014 financial statements were audited by the financial services firm PricewaterhouseCoopers, which was appointed by the World Conservation Congress in 2012. The audit report confirms that the financial statements comply with Swiss law and IUCN's own statutes and accounting policies, and that a suitable internal control framework is in place.

Income (inflation adjusted, CHF millions)



CONSOLIDATED BALANCE SHEET AS OF 31 DECEMBER 2014

Report Currency: CHF ('000)

ASSETS	2014	2013
Current assets		
Cash and short-term bank deposits	27,823	46,498
Financial assets	13,132	0
Membership dues receivable (net)	2,656	2,318
Staff receivables	322	258
Receivables from partner organisations	514	77
Advances to implementing partners	6,215	3,333
Other accounts receivable	2,878	2,551
Donor funds receivable	2,678	1,287
Subtotal	56,218	56,322
Framework agreements receivable	0	705
Project agreements receivable	10,944	9,745
Total current assets	67,162	66,772
Non-current assets		
Fixed assets (net)	33,035	34,485
Intangible assets (net)	2,333	3,009
Total non-current assets	35,368	37,494
Total assets	102,530	104,266
LIABILITIES AND FUND BALANCES		
Current liabilities		
Membership dues paid in advance	1,451	1,250
Accounts payable and accrued liabilities	4,982	4,057
Social charges payable	563	411
Project agreements advances	38,577	43,297
Deferred unrestricted income	100	989
Deferred income buildings	670	711
New building loan	106	103
Miscellaneous current liabilities	272	253
Hosted organisations advances	888	1,642
Total current liabilities	47,609	52,713
Provisions		
Projects in deficit	927	897
Staff leave and repatriation	1,491	867
Staff termination	1,838	1,852
Total provisions	4,256	3,616
Non-current liabilities		
Long-term deferred income	20,623	21,217
New building loan	9,704	9,809
Total non-current liabilities	30,327	31,026
Fund and reserves		
IUCN fund	8,621	6,128
Secretariat contingency fund	3,049	2,618
Currency translation adjustment	1,195	1,496
Reserve for statutory meetings	946	499
Other reserves	458	225
Cost centre reserves	5,301	5,272
Renovation fund	768	673
Total fund and reserves	20,338	16,911
Total liabilities and fund balances	102,530	104,266

CONSOLIDATED INCOME AND EXPENDITURE STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2014

Report Currency: CHF ('000)

	2014			2013		
	Secretariat Unrestricted	Project Agreements	Total	Secretariat Unrestricted	Project Agreements	Total
External operating income						
Membership dues	12,147	0	12,147	12,374	0	12,374
Retention of staff income tax	1,197	0	1,197	1,214	0	1,214
Agreements income	222	75,853	76,075	341	78,793	79,133
Framework income	16,822	0	16,822	16,935	0	16,935
Other operating income	3,941	1,373	5,314	3,519	423	3,942
Total external operating income	34,329	77,226	111,555	34,383	79,216	113,599
Internal allocations						
Framework allocated to projects	(630)	630	0	(640)	640	0
Cross charges from projects	32,404	(32,607)	(203)	27,890	(27,738)	153
Other internal allocations	263	(60)	203	110	(263)	(153)
Net allocation	32,037	(32,037)	0	27,360	(27,360)	0
Operating expenditure						
Personnel costs and consultancies	50,582	22,250	72,832	46,328	21,084	67,413
Travel and communications	2,959	15,929	18,888	2,217	13,671	15,888
Vehicles & equipment - costs & maintenance	2,630	3,135	5,765	2,802	2,823	5,624
Office and general administrative costs	5,146	2,712	7,858	4,799	2,221	7,020
Publications and printing costs	375	2,094	2,469	373	1,776	2,149
Workshops and grants to partners	1,019	5,155	6,174	769	5,050	5,819
Other operating expenditure	698	1,153	1,851	710	575	1,285
Total operating expenditure	63,409	52,428	115,837	57,998	47,200	105,197
Net operating surplus (deficit)	2,957	(7,239)	(4,282)	3,745	4,655	8,401
Other income (expenditure)						
Interest income	705	9	714	577	33	609
Financial charges	(791)	(188)	(979)	(722)	(227)	(949)
Capital gains/(losses)	111	0	111	1,003	0	1,003
Net gains/(losses) on foreign exchange	(313)	27	(286)	134	(92)	42
Exchange diff. on revaluation of project balances	(0)	1,204	1,204	0	(362)	(362)
Net movements in provision and write-offs	(997)	268	(729)	(1,197)	121	(1,076)
Total other income (expenditure)	(1,285)	1,320	35	(205)	(528)	(733)
Net surplus (deficit) for the year before extraordinary item	1,672	(5,919)	(4,247)	3,540	4,127	7,668
Gain on sale of land in WASAA	2,701		2,701	0	0	0
Net surplus (deficit) for the year	4,373	(5,919)	(1,546)	3,540	4,127	7,668

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