
***IUCN International Union for the
Conservation of Nature and
Natural Resources
Gland (Switzerland)***

*Consolidated Financial Statements for the
year ended December 31, 2010
and Auditors' Report*

Report of the statutory auditor

To the Council of
**IUCN, International Union for Conservation
of Nature and Natural Resources, Gland (Switzerland)**

Report on the consolidated financial statements

As statutory auditor, we have audited the accompanying consolidated financial statements of IUCN, International Union for Conservation of Nature and Natural Resources ("IUCN"), which comprise the balance sheet, income and expenditure statement, cash flow statement and notes for the year ended December 31, 2010.

Management's Responsibility

Management is responsible for the preparation of the consolidated financial statements in accordance with the requirements of Swiss law, IUCN statutes and the consolidation and valuation principles as set out in the notes. This responsibility includes designing, implementing and maintaining an internal control system relevant to the preparation of the consolidated financial statements that are free from material misstatement, whether due to fraud or error. Management is further responsible for selecting and applying appropriate accounting policies and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Swiss law and Swiss Auditing Standards. Those standards require that we plan and perform the audit to obtain reasonable assurance whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers the internal control system relevant to the entity's preparation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control system. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made, as well as evaluating the overall presentation of the consolidated financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements for the year ended December 31, 2010 comply with Swiss law, IUCN statutes and with the consolidation and valuation principles as set out in the notes.

Report on Other Legal Requirements

We confirm that we meet the legal requirements on licensing according to the Auditor Oversight Act (AOA) and independence (articles 69b paragraph 3 CC and 728 CO) and that there are no circumstances incompatible with our independence.

In accordance with article 728a paragraph 1 item 3 CO and Swiss Auditing Standard 890, we confirm that an internal control system exists, which has been designed for the preparation of the consolidated financial statements according to the instructions of the Management.

We recommend that the consolidated financial statements submitted to you be approved.

Deloitte SA



Jean-Marc Jenny
Licensed audit expert
Auditor in charge



Isabelle Babey

Geneva, May 3, 2011
JMJ/IBA/ahe

Enclosures :

- Consolidated financial statements (balance sheet, income and expenditure statement, cash flow statement and notes)
- Annex A – 2010 Core Funds under Framework Agreements

IUCN – International Union for the Conservation of Nature

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2010

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ANNEX A – Funding under Framework agreements

IUCN – International Union for the Conservation of Nature

CONSOLIDATED BALANCE SHEET AS AT 31 DECEMBER 2010

| (in CHF1,000) | Notes | 2010 | 2009 |
|--|-------|----------------|----------------|
| ASSETS | | | |
| Current assets | | | |
| Cash and short term bank deposits | III | 48'100 | 57'255 |
| Financial assets | IV | 6'252 | 17'606 |
| Membership dues receivables | V | 2'738 | 1'778 |
| Staff receivables | VI | 270 | 238 |
| Receivables from partner organisations | VII | 953 | 805 |
| Advances to implementing partners | VIII | 2'974 | 4'191 |
| Other account receivables | | 1'643 | 2'377 |
| Subtotal | | 62'930 | 84'250 |
| Framework agreements receivables | IX | 472 | 690 |
| Project agreements receivables | X | 8'482 | 3'694 |
| Total current assets | | 71'884 | 88'634 |
| Non-current assets | | | |
| Fixed assets (net) | XI | 37'597 | 34'126 |
| Intangible assets | XII | 3'060 | 1'244 |
| Total non-current assets | | 40'657 | 35'370 |
| TOTAL ASSETS | | 112'541 | 124'004 |
| LIABILITIES AND FUND BALANCES | | | |
| Current liabilities | | | |
| Membership dues paid in advance | | 854 | 1'441 |
| Accounts payable and accrued liabilities | XIII | 3'838 | 4'957 |
| Social charges payable | | 224 | 497 |
| Staff leave and repatriation | XIV | 764 | 1'020 |
| Project agreements advances | X | 49'986 | 54'437 |
| Deferred income framework agreements | XVI | 1'358 | 5'287 |
| Deferred income buildings | XVI | 991 | 503 |
| New building loan | XVII | 94 | 100 |
| Miscellaneous current liabilities | | 541 | 873 |
| Total current liabilities | | 58'650 | 69'115 |
| Provisions | | | |
| Membership dues in arrears | V | 790 | 480 |
| Projects in deficit | XV | 727 | 1'124 |
| Staff termination | XV | 1'731 | 2'042 |
| Total provisions | | 3'248 | 3'646 |
| Non-current liabilities | | | |
| Long term deferred income | XVI | 23'771 | 22'132 |
| New building loan | XVII | 10'107 | 9'910 |
| Total non-current liabilities | | 33'878 | 32'042 |
| Reserves | | | |
| | XVIII | | |
| IUCN Fund | | 6'589 | 7'185 |
| Currency translation adjustment | | 1'296 | 1'323 |
| Reserve for 2012 Congress | | 1'032 | 1'262 |
| Cost Centres reserves | | 3'567 | 3'715 |
| Membership fund reserve | | 200 | 0 |
| Renovation fund reserve | | 155 | 0 |
| Secretariat contingency fund | | 3'926 | 5'716 |
| Total reserves | | 16'765 | 19'201 |
| TOTAL LIABILITIES AND FUND BALANCES | | 112'541 | 124'004 |

See notes to the consolidated financial statements as indicated

IUCN – International Union for the Conservation of Nature
CONSOLIDATED INCOME AND EXPENDITURE STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2010

| (in CHF1,000) | Notes | 2010 | | | | 2009 | | | |
|---|-------|-----------------------------|-------------------------|-----------------------|-----------------|-----------------------------|-------------------------|-----------------------|----------------|
| | | Secretariat Unrestricted | Framework Agreements | Project Agreements | Total | Secretariat Unrestricted | Framework Agreements | Project Agreements | Total |
| EXTERNAL OPERATING INCOME | | | | | | | | | |
| Membership dues | | 11'178 | 0 | 0 | 11'178 | 11'445 | 0 | 0 | 11'445 |
| Swiss Government tax rebates | XIX | 1'737 | 0 | 0 | 1'737 | 1'863 | 0 | 0 | 1'863 |
| Agreements income | XX | 545 | 19'582 | 77'074 | 97'200 | 473 | 24'221 | 88'209 | 112'904 |
| Publication sales and subscriptions | | 68 | 0 | 17 | 85 | 34 | 0 | 0 | 34 |
| Other operating income | XXI | 2'968 | 0 | 393 | 3'362 | 3'051 | 1 | 1'912 | 4'964 |
| TOTAL EXTERNAL OPERATING INCOME | | 16'496 | 19'582 | 77'484 | 113'562 | 16'866 | 24'222 | 90'122 | 131'210 |
| INTERNAL ALLOCATIONS | | | | | | | | | |
| Frameworks allocations | | 21'818 | (21'961) | (1) | (145) | 18'561 | (20'118) | 1'058 | (499) |
| Cross charges from projects | | 22'502 | 0 | (22'674) | (172) | 23'172 | 0 | (22'561) | 611 |
| Other internal allocations | | 577 | 0 | (246) | 331 | 1'300 | (52) | (952) | 296 |
| Revaluation of internal allocations balances | | (14) | 0 | 0 | (14) | (569) | 0 | 161 | (408) |
| NET ALLOCATION | | 44'882 | (21'961) | (22'921) | 0 | 42'464 | (20'170) | (22'294) | 0 |
| OPERATING EXPENDITURE | | | | | | | | | |
| Personnel costs | | 46'006 | 0 | 29'797 | 75'804 | 45'953 | 9 | 30'374 | 76'335 |
| Travel and communications | | 3'085 | 2 | 9'141 | 12'228 | 3'311 | 24 | 10'409 | 13'744 |
| Vehicles & equipment - costs & maintenance | | 2'070 | 0 | 2'196 | 4'266 | 1'896 | 0 | 2'553 | 4'449 |
| Office and general administrative costs | | 5'633 | 0 | 2'153 | 7'786 | 4'163 | 0 | 1'868 | 6'031 |
| Publications and printing costs | | 620 | 0 | 1'933 | 2'554 | 695 | 1 | 2'236 | 2'932 |
| Workshops and grants to partners | | 1'705 | 22 | 13'242 | 14'969 | 1'162 | 419 | 15'607 | 17'188 |
| Other operating expenditure | | 752 | 0 | 1'529 | 2'281 | 349 | 0 | 997 | 1'346 |
| TOTAL OPERATING EXPENDITURE | | 59'872 | 25 | 59'991 | 119'887 | 57'529 | 453 | 64'044 | 122'026 |
| NET OPERATING SURPLUS/ (DEFICIT) | | 1'506 | (2'404) | (5'427) | (6'325) | 1'802 | 3'600 | 3'783 | 9'185 |
| OTHER INCOME (EXPENDITURE) | | | | | | | | | |
| Interest income | XVII | 724 | 0 | 109 | 833 | 305 | 0 | 91 | 396 |
| Financial charges | XVII | (994) | 0 | (209) | (1'203) | (232) | 0 | (156) | (388) |
| Capital gains (losses) | | 654 | 0 | 0 | 654 | 18 | 0 | 0 | 18 |
| Net gains/(losses) on foreign exchange | XVIII | (3'419) | 0 | (223) | (3'642) | 335 | 0 | (196) | 139 |
| Exchange differences on revaluation of project balances | XXII | 0 | (2) | (3'777) | (3'779) | 0 | 0 | (237) | (236) |
| Net movements in provision and write-offs | XV | (879) | 0 | 287 | (592) | (2'485) | 0 | 2'525 | 40 |
| Cost of building competition | XI | 0 | 0 | 0 | 0 | (632) | 0 | 0 | (632) |
| 2008 Congress surplus | | 0 | 0 | 0 | 0 | 2'121 | 0 | (650) | 1'471 |
| TOTAL OTHER INCOME (EXPENDITURE) | | (3'914) | (2) | (3'813) | (7'728) | (570) | 0 | 1'378 | 808 |
| NET SURPLUS (DEFICIT) FOR THE YEAR | | (2'408) | (2'406) | (9'240) | (14'054) | 1'232 | 3'600 | 5'161 | 9'993 |
| Movements in framework receivables/deferred income | | 0 | 2'406 | 0 | 2'406 | 0 | (3'600) | 0 | (3'600) |
| Movements in projects advances and deferred income | | 0 | 0 | 9'240 | 9'240 | 0 | 0 | (5'161) | (5'161) |
| Release from/(allocation to) IUCN Fund | XVIII | 596 | 0 | 0 | 596 | 7 | 0 | 0 | 7 |
| Release from/(allocation to) Congress reserve | XVIII | 230 | 0 | 0 | 230 | (1'262) | 0 | 0 | (1'262) |
| Allocation to Membership fund | XVIII | (200) | 0 | 0 | (200) | 0 | 0 | 0 | 0 |
| Allocation to Renovation fund | XVIII | (155) | 0 | 0 | (155) | 0 | 0 | 0 | 0 |
| NET MOVEMENT IN BALANCE FROM OPERATIONS | | (1'937) | (0) | (0) | (1'937) | (23) | 0 | 0 | (23) |

See notes to the consolidated financial statements as indicated

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IUCN – International Union for the Conservation of Nature
CONSOLIDATED CASH FLOW STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2010

| (in CHF1,000) | Notes | 2010 | 2009 |
|--|-------|-----------------|-----------------|
| Cash flow from operations | | | |
| Net Balance from Operations | | (1'937) | (23) |
| Depreciation of fixed assets | XI | 1'594 | 907 |
| Increase / (decrease) in provisions for membership dues in arrears | V | 311 | (1'069) |
| Increase / (decrease) in provisions for projects in deficit | XV | (397) | (1'630) |
| Increase / (decrease) in the provision for staff termination | XV | (311) | (563) |
| Increase / (decrease) in staff leave and repatriation liabilities | XIV | (256) | 158 |
| (Increase) / decrease in membership dues receivables | V | (960) | 1'970 |
| (Increase) / decrease in staff receivables | VI | (32) | 281 |
| (Increase) / decrease in receivables from partner organisations | VII | (148) | (189) |
| (Increase) / decrease in advances to implementing partners | VIII | 1'218 | (2'133) |
| (Increase) / decrease in other accounts receivables | | 733 | 456 |
| Increase / (decrease) in membership dues paid in advance | | (587) | 255 |
| Increase / (decrease) in accounts payable and accrued liabilities | XIII | (1'119) | 45 |
| Increase / (decrease) in social charges payable | | (273) | (93) |
| Increase / (decrease) in miscellaneous current liabilities | | (332) | (1'856) |
| (Increase)/decrease in framework agreements receivables | IX | 218 | 163 |
| (Increase)/decrease in project agreements receivables | X | (4'788) | 10'110 |
| Increase/(decrease) in project agreements advances | X | (4'451) | (2'999) |
| Increase/(decrease) in reservations | | 0 | (1'481) |
| Increase/(decrease) in reserve for 2012 Congress | XVIII | (230) | 1'262 |
| Increase/(decrease) in Membership fund reserve | XVIII | 200 | 0 |
| Increase/(decrease) in Renovation fund reserve | XVIII | 155 | 0 |
| Total Cash flow from operations | | (11'393) | 3'571 |
| Cash flow from investing activities | | | |
| Purchase of fixed assets | XI | (5'066) | (13'832) |
| Net movement in marketable securities | | 11'354 | (17'606) |
| ERP implementation in progress | XII | (1'816) | (1'244) |
| Total Cash flow from investing activities | | 4'472 | (32'682) |
| Cash flow from financing activities | | | |
| Increase/(decrease) in loan | XVII | 191 | 2'210 |
| Increase/(decrease) in current deferred income | XVI | (3'440) | 1'845 |
| Increase/(decrease) in long-term deferred income | XVI | 1'639 | 11'956 |
| Increase/(decrease) in IUCN Fund reserve | XVIII | (596) | (7) |
| Total Cash flow from financing activities | | (2'207) | 16'004 |
| Net Cash inflow/(outflow) for the year | | (9'128) | (13'107) |
| Cash and Short term deposits at the beginning of the year | III | 57'255 | 70'095 |
| Effect of Exchange rate changes | XVIII | (27) | 267 |
| Cash and Short term deposits at the end of the year | III | 48'100 | 57'255 |

See notes to the consolidated financial statements as indicated

IUCN – International Union for the Conservation of Nature

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2010

I. ACTIVITY

IUCN (International Union for the Conservation of Nature) was constituted by statutes adopted in 1948 at a conference convened by the Republic of France, with membership comprised of states, governmental agencies, and international and national non-governmental associations. The members registered IUCN statutes as an international association of governmental agencies and non-governmental organizations under article 60 of the Swiss Civil Code. The mission of IUCN is to influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable.

II. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND DEFINITIONS

All amounts are expressed in thousands of Swiss francs (CHF) unless otherwise indicated.

1. Accounting convention

The financial statements are prepared under the historical cost convention and are in accordance with Swiss GAAP and under the framework of the Swiss law.

2. Basis of consolidation

The consolidated financial statements include all offices of IUCN and those entities over which the IUCN has the power to govern the financial and operating policies so as to obtain benefits from their activities. These comprise:

- The International Union for the Conservation of Nature and Natural Resources, Registered Trustees, (WASAA Trust Fund, Nairobi), whose objective is to hold and administer funds and properties on behalf of IUCN in the Republic of Kenya.
- UICN Bureau Regional pour l'Europe (IUCN ROFE AISBL)
- IUCN Europe Regional Office Stichting (Stichting IUCN-ERO)
- SEED, a joint venture between UNDP, UNEP and IUCN, hosted by IUCN.

3. Income

Income comprises membership dues from members, contributions in cash from donors, investment income, Swiss government tax rebates and sundry income from the sale of publications and other goods and services.

a) Membership dues

Membership dues are fixed by Congress, the supreme governing body of IUCN, and are recognised as unrestricted income in the year they fall due.

b) Voluntary donations

Voluntary donations comprise framework agreements with donors for the core activities of IUCN and project agreements for project activities.

IUCN – International Union for the Conservation of Nature

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2010

Framework agreements income

Framework agreements are normally for periods of more than one year and may be subject to general restrictions in their use in terms of geography or thematic area.

Framework agreements income attributable to the current financial year is recognized in the income statement once the agreement has been signed. Framework agreements income received in advance of the period to which it relates is recorded as deferred income, as are any unspent balances of the current year's contributions.

Project agreements income

Project agreements income is recognised in the income statement on a cash basis. These funds are restricted for specific project activities detailed in the project agreement. At the end of the year, projects may have a positive or negative cash balance. The sum of the balances on project agreements where income exceeds expenditure is recorded in the balance sheet as Project agreements advances, while the sum of the balances where expenditure exceeds income received is recorded as Project agreements receivables.

c) Swiss government tax rebate

Non-Swiss staff are exempt from paying taxes on their IUCN earnings. In order to ensure equitable treatment of both Swiss and non-Swiss staff at Headquarters, an internal tax is levied on non-Swiss staff. This is shown as Swiss government tax rebate and included as unrestricted income.

4. Expenditure

All unrestricted expenditure is accounted for on an accrual basis. Project expenditure is accounted for on a cash basis except at the end of the project when it is recognised on an accrual basis.

5. Foreign exchange

In accordance with IUCN regulations, the reporting currency is Swiss francs (CHF) in which IUCN Headquarters accounting records are maintained. All other offices maintain their books of accounts in US dollars (USD) or Euros (EUR), with the exception of the United Kingdom which maintains its ledger in Swiss francs.

The following accounting policies are applied when converting transactions and balances to the reporting currency:

- Transactions denominated in currencies other than the office ledger currency are converted to the ledger currency and recorded on the basis of the exchange rate prevailing at the date of the transaction. At the end of the year all balances maintained in transaction currencies are translated to the currency of the office ledger at the year-end rate. The gains and losses incurred are recognised in the income statement of each office ledger.
- At consolidation, all transactions in non-CHF ledgers are translated at the monthly rate of exchange, and the resulting gain or loss on exchange is accounted for in the income statement.
- Except for fixed assets which are stated at historical values, non Swiss franc balances in the consolidated balance sheet are translated at the year-end exchange rate and the resulting net unrealised gain included in the balance sheet as a currency translation adjustment reserve.

IUCN – International Union for the Conservation of Nature

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2010

- Project balances expressed in USD and EUR base currencies are re-valued to CHF using the end of year exchange rates. The resulting net unrealised gain is recognized in the currency translation adjustment reserve. Net losses are recognized in the income and expenditure statement.
- If as a result of the application of the above revaluation policies, a net loss would occur on the currency translation adjustment reserve it would be recognized in the income and expenditure statement.

6. Year-end exchange rates

The following are the principal rates of exchange used at the end of the year to revalue the balance sheet items to Swiss Francs (CHF) for reporting purposes:

| | <u>31 Dec 2010</u> | <u>31 Dec 2009</u> |
|-----------|--------------------|--------------------|
| US dollar | 0.9408 | 1.0380 |
| EURO | 1.2468 | 1.4877 |

7. Financial assets

Financial assets are recorded at fair value. Gains/losses arising from changes in fair values of financial assets are recognized in the income statement in the year that they occur as are foreign exchange gains/losses resulting from the revaluation of financial assets denominated in currencies other than the Swiss franc.

8. Fixed assets

a) Purchased assets

Fixed asset purchases are capitalised when the purchase price is CHF 500 or above (or the equivalent in other currencies) and when ownership resides with IUCN. Fixed assets are depreciated over their estimated useful lives on the following basis:

| | <u>2010</u> | <u>2009</u> |
|--------------------------|-------------|-------------|
| Computer hardware | 3 years | 3 years |
| Vehicles | 4 years | 4 years |
| Office equipment | 5 years | 5 years |
| Office furniture | 7 years | 7 years |
| Building renovations | 10 years | 10 years |
| Building installations | 20 years | - |
| Building infrastructures | 50 years | 50 years |

In 2010 management disaggregated buildings into building installations and building infrastructure and modified the depreciation charge on the basis of the expected useful life of the components. No additional depreciation has been charged as existing building installations were already fully depreciated.

IUCN – International Union for the Conservation of Nature

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2010

b) In-kind assets

In kind contributions of fixed assets are recorded at fair value as deferred income and recognised in the income statement over the estimated useful life of the asset in line with the depreciation charge.

c) Donations for the purchase of assets

Cash donations received for the purchase of fixed assets are recorded as deferred income and recognised in the income statement over the estimated useful life of the corresponding asset in line with the depreciation charge.

9. Intangible assets

Purchased computer software is capitalized on the basis of the costs incurred to acquire the software and bring it to its point of use.

Software is depreciated over its estimated useful life on a straight line basis over 5 years.

10. Provisions

a) Provision for membership dues receivable

A general provision against outstanding membership dues is made to recognise the probability that not all dues will be received. The increase or decrease in the total provision is charged through the income statement. Provision for membership dues in arrears is calculated on the following basis, based on the outstanding balance at the close of the year.

Membership dues outstanding for:

| | |
|--------------------|------|
| five or more years | 100% |
| four years | 80% |
| three years | 60% |
| two years | 40% |
| one year | 20% |

The provision against the arrears of some state members is calculated on an individual basis after a review of their own special situations.

b) Provision for projects in deficit

A provision for projects in deficit is maintained in respect of those projects where expenditure has exceeded income and where the receipt of future additional funds to cover the excess expenditure is uncertain.

c) Staff terminations

Provision is made for the estimated cost of known redundancies. A redundancy is considered to be known when a management decision has been taken and communicated to the staff concerned.

Additional provision is made when there is a local legal obligation.

IUCN – International Union for the Conservation of Nature

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2010

11. Loans at below market rate of interest

Loans are measured at fair value. The benefit of the below-market rate of interest is measured as the difference between the initial carrying value of the loan and the proceeds received. The benefit is recognised over the period of the loan.

An amount equivalent to the interest that would have been incurred had the loan been acquired at a market rate is recognised in the expenditure statement on an annual basis.

12. Reserves

IUCN maintains the following reserves:

a) IUCN Fund

The IUCN Fund is maintained in order to preserve the union's capital base. All income earned and losses incurred on the fund during the year are added or subtracted to its capital value. The use of the fund is governed by the IUCN Council and is maintained as a reserve of last resort.

b) Currency translation adjustment

The currency translation adjustment reserve represents changes in the value of the net assets of IUCN at the consolidation level as a result of movements of the US dollar and the Euro against the Swiss franc.

c) Reserve for the 2012 Congress

The reserve for the 2012 Congress represents net amounts allocated from unrestricted funds to cover preparatory costs for the 2012 Congress.

d) Cost centre reserves

Cost centre reserves represent surpluses on individual costs centres that are funded by unrestricted funds. The surpluses may be used in future accounting periods by cost centre managers with the explicit approval of the Director General. 10% of all surpluses generated is transferred to the Secretariat Contingency Fund in the year they are generated.

e) Secretariat contingency fund

The Secretariat contingency fund represents other unrestricted reserves.

13. 2009 Comparative figures

Certain comparative figures have been modified and reclassified to conform with the financial statement presentation adopted in the current year.

IUCN – International Union for the Conservation of Nature

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2010

III. CASH AND SHORT TERM BANK DEPOSITS

At 31 December 2010, cash and short-term bank deposits included all the bank accounts operated by IUCN worldwide. The analysis by region or office is shown below.

| REGION OR OFFICE | 2010 | 2009 |
|------------------------------------|---------------|---------------|
| Asia | 4,039 | 1,777 |
| Central America | 1,646 | 2,902 |
| Eastern and Southern Africa | 865 | 1,611 |
| Europe | 456 | 1,269 |
| Environmental Law Centre, Bonn | 341 | 349 |
| Headquarters | 35,445 | 45,064 |
| Mediterranean | 84 | 216 |
| Oceania | 241 | 512 |
| South America | 158 | 122 |
| United Kingdom | 9 | 7 |
| United States | 850 | 513 |
| Western and Central Africa | 3,651 | 2,594 |
| West Central Asia and North Africa | 313 | 318 |
| Total | 48,100 | 57,255 |

IV. FINANCIAL ASSETS

FINANCIAL ASSETS

| | 2010 | 2009 |
|----------------------|--------------|---------------|
| At fair value | | |
| 90% guaranteed notes | 6,252 | 7,139 |
| Money market fund | 0 | 10,467 |
| Total | 6,252 | 17,606 |
| Original Cost | 6,946 | 18,145 |

The 90% guaranteed notes are based on baskets of equities quoted on international stock markets.

V. MEMBERSHIP DUES RECEIVABLES AND PROVISIONS

| | 2010 | 2009 |
|--|--------------|--------------|
| Gross Membership Dues Receivables | 2,738 | 1,778 |
| Provision against dues in arrears | (790) | (480) |
| Net Membership Dues Receivables | 1,948 | 1,298 |

IUCN – International Union for the Conservation of Nature

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2010

The provision for Membership dues in arrears is made in accordance with the policy approved by the IUCN Council, described in note II.10.

| Aged analysis | 2007 | 2008 | 2009 | 2010 | Total |
|----------------------------|-------------|-------------|-------------|--------------|--------------|
| State Members | 0 | 103 | 512 | 1,315 | 1,930 |
| Government Agencies | 19 | 43 | 96 | 263 | 421 |
| International NGOs | 1 | 3 | 8 | 21 | 33 |
| National NGOs | 13 | 49 | 94 | 175 | 331 |
| Affiliates | 0 | 3 | 5 | 15 | 23 |
| Total | 33 | 201 | 715 | 1,789 | 2,738 |
| Percentage of total | 1% | 7% | 26% | 65% | 100% |

Movement in provision for membership dues

| | 2010 | 2009 |
|---|-------------|-------------|
| Balance at 1 January | 480 | 1,548 |
| Addition to provision | 315 | 1,384 |
| Write off of deficits against provision | (5) | (2,452) |
| Balance at 31 December | 790 | 480 |

VI. STAFF RECEIVABLES

Staff receivables comprise travel advances, payroll advances and loans to staff outstanding as at 31 December. Amounts due to staff are netted off amounts due from staff.

Staff receivables

| | 2010 | 2009 |
|----------------------------------|-------------|-------------|
| Net travel advances | 146 | 117 |
| Payroll advances and staff loans | 124 | 121 |
| Total | 270 | 238 |

VII. RECEIVABLES FROM PARTNER ORGANISATIONS

Receivables from partner organisations represent balances due from organisations associated with IUCN that are outstanding as at 31 December.

IUCN – International Union for the Conservation of Nature

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2010

Receivables from partner organisations

| | 2010 | 2009 |
|-------------------------------|------------|------------|
| RAMSAR Convention Secretariat | 335 | 563 |
| Asia | 71 | 115 |
| South America | 562 | 127 |
| United Kingdom | (15) | 0 |
| Total | 953 | 805 |

VIII. ADVANCES TO IMPLEMENTING PARTNERS

Advances to implementing partners represent amounts advanced to partners in relation to project agreements for which costs have not been incurred as at 31 December.

Advances to implementing partners

| | 2010 | 2009 |
|--------------------------|--------------|--------------|
| Asia and Oceania | 830 | 822 |
| East and South Africa | 754 | 1,148 |
| Europe | 178 | 123 |
| West and Central Africa | 378 | 336 |
| Headquarters | 288 | 22 |
| North America | 175 | 583 |
| South and Middle America | 373 | 1,157 |
| Total | 2,974 | 4,191 |

IX. FRAMEWORK AGREEMENTS RECEIVABLES

Framework agreements receivables represent framework agreements income due but not received as at the end of the year. As at 31 December 2010 there was an amount outstanding of CHF472k compared to CHF690k outstanding at 31 December 2009.

X. PROJECT AGREEMENTS RECEIVABLES AND ADVANCES

Receivables and advances on project agreements represent respectively the total of projects with a deficit balance and the total of projects with a surplus balance at the close of the year.

| | 2010 | 2009 |
|--------------------------------|-----------------|-----------------|
| Project agreements receivables | 8,482 | 3,694 |
| Project agreements advances | (49,986) | (54,437) |
| Net balance at year end | (41,504) | (50,743) |

IUCN – International Union for the Conservation of Nature

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2010

XI. FIXED ASSETS

a) Movement in fixed assets

| | Building Infrastructures | Building Installations | Other Land and Buildings | Vehicles, Equipment, Furniture & Fixtures | Total |
|--|-----------------------------|---------------------------|--------------------------------|--|-----------------|
| Purchase value: | | | | | |
| Balance as at 31 December 2009 | 28,163 | 10,621 | 795 | 12,612 | 52,191 |
| Additions 2010 | 887 | 1,342 | 24 | 2,518 | 5,066 |
| Balance as at 31 December, 2010 | 29,050 | 11,963 | 819 | 15,425 | 57,257 |
| Depreciation: | | | | | |
| Balance as at 31 December 2009 | (5,242) | (2,226) | (149) | (10,450) | (18,066) |
| Charge for the year 2010 | (496) | (436) | (11) | (356) | (1,299) |
| Balance as at 31 December 2010 | (5,738) | (2,662) | (160) | (11,100) | (19,066) |
| Net Book Value: | | | | | |
| Balance as at 31 December 2009 | 22,922 | 8,395 | 646 | 2,162 | 34,126 |
| Balance as at 31 December 2010 | 23,312 | 9,301 | 659 | 4,325 | 37,597 |

Fixed assets purchased using unrestricted funds are depreciated over their estimated useful life as per note II.8. Prior to 2010 building installations and building infrastructures were combined under a single buildings category. In 2010 IUCN fully analysed the buildings and disaggregated them to align depreciation with the expected useful life of the component parts.

b) Insurance value of fixed assets

As at 31 December 2010, the fixed assets at Headquarters were insured for CHF42,176k (2009 – CHF21,300k). The WASAA building and fixed assets in Kenya are insured for Kenya shillings 26.5 million, equivalent to CHF299k (2009 – CHF347k), which is the estimated replacement value.

c) Land

In 1993 the commune of Gland gave IUCN the right to use a plot of land for the purpose of building the IUCN Secretariat Headquarters. The right was granted at no cost for a period of 50 years. In 2008 the commune of Gland gave IUCN the right of use of an adjacent piece of land to the original plot with the permission to construct an extension to the existing Headquarters. The two plots of land were combined and the right of use of the combined plot extended to 2058.

No value has been assigned to the right of use of the land.

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2010

d) Headquarters building

Included in Building Infrastructures and Building Installations is the headquarters building. This consists of an original building and an extension.

Original building

The original building is financed by donations received from the Swiss Confederation, the Canton of Vaud and the Commune of Gland. Although IUCN formally owns the Headquarters building, it enjoys a restricted use and cannot dispose of it or use it as collateral without the approval of the Swiss government. If disposed of, the Swiss Government has the right to recuperate its initial outlay plus a percentage of the value added, if applicable. The cost of the building is included in the fixed assets and is offset by a corresponding fund created to recognise the restricted nature of the building. The fund is released over the estimated useful life of the building in line with the depreciation of the building.

Building extension

The building extension is financed by an interest free loan from the Swiss Government of CHF20,000k, payable in 50 equal yearly instalments of CHF400k, commencing in December 2010. In addition to the loan from the Swiss Government, IUCN received the following donations:

Cash donations:

| | | |
|---------------------|-----------|-------------|
| Holcim | EUR1,500k | (CHF2,404k) |
| The MAVA Foundation | CHF1,270k | |
| Loterie Romande | CHF150k | |
| Private donations | CHF 378k | |

In-kind donations:

| | | |
|----------|----------|-------------|
| Phillips | EUR 300k | (CHF446k) |
| Kinnarps | EUR 935k | (CHF1,341k) |

In order to qualify for the Swiss Government loan an international competition was held for the design of the new building. The cost of the competition, CHF 632k, was charged to unrestricted income and expenditure in 2009.

XII. INTANGIBLE ASSETS

During 2010 expenditure to date of CHF3,060k (2009 – CHF1,244k) was incurred for the development and implementation of an ERP. Depreciation will commence once implementation is complete (foreseen for June 2011).

XIII. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

Accounts payable and accrued liabilities represent amounts owed to creditors and suppliers as at the end of the year. Of the total outstanding balance of CHF3,838k as at 31 December 2010 (2009 – CHF4,957k), CHF2,079k (2009 - CHF1,883k) is related to Headquarters and the balance to regional and country offices.

XIV. STAFF LEAVE AND REPATRIATION

Staff leave refers to the holiday entitlement, which had not been taken up by staff at the end of the year. The recognition of liabilities against staff leave is made only in order to comply with local laws. Staff members are not allowed to carry forward from one year to another a cumulative leave balance of more than 10 days and any outstanding leave days are normally covered as part of the normal staff notice period. The balance at year end also comprises the estimated cost of repatriation of the international staff currently on the payroll.

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2010

XV. PROVISIONS

a) Projects in deficit

The provision for projects in deficit is funded by unrestricted income and covers projects where negotiations are still ongoing but where IUCN considers that it may not be able to obtain additional funds from donors to cover expenditures already incurred.

| Movement in project deficit provision | 2010 | 2009 |
|--|-------------|--------------|
| Balance at 1 January | 1,124 | 2,754 |
| Additions to provision | 873 | 908 |
| Utilization of provision | (1,271) | (2,538) |
| Balance at 31 December | 727 | 1,124 |

| Region | 2010 | 2009 |
|------------------------------------|-------------|--------------|
| Asia Region | 10 | 94 |
| Central and Western Africa Region | 20 | 84 |
| Eastern and Southern Africa Region | 171 | 177 |
| Europe Region | 4 | 539 |
| Headquarters | 336 | 55 |
| Other Offices | 186 | 175 |
| TOTAL | 727 | 1,124 |

b) Staff termination

The provision for staff termination is calculated separately for each office to comply with local labour laws. Irrespective of local labour law, provision is made for the estimated cost of staff termination when a decision has been made to terminate a member of staff and the decision has been communicated to the individual concerned.

| Movement in provision for staff termination | 2010 | 2009 |
|--|--------------|--------------|
| Balance at 1 January | 2,042 | 2,605 |
| Additions to provision | 1,721 | 1,067 |
| Utilization of provision | (2,032) | (1,630) |
| Balance at 31 December | 1,731 | 2,042 |

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2010

XVI. DEFERRED INCOME

Deferred income

| | 2010 | 2009 |
|---|---------------|---------------|
| Deferred framework agreements | 1,358 | 5,287 |
| Donations for construction of HQ building extension | | |
| Donations in cash | 3,917 | 3,224 |
| Donations in kind | 1,579 | 446 |
| | 5,496 | 3,670 |
| Headquarters original building | 9,867 | 10,175 |
| Interest free government loan | 9,399 | 8,790 |
| Total | 26,120 | 27,922 |
| Current | | |
| Deferred framework agreements | 1,358 | 5,287 |
| Buildings: | | |
| Original building | 308 | 308 |
| Building extension | 683 | 195 |
| Total buildings | 991 | 503 |
| Total current deferred income | 2,349 | 7,740 |
| Non-current | | |
| Original building | 9,559 | 9,867 |
| Building extension - contribution in-kind | 14,212 | 12,265 |
| Total non-current deferred income | 23,771 | 22,132 |
| Total deferred income | 26,120 | 27,922 |

Deferred income on Framework Agreements represents the net balances on the restricted activities funded by framework agreements or income received in advance of the period to which it relates.

Donations received for the headquarters building extension are recorded as deferred income and recognised over the useful life of the corresponding purchased or donated asset (see note XI d).

Deferred income on the headquarters original building relates to donations received for the construction of the building and is recognized over the useful life of the building (see note XI d).

The deferred income on the government loan represents the difference between the fair value of the loan (CHF10,201k) and the outstanding cash value of the loan (CHF 19,600k) (see note XVII). This difference represents the fair value of the interest saved on the interest free loan granted by the Swiss Government.

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2010

XVII. NEW BUILDING LOAN

Headquarters building extension loan

| | 2010 | 2009 |
|--------------|---------------|---------------|
| Current | 94 | 100 |
| Non-current | 10,107 | 9,910 |
| Total | 10,201 | 10,010 |

The Swiss Government provided an interest free loan of CHF20m to finance the headquarters building extension.

The loan is repayable in 50 annual instalments of CHF400k. The first instalment was paid in December 2010.

The fair value of the loan is estimated at CHF10,201k. The outstanding cash value of the loan has been discounted at a rate of 3% which represents the market interest rate for a 10-year loan at the point of inception of the loan. The difference of CHF9,399k between the outstanding cash value and the fair value of the loan is the benefit derived from the interest-free loan and is recognised as deferred income (see note XVI).

The value of the interest that would have been paid on an equivalent commercial loan of 3% is estimated at CHF600k. This has been recorded in the Consolidated Income and Expenditure statement under Interest income to recognize the benefit of the interest free loan and under Financial charges to recognize the interest that would have been paid.

XVIII. RESERVES

| | IUCN Fund | Currency translation adjustment | Reserve for 2012 Congress | Membership fund | Renovation fund | Cost Center Reserves | Secretariat Contingency Fund | Total |
|---|--------------|---------------------------------|---------------------------|-----------------|-----------------|----------------------|------------------------------|----------------|
| Balance as at 1 January 2009 | 7,192 | 1,056 | 0 | 0 | 0 | 7,963 | 1,380 | 17,591 |
| Net result of cost centers in deficit | (7) | 0 | 0 | 0 | 0 | 0 | (462) | (469) |
| Net result of cost centers in surplus | 0 | 0 | 0 | 0 | 0 | 1,701 | 0 | 1,701 |
| Net surplus for the year | | | | | | | | 1,232 |
| Restatement of 2008 accumulated reserves | 0 | 0 | 0 | 0 | 0 | (4,681) | 4,681 | 0 |
| Adjustment of 2009 opening reserve balance | 0 | 0 | 0 | 0 | 0 | 0 | 111 | 111 |
| Allocation from core-funded cost centers to SCF | 0 | 0 | 0 | 0 | 0 | (1,032) | 1,032 | 0 |
| Reclassification | 0 | 0 | 0 | 0 | 0 | 183 | (183) | 0 |
| Foreign exchange adjustment | 0 | 267 | 0 | 0 | 0 | (419) | 419 | 267 |
| Allocation to 2012 Congress reserve | 0 | 0 | 1,262 | 0 | 0 | 0 | (1,262) | 0 |
| Balance as at 1 January 2010 | 7,185 | 1,323 | 1,262 | 0 | 0 | 3,715 | 5,716 | 19,201 |
| Net result of cost centers in deficit | (596) | 0 | 0 | 0 | 0 | 0 | (2,407) | (3,003) |
| Net result of cost centers in surplus | 0 | 0 | 0 | 0 | 0 | 595 | 0 | 595 |
| Net deficit for the year | | | | | | | | (2,408) |
| Allocation from core-funded cost centers to SCF | 0 | 0 | 0 | 0 | 0 | (635) | 635 | 0 |
| Reclassification | 0 | 0 | 0 | 0 | 0 | 393 | (393) | 0 |
| Foreign exchange adjustment | 0 | (27) | 0 | 0 | 0 | (500) | 500 | (27) |
| Allocation from 2012 Congress reserve to SCF | 0 | 0 | (230) | 0 | 0 | 0 | 230 | 0 |
| Allocation from SCF to Membership fund | 0 | 0 | 0 | 200 | 0 | 0 | (200) | 0 |
| Allocation from SCF to Renovation fund | 0 | 0 | 0 | 0 | 155 | 0 | (155) | 0 |
| Balance as at 31 December 2010 | 6,589 | 1,296 | 1,032 | 200 | 155 | 3,567 | 3,926 | 16,765 |

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2010

a) IUCN Fund

During the year ended 31 December 2010 there was a net deficit of the fund's operations of CHF596k (2009 – CHF7k deficit). The analysis of the movements of the fund is as follows:

| | IUCN Fund | WASAA Trust Fund | TOTAL |
|--|--------------|---------------------|--------------|
| Balance as at 1 January 2009 | 6,855 | 337 | 7,192 |
| Rental / Interest Income | 4 | 50 | 54 |
| Capital Gains | 0 | 0 | 0 |
| Marketable Securities Revaluation Loss | (41) | 0 | (41) |
| Expenses | (2) | (18) | (20) |
| Net movements during the year | (39) | 32 | (7) |
| Balance as at 31 December 2009 | 6,816 | 369 | 7,185 |
| Rental / Interest Income | 1 | 40 | 40 |
| Capital Gains | 524 | 0 | 524 |
| Marketable Securities Revaluation Loss | (1,150) | 0 | (1,150) |
| Expenses | 0 | (11) | (11) |
| Net movements during the year | (625) | 29 | (596) |
| Balance as at 31 December 2010 | 6,191 | 398 | 6,589 |

The WASAA Trust Fund was set up following the acquisition and outfitting of the Wasaa building in Nairobi, Kenya using funds advanced at the time from the World Conservation Trust Fund which is now part of the IUCN Fund. The separate restricted reserve of CHF 398k at 31 December 2010 (2009 – CHF369k) was created to account for repayment of the capital amount and is included as part of the IUCN Fund. IUCN is required to maintain separate books of accounts for the WASAA Trust Fund under the laws of Kenya in which it is domiciled.

b) Currency translation adjustments & foreign exchange gains and losses

Exchange gains and losses at the individual ledger levels are dealt with in the income statement. The net unrestricted loss on exchange for the year amounted to CHF3,652k (2009 – gain of CHF335k).

Exchange gains and losses on consolidation and translation of ledgers maintained in EUR and USD to Swiss francs are taken to the Currency Translation Adjustment reserve. The net movement during 2010 was a loss of CHF27k (2009 – gain of CHF267k).

c) 2012 Congress

An allocation of CHF230k from the 2012 Congress reserve to the Secretariat contingency Fund has been made to reflect expenditure incurred in 2010 on preparation for the 2012 Congress.

d) Cost Centre reserves

Cost centre reserves arises from surpluses on individual cost centres funded by unrestricted funds. 90% of the cost centre surpluses may be used in future accounting periods with the explicit approval of the Director General with the remaining 10% of the surplus transferred to the Secretariat Contingency Fund. At 31 December, 2010 the cost centre reserve balance was CHF3,567k (2009 – CHF3,715K).

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2010

e) Membership Fund

An allocation of CHF 200k (2009 – CHF nil) was made from the Secretariat Contingency Fund to the Membership Fund to cover the cost of Regional Membership Forums which are planned to take place in 2011.

f) Renovation Fund

An allocation of CHF 155k (2009 – CHF nil) was made from the Secretariat Contingency Fund to the Renovation Fund to cover future renovation costs of the Headquarters building.

XIX. SWISS GOVERNMENT TAX REBATES

The total of Swiss Government tax rebates amounted to CHF1,737k (2009 - CHF1,863k) and represents the real value of taxes that would have been paid by non-Swiss staff members exempted on the basis of the Fiscal Agreement between IUCN and the Swiss Government, which entered into effect on 1st January 1987.

XX. AGREEMENTS INCOME

Annex A lists Framework Agreements income by donor and details income allocations to the IUCN program and operational units.

XXI. OTHER OPERATING INCOME

Other operating income of CHF2,968k (2009 – CHF3,051k) shown under Secretariat unrestricted funds includes CHF539k (2009 – CHF572k) overhead and management fees from Ramsar, rental income of CHF 81k (2009- CHFnil) and IUCN Headquarters cafeteria sales income of CHF65k (2009 – CHF341k). The balance of other operating income is made up of miscellaneous external income received by IUCN both at Headquarters and other offices around the world.

XXII. EXCHANGE DIFFERENCES ON REVALUATION OF PROJECT BALANCES

Project balances are expressed in the currency of the ledger, that is Swiss francs, US dollars or Euro. At the end of the year, project balances expressed in USD or EUR are individually revalued using the end of year exchange rates. The resulting unrealised gain or loss is recorded as an adjustment to project balances on the balance sheet (Project agreements advances and Project agreement receivables) and the Currency translation adjustment reserve). The net adjustment is passed through the income statement for purposes of reflecting the net movement on the project portfolio and has no effect on the unrestricted reserves balances.

XXIII. RELATED PARTIES

a) Identity of related parties

The Commissions

The Commissions of IUCN are networks of expert volunteers entrusted to develop and advance the institutional knowledge and experience and objectives of IUCN. The Commissions are established by Congress which determines their mandate.

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2010

The National and Regional Committees

National and regional Committees are groupings of members of IUCN from specific states or regions. Their role is to facilitate cooperation among members, coordination of the components of IUCN, and participation of members in the programme and governance of IUCN.

The Convention on Wetlands of International Importance (Ramsar)

Ramsar is co-located in the IUCN Secretariat and is headed by a Secretary General with sole responsibility for the administration of the convention funds and for all administrative matters, with the exception of those requiring the exercise of legal personality.

IUCN provides services to the Ramsar Secretariat in terms of financial and budgetary management, facilities, human resources management and information technology services.

Traffic International

Traffic International is a UK registered charity and a joint venture between WWF International and IUCN.

International Union for Conservation of Nature and Natural Resources - US

The International Union for Conservation of Nature and Natural Resources – US is a US registered charity whose main purpose is to raise funds for conservation to be spent in partnership with IUCN and its members.

b) Transactions with related parties

During the course of the year IUCN made contributions of CHF1,312k to the Commissions (2009 – CHF1,551k).

During the year IUCN received funds on behalf of Ramsar of CHF5,990k (2009 – CHF6,306k) and incurred payments of CHF6,076k (2009 – CHF5,720k). The balance of funds held on behalf of Ramsar at the year-end was CHF3,786 (2009 – CHF4,035k).

During the year IUCN made contributions of CHF349k to Traffic (2009 – CHF361k).

During the year IUCN received funds from the International Union for the Conservation of Nature and Natural Resources – US of USD996k (2009 – USD736k).

| Amounts in thousands Swiss francs | 2010 Secretariat expenditure | 2010 FA core allocation |
|---|------------------------------------|-------------------------------|
| Central and West Africa Region - PACO | 3'833 | 1'296 |
| Eastern and Southern Africa Region - ESARO | 3'559 | 1'174 |
| Asia Region | 6'267 | 1'329 |
| Meso America | 1'967 | 551 |
| Caribbean Initiative | 146 | 165 |
| South America and Brazil | 1'201 | 565 |
| Europe | 2'917 | - |
| West Central Asia and North Africa Region - ROWA | 1'339 | 496 |
| Mediterranean Office | 1'285 | - |
| Oceania | 699 | 422 |
| Washington Office | 939 | - |
| Canada | 0 | - |
| Membership Fund | - | - |
| Sub Total Regional Components | 24'153 | 5'999 |
| Director's Office, BCG | 350 | 382 |
| Species Programme | 2'539 | 1'190 |
| Invasive Species Initiative | 198 | 68 |
| Protected Areas Programme | 568 | 589 |
| World Heritage | 679 | 256 |
| Director's Office, EDG | 514 | 591 |
| Ecosystems Management | 836 | 299 |
| Forest Programme | 2'153 | 515 |
| Marine Programme | 2'198 | 511 |
| Social Policy Advisor | 379 | 297 |
| Gender Advisor | 232 | 209 |
| Water Programme | 1'019 | 423 |
| Director's Office, EGG | 441 | 512 |
| Business & Biodiversity | 1'163 | 293 |
| Environmental Law Centre | 1'426 | 811 |
| Economics and the Environment Programme | 870 | 519 |
| Traffic International | 448 | 349 |
| Sub Total Global Thematic units | 16'015 | 7'814 |
| Director's Office, PPG | 137 | 192 |
| Programme Cycle Management | 499 | 582 |
| Science and Learning | 680 | 730 |
| Global Policy | 735 | 825 |
| Programme and Operational Support | 587 | 623 |
| Sub Total PPG - Programme Policy Group | 2'638 | 2'952 |
| Commission on Education and Communication | 248 | 222 |
| Commission on Ecosystem Management | 193 | 192 |
| Commission on Environmental Law | 299 | 300 |
| World Commission on Protected Areas | 268 | 275 |
| Species Survival Commission | 378 | 323 |
| Commission on Environment, Economics and Social Policy | 236 | 192 |
| Sub Total Commissions | 1'622 | 1'504 |
| Director General's Office | 1'039 | 131 |
| External Review 2010 | - | 100 |
| Deputy Director General's Office | 724 | 767 |
| Legal Adviser | 427 | - |
| Oversight Unit | 269 | - |
| Global Communications | 2'056 | - |
| Strategic Partnerships Unit | 913 | 168 |
| Constituency Support Group - CSG | 1'778 | - |
| World Conservation Congress V | 230 | - |
| Sub Total Corporate Units | 7'436 | 1'166 |
| Finance Group | 2'158 | - |
| Human Resources Management Group | 1'152 | - |
| General Services Unit | 2'716 | - |
| Information Management Group | 2'686 | 296 |
| ERP Process | 210 | - |
| Sub Total Services Units | 8'923 | 296 |
| OVERALL TOTAL | 60'786 | 19'731 |
| Internal overheads | (1'786) | |
| Non operating expenditure | 963 | |
| Closure of Canada office | 25 | |
| Revaluation of reserves | (117) | |
| Operating expenses as per the Income & Expenditure Statement | 59'871 | |

Reconciliation of Framework Income to the Financial Statements

| | |
|---|---------------|
| Overall Total allocations as above | 19'731 |
| Use of 2009 unallocated balance brought forward to 2010 | (2'479) |
| Surplus at year-end re-allocated to core | 2'331 |
| Net Total | 19'582 |

ANNEX A - 2010 FUNDING UNDER BILATERAL AGREEMENTS

| Amounts in thousands Swiss francs | TOTAL |
|--|---------------|
| Donors under Joint Framework Agreements | |
| Canadian International Development Agency (CIDA) - Canada | 1'045 |
| Spanish Agency for International Cooperation and Development (AECID) - Spain | 1'023 |
| Ministry of Foreign Affairs - Finland | 934 |
| Danish International Development Agency (DANIDA) - Denmark | 3'737 |
| Ministry of Foreign Affairs (DGIS) - The Netherlands | 3'248 |
| Norwegian Agency for Development Cooperation (NORAD) - Norway | 2'617 |
| Swedish International Development Agency (SIDA) - Sweden | 2'871 |
| Swiss Agency for Development and Cooperation (SDC) - Switzerland | 2'125 |
| French Development Agency (AFD) - France | 982 |
| MAVA Foundation for the Protection of Nature (MAVA) - Switzerland | 1'000 |
| | |
| Total Funding under Joint Framework Agreements | 19'582 |

| | |
|---|---------------|
| Total Framework Income as per Income Statement | 19'582 |
|---|---------------|