



# 2013 IUCN Annual Report





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## message from the president & director general

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Dear IUCN Members, Councillors, Commission members, members of IUCN's Secretariat, partners and colleagues,

In September 2012 our Union left the South Korean island of Jeju, reenergized by the World Conservation Congress, to enact the four-year Programme adopted by IUCN Members.

The 2013–2016 Programme combines three priorities: to value and conserve nature; to promote effective and equitable governance of nature's use; and to deploy nature-based solutions to global challenges. This is IUCN's most exciting and ambitious Programme, both in the scope of its challenge and in the ways our Members, Commission members and Secretariat shall meet it.

The year 2013 set a pace and raised the bar on what IUCN can achieve in a short time. The Union helped nations use natural defences to boost resilience against disasters, showed companies how to value natural capital, mobilized governments to curb the recent spike in illegal wildlife trade, and produced the world's first gender and environment index. And we've only begun.

The Union's strength depends on forging tight relationships among individuals who share a common goal. Last year we met twice and worked closely with the newly-elected members of IUCN's Council. A Council-led initiative helped raise IUCN's profile, leadership and influence within and on behalf of the conservation community, by ensuring that we all work together. To that end, the Secretariat followed through on a mandate from the Members' Assembly in Jeju to analyse the effectiveness of IUCN Resolutions to improve the ways our Union can influence policy.

As the global voice of nature and sustainability, IUCN helped craft the Sustainable Development Goals. At a New York event on achieving the Millennium Development Goals, hosted by the President of the UN General Assembly in September 2013, IUCN advocated for a greater recognition of healthy nature as a prerequisite for achieving economic prosperity and social well-being.

We continued to maintain strong links with multilateral environmental agreements and their Secretariats. In 2013, we celebrated the 40<sup>th</sup> anniversary of the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), which itself was inspired by an IUCN Resolution. We welcomed the new Secretary-General of the Ramsar Convention on Wetlands of International Importance, hosted by IUCN since its inception, and signed the first cooperation agreement with the UN Convention to Combat Desertification.

One year on from Jeju, we welcomed 60 new Members to the Union—including, for the first time, a Member from Bosnia and Herzegovina, bringing IUCN's total membership to 1,228.

We were delighted to welcome a new Framework Partner, the Republic of Korea, which has signed a four-year agreement in support of the implementation of IUCN's Programme and several Jeju Congress Resolutions. We stabilized our financial situation, closing the 2013 budget with a modest surplus while at the same time diversifying our funding sources.

July saw HSH Prince Albert II of Monaco host the annual meeting of IUCN Patrons of Nature, a group of ten prominent individuals who provide financial and other significant support to the Union. The meeting focused on ocean conservation—a



theme that animated the International Marine Protected Areas Congress held later in 2013 and will resonate at the once-in-a-decade IUCN World Parks Congress in November 2014 in Sydney, Australia.

IUCN ensured the concept of natural capital gained traction in 2013. It informed the Annual Meeting of the World Economic Forum in Davos, anchored the Eco Forum Global meeting in Guiyang, and was an official partner and significant contributor to the inaugural World Forum on Natural Capital held in Edinburgh, and continues to engage in this rapidly emerging and potentially influential concept.

In December IUCN and the Government of Botswana hosted a timely African Elephant Summit on emergency measures to tackle the ongoing poaching crisis. That summit delivered a powerful and urgent message to Heads of State convened by French President François Hollande a few days later.

Above all, we advanced knowledge products that combine conservation science with technology to improve decision making. IUCN also helped establish the Intergovernmental Platform on Biodiversity and Ecosystem Services (IPBES), a collaborative new instrument that seeks to integrate the science-policy interface.

As we look back at another busy and successful year, we wish to thank all of you—IUCN Members, Councillors, Commission members, Secretariat colleagues and partners—for supporting our Union in 2013 and for your work towards our shared vision of 'a just world that values and conserves nature'.

Zhang Xinsheng, **President**

Julia Marton-Lefèvre, **Director General**

# measuring the progress of conservation

## Earning trust through transparent tracking

Like any long-term endeavour, conservation performance is hard to measure. This is especially true for the diversified interests of IUCN, where metrics of success must be relevant to the membership, to the Commissions, to the Secretariat, and to a range of partners. Furthermore, IUCN contributes to conservation successes that cannot be attributed to IUCN only. Nevertheless, IUCN is committed to the tracking and transparent reporting of our performance over time, both to document the importance and return-on-investment of conservation work, and to adapt the Union according to lessons learned. Dates of first measurement vary; here we report data, where available, back to 1980, the beginning of modern growth of IUCN.

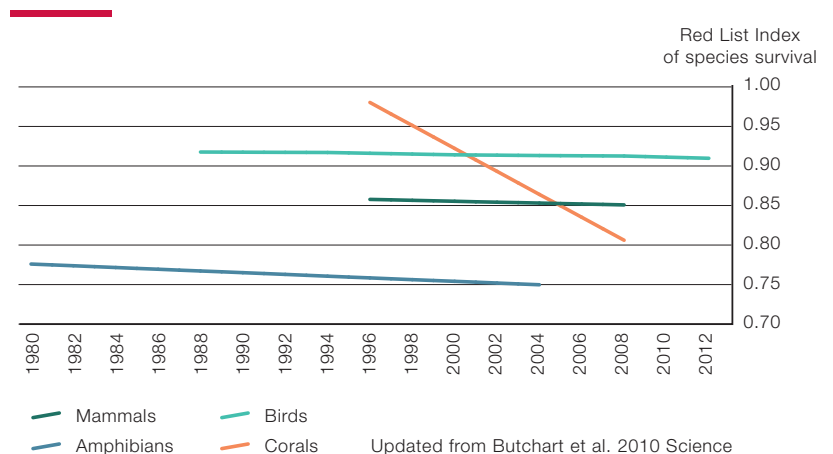
### Risks of species extinction keep rising

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. Yet, analyses of these data by the IUCN Species Survival Commission show that these declines would have been at least 20% worse in the absence of conservation action.

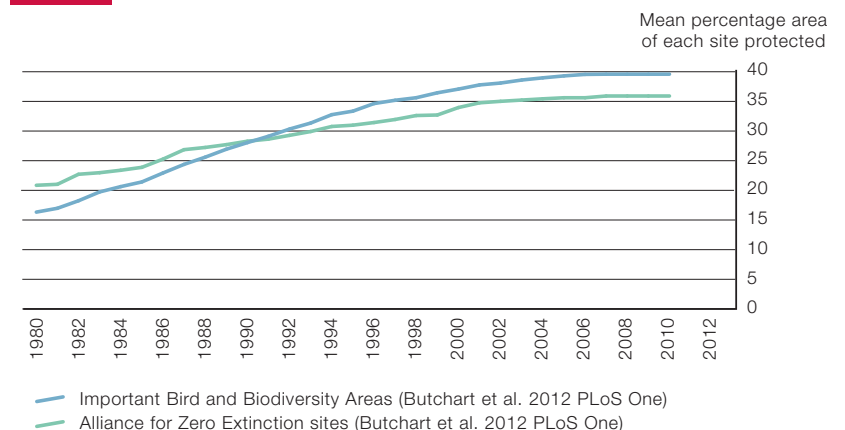
### One-third of important sites are now protected

IUCN mobilizes knowledge products documenting both sites which have been designated as protected areas, and sites which contribute significantly to the global persistence of biodiversity. Analyses led by BirdLife International, an IUCN Member, show that protected area coverage of Important Bird and Biodiversity Areas and of Alliance for Zero Extinction sites has doubled over the last three decades. However, two-thirds of these key biodiversity areas are still unprotected.

#### Extinction risk



#### Protection of key biodiversity areas



### Extinction risk of 70,000 species has been assessed

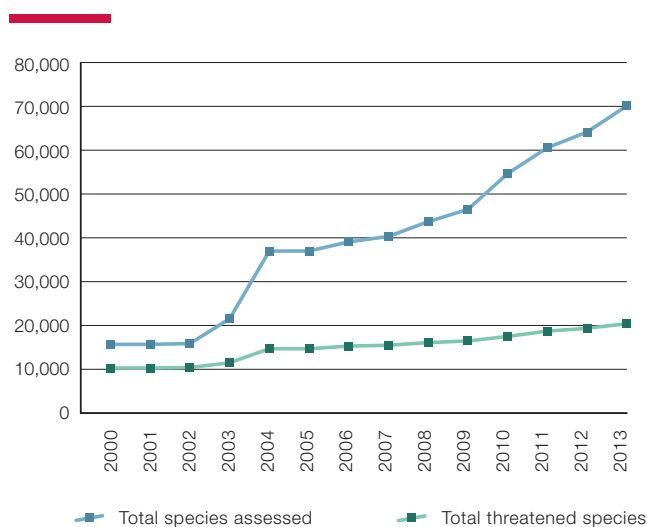
The IUCN Red List of Threatened Species™, a flagship knowledge product convened through the IUCN Species Survival Commission with the IUCN Global Species Programme and Red List partners, has undertaken new assessments of extinction risk for more than 50,000 species over the last decade, reaching some 70,000 in 2013. During this period The IUCN Red List has documented more than a quarter of these to be threatened with a high probability of extinction in the medium-term future. The IUCN Red List aims to provide ongoing assessment of 160,000 species, as a “barometer of life”.



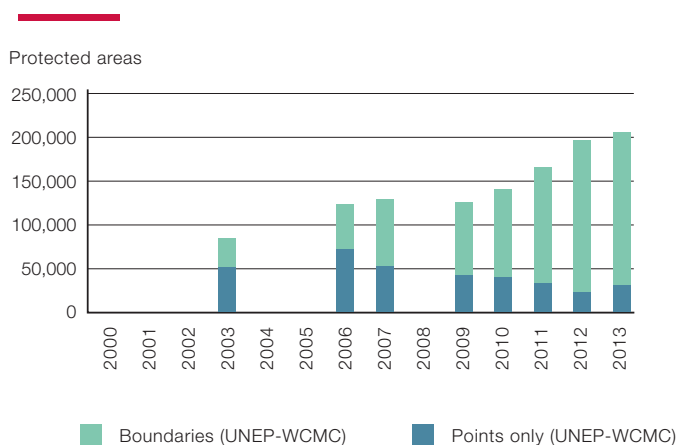
### Protected area documentation is improving greatly

The Protected Planet flagship knowledge product documents information about the world’s protected areas. This is mobilized 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 2013 expanded in coverage from 84,577 to 205,882 sites, and from 40% to 85% of sites including spatial data on their boundaries.

Red List coverage



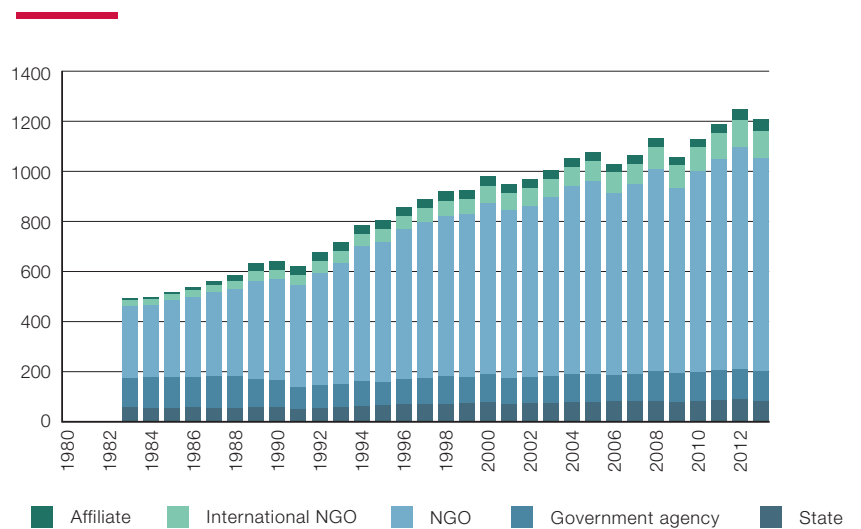
World Database on Protected Areas coverage



### IUCN membership has doubled over three decades

In the early 1980s, IUCN had about 500 Members; this has more than doubled over the last 30 years, with more than 1,200 institutions and organizations now Members of the Union. This growth has come largely from among non-governmental organizations, which now constitute approximately 1,000 Members of IUCN. The Union's State Members have also increased by almost 50%, with the number of Government agency Members remaining stable over the period.

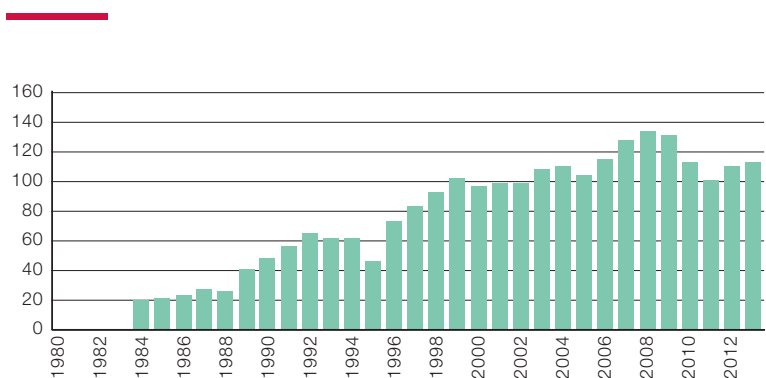
Membership



### Income to IUCN is now increasing after the global financial crisis

Prior to 2009, annual income to the IUCN Programme and Secretariat grew consistently over the three decades from 1980. The global financial crisis contributed to a drop of about one-fifth by 2011, although 2012 and 2013 saw modest increases, suggesting that economic recovery is reaching the conservation sector.

Income (inflation adjusted, CHF millions)

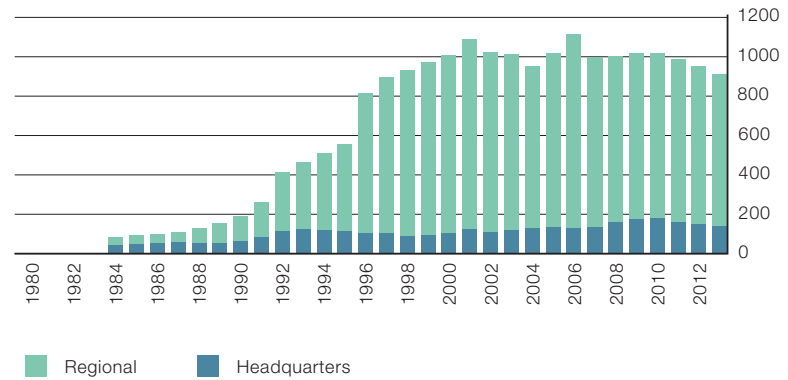




### The IUCN Secretariat is decentralized

Historically, most IUCN Secretariat staff were located in the Union's headquarters. However, the period 1980–2000 saw the Secretariat increase from 100 to around 1,000 staff, with nearly all this growth being in national and regional offices so as to better support the membership and implement the Programme. The proportion of Headquarters staff has fluctuated between 10% and 20% over the last 15 years, and sits at one-sixth today.

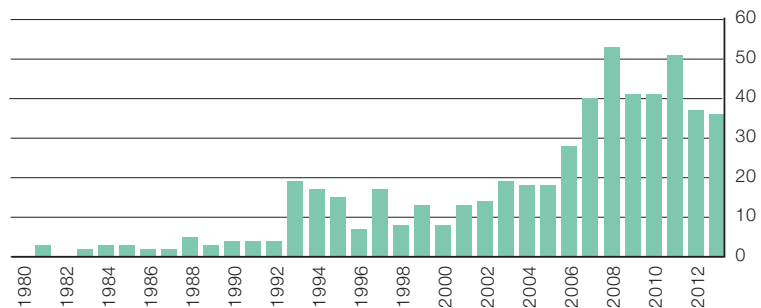
### Staff



### 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 around 40 scientific papers listing "IUCN" as an author's affiliation now published annually (data from 21 March 2014).

### Publications indexed in ISI Web of Science





## the indispensable alliance

Four years between each World Conservation Congress may seem a long time. It is not. No sooner did the global gathering in Jeju, Republic of Korea, conclude than IUCN began to improve its performance moving forward. The Union began to follow through on agenda items, fulfil Congress resolutions, tackle mandates, and complete multi-year initiatives. It welcomed new Members from government and NGOs, including the first non-profit business association. It offset a large part of the carbon trail left behind by Congress. And it started to plan the next Congress. Above all, it continued to foster, strengthen and leverage the relationships forged within our triple helix—the 1,200+ Members, 11,000+ experts within Commissions and a Secretariat staff of 1,000—of individuals and institutions who imbue our Union with collective authority, credibility and political influence reaching from the conservation to the political world.

### Overview of IUCN Members (2013)

	State	Government Agency	International non-governmental Organization	National non-governmental Organization	Affiliate	Total
Africa	25	17	10	148	2	202
Meso and South America	6	5	6	145	7	169
North America and the Caribbean	2	11	31	74	7	125
South and East Asia	13	27	6	190	4	240
West Asia	6	8	0	30	0	44
Oceania	8	12	2	26	0	48
East Europe, North and Central Asia	4	13	3	46	2	68
West Europe	20	26	50	203	23	322
<b>TOTAL</b>	<b>84</b>	<b>119</b>	<b>108</b>	<b>862</b>	<b>45</b>	<b>1218</b>

### Committees of IUCN Members officially recognized by Council (2013)

	Africa	Meso and South America	North America and the Caribbean	South and East Asia	West Asia	Oceania	East Europe, North and Central Asia	West Europe	Total
National	13	14	2	8	3	2	3	11	56
Regional	2	2	1	1	1	0	0	0	7



## Connecting the Union

In 2013, the Union welcomed 60 new Members—including, for the first time, a Member from Bosnia and Herzegovina—bringing the total membership to more than 1,200. To more fully integrate the One Programme approach, IUCN last year developed and launched the **Union Portal**, a platform that enables Members, National and Regional Committees, Commission members, Councillors and the Secretariat to network and share knowledge, information and expertise. The Portal was developed in response to a specific Congress Resolution. A thematic and geographic categorization of IUCN and Member activities and experience (“mapping”) will encourage all stakeholders to report on what they are doing related to the Union’s priorities.

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### Clear Priorities, Metrics and Timetables for Action

IUCN’s newly elected President and Council moved the Union forward on three priorities: Enhanced Leadership, A Stronger Union, and Resource Mobilization. Aligned with these priorities at the start of its new term, Council launched the **Framework of Action to Strengthen the Union**. The Framework undertakes concrete, targeted, achievable, and time-bound steps that will raise IUCN’s profile, leadership and influence, within and beyond the conservation community, and strengthen IUCN as an effective Union, including its membership, governance and structure by proactively engaging its Members, Commissions and partners towards the implementation of the Programme and the fulfilment of IUCN’s mission.

## Introspection for improvement

In 2013, IUCN completed the **evaluation of the 2012 Congress**. In general participants felt highly satisfied with the informal opportunities for creative debate on a wide range of biodiversity-related issues away from highly politicized decision-making bodies, and the IUCN Forum, prior to the Members’ Assembly, in particular was seen as a platform offering opportunities to share and engage. The evaluation also noted room for improvement, recommending that IUCN better define the purpose and objectives of the Congress, to get a clearer sense in advance of what should be achieved collectively as a Union, as well as improve the motions and Resolutions processes.

As a first step to reform the motions and Resolutions process, IUCN studied in more depth how Resolutions are implemented in order to develop monitoring for results of Resolutions and Recommendations. Council reviewed, initiated and supported a series of reforms by its Governance and Constituency Committee, to propose significant improvements to all processes linked to the Members’ Assembly.

## Congress outcomes

IUCN also published a **Congress Highlights** report, which detailed the achievements through influence, action and knowledge, as well as the **Conservation Trends Platform**, which illustrated conservation efforts based on discussions and results of the workshops held during the Forum.

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### Across the Pacific from Jeju 2012 to Hawai’i 2016

In 2013 IUCN initiated the selection process to identify the host for the 2016 World Conservation Congress, IUCN’s highest decision-making body and the world’s largest and most important conservation event. Held every four years, it aims to improve how we manage our natural environment for human, social and economic development. Invitations for expressions of interest were communicated to all State and Government agency Members of IUCN, and eight were received. The list was narrowed to two candidates in September 2013, including Istanbul, Turkey. In May 2014, Council decided that **the 2016 IUCN Congress will be held in Honolulu, Hawai’i**, in the United States of America in September 2016.



### Engagement with business

In its early history many IUCN leaders saw the work of conservation in opposition to business interests. Such an adversarial relationship has begun to thaw over the last decade. While individual private corporations cannot become members of the Union, in December 2013 IUCN's governing Council welcomed the first global non-profit business organization into its membership: the **World Business Council for Sustainable Development (WBCSD)**. As with all new Members, WBCSD fulfilled IUCN's criteria for admission and demonstrated a strong track record in conservation. Having long recognized the value of nature and the collaborative need to scale up sustainable business solutions, WBCSD applied to become part of IUCN's membership, backed by strong endorsements from prominent global organizations. This forward-thinking organization brings to IUCN many years of private sector experience working on ecosystem issues. Its groundbreaking **Action2020 Plan** is setting the business agenda to address the most urgent needs of people and the environment across climate change, food security, nutrient elements, ecosystems and water.

*"Business is an important actor in our society and we have received the support of our Council to further engage with businesses that are willing to challenge the status quo and contribute to a just world that values and conserves nature," said Julia Marton-Lefèvre, IUCN Director General.*

### World Conservation Congress fully offset

Five months after the conclusion of the World Conservation Congress in Jeju, Republic of Korea, IUCN **has fully offset the greenhouse gas emissions** arising from the gathering of 6,571 participants who attended the event from 157 countries. With the eyes of the world on the Union's commitment to emissions neutrality, this was no small, simple or inexpensive task. IUCN mitigated the impact of the Congress activities, reduced its overall carbon footprint, and compensated for unavoidable greenhouse gas (GHG) emissions through the purchase of

credible, additional, and sustainable carbon offsets. In total, the GHG assessment estimated that the Congress created 6,847 tons of CO<sub>2</sub> eq., 80% of which were caused by participant and organizer travel. Offsetting costs were voluntarily financed by 1,241 participants, by IUCN which offset the emissions caused by the 364 participating staff, and by 51 VIPs. The Union and host country collected and donated CHF 5000 and CHF 8000 (respectively) to cover the balance. The actual carbon was offset in 130 million year old rainforests, undertaken through the **Infapro** project and run by the organization Face the Future. The site was selected for its verified emissions reductions of a high standard and its significant biodiversity and social benefits. The project rehabilitates logged rainforest in Sabah, Malaysia, through sustainable forest management activities and works to avoid a second round of logging.

### Visit Earth's best places, at no cost, emissions free

Of course, the fastest, fairest, cleanest and cheapest way to offset emissions is to avoid burning carbon through jet fuel in the first place. To that end, IUCN last year pioneered a new approach to travelling the world to see the best places—from the comfort of your sofa. IUCN's World Heritage Programme offered anyone with an internet connection a **voyage of discovery to explore 222 natural World Heritage sites** across the planet, transported by 3D simulation, and inspired by some amazing photos. The virtual journey begins with an easy check-in at Google Earth, embarkation by opening a viewer customized to fly around natural World Heritage sites. From the pilot seat, travellers can spin around the world freely and hop from one idyllic site to another, double-clicking to zoom in or out of any given location. The virtual adventure travel tour across 95 countries includes 276 million hectares or 10% of all land and sea protected area, including 106 forest, 46 marine and 15 transboundary sites.

## commissions in action

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**Under the “One Programme Charter” of IUCN, we are committed to close integration of efforts through the Union’s triple helix of 1,200+ Members, 11,000+ experts in six volunteer Commissions, and a Secretariat staff of 1,000 individuals. In 2013, approximately 50% of Programme work was delivered with Members, 40% was carried out in collaboration with Commissions and 5% with National/Regional Committees. Here are but a few examples of how Commissions operate. Full details of the multi-faceted Commission activities can be found on the IUCN website**

<http://www.iucn.org/about/union/commissions>

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### Capturing an audience for change

 In 2013, the **Commission on Education and Communication (CEC)** harnessed the power of fun to address serious concerns. Partnering with the Alcoa Foundation, CEC members helped launch an award scheme for European students to co-create the campaign, “Better in the Dark”, which connects people through social media to live a more sustainable life. Also, together with the Göncöl Foundation, CEC members developed an interactive game, “NatuREcycle”, to help students aged 8-14 draw connections between mining, recycling of aluminium and nature conservation in a playful way. Designed in support of the challenges experienced towards achieving Aichi Target 1, which calls for increased public awareness about biodiversity, CEC members also created and launched a free online learning platform, **Frogleaps.org**, which offers e-courses on ‘storytelling’ and ‘strategic outreach’ to help professionals achieve green change. Frogleaps builds on past efforts—“Love. Not Loss” and “How to tell a love story”—to promote the idea of a positive approach to the general public in which emotions play the main role instead of facts and figures. Science suggests human brains, in any culture,

are hardwired to learn from narrative stories that touch our emotions, create powerful empathy, grab and maintain attention, and help us to understand and remember messages. This viewpoint was reiterated during a CEC Thought Leaders meeting on environmental and conservation psychology, which was organized to support the work of CBD on Aichi Target 1.

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### Livelihoods, rights, culture and nature



The **Commission on Environmental, Economic and Social Policy (CEESP)** is embarking on important initiatives that draw the social and biodiversity sciences closer together. To better integrate rights and multi-cultural perspectives into conservation, CEESP, with others in IUCN, is working towards enhancing understanding of the contribution of species and ecosystems to the livelihoods of indigenous peoples and local communities. It is also expanding work to support rights-holders and stakeholders to assess natural resource governance and improve decision making, action and accountability for the well-being of people and nature.

Biocultural conservation is another highlighted area of work for CEESP. To conserve and better communicate the links between cultural diversity and traditional ecological knowledge and biodiversity, CEESP members formed an international working group that encourages collaboration, links institutions, shares knowledge, and trains trainers. CEESP brings important perspectives to a wide variety of discussions. Given the pace of synthetic biology and genetic engineering, **CEESP Chair Aroha Te Pareke Mead**, was asked if she would want the Moa bird or other extinct species brought back from oblivion. “This is a controversial area of science that requires broader discussion on the social, cultural, ethical issues,” wrote Mead, who concluded: “Bring the Moa back to what? I am unconvinced of the motives and benefits of this area of science at this point in time.”

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#### Connecting conservation laws to Africa’s context



In October 2013, in Abidjan, Côte d’Ivoire, the **World Commission on Environmental Law** (WCEL) joined a symposium “Institutional and financial mechanisms for implementing environmental law in Africa in the context of sustainable development”. The goal was to review what collaborative actions can best consolidate the achievements and open new avenues for fostering the development of a legal environment in Africa. One hundred legal environmental experts from Africa, Europe and America found that, much like Red Listed species, “the right to the environment is endangered”. Regressive threats in Africa come from deregulation, decreased protections, unfunded mandates, inaction, and non-implementation. All too often, environmental law itself is seen in Africa as an obstacle to projects, programmes and progress, when in reality it represents an opportunity to promote innovation. To that end, participants called for environmental law to generate rules that integrate with local cultures and community needs, and adapt rulings to this new ethical perspective.

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#### Fourfold returns from investing in nature



In 2013, the IUCN **Commission on Ecosystem Management** (CEM), the Rotterdam School of Management- Erasmus University and the COMON Foundation, co-founded the **Ecosystem Return Foundation** (ERF) to accelerate the restoration of 150 million hectares of degraded landscapes worldwide. The ERF developed the Four Return model—with the aim to deliver inspirational, social, natural and financial returns per hectare—and will work with partners in business and investors over the next 20 years through international agreements such as the Bonn Challenge, Action 2020 and the Sustainable Development Goals, to achieve them by matching business partners for ecosystem restoration. These partnerships are the basis of operational restoration companies, and private funders have agreed to support the first three years of implementation. Such an Ecosystem Return process relates directly to three other important areas of CEM’s (in partnership with the Global Ecosystem Management Programme) work, namely the Red List of Ecosystems, Ecosystem based Adaptation, and Disaster risk reduction.

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## Combining species survival and protected areas for quality over quantity



The **Species Survival Commission** and the **World Commission on Protected Areas** teamed up in 2013 in an international collaboration to identify which protected areas were most critical to preventing extinction of the world's mammals, birds and amphibians. The analysis calculated the 'irreplaceability'

of individual landscapes, based on data on 173,000 terrestrial protected areas and assessments of 21,500 species on The IUCN Red List of Threatened Species™. The analysis compared the contribution each protected area makes to the long-term survival of species, and identified 78 sites (comprising 137 protected areas in 34 countries) as exceptional. Together, they harbour the majority of the populations of more than 600 birds, amphibians and mammals, many that cannot be found anywhere else, and half of which are globally threatened. Unlike previous assessments that focused on increasing the number of protected sites, this study highlights the need and provides guidance for improving the often insufficient management of existing protected areas.

*"Protected areas can only fulfil their role in reducing biodiversity loss if they are effectively managed," said **Simon Stuart, Chair of the IUCN Species Survival Commission**. "Given limited conservation budgets, that is not always the case, so governments should pay particular attention to the management effectiveness of highly irreplaceable protected areas."*





## linkages for life

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Nothing in nature lives in splendid isolation. The future fates of all organisms are tightly bound together. Hummingbird and flower, ant colony and acacia grove, coral and shark, wolf pack and riparian trees: each species evolved co-dependent upon others. Recently scientists discovered how the spider—long considered a paragon of lonely toil—thrives most in alliances, each individual specializing in certain strengths balanced against and in coordination with others. Even seemingly ‘adversarial’ predator-prey relationships like cheetah and impala ensure the long-term agility, speed and resilience of both in healthy tension.

IUCN also thrives on partnerships. The individual among our Members, Secretariat or Commissions draws strength from linking in and teaming up with the valuable financial, strategic, intellectual, political or economic resources of other minds and institutions. The best alliances find solutions and improve strength based on trust and mutual self-interest among equals.

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### Framework Partners

In 2013, the Governments of Denmark, Norway, Finland, France, Sweden and Switzerland renewed their longstanding commitments to partner with IUCN by renewing their Framework Agreements alongside the United Arab Emirates and the MAVA Foundation. The Republic of Korea joined as a new **Framework Partner**. Framework Partners provide unrestricted funding and invest in IUCN for the long haul. They provide multi-year core funding to leverage the Union’s convening power, knowledge base, policy influence and programming on the ground, and help shape global policy to promote biodiversity and low impact development.

**Korea’s Ministry of Environment**, IUCN’s first Framework Partner from East Asia as a result of successful collaboration during the 2012 IUCN World Conservation Congress, is helping fund the implementation of 19 Resolutions adopted there. The **US State Department** also provides Annual Voluntary Contributions and participates in the strategic dialogues with IUCN’s Framework Partners. Contributions are more than financial; several Framework Partners second talented personnel to IUCN’s Secretariat, and keep IUCN on its toes as they commission, evaluate and monitor outcomes generated by critical external reviews of the Union’s operations, programming and development. Annual dialogues build a shared strategic vision and promote synergies, helping IUCN to leverage additional funds from public and private sources.

Framework support and focused partnerships reinforce each other, allowing IUCN to develop a coherent

set of knowledge products and advice based on solutions which have been tested in the field and discussed widely by those who design and implement policies. Bilateral and multilateral institutions, foundations, non-governmental organizations and individuals all provide **earmarked funding to achieve specific outcomes on the ground**. Certain projects generate knowledge to inform policies, others promote biodiversity, poverty alleviation, climate change mitigation and sustainable development in a wide array of communities across the globe. In 2013, IUCN signed six new grants with **USAID**—on critical issues such as wildlife trafficking, community-based climate resilience and marine managed areas—that will help IUCN to develop its six flagship knowledge products. IUCN also signed a multi-million Euro, multi-year agreement with the **Netherlands Directorate-General for International Cooperation (DGIS)** in 2013 to develop a programme on climate resilient water and food security solutions for sustainable and inclusive economic growth in Africa (SUSTAIN). In addition, IUCN is implementing a programme agreement with the **UK Department for International Development (DFID)** to equip policy makers and practitioners with knowledge, tools and capacity to sustain locally-adapted landscape restoration across 150 million hectares of degraded forest and agricultural land, in support of the Bonn Challenge to restore 150 million hectares of degraded land by 2020. IUCN also secured support from the **German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety (BMU)** for its climate change mitigation, adaptation and biodiversity work worldwide, including the Ecosystems Protecting Infrastructure and Communities project.



IUCN draws together leaders from all walks of life as **Patrons of Nature** to inspire and promote IUCN's unique vision of modern-day conservation as a positive force for economic growth and poverty reduction. Graciously hosted by HSH Prince Albert II of Monaco, IUCN's Patrons of Nature gathered for their second meeting in Monaco in June 2013 and agreed to champion The IUCN Red List of Threatened Species™, IUCN's work to curb illegal trade in wildlife, and enhanced conservation and governance of the high seas during 2014. Through strategic engagements IUCN helped to demonstrate how well-managed ecosystems can support sustainable and equitable development within planetary boundaries. A group of distinguished communicators serve as **Goodwill Ambassadors**, helping the Union spread its messages far and wide.

In September 2013, the UK's Prince William galvanized an unprecedented collaboration of seven of the world's most influential conservation organizations, including IUCN, in a long-term commitment, **United for Wildlife**, to tackle the illegal wildlife trade. "The threats to our natural heritage are extensive, but I believe that this collaboration of the best minds in conservation will provide the impetus for a renewed commitment and action to protect endangered species and habitats for future generations," said His Royal Highness, The Duke of Cambridge. "At the root of the illegal wildlife trade is the demand for products that require the deaths of tens of thousands of these animals every year, pushing them further towards extinction." TRAFFIC, a strategic alliance of IUCN and WWF working to reduce illegal and unsustainable



trade in wild species, advised the partnership on the overall state of illegal wildlife trade, and options for bringing it under control. Several IUCN Specialist Groups, TRAFFIC and IUCN Members are advancing legislation and establishing programmes to secure the future for heavily traded species, including elephants, rhinoceros and pangolins. "We feel honoured to have the opportunity to work with His Royal Highness on what is possibly the most serious threat that some of our planet's rarest species face today," says Simon Stuart, Chair of the IUCN Species Survival Commission. "We're witnessing an unprecedented rise in illegal wildlife trade, with its value running into hundreds of millions of dollars. Wildlife trafficking also has

serious security, economic, political and ecological ramifications. We look forward to sharing our expertise on this burning issue."

To stem further decline of species threatened with extinction, IUCN formed a partnership—**Friends of Target 12**—to achieve the global biodiversity target of the Strategic Plan for Biodiversity of the Convention on Biological Diversity (CBD). The partnership will guide and coordinate the most pragmatic national efforts to prevent extinctions and improve the conservation status of species disappearing most rapidly. Out of 65,518 species currently assessed by The IUCN Red List, 1,173 are Extinct or Possibly Extinct and 20,219 are threatened. The so-called 'Target 12'

#### Donor diversity (in CHF millions)

	2013		2012	
<b>Governments</b>	53.8	47%	51.3	46%
<b>Multilaterals and Conventions</b>	16.2	14%	17.9	16%
<b>Members</b>	12.4	11%	11.6	10%
<b>Foundations and Institutions</b>	9.0	8%	8.9	8%
<b>Non-Governmental Organizations</b>	7.8	7%	7.5	7%
<b>Corporations</b>	5.5	5%	5.0	5%
<b>Other income</b>	8.9	8%	8.5	8%
<b>Total</b>	<b>113.6</b>	<b>100%</b>	<b>110.7</b>	<b>100%</b>

was one of 20 Aichi Biodiversity Targets adopted under the CBD in Japan in 2010. "Today, species are disappearing at unprecedented rates," said Jane Smart, Global Director of IUCN's Biodiversity Conservation Group. "However, we know that conservation works. We need to do much more of it and at a much larger scale. We hope that this partnership will provide the concerted action that we urgently need to secure the long-term survival of species." Some Friends of Target 12 partners made specific commitments as part of the initiative.

**Foundations and private charitable trusts** in the USA, Europe and Asia have also become vital partners, offering IUCN both funding and guidance. During 2013, IUCN deepened its partnership with the Ford, MacArthur, Arcus, Keidanren and Prince Albert II Foundations. In addition, IUCN joined forces with The Rockefeller Foundation and Harvard University's Kennedy School at the Bellagio Center in November 2013 to organize a "Resilience Dialogue", aimed at aligning the conservation capabilities and strengths of private businesses, governments and civil society to address 21<sup>st</sup> century challenges associated with urbanization, food security and climate change.

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### Business partners

In 2013, IUCN deepened its **strategic engagement with a range of International Financial Institutions and Regional Development Banks**. IUCN enhanced its influence on the World Bank's lending portfolio by ensuring that Union Members exercised a strong voice in the Bank's review of its lending

"safeguards". The medium-term goal is for biodiversity value to be systematically assessed as part of the World Bank's project review and approval process. In addition, IUCN organized a Strategic Planning Workshop with the African Development Bank in August 2013 to strengthen institutional cooperation and joint programming, in line with the Memorandum of Understanding signed between the two partners in 2008.

IUCN has often developed long-term bilateral partnerships with a single corporation. Tools were developed with the **Holcim Group** to identify and mitigate water and biodiversity risk at all of its sites, and IUCN agreed independently to verify Holcim's implementation efforts over several years. In 2013, IUCN capped the partnership with **Kuoni** through the third consecutive training workshop, "Integrating Business Skills into Ecotourism Operations" held in October 2013, in Negombo, Sri Lanka, and helped Kuoni redefine its environmental policy to emphasize biodiversity conservation.

*"At Kuoni, we are very pleased about the outcomes of these trainings. They provide a great opportunity for our destination management partners to better understand what is happening on the ground and how we can build better connections with the conservation sector."*

**– Matthias Lesinger,  
Head of Corporate  
Responsibility, Kuoni**

IUCN and **Marriott International** forged a partnership in 2013 to protect the environment and support Thailand's local communities through mangrove restoration, the use of sustainable seafood sources, and local procurement practices. The two organizations share three priorities: fundraising and awareness of the surrounding natural endowment and human context; creating small local businesses that produce sustainable souvenirs; and locating sources of sustainable seafood for its hotels. One goal is to plant 500,000 mangrove saplings and relevant species within three years and enhance coastal protection and management in Asia through the **Mangroves for the Future** and **Building Coastal Resilience** initiatives. The partnership goes beyond demonstrating environmental commitments such as reducing water and electricity consumption; it works out how parties can be a force for positive change for the communities, habitats and species in the landscapes and seascapes on which their business ultimately depends.

*"IUCN and Marriott International have powerful networks and together we hope to inspire best practice in environmental partnerships."*

**– Don Cleary, Marriott International's Chief Operations Officer in Asia Pacific**

The mining sector's **Rio Tinto** has long worked with IUCN to achieve "Net Positive Impact" on biodiversity. In 2013, IUCN teams began testing Rio Tinto's verification protocol at the Oyu Tolgoi mine in the southern Gobi desert of Mongolia, a developing, landlocked

country of three million people and home to the critically endangered Bactrian Camel; the khulan, or Asiatic Wild Ass; the Houbara Bustard and other species important to conservation and stakeholders. IUCN also secured direct sponsorship in 2013 from **Global Blue**, which invested USD 133,000 in the Union's Global Marine Programme to support conservation and awareness activities for manta rays and whale sharks off the Maldives, and to assist the Government of the Cook Islands to create one of the largest Marine Protected Areas in the world. IUCN and business partner **Nespresso** joined with Brazilian researchers, coffee farmers, businesses, a government agency and several NGOs to understand and address common threats to water and soil ecosystems, looking beyond its direct sphere of influence, to transform its operational processes for positive impacts from farm to landscape level.

*"Nespresso recognizes that we must consider sustainability issues beyond the fences of our supplying coffee farms, because unsustainable land-use practices around these farms can jeopardize the sustainable practices that we actively promote within these farms through our AAA Sustainable Quality programme."*

**– Mr. Guilherme Amado,  
Green Coffee Project  
Manager, Nespresso Brazil**



IUCN's ultimate aim has always been to go beyond company boundaries by engaging entire sectors to improve water, landscape and biodiversity management standards. In 2013, the Global Business and Biodiversity Programme began to focus on a new type of engagement, involving cross-sectoral collaboration around a common topic or objective. Such engagements include the **Net Positive Impact (NPI) Alliance** and the **Aluminium Stewardship Initiative (ASI)**, including a two-year agreement with 14 companies—Aleris, Amcor Flexibles, AMAG/Constantia Flexibles, Audi, Ball Corporation, BMW Group, Constellium, Hydro, Jaguar Land Rover, Nespresso, Novelis, Rexam, Rio Tinto Alcan and Tetra Pak—that together represent the main stages of the aluminium value chain, from bauxite mining, alumina refining and aluminium smelting to semi-fabrication (rolling, extrusion and casting), material conversion and consumer/commercial goods suppliers.

In 2013, IUCN also established the **ASI Standard Setting Group (SSG)**, to address concerns about energy and greenhouse gases, bauxite residues, biodiversity and land management, resource efficiency and recycling, and indigenous rights and local communities. The SSG integrates a balanced representation of industry and

non-industry stakeholders, including As You Sow; CII – Godrej Green Business Centre, India; Cleaner Production Center South Africa; Ecofys; EMPA; Fauna & Flora International; the Forest People Programme; Fundación para la Promoción de Conocimiento Indígena; IndustriAll; IUCN; Social Accountability International; Transparency International and WWF.

Engagement was also strengthened with cement and aggregates industry associations, including the **Cement Sustainability Initiative (CSI)**; Cembureau, the European cement association; UEPG, the European aggregates association; and FICEM, the cement association of Latin America, the Caribbean, Spain and Portugal. These collaborations will initially focus on the dissemination and promotion of the Integrated Biodiversity Management System across the sector. 2013 was also a year for restructuring a longstanding relationship with the oil and gas sector starting with a more focused approach in engaging with Shell, under the guidance of the IUCN Council's Private Sector Task Force.

## the nature of our work

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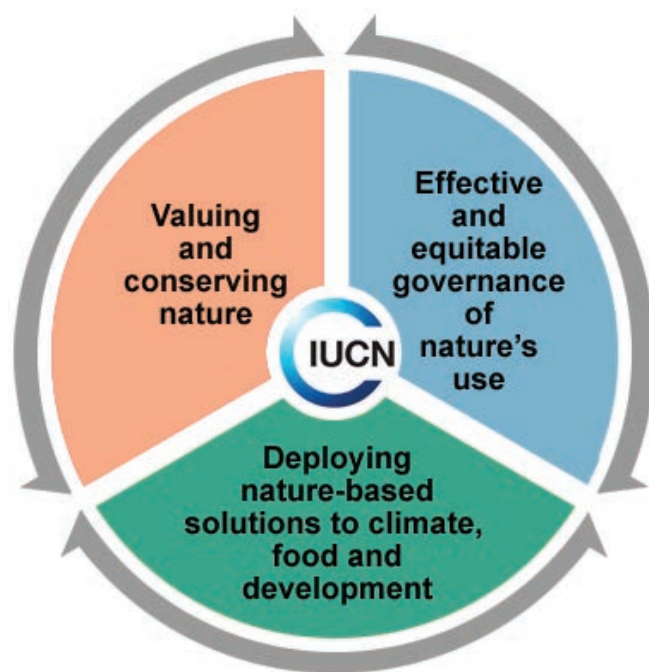
Divergent views shape our understanding of nature. On the one hand, we know how global production and consumption patterns continue to degrade nature, our human life support system; yet conversely, we underuse and devalue nature's potential power to restore health, resilience and equilibrium to society. In recent years, IUCN has developed its understanding of the solutions that nature offers. Rather than regard biodiversity primarily as something fragile to protect or rescue for its own sake, IUCN is approaching nature as a dynamic and valuable partner that can be leveraged to help resolve pressing global challenges in climate change, food security, social and economic development. IUCN embraces these "nature-based solutions," which form a cornerstone of our 2013–2016 Programme.

The quadrennial Programme builds upon IUCN's niche as the world's authority in three areas. First, **valuing and conserving nature** enhances our heartland work on biodiversity conservation, emphasizing both tangible and intangible values of nature. Second, **effective and equitable governance of nature's use** consolidates IUCN's work on people-nature relations, rights and responsibilities, and the political economy of nature. Third, **deploying nature-based solutions to global challenges** expands IUCN's work on nature's contribution to tackling problems of sustainable development, particularly in climate change, food security, and social and economic development.

The troubling spectre of global climate change remains the defining force of our time, and the Union will continue to take steps to "avoid the unmanageable and manage the unavoidable". Yet in certain respects 2013 was a year in which IUCN's work Programme upended the litany of human threats to ecosystems by asking, and answering, what nature can do for humanity. In addition to documenting the increasingly degraded and unstable condition of the atmosphere, we expanded our nature-based efforts for

results within the sustainable use of nature. Our thirst, hunger, land use and energy choices are shaped by competing economic values and decisions about how we govern our use of nature. It is in our freshwater, landscape and marine systems that disruptive impacts on natural and human communities will most be felt—and absorbed through nature-based solutions that build long-term resilience.

Of course, health and resilience never arrive overnight, by accident, for free. They require a judicious and disciplined **business model** that can raise funds and focus urgent strategic priorities in a clear and coherent way. IUCN's business model was designed to ensure that the three Programme areas raise and allocate resources to produce outputs that benefit nature and outside stakeholders.



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I.  
valuing and conserving  
nature

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Credible and trusted knowledge for valuing and conserving biodiversity leads to better policy and action on the ground. IUCN's 2013 portfolio is strong on knowledge products (IUCN Red Lists and Protected Areas) and related policy influencing, and is moving more into results on the ground with programmes such as SOS (Save Our Species) and BIOPAMA (Biodiversity and Protected Areas Management), which were scaled up with existing donor contacts. New Programme development in 2013 focused on spatial data integration of the flagship knowledge products, including work on Key Biodiversity Areas (KBAs). In future the knowledge products will focus more explicitly on supporting public and private decision making for nature conservation.

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**The IUCN Red List shows  
precarious state of oldest,  
largest species**

Facts, however painful, drive better decisions. The July 2013 report of The IUCN Red List of Threatened Species™ showed worrying declines for conifers—the world's oldest and largest organisms—freshwater shrimps, cone snails, a forest giraffe and the Yangtze Finless Porpoise, and declared the Santa Cruz Pupfish and Cape Verde Giant Skink to be Extinct. But it also offered pathways to secure the future for thousands of species, including our own. The first global reassessment of conifers found a third of the world's cedars, cypresses, firs and other cone-bearing plants threatened with extinction. The Okapi—a national symbol of the Democratic Republic of the Congo, also known as the “forest giraffe”—appeared on the brink of extinction due to habitat loss and poaching. A total of 73,686 species have now been assessed, of which at least 30% are threatened with extinction. With more information on the state of the world's biodiversity than ever before, the overall picture is troubling. Yet rather than wring hands, the Union argued how and why Members “must

use this knowledge to its fullest—making our conservation efforts well targeted and efficient.” With conifers, for example, that meant understanding where California's Monterey Pine (*Pinus radiata*) suffered attacks from feral goats or invasive pathogens, or why Morocco's Atlas Cedar (*Cedrus atlantica*) suffered from overexploitation and pests. More encouragingly, Lawson's Cypress (*Chamaecyparis lawsoniana*), once a heavily-traded species, is recovering toward Least Concern status thanks to improved management practices in California and Oregon. Two species of albatross, the Leatherback Turtle and the Island Fox native to California's Channel Islands are also showing signs of recovery. Increased survey efforts in Costa Rica have uncovered new subpopulations of Costa Rica Brook Frog and Green-eyed Frog.

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### Sharks, rhinos and elephants among wildlife trade summit winners

In what IUCN's Species Survival Commission (SSC) called an "historic step towards protection of marine species," the Convention on International Trade in Endangered Species (CITES) summit in Bangkok last year decided to improve the sustainability of the international trade of eight species of threatened sharks and rays, and strengthened measures to reduce poaching and illegal trade in elephant ivory and rhino horn. The conference saw a record number of countries vote to regulate the international trade in the Oceanic Whitetip Shark, three hammerhead species, the Porbeagle Shark and the two existing species of manta rays, and ban international trade in critically endangered Freshwater Sawfish. All these species suffered from rising demand for shark fins, shark meat, gill plates and aquarium animals. Asia bought 1.2 million Whitetip Sharks killed for their large and distinctive fins, while 4,000 manta rays were harpooned for their gills. To tackle rising levels of poaching of African Elephants (*Loxodonta africana*), Parties focused regulation of illegal ivory trade with country-specific actions; they also recognized and tightened illegal trade in live Asian Elephants (*Elephas maximus*). The conference identified the range, transit and consumer states most affected by illegal rhino horn trade, which increased by 43% the previous year, while reporting back on specific urgent actions to be taken by those countries. Finally, delegates agreed on tighter controls of international trade in Madagascar timber species like rosewood (*Dalbergia spp.*) and ebony (*Disopyros spp.*).

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### Measuring risks to conserve natural and human communities

By assessing twenty ecosystem case studies on six continents by May 2013, IUCN had developed and tested a new environmental risk method to discover which ecosystems are tracking well and which are in trouble. A joint effort led by the Commission for Ecosystem Management and the Global Ecosystem Management Programme, the **IUCN Red List of Ecosystems** will identify an ecosystem as vulnerable, endangered or critically endangered in a method that is applicable worldwide across terrestrial, freshwater and marine

ecosystems. It is expected to become a one-stop shop to help economists, rural communities, local and national authorities make smart investment decisions and judiciously manage finite resources. The Union's goal is to assess all the ecosystems of the world by 2025, but through a database designed to accommodate studies at the level of a district, a country or by ecosystem type. The remote mountain ecosystems of the Venezuelan Tepui were among those at least risk of collapse; at the other extreme was the Aral Sea of central Asia, where fisheries, tourism and the respiratory health of people living around the sea collapsed during the 1980s and 1990s. Both examples had bearings on the human communities that depend on their surrounding life support system. "The lessons from the Aral Sea assessment are sobering" said Richard Kingsford, Director of the Wetlands Centre and co-author of the study. "Not only were a host of species lost forever, but the ecosystem collapse led to socio-economic disaster."

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### 222 Natural World Heritage sites to protect

From vast deserts in Namibia and Mexico to high mountain ranges in China, Tajikistan and Italy, IUCN successfully recommended adding five exceptional natural areas to the **World Heritage List**, bringing the total number of natural places demanding the highest levels of international protection to 222 sites covering over 7 million hectares, or 22 times the size of Switzerland. Tajik National Park, the first natural World Heritage site in Tajikistan, covers one-fifth of the country. Lesotho's first World Heritage site was inscribed as an extension to South Africa's uKhahlamba Drakensberg. The newly inscribed sites fill important gaps and strengthen the credibility of the List. But IUCN raised concerns that a large and increasing number of natural sites around the world remain under pressure from a wide range of threats, in particular from industrial extraction, wildlife trafficking and large-scale infrastructure, roads and hydroelectric projects.

## Securing our planet's "blue heart"

After gathering decision makers first in Marseille and then in Ajaccio, Corsica, at the **3<sup>rd</sup> International Marine Protected Areas Congress**, IUCN supported 1,500 stakeholders from 87 nations in their agreement to accelerate the establishment of well-managed marine protected areas (MPAs) for at least 10% of the world's oceans by 2020, and mobilize funds to do so, even beyond national jurisdictions. Ministers discussed the need to combine global, regional and local approaches to conserving the oceans, engage the private sector in the process and devise innovative and sustainable financing solutions for marine protected areas. They also highlighted the urgency to establish globally-recognized MPAs on the high seas. The high seas are of immense importance to the functioning of the planet, as well as to sustaining many of the species we value, be it for commercial, aesthetic or ethical reasons. More than 3.5 billion people depend on them for food, energy and income. But less than 3% of the ocean is protected, and the world still lacks a legally-binding framework that would allow us to protect them as part of a coherent system of protected areas.

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## Developing Capacity for a Protected Planet

Over the last months of 2013, in workshops from Suva, Fiji to Nairobi, Kenya, IUCN hosted, elevated, clarified and accelerated goals of **Biodiversity and Protected Areas Management (BIOPAMA)**, an ambitious programme to address threats to protected areas' biodiversity in African, Caribbean and Pacific (ACP) countries (which host nearly half our planet's biological and cultural diversity), while reducing poverty in communities in and around protected areas. BIOPAMA is a four year (2012–2016) initiative of the ACP Secretariat funded by the European Union and jointly implemented by IUCN and the European Commission's Joint Research Centre. It aims to build capacity for technical managers through the establishment of regional observatories and information systems to improve decision making. BIOPAMA will enhance existing institutions and networks by making the best science and knowledge available for building capacity to improve policies and better decision making on biodiversity conservation and protected area management. To that end, BIOPAMA

stakeholders gained traction and momentum at several meetings across all three regions in 2013, which highlighted the need for improved access to, availability of, and capacity to use biodiversity data. Nations with biodiversity strategies and action plans (NBSAPs) explored through BIOPAMA how best to address priority capacity challenges for protected areas and how to mainstream biodiversity development into other sectors. In parallel, big steps have been made this year with several countries and partners to initiate a global 'Green List of Protected Areas'. The highlights of these collaborations will be showcased at IUCN's **World Parks Congress in November 2014**.

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### Leveraging IUCN for IPBES, and vice-versa

At the intersection of scientific research and policy advice, IUCN's activities directly align with and are relevant to the new **Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES)**. For six decades, the knowledge generated by IUCN has been designed to be used, and now IPBES offers an intergovernmental mechanism to further distil and share our analyses and assessments about species, ecosystems and the human communities that depend on the integrity of nature. Last year IUCN and IPBES collaborated in two ways: leveraging IUCN knowledge products like the Red List in IPBES work; and supporting the operations of IPBES (for example, by working with the International Council for Science to prepare the draft stakeholder engagement strategy for the platform). IUCN provides high-quality assessments on status and trends of biodiversity and on conservation efforts worldwide. All IUCN products are established along strict and transparent procedures, with inclusive processes, interdisciplinary approaches, predictability, responsiveness to policy needs, and the demonstrated ability to address emerging global issues. This knowledge directly influences policy at all levels, including among governments, the private sector, and conservation organizations. However, making knowledge available does not ensure that it will be used efficiently. Collaboration with IPBES should bring that goal closer to achievement.

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## II.

### effective and equitable governance of nature's use

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Improved governance over natural resources and their management strengthens rights and delivers equitable conservation with tangible livelihoods benefits. IUCN's 2013 portfolio is deeply engaged with governance issues, albeit in a fragmented manner, through management programmes for the different biomes, empowerment of indigenous peoples, gender policy-strengthening and business engagement. IUCN is moving towards a common approach with a clearer focus on landscapes and seascapes, aided by spatially focused knowledge products. Programme development initiatives in 2013 focused on two new knowledge products (IUCN Natural Resource Governance Framework and IUCN Human Dependency on Nature Framework) and on business development for strengthening policy and governance.

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### Urgent deal reached for African Elephants

At a summit in Botswana co-convened by IUCN and the Government of Botswana, key states along the illegal ivory value chain committed in 2013 to 14 urgent measures to halt the illegal trade and secure elephant populations across Africa. One measure committed to classifying wildlife trafficking as a "serious crime" in order to unlock international law enforcement cooperation such as mutual legal assistance, asset seizure and forfeiture, extradition and other tools to hold criminals accountable for wildlife crime. The summit was the first-ever to convene and forge agreement on measures by key African Elephant range states including Gabon, Kenya, Niger and Zambia, ivory transit states Viet Nam, Philippines and Malaysia, and ivory destination states, including China and Thailand.

*"Our window of opportunity to tackle the growing illegal ivory trade is closing," said H.E. Lieutenant General Seretse Khama Ian Khama, President of the Republic of Botswana and Honorary Member of IUCN at the Summit's opening. "Now is the time for Africa and Asia to join forces to protect this universally valued and much needed species."*

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### Important sites for biodiversity

In 2004, IUCN's Members asked the Union to prepare and launch a **standard for what constitutes a Key Biodiversity Area (KBA)**. Key Biodiversity Areas are sites that contribute significantly to the global persistence of biodiversity. They are identified nationally using simple standard criteria, based on their importance in maintaining biodiversity. Governments, intergovernmental organizations, NGOs, the private sector, indigenous and local communities, and other stakeholders can use KBAs as a tool to guide appropriate actions in individual sites, as well as to identify national networks of internationally important sites. For example, in 2013 IUCN organized a workshop bringing together a range of stakeholders to validate freshwater KBAs in the Balkan region of the Mediterranean Biodiversity Hotspot, and prioritized actions for each catchment. This work aims to provide the foundation for the creation of a representative Protected Areas network for freshwater species.

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### Integration of the knowledge products

Over 2013, IUCN began to **integrate the six flagship knowledge products** mobilized through the Union, with a goal of making information both accessible and useful to guide decision making. IUCN's Council recognized the data underlying the knowledge products as global public goods, and requested discussion with international finance organizations and interested governments regarding the need

to invest in their development and maintenance. Meanwhile, the IUCN Commissions, Members, Secretariat and partners delivering this business line worked together to plan the integration of the flagship knowledge products. This will focus on supporting conservation and sustainability in four decision contexts: international policy (for example, in tracking progress towards the Convention on Biological Diversity's Aichi Targets); investment standards and safeguards for the private sector and financial institutions; conservation agencies; and land- and seascape planning. The integration of knowledge products is well advanced in the second of these, through the **Integrated Biodiversity Assessment Tool**, and with publication of: *Biodiversity for Business: A guide to using knowledge products delivered through IUCN*, which have set an example for the others.

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### Polar Bear unites nations around shared threats

In December 2013, the range states of Canada, Denmark, Norway, Russia and the United States signed a landmark declaration that will strengthen measures to conserve their shared Arctic region's most iconic animal. Polar Bears are a huge part of the folklore and identity, particularly for indigenous peoples whose livelihoods have been inextricably linked with them for millennia.

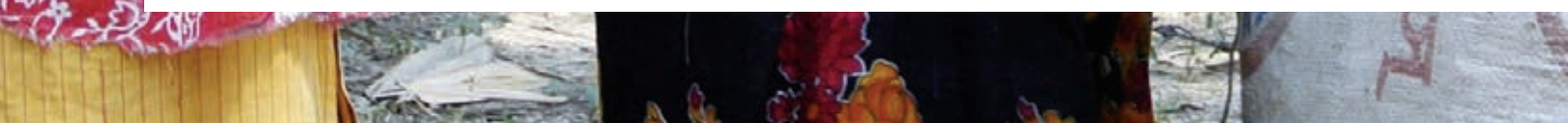
They are under increasing pressure from the threat of climate change and related increase in human activities in the Arctic. IUCN Members presented

the status and threats to the bear's 19 subpopulations and called for: completing the development of a **Circumpolar Action Plan** on polar bears by 2015; identifying and conserving sufficient polar bear habitat; fully implementing polar bear monitoring programmes and updating the range-wide status and population trends of polar bears.

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### To reverse the oceanic death spiral

In 2013, IUCN experts discovered that ocean degradation was occurring at faster speeds and with more severe impacts than earlier reported, and called for urgent and pragmatic remedies to reverse it. The international panel of marine scientists already knew that the ocean is absorbing much of the heat and unprecedented levels of carbon dioxide, causing warm acidified water to combine with nitrogen runoff, chemical pollution and overfishing. But in October 2013 they discovered that the cumulative impact of these stressors was far graver than previously estimated. Ocean health was simply "spiralling downwards far more rapidly than we had thought," with effects more imminent than anticipated. Deferring action will increase costs with greater, perhaps irreversible, losses. Finding out how much the ocean is bearing the brunt of human-induced changes gives cause for alarm—but also a roadmap for action. That roadmap urged governments to: reduce carbon emissions to keep temperatures from rising above 2 degrees Celsius; reduce industrial fishing subsidies; establish resilient coastal communities through empowering co-management of small-



scale fisheries; and build infrastructure for high seas governance beyond national jurisdiction.

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### Cracking conservation's glass ceiling

In November 2013 at the UN climate change conference in Warsaw, IUCN released the first-ever **Environment and Gender Index (EGI)**, which monitors gender equality and women's empowerment in the environmental arena. EGI ranks 72 countries on how well or poorly they translate gender and environment mandates into national policy and planning, and aims to promote a culture of transparency and accountability around gender equality and women's rights. "As an independent tool outside the UN system to measure government performance," explained IUCN's Global Senior Gender Adviser, Lorena Aguilar, "the EGI can help policy makers and civil society evaluate and set new benchmarks for government progress. The ability to compare countries and regions establishes a basis for tracking changes in performance over time, and complements existing monitoring and evaluation tools and assessments." Iceland, Netherlands and Norway performed high; the lowest were Democratic Republic of Congo, Yemen and Mauritania; while the USA ranked 14 out of 72. Since environmental costs tend to fall hardest on the least empowered in society, it stands to reason that empowerment of disenfranchised populations would bring security to the natural world. Women tend to express more concern about climate change or overfishing

than men, for example. But the global average for women's participation in inter-governmental negotiations on climate change, biodiversity and desertification has peaked at 36%. Also, few nations collect, track or report the status of women's roles and access to resources in forestry, agriculture, water, energy or fisheries.

Surprising wrinkles emerged from the Index. Mozambique was the first country to establish a national climate change and gender action plan. Iceland scored low on female participation in COP delegations, management and elected office. Poland ranked highest worldwide in ecosystem management but lowest in OECD livelihoods. Mongolia was a top performer in the Asia region, but low on women in policy making and protection of property rights. Liberia scored in the top tier of access to credit, land and property, with the same legal rights as men. The USA had the highest performance on percentage of women without anaemia, but lower performance—equal to Greece and Bangladesh—on women in policy-making positions.

*"We are eager for the results of the EGI and expect that the information about Mozambique's performance will help guide our efforts toward gender equality and environmental protection."*

**– Ana Chichava,  
Deputy Minister of the  
Environment, Mozambique**





### WRAPing up wise use of wetlands

IUCN launched in 2013 an innovative toolkit on how to conserve and manage the 1% of the world's landscapes that support 7% of its species, including millions of people. Our failure to value wetlands has cost people and biodiversity dearly. But the **Wetland Resources Action Planning (WRAP)** toolkit counters that by guiding researchers, technical planners and policy makers through a pragmatic approach to managing aquatic ecosystems at any site scale. Wetlands management usually focuses on the water itself, for energy provision or irrigation, while poverty reduction strategies tend to undervalue biodiversity and ecosystem services. More effective integration of water and poverty objectives incorporates biodiversity, livelihoods, ecosystem services and policy, from stakeholder engagement to the development and implementation of action plans. This approach is already working. A project partner in southern China used the toolkit to define the issues at a wetland, and unite all stakeholders to develop and implement actions that manage the wetlands for biodiversity and those communities that depend upon it. The WRAP toolkit has strong links to policy, both at the site scale through the resulting action planning process, but also at the international scale, for wetland sites listed under the Convention on Wetlands of International Importance (Ramsar).

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### III.

deploying **nature-based solutions** to climate, food and development

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Healthy and restored ecosystems make cost-effective contributions to meeting global challenges of climate change, food security, and social and economic development. The 2013 Programme portfolio is applying nature-based solutions across the world, in both large and small projects. There is room to scale up, if programme delivery structures are improved, and if knowledge products better support IUCN's programmes. To influence policy, we must push nature-based solutions through global and national fora, and develop new programme initiatives in land, water and food security through economic growth corridors, coastal rehabilitation, and area-based business engagement.

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#### **Markhor as a microcosm of SOS integrated approaches**

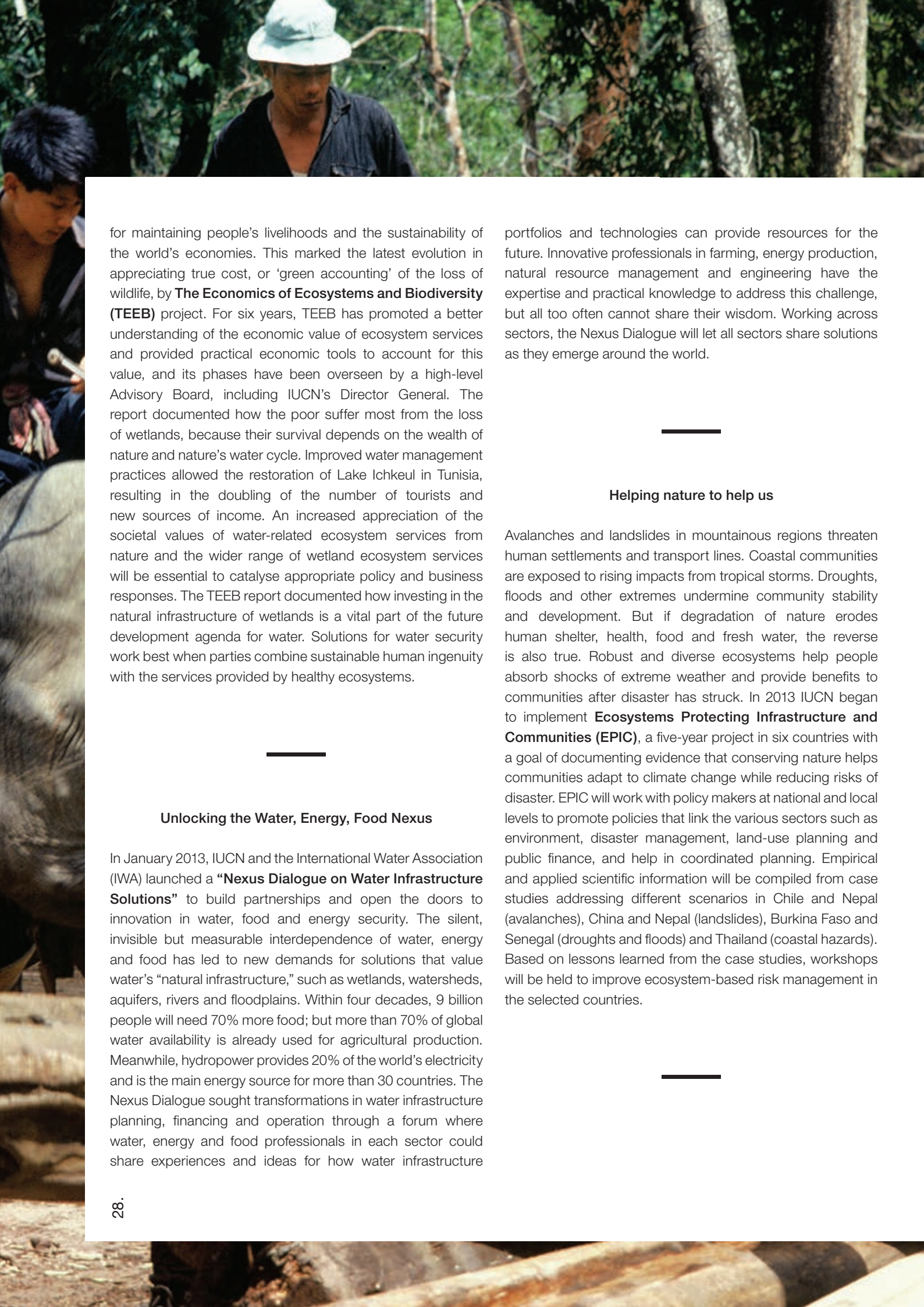
In 2013, the Union's **SOS – Save Our Species** expanded the scope and reach of its globally competitive approach to biodiversity. The flagship initiative provided USD 12 million in funds through 54 separate grants targeting a total of 154 threatened species in 32 countries contributing a number of benefits to local stakeholders. Many support alternative livelihoods development, and some are showing early results. An exemplary SOS project, implemented by IUCN Member Wildlife Conservation Society (WCS), can be found in the 12,000 sq km tribal areas of Gilgit Baltistan, Pakistan, that aim to protect more than half of the world's population of an endangered species of wild goat, the flare-horned markhor. But SOS did far more than just save wildlife. The region is also a critical catchment and source of water for hundreds of millions of disadvantaged people in the upper Indus River watershed. The region's great conifer forests are crucial to water management, as otherwise excessive run-off, erosion and siltation can lead to flash flooding, hydropower breakdowns.

To succeed across the board, the project set up 65 community resource committees, who trained and deployed 112 community anti-poaching wildlife rangers, in 14 markhor conservancies. Each one aligned multiple community governance groups with markhor habitat units to enable more accurate, comprehensive, landscape-level planning and conservation of herds. The project also worked with the Provincial Wildlife Department to appoint 22 of the community rangers to paid government positions, and they hope to secure funds to hire more in the near future.

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#### **Quantifying how nature's use benefits the poor**

On World Wetlands Day, 2013, the Ramsar Convention launched "**The Economics of Ecosystems and Biodiversity for Water and Wetlands,**" a report that urges us to recognize the value of wetlands in delivering water, raw materials and food



for maintaining people's livelihoods and the sustainability of the world's economies. This marked the latest evolution in appreciating true cost, or 'green accounting' of the loss of wildlife, by **The Economics of Ecosystems and Biodiversity (TEEB)** project. For six years, TEEB has promoted a better understanding of the economic value of ecosystem services and provided practical economic tools to account for this value, and its phases have been overseen by a high-level Advisory Board, including IUCN's Director General. The report documented how the poor suffer most from the loss of wetlands, because their survival depends on the wealth of nature and nature's water cycle. Improved water management practices allowed the restoration of Lake Ichkeul in Tunisia, resulting in the doubling of the number of tourists and new sources of income. An increased appreciation of the societal values of water-related ecosystem services from nature and the wider range of wetland ecosystem services will be essential to catalyse appropriate policy and business responses. The TEEB report documented how investing in the natural infrastructure of wetlands is a vital part of the future development agenda for water. Solutions for water security work best when parties combine sustainable human ingenuity with the services provided by healthy ecosystems.

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### Unlocking the Water, Energy, Food Nexus

In January 2013, IUCN and the International Water Association (IWA) launched a **"Nexus Dialogue on Water Infrastructure Solutions"** to build partnerships and open the doors to innovation in water, food and energy security. The silent, invisible but measurable interdependence of water, energy and food has led to new demands for solutions that value water's "natural infrastructure," such as wetlands, watersheds, aquifers, rivers and floodplains. Within four decades, 9 billion people will need 70% more food; but more than 70% of global water availability is already used for agricultural production. Meanwhile, hydropower provides 20% of the world's electricity and is the main energy source for more than 30 countries. The Nexus Dialogue sought transformations in water infrastructure planning, financing and operation through a forum where water, energy and food professionals in each sector could share experiences and ideas for how water infrastructure

portfolios and technologies can provide resources for the future. Innovative professionals in farming, energy production, natural resource management and engineering have the expertise and practical knowledge to address this challenge, but all too often cannot share their wisdom. Working across sectors, the Nexus Dialogue will let all sectors share solutions as they emerge around the world.

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### Helping nature to help us

Avalanches and landslides in mountainous regions threaten human settlements and transport lines. Coastal communities are exposed to rising impacts from tropical storms. Droughts, floods and other extremes undermine community stability and development. But if degradation of nature erodes human shelter, health, food and fresh water, the reverse is also true. Robust and diverse ecosystems help people absorb shocks of extreme weather and provide benefits to communities after disaster has struck. In 2013 IUCN began to implement **Ecosystems Protecting Infrastructure and Communities (EPIC)**, a five-year project in six countries with a goal of documenting evidence that conserving nature helps communities adapt to climate change while reducing risks of disaster. EPIC will work with policy makers at national and local levels to promote policies that link the various sectors such as environment, disaster management, land-use planning and public finance, and help in coordinated planning. Empirical and applied scientific information will be compiled from case studies addressing different scenarios in Chile and Nepal (avalanches), China and Nepal (landslides), Burkina Faso and Senegal (droughts and floods) and Thailand (coastal hazards). Based on lessons learned from the case studies, workshops will be held to improve ecosystem-based risk management in the selected countries.


### Testing the bonds of human/natural resilience

While the world must continue to reduce carbon emissions, our parallel task is to adapt to climatic changes already underway. But how to absorb shocks in the developing world, where money is scarce and people are vulnerable? One way is to leverage nature as a free yet vital partner, rather than viewing it as an adversary. The Union embraced **Ecosystem-based Adaptation (EbA)** approaches, which include sustainable agriculture, drylands permaculture, tenure-based fisheries, integrated water resource management, and sustainable forest management interventions. One example of this has been the protection, restoration and sustainable management of mangrove forests. Building on the **Mangroves for the Future (MFF)** initiative, we know that these vital habitats at the terrestrial/marine interface protect shoreline communities from storm surges, tsunamis and sea-level rise more cost-effectively than hard structures. They also secure human livelihoods by providing food, timber, medicine, and increase fishery and aquaculture yields since many commercial fish species depend on mangrove habitat during their juvenile stages. In Viet Nam, planting 12,000 hectares of mangroves cost USD 1.1 million, but saved an estimated USD 7.3 million per year in dyke construction and maintenance. Building on this established learning framework, IUCN has launched 60 projects with Ecosystem-based Adaptation components that test and disseminate real linkages between adaptation and mitigation policy at field levels for national policy.



### Painting the vulnerable world a credible shade of REDD+

Starting eight years ago, the UN established the massive global dual-objective effort to reduce emissions from deforestation and forest degradation while providing environmental and social benefits (**REDD+**) in developing countries. To give form and content to this landmark conservation mechanism, IUCN supports implementation of REDD+ and sharing its benefits with poor, indigenous and vulnerable populations, including women. In 2013, the Union field tested pro-poor approaches and payment/benefit sharing schemes, and disseminated lessons learned from this kind of REDD+ implementation. We also helped countries and communities under the Bonn Challenge pledge 30 million hectares committed and registered for landscape restoration, and supported those efforts with analysis, tools and capacity building to achieve credible implementation.



## black ink – red ink = green institution

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IUCN's total income in 2013 was CHF 114m compared to CHF 111m in 2012.

Membership dues increased from CHF 11.6m in 2012 to CHF 12.4m in 2013 as a result of new Members and an inflation adjustment to the scale of dues. Unfortunately, as a result of the withdrawal of some Members and others which experienced payment difficulties, it was necessary to make a provision of CHF 0.9m for amounts owing from Members at the year end.

Contributions from Framework Partners (funding from governments and other partners not tied to particular programmes or projects) amounted to CHF 16.9m (2012: CHF 16.6m). Although the departure of one Framework Partners resulted in a fall in framework funding this was more than compensated for by higher contributions from other Framework Partners and by the Republic of Korea which became a Framework Partners in 2013.

IUCN's project portfolio remains healthy. During the course of 2013, new project agreements with a total value of CHF 117m, to be implemented over the next four years, were signed. Actual project income received in 2013 was CHF 79.2m, slightly ahead of that received in 2012 (CHF 77.1m).

The overall result for the year was a surplus of CHF 3.5m, of which CHF 0.9m has been transferred to designated reserves to cover the costs of future events such as Regional Conservation Forums (to take place in 2015) and the World

Conservation Congress (to take place in 2016). The balance has been transferred to unrestricted reserves. Total reserves increased from CHF 13.2m at the start of 2013 to CHF 16.9m at the end of 2013, reversing losses realized in previous years.

IUCN's main source of funding continues to be Official Development Assistance (ODA) from bilateral and multilateral agencies, representing 61% of 2013 income. Income from foundations and institutions represented 9% and that from corporations, 5.5%.

IUCN continued to invest in updating its information systems during 2013. The Enterprise Resource Management system (ERP) is now operational in 11 offices and the rollout to all remaining offices is scheduled to be completed by the end of 2014. During 2013 a Union Portal was launched. This provides a platform for collaboration and for the sharing of information by all components of the Union.

Activities for 2014 have been budgeted at CHF 134m, a significant increase on 2013, reflecting a growing project portfolio.

The 2013 financial statements were audited by the financial services firm PricewaterhouseCooper who were 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. The detailed financial statements together with the auditor's report are available on our website at IUCN - Annual reports.





Expenditure (in CHF millions)

	2013	2012
Regional Programmes	57.5	58.8
Policy and Programme	5.7	5.1
Biodiversity Conservation	12.1	11.6
Nature-based Solutions	15.9	15.5
Corporate functions	14.7	21.9
<b>Total</b>	<b>105.9</b>	<b>112.9</b>

# balance sheet as at 31 december 2013

report currency: CHF ('000)

Assets	2013	2012
<b>Current assets</b>		
Cash and short term bank deposits	46,498	29,922
Financial assets	0	9,326
Membership dues receivable	4,261	3,563
Staff receivables	258	360
Receivables from partner organisations	77	1,283
Advances to implementing partners	3,333	1,983
Other accounts receivable	3,838	4,051
<b>Subtotal</b>	<b>58,265</b>	<b>50,488</b>
Framework agreements receivable	705	1,232
Project agreements receivable	11,418	12,863
Total current assets	70,388	64,583
<b>Non-current assets</b>		
Fixed assets (net)	34,485	34,493
Intangible assets (net)	3,009	3,549
Total non-current assets	37,494	38,042
<b>Total Assets</b>	<b>107,882</b>	<b>102,625</b>
<b>Liabilities and Fund Balances</b>		
<b>Current liabilities</b>		
Membership dues paid in advance	1,250	921
Accounts payable and accrued liabilities	4,057	4,029
Social charges payable	411	508
Project agreements advances	46,612	44,193
Deferred unrestricted income	989	1,002
Deferred income buildings	711	711
New building loan	103	100
Miscellaneous current liabilities	253	288
<b>Total current liabilities</b>	<b>54,386</b>	<b>51,752</b>
<b>Provisions</b>		
Membership dues in arrears	1,943	2,210
Projects in deficit	897	728
Staff leave and repatriation	867	509
Staff termination	1,852	2,037
<b>Total provisions</b>	<b>5,559</b>	<b>5,484</b>
<b>Non-current liabilities</b>		
Long term deferred income	21,217	22,245
New building loan	9,809	9,910
<b>Total non-current liabilities</b>	<b>31,026</b>	<b>32,155</b>
<b>Fund and Reserves</b>		
IUCN fund	6,128	6,227
Secretariat contingency fund	2,618	1,082
Currency translation adjustment	1,496	1,359
Reserve for statutory meetings	499	0
Other reserves	225	0
Cost centre reserves	5,272	4,070
Renovation fund	673	496
<b>Total fund and reserves</b>	<b>16,911</b>	<b>13,234</b>
<b>Total Liabilities and Fund Balances</b>	<b>107,882</b>	<b>102,625</b>

# income and expenditure statement for the year ended 31 december 2013

report currency: CHF ('000)




















	2013			2012		
	Secretariat Unrestricted	Project Agreements	Total	Secretariat Unrestricted	Project Agreements	Total
<b>External Operating Income</b>						
Membership dues	12,374	0	12,374	11,646	0	11,646
Retention of staff income tax	1,214	0	1,214	1,541	0	1,541
Agreements income	341	78,793	79,133	252	74,937	75,189
Framework income	16,935	0	16,935	16,594		16,594
Other operating income	3,519	423	3,942	3,627	2,169	5,796
<b>Total External Operating Income</b>	<b>34,383</b>	<b>79,216</b>	<b>113,599</b>	<b>33,660</b>	<b>77,106</b>	<b>110,766</b>
<b>Internal Allocations</b>						
Framework allocated to projects	(640)	640	0	(311)	271	(40)
Cross charges from projects	27,890	(27,738)	153	25,493	(27,145)	(1,652)
Other internal allocations	110	(263)	(153)	778	914	1,692
<b>Net Allocation</b>	<b>27,360</b>	<b>(27,360)</b>	<b>(0)</b>	<b>25,960</b>	<b>(25,960)</b>	<b>(0)</b>
<b>Operating Expenditure</b>						
Personnel costs and consultancies	46,328	21,084	67,413	46,818	22,505	69,323
Travel and communications	2,217	13,671	15,888	2,673	10,273	12,946
Vehicles & equipment - costs & maintenance	2,802	2,823	5,624	2,954	2,523	5,477
Office and general administrative costs	4,799	2,221	7,020	5,150	1,956	7,106
Publications and printing costs	373	1,776	2,149	402	2,225	2,627
Workshops and grants to partners	769	5,050	5,819	988	11,086	12,074
Other operating expenditure	710	575	1,285	820	535	1,355
Project cross charges						0
<b>Total Operating Expenditure</b>	<b>57,998</b>	<b>47,200</b>	<b>105,197</b>	<b>59,805</b>	<b>51,103</b>	<b>110,908</b>
<b>Net Operating Surplus/ (Deficit)</b>	<b>3,745</b>	<b>4,655</b>	<b>8,401</b>	<b>(185)</b>	<b>43</b>	<b>(142)</b>
<b>Other Income (Expenditure)</b>						
Interest income	577	33	609	633	14	647
Financial charges	(722)	(227)	(949)	(709)	(202)	(911)
Capital gains (losses)	1,003	0	1,043	121	0	121
Net gains/(losses) on foreign exchange	134	(92)	42	11	(174)	(162)
Exchange diff. on revaluation of project balances	0	(362)	(362)	0	(526)	(526)
Net movements in provision and write-offs	(1,197)	121	(1,116)	(1,712)	506	(1,206)
2012 Congress project surplus	0		0	814	(814)	0
<b>Total Other Income (Expenditure)</b>	<b>(205)</b>	<b>(528)</b>	<b>(733)</b>	<b>(842)</b>	<b>(1,196)</b>	<b>(2,038)</b>
<b>Net Surplus (Deficit) for the Year</b>	<b>3,540</b>	<b>4,127</b>	<b>7,668</b>	<b>(1,027)</b>	<b>(1,153)</b>	<b>(2,180)</b>

# our partners

## Framework Partners

## Programme and Project Partners





(contributions received in 2013 above Swiss francs 200,000)

	Ministry of Foreign Affairs, Denmark		
	Ministry for Foreign Affairs, Finland		
	French Development Agency		German Agency for International Cooperation - GmbH
	Ministry of Environment, Republic of Korea		Federal Ministry for Economic Cooperation and Development, Germany
	Norwegian Agency for Development Cooperation		Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety, Germany
	Swedish International Development Cooperation Agency		Italian Ministry of Foreign Affairs, Directorate General for Development Cooperation
	Swiss Agency for Development and Cooperation		Ministry of Foreign Affairs, Luxembourg
	Environmental Agency - Abu Dhabi, United Arab Emirates		Ministry of Foreign Affairs, Directorate-General for International Cooperation, The Netherlands
	MAVA Foundation		Ministry of Agriculture, Food and Environment, Spain
			Department for International Development, United Kingdom
			Department of State, United States of America
			United States Agency for International Development

## Multilateral Agencies

	African Union
	Asian Development Bank
	European Commission
	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

## Non-Governmental Organizations

	Conservation International
	International Institute for Environment and Development
	The Nature Conservancy
	WWF International

## Private Sector

	Global Blue
	Groupe Danone
	Holcim
	Nokia Corporation
	Rio Tinto
	Sakhalin Energy Investment Company Limited
	Shell Petroleum Development Company of Nigeria

## Foundations

	The Aage V. Jensen Charity Foundation
	Arcus Foundation
	Council for Development of Social Science Research in Africa
	Fondación Gonzalo Rio Arronte I.A.P. Mexico
	Ford Foundation
	Gordon and Betty Moore Foundation
	The Howard G. Buffett Foundation
	John D. and Catherine T. MacArthur Foundation

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