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

*Consolidated Financial Statements for the  
year ended 31 December 2011  
and Report of the Statutory Auditor*

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## Report of the statutory auditor

To the Council of  
**IUCN, International Union for the 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 the 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 31 December 2011.

### *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 31 December 2011 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



Lesley Griffiths  
Licensed audit expert

Geneva, June 1, 2012  
JMJ/LDG/ahe

#### Enclosures :

- Consolidated financial statements (balance sheet, income and expenditure statement, cash flow statement and notes)
- Annex A – 2011 Core Funds under Framework Agreements

**IUCN – International Union for the Conservation of Nature**

**FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2011**

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**IUCN-International Union for the Conservation of Nature**  
**CONSOLIDATED BALANCE SHEET AS OF 31 DECEMBER 2011**

(in CHF 1,000)

	Notes	2011	2010
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and short term bank deposits	III	32'927	48'100
Financial assets	IV	0	6'252
Membership dues receivables	V	4'239	2'738
Staff receivables	VI	148	270
Receivables from partner organisations	VII	1'119	953
Advances to implementing partners	VIII	2'872	2'974
Other account receivables		1'974	1'643
<b>Subtotal</b>		<b>43'279</b>	<b>62'930</b>
Framework agreements receivables	IX	1'410	472
Project agreements receivables	X	11'446	8'482
<b>Total current assets</b>		<b>56'135</b>	<b>71'884</b>
<b>Non-current assets</b>			
Financial assets	IV	9'259	0
Fixed assets (net)	XI	36'519	37'597
Intangible assets (net)	XII	4'202	3'060
<b>Total non-current assets</b>		<b>49'980</b>	<b>40'657</b>
<b>TOTAL ASSETS</b>		<b>106'115</b>	<b>112'541</b>
<b>LIABILITIES AND FUND BALANCES</b>			
<b>Current liabilities</b>			
Membership dues paid in advance		961	854
Accounts payable and accrued liabilities	XIII	4'849	3'838
Social charges payable		776	224
Project agreements advances	X	44'085	49'986
Deferred income framework agreements	XVI	2'502	1'358
Deferred income buildings	XVI	711	991
New building loan	XVII	97	94
Miscellaneous current liabilities		126	541
<b>Total current liabilities</b>		<b>54'107</b>	<b>57'886</b>
<b>Provisions</b>			
Membership dues in arrears	V	1'687	790
Projects in deficit	XV	748	727
Staff leave and repatriation	XIV	705	764
Staff termination	XV	1'574	1'731
<b>Total provisions</b>		<b>4'714</b>	<b>4'012</b>
<b>Non-current liabilities</b>			
Long term deferred income	XVI	23'106	23'771
New building loan	XVII	10'010	10'107
<b>Total non-current liabilities</b>		<b>33'116</b>	<b>33'878</b>
<b>Fund and Reserves</b>			
IUCN Fund	XVIII	6'286	6'589
Currency translation adjustment		1'323	1'296
Reserve for 2012 Congress		774	1'032
Cost Centres reserves		3'660	3'567
Membership fund reserve		0	200
Renovation fund reserve		303	155
Secretariat contingency fund		1'832	3'926
<b>Total fund and reserves</b>		<b>14'178</b>	<b>16'765</b>
<b>TOTAL LIABILITIES AND FUND BALANCES</b>		<b>106'115</b>	<b>112'541</b>

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 2011

(in CHF 1,000)

	Notes	2011			2010				
		Unrestricted	Framework Agreements	Project Agreements	Total	Unrestricted	Framework Agreements	Project Agreements	Total
<b>EXTERNAL OPERATING INCOME</b>									
Membership dues		11'288	0	0	11'288	11'178	0	0	11'178
Retention of staff income tax	XIX	1'625	0	0	1'625	1'737	0	0	1'737
Agreements income	XX	343	17'913	66'494	84'750	545	19'582	77'074	97'200
Publication sales and subscriptions		39	0	(0)	39	68	0	17	85
Other operating income	XXI	3'724	0	366	4'090	2'968	0	393	3'362
<b>TOTAL EXTERNAL OPERATING INCOME</b>		<b>17'019</b>	<b>17'913</b>	<b>66'860</b>	<b>101'792</b>	<b>16'496</b>	<b>19'582</b>	<b>77'484</b>	<b>113'562</b>
<b>INTERNAL ALLOCATIONS</b>									
Framework allocations		17'896	(18'269)	212	(161)	21'818	(21'961)	(1)	(145)
Cross charges from projects		21'178	0	(20'650)	528	22'502	0	(22'674)	(172)
Other internal allocations		(16)	0	3	(13)	577	0	(246)	331
Revaluation of internal allocations balances		(354)	0	0	(354)	(14)	0	0	(14)
<b>NET ALLOCATION</b>		<b>38'704</b>	<b>(18'269)</b>	<b>(20'435)</b>	<b>0</b>	<b>44'882</b>	<b>(21'961)</b>	<b>(22'921)</b>	<b>0</b>
<b>OPERATING EXPENDITURE</b>									
Personnel costs		43'648	0	26'670	70'318	46'006	0	29'797	75'804
Travel and communications		3'219	0	9'148	12'367	3'085	3	9'141	12'228
Vehicles & equipment - costs & maintenance		2'568	0	2'001	4'569	2'070	0	2'196	4'266
Office and general administrative costs		5'098	0	1'993	7'091	5'633	0	2'153	7'786
Publications and printing costs		449	0	1'915	2'364	620	0	1'933	2'554
Workshops and grants to partners		875	0	12'457	13'332	1'705	22	13'242	14'969
Other operating expenditure		640	0	549	1'189	752	0	1'529	2'281
<b>TOTAL OPERATING EXPENDITURE</b>		<b>56'497</b>	<b>0</b>	<b>54'733</b>	<b>111'230</b>	<b>59'872</b>	<b>25</b>	<b>59'991</b>	<b>119'887</b>
<b>NET OPERATING SURPLUS/ (DEFICIT)</b>		<b>(774)</b>	<b>(356)</b>	<b>(8'308)</b>	<b>(9'438)</b>	<b>1'506</b>	<b>(2'404)</b>	<b>(5'427)</b>	<b>(6'325)</b>
<b>OTHER INCOME (EXPENDITURE)</b>									
Interest income	XVII	689	0	21	710	724	0	109	833
Financial charges	XVII	(844)	0	(172)	(1'016)	(994)	0	(209)	(1'203)
Capital gains (losses)	IV	(167)	0	0	(167)	654	0	0	654
Net gains/(losses) on foreign exchange	XVIII	(283)	0	(56)	(339)	(3'419)	0	(223)	(3'642)
Exchange differences on revaluation of project balances		0	0	(655)	(655)	0	(2)	(3'777)	(3'779)
Net movements in provision and write-offs		(1'234)	0	306	(928)	(879)	0	287	(592)
<b>TOTAL OTHER INCOME (EXPENDITURE)</b>		<b>(1'839)</b>	<b>0</b>	<b>(556)</b>	<b>(2'395)</b>	<b>(3'914)</b>	<b>(2)</b>	<b>(3'813)</b>	<b>(7'728)</b>
<b>NET SURPLUS (DEFICIT) FOR THE YEAR</b>		<b>(2'613)</b>	<b>(356)</b>	<b>(8'864)</b>	<b>(11'833)</b>	<b>(2'408)</b>	<b>(2'406)</b>	<b>(9'240)</b>	<b>(14'054)</b>
Movements in framework receivables/deferred income		0	356	0	356		2'406	0	2'406
Movements in projects advances and deferred income		0	0	8'864	8'864	0	0	9'240	9'240
Release from IUCN Fund	XVIII	303	0	0	303	596	0	0	596
Release from Congress reserve	XVIII	258	0	0	258	230	0	0	230
Release from (allocation to) Membership fund	XVIII	200	0	0	200	(200)	0	0	(200)
Allocation to Renovation fund	XVIII	(148)	0	0	(148)	(155)	0	0	(155)
<b>NET MOVEMENT IN BALANCE FROM OPERATIONS</b>		<b>(2'000)</b>	<b>(0)</b>	<b>0</b>	<b>(2'000)</b>	<b>(1'937)</b>	<b>0</b>	<b>0</b>	<b>(1'937)</b>

see notes to the consolidated financial statements as indicated

**IUCN – International Union for the Conservation of Nature**  
**CONSOLIDATED CASH FLOW STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2011**

(in CHF1,000)	Notes	2011	2010
<b>Cash flow from operations</b>			
Net Balance from Operations		(2'000)	(1'937)
Depreciation of fixed assets	XI	2'572	2'812
Amortisation and impairment of Intangible assets	XIII	692	0
Increase / (decrease) in provisions for membership dues in arrears	V	897	311
Increase / (decrease) in provisions for projects in deficit	XV	21	(397)
Increase / (decrease) in the provision for staff termination	XV	(157)	(311)
Increase / (decrease) in staff leave and repatriation liabilities	XIV	(59)	(256)
(Increase) / decrease in membership dues receivables	V	(1'501)	(960)
(Increase) / decrease in staff receivables	VI	122	(32)
(Increase) / decrease in receivables from partner organisations	VII	(166)	(148)
(Increase) / decrease in advances to implementing partners	VIII	102	1'218
(Increase) / decrease in other accounts receivables		(331)	733
Increase / (decrease) in membership dues paid in advance		107	(587)
Increase / (decrease) in accounts payable and accrued liabilities	XIII	1'011	(1'119)
Increase / (decrease) in social charges payable		552	(273)
Increase / (decrease) in miscellaneous current liabilities		(415)	(332)
(Increase)/decrease in framework agreements receivables	IX	(938)	218
(Increase)/decrease in project agreements receivables	X	(2'964)	(4'788)
Increase/(decrease) in project agreements advances	X	(5'901)	(4'451)
Increase/(decrease) in reserve for 2012 Congress	XVIII	(258)	(230)
Increase/(decrease) in Membership fund reserve	XVIII	(200)	200
Increase/(decrease) in Renovation fund reserve	XVIII	148	155
<b>Total Cash flow from operations</b>		<b>(8'666)</b>	<b>(10'175)</b>
<b>Cash flow from investing activities</b>			
Purchase of fixed assets	XI	(1'495)	(6'284)
Net movement in marketable securities		(3'007)	11'354
Purchase of intangible assets	XII	(1'834)	(1'816)
<b>Total Cash flow from investing activities</b>		<b>(6'336)</b>	<b>3'254</b>
<b>Cash flow from financing activities</b>			
Increase/(decrease) in loan	XVII	(94)	191
Increase/(decrease) in current deferred income	XVI	864	(3'440)
Increase/(decrease) in long-term deferred income	XVI	(665)	1'639
Increase/(decrease) in IUCN Fund reserve	XVIII	(303)	(596)
<b>Total Cash flow from financing activities</b>		<b>(198)</b>	<b>(2'207)</b>
<b>Net Cash outflow for the year</b>		<b>(15'200)</b>	<b>(9'128)</b>
<b>Cash and Short term deposits at the beginning of the year</b>	III	<b>48'100</b>	<b>57'255</b>
<b>Effect of Exchange rate changes</b>	XVIII	<b>27</b>	<b>(27)</b>
<b>Cash and Short term deposits at the end of the year</b>	III	<b>32'927</b>	<b>48'100</b>

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 2011

## 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)

### 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 the World Conservation 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 2011

## 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.

## Project agreements income

Project agreements income is restricted for specific project activities detailed in project agreements. Income is recognised in the income statement on a cash basis except for those offices using the Enterprise Resource Planning (ERP) system where income is either recognised at the point an invoice is raised and sent to the donor or on the basis of cash received if no invoice has been raised. At the end of the year, projects may have a positive or negative 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) Retention of staff income tax**

Non-Swiss staff are exempt from paying taxes on their IUCN earnings on the basis of the Fiscal Agreement between IUCN and the Swiss Government, which entered into effect on 1st January 1987. 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 Retention of staff income tax 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 for those offices using the ERP system where expenditure is recognised on an accrual basis. At the end of a project, expenditure is recognised on an accrual basis irrespective of the system used.

## **5. Foreign exchange**

In accordance with IUCN's Regulations, the reporting currency for the consolidated financial statements is Swiss francs (CHF). IUCN Headquarters and the United Kingdom office maintain their books of accounts in CHF. All other offices maintain their books of accounts in US dollars (USD) or Euros (EUR).

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 to CHF, 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 or loss 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 2011

- Project balances expressed in USD and EUR are re-valued to CHF using the year-end exchange rates. The resulting net unrealised gain or loss is recognized in the currency translation adjustment reserve. 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 2011</u>	<u>31 Dec 2010</u>
US dollar	0.9396	0.9408
EURO	1.2168	1.2468

### 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

Purchased fixed assets are capitalised when the purchase price is CHF 500 or above (or the equivalent in other currencies) and when ownership resides with IUCN.

#### b) In-kind assets

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

#### c) Depreciation

Fixed assets are depreciated over their estimated useful lives on the following basis:

	<u>2011</u>	<u>2010</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	20 years
Building infrastructures	50 years	50 years

# IUCN – International Union for the Conservation of Nature

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2011

## d) 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 to 7 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.

	<u>2011</u>	<u>2010</u>
Membership dues outstanding for:		
five or more years	100%	100%
four years	100%	80%
three years	60%	60%
two years	40%	40%
one year	20%	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.

## 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 recorded as deferred income and 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.

# IUCN – International Union for the Conservation of Nature

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2011

## 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 World Conservation 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 the surpluses generated is transferred to the Secretariat Contingency Fund in the year that they are generated.

### e) Secretariat contingency fund

The Secretariat contingency fund represents other unrestricted reserves.

## 13. 2010 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 2011

## III. CASH AND SHORT TERM BANK DEPOSITS

Cash and short-term bank deposits include all bank accounts and short-term deposit accounts operated by IUCN worldwide. The analysis by region or office is shown below.

REGION OR OFFICE	2011	2010
Asia	3,400	4,039
Central America	674	1,646
Eastern and Southern Africa	690	865
Europe	224	456
Environmental Law Centre, Bonn	249	341
Headquarters	23,155	35,445
Mediterranean	947	84
Oceania	118	241
South America	72	158
United Kingdom	14	9
United States	543	850
Western and Central Africa	2,429	3,651
West Central Asia and North Africa	412	313
<b>Total</b>	<b>32,927</b>	<b>48,100</b>

## IV. FINANCIAL ASSETS

At fair value:

	2011	2010
2 year EUR 90% Guaranteed Global Note (matured May, 2011)	0	3,697
2 year CHF 90% SRI Guaranteed Global Note (matured May, 2011)	0	2,555
2 year EUR 90% Guaranteed Global Note (maturing June, 2013)	6,393	0
2 year CHF 85% Guaranteed Global Notes (maturing June, 2013)	2,865	0
	<b>9,259</b>	<b>6,252</b>
<b>Original Cost</b>	<b>9,797</b>	<b>6,946</b>

The guaranteed notes held at 31 December, 2011 are based on baskets of equities quoted on either the FTS4Good Index or the Dow Jones Sustainability Index.

The guaranteed notes which matured May, 2011 realised a capital gain of CHF 499k.

At 31 December, 2011 an unrealized capital loss of CHF 712k was recognised for the guaranteed notes maturing June, 2013.

## V. MEMBERSHIP DUES RECEIVABLE AND PROVISION

	2011	2010
Gross Membership dues receivables	4,239	2,738
Provision for dues in arrears	(1,687)	(790)
<b>Net Membership Dues Receivables</b>	<b>2,552</b>	<b>1,948</b>

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2011

The provision for Membership dues in arrears has been calculated in accordance with the policy described in note II.10.

## Aged analysis of Membership dues receivable

	2008	2009	2010	2011	Total
State Members	54	191	744	2,382	3,371
Government Agencies	11	27	129	294	338
International NGOs	2	6	18	20	46
National NGOs	32	65	90	151	461
Affiliates	0	2	5	16	23
<b>Total</b>	<b>99</b>	<b>291</b>	<b>986</b>	<b>2,863</b>	<b>4,239</b>
<b>Percentage of total</b>	<b>2%</b>	<b>7%</b>	<b>23%</b>	<b>67%</b>	<b>100%</b>

## Movement in provision for membership dues

	2011	2010
<b>Balance at 1 January</b>	<b>790</b>	<b>480</b>
Addition to provision	897	315
Write off of deficits against provision	0	(5)
<b>Balance at 31 December</b>	<b>1,687</b>	<b>790</b>

## 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

	2011	2010
Net travel advances	55	146
Payroll advances and staff loans	93	124
<b>Total</b>	<b>148</b>	<b>270</b>

## VII. RECEIVABLES FROM PARTNER ORGANISATIONS

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

### Receivables from partner organisations

	2011	2010
RAMSAR Convention Secretariat	697	335
Other	422	618
<b>Total</b>	<b>1,119</b>	<b>953</b>

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2011

## VIII. ADVANCES TO IMPLEMENTING PARTNERS

Advances to implementing partners represent amounts advanced to IUCN partners for the implementation of project agreements that were not spent as at 31 December.

### Advances to implementing partners

	2011	2010
Asia and Oceania	849	830
East and South Africa	653	754
Europe	152	178
West and Central Africa	563	378
Headquarters	47	288
North America	156	175
South and Middle America	453	373
<b>Total</b>	<b>2,872</b>	<b>2,974</b>

## IX. FRAMEWORK AGREEMENTS RECEIVABLES

Framework agreements receivable represent framework agreements income due but not received as at the end of the year. As at 31 December 2011 there was an amount outstanding of CHF1,410 compared to CHF472k outstanding at 31 December 2010.

## 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.

	2011	2010
Project agreements receivables	11,446	8,482
Project agreements advances	(44,085)	(49,986)
<b>Net balance at year end</b>	<b>(32,639)</b>	<b>(41,504)</b>

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2011

## XI. FIXED ASSETS

### a) Movement in fixed assets

	Building Infrastructures	Building Installations	Other Land and Buildings	Vehicles, Equipment, Furniture & Fixtures	Total
<b>Purchase value:</b>					
Balance as at 31 December 2010	29,050	11,963	819	15,425	<b>57,257</b>
Additions	536	11	0	947	<b>1,494</b>
Disposals	0	0	0	(875)	<b>(875)</b>
Reclassification	(2,307)	1,749	558	0	<b>(0)</b>
<b>Balance as at 31 December, 2011</b>	<b>27,279</b>	<b>13,723</b>	<b>1,377</b>	<b>15,497</b>	<b>57,876</b>
<b>Depreciation:</b>					
Balance as at 31 December 2010	(5,738)	(2,662)	(160)	(11,100)	<b>(19,660)</b>
Charge for the year 2011	(556)	(626)	(41)	(1,349)	<b>(2,572)</b>
Disposals	0	0	0	875	<b>875</b>
Reclassification	2,254	(2,225)	(29)	0	<b>(0)</b>
<b>Balance as at 31 December 2011</b>	<b>(4,040)</b>	<b>(5,513)</b>	<b>(230)</b>	<b>(11,574)</b>	<b>(21,357)</b>
<b>Net Book Value:</b>					
<b>Balance as at 31 December 2010</b>	<b>23,312</b>	<b>9,301</b>	<b>659</b>	<b>4,325</b>	<b>37,597</b>
<b>Balance as at 31 December 2011</b>	<b>23,238</b>	<b>8,210</b>	<b>1,147</b>	<b>3,924</b>	<b>36,519</b>

Fixed assets purchased using unrestricted funds are depreciated over their estimated useful lives as per note II.8.

### b) Insurance value of fixed assets

As at 31 December 2011, the fixed assets at Headquarters were insured for CHF42,176k (2010 – CHF42,176k). The WASAA building and fixed assets in Kenya were insured for Kenya shillings 26.9 million, equivalent to CHF292k (2010 – CHF299k), 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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## 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 was 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 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, the first of which was paid in December 2010. In addition to the loan from the Swiss Government, IUCN received the cash donations of CHF 4,226k and in-kind donations of CHF1,787k.

## XII. INTANGIBLE ASSETS

As at 31 December 2011 expenditure to date of CHF4,529k (2010 – CHF3,060k) had been incurred on the development and implementation of an ERP system. The system went “live” at Headquarters in July 2011 and has been depreciated from this point.

### **Movement in Intangible assets**

	<b>2011</b>	<b>2010</b>
<b>Purchase value:</b>		
Balance at 1 January	3,060	1,244
Additions	1,834	1,816
Impairment	(365)	0
<b>Balance at 31 December</b>	<b>4,529</b>	<b>3,060</b>
<b>Amortisation:</b>		
Balance as of 1 January	0	0
Charge for the year	(327)	0
<b>Balance at 31 December</b>	<b>(327)</b>	<b>0</b>
<b>Net Book Value:</b>		
<b>Balance at 31 December</b>	<b>4,202</b>	<b>3,060</b>

The impairment of CHF365k relates to development costs of the Enterprise Resource Planning system (CHF 139k) and portal applications (CHF 226k) which did not result in the intended economic benefit.

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 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 CHF4,849k as at 31 December 2011 (2010 – CHF3,838k), CHF2,671k (2010 – CHF2,079k) 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 used by staff at the year-end. Staff leave is accrued only when there is a legal local obligation to do so. 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 the year-end also includes the estimated cost of repatriation of international staff.

## 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

	2011	2010
<b>Balance at 1 January</b>	<b>727</b>	<b>1,124</b>
Additions to provision	416	873
Utilization of provision	(395)	(1,271)
<b>Balance at 31 December</b>	<b>748</b>	<b>727</b>
<b>Region</b>	<b>2011</b>	<b>2010</b>
Eastern and Southern Africa Region	203	171
Headquarters	520	336
Other Offices	25	220
<b>TOTAL</b>	<b>748</b>	<b>727</b>

# IUCN – International Union for the Conservation of Nature

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2011

## 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

	2011	2010
<b>Balance at 1 January</b>	<b>1,731</b>	<b>2,042</b>
Additions to provision	1,244	1,721
Utilization of provision	(1,401)	(2,032)
<b>Balance at 31 December</b>	<b>1,574</b>	<b>1,731</b>

## XVI. DEFERRED INCOME

### Deferred income

	2011	2010
Deferred framework agreements	2,502	1,358
Donations for construction of HQ building extension		
Donations in cash	3,752	3,917
Donations in kind	1,414	1,579
	<b>5,166</b>	<b>5,496</b>
Headquarters original building	9,558	9,867
Interest free government loan	9,093	9,399
<b>Total</b>	<b>26,319</b>	<b>26,120</b>
<b>Current</b>		
Deferred framework agreements	2,502	1,358
Buildings:		
Original building	308	308
Building extension	403	683
<b>Total buildings</b>	<b>711</b>	<b>991</b>
<b>Total current deferred income</b>	<b>3,213</b>	<b>2,349</b>
<b>Non-current</b>		
Original building	9,251	9,559
Building extension - contribution in-kind	13,855	14,213
<b>Total non-current deferred income</b>	<b>23,106</b>	<b>23,771</b>
<b>Total deferred income</b>	<b>26,319</b>	<b>26,120</b>

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2011

Deferred income on Framework Agreements represents income received in advance of the period to which it relates.

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

The deferred income on the government loan represents the difference between the fair value of the loan (CHF10,107k) and the outstanding cash value of the loan (CHF 19,200k) (see note XVII). This difference represents the fair value of the interest saved on the interest free loan granted by the Swiss Government and is recognised over the period of the loan.

## XVII. LOAN

<b>Headquarters building extension loan</b>	<b>2011</b>	<b>2010</b>
Current	97	94
Non-current	10,010	10,107
<b>Total</b>	<b>10,107</b>	<b>10,201</b>

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 CHF10,107k. 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 CHF9,093k between the outstanding cash value and the fair value of the loan is the benefit derived from the interest-free loan and is recorded 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 CHF576k. 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.

# IUCN – International Union for the Conservation of Nature

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2011

## XVIII. RESERVES

	IUCN Fund	Currency translation adjustment	Reserve for 2012 Congress	Membership fund	Renovation fund	Cost Center Reserves	Secretariat Contingency Fund	Total
<b>Balance as at 1 January 2010</b>	<b>7,185</b>	<b>1,323</b>	<b>1,262</b>	<b>0</b>	<b>0</b>	<b>3,715</b>	<b>5,716</b>	<b>19,201</b>
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
<b>Net deficit for the year</b>								<b>(2,408)</b>
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
<b>Balance as at 1 January 2011</b>	<b>6,589</b>	<b>1,296</b>	<b>1,032</b>	<b>200</b>	<b>155</b>	<b>3,567</b>	<b>3,926</b>	<b>16,765</b>
Net result of cost centers in deficit	(303)	0	0	0	0	(1,166)	(1,603)	(3,071)
Net result of cost centers in surplus	0	0	0	0	0	102	356	458
<b>Net deficit for the year</b>								<b>(2,613)</b>
Allocation from core-funded cost centers to SCF	0	0	0	0	0	1,166	(1,166)	0
Reclassification	0	0	0	0	0	(9)	9	0
Foreign exchange adjustment	0	27	0	0	0	0	0	27
Allocation from 2012 Congress reserve to SCF	0	0	(258)	0	0	0	258	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	148	0	(148)	0
<b>Balance as at 31 December 2011</b>	<b>6,286</b>	<b>1,323</b>	<b>774</b>	<b>0</b>	<b>303</b>	<b>3,660</b>	<b>1,832</b>	<b>14,178</b>

### a) IUCN Fund

During the year ended 31 December 2011 there was a net deficit of the fund's operations of CHF303k (2010 – CHF596 deficit). The analysis of the movements of the fund is as follows:

	IUCN Fund	WASAA Trust Fund	TOTAL
<b>Balance as at 1 January 2010</b>	<b>6,816</b>	<b>369</b>	<b>7,185</b>
Rental / Interest Income	1	40	<b>40</b>
Capital Gains	524	0	<b>524</b>
Marketable securities revaluation loss	(1,150)	0	<b>(1,150)</b>
Expenses	0	(11)	<b>(11)</b>
<b>Net movements during the year</b>	<b>(625)</b>	<b>29</b>	<b>(596)</b>
<b>Balance as at 31 December 2010</b>	<b>6,191</b>	<b>398</b>	<b>6,589</b>
Rental / Interest Income	0	50	<b>50</b>
Capital Gains (Loss)	(213)	0	<b>(213)</b>
Marketable securities revaluation loss	(73)	0	<b>(73)</b>
Expenses	0	(67)	<b>(67)</b>
<b>Net movements during the year</b>	<b>(286)</b>	<b>(17)</b>	<b>(303)</b>
<b>Balance as at 31 December 2011</b>	<b>5,905</b>	<b>381</b>	<b>6,286</b>

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 381k at 31 December 2011 (2010 – CHF398k) 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.

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2011

## **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 CHF283k (2010 – loss of CHF3,419k).

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 2011 was a gain of CHF27k (2010 – loss of CHF27k).

## **c) 2012 Congress**

An allocation of CHF258k (2010 – CHF 230k) was made from the 2012 Congress reserve to the Secretariat contingency Fund to reflect expenditure incurred in 2011 on preparation for the 2012 World Conservation Congress.

## **d) Cost Centre reserves**

Cost centre reserves arise 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, 2011 the cost centre reserve balance was CHF3,660k (2010 – CHF3,567K).

## **e) Membership Fund**

A release of CHF 200k (2010 – CHF 200k allocation) was made from the Membership Fund to cover the cost of Regional Membership Forums in 2011.

## **f) Renovation Fund**

A net allocation of CHF 148k (2010 – CHF 155k) was made from the Secretariat Contingency Fund to the Renovation Fund to cover future renovation costs of the Headquarters building.

## **XIX. RETENTION OF STAFF INCOME TAX**

Swiss Government tax rebates amounted to CHF1,625k (2010 - CHF1,737k) and represents the value of taxes that would have been paid by non-Swiss staff members in the absence of the Fiscal Agreement between IUCN and the Swiss Government which exempts non-Swiss staff from payroll taxes and 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 CHF 3,724k (2010 – CHF 2,968k) shown under Secretariat unrestricted funds includes CHF 556k (2010 - CHF 539k) overhead and management fees from Ramsar, rental income of CHF 122k (2010 - CHF 81k) and recognition of deferred income of donations for the headquarters original building and building extension CHF 663K (2010-CHF 493k). 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.

# IUCN – International Union for the Conservation of Nature

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2011

## 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 to CHF using the year-end 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 and expenditure statement for project agreements to reflect the net movement on the project portfolio.

## 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.

#### **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 and to coordinate the 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.

#### **Traffic International**

Traffic International is a charity registered in the United Kingdom 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 CHF 1,313k to the Commissions (2010 – CHF1,312k).

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## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2011

During the year and as part of the services IUCN provides to Ramsar, IUCN has received funds for CHF 6,246k (2010 – CHF 5,990k) and performed payments for CHF 6,032k (2010-CHF 6,076k) on behalf of Ramsar. At year-end the balance held in trust for Ramsar amounted to CHF 4,318K (2010-CHF 3,786k). These transactions are recorded in Ramsar accounts and financial statements and are therefore not presented in the financial statements of IUCN. During the year, IUCN received fees of CHF 556k (2010-CHF 539k) for the services provided to Ramsar with are included in the Other operating income.

During the year IUCN made contributions of CHF 345k to Traffic (2010 – CHF 349k).

During the year IUCN received funds from the International Union for the Conservation of Nature and Natural Resources – US of USD 665k (2010 – USD 996k).



Amounts in thousands Swiss francs	2011 Secretariat expenditure	2011 FA core allocation
Central and West Africa Region - PACO	3'458	1'027
Eastern and Southern Africa Region - ESARO	2'877	959
Asia Region	5'623	1'068
Meso America	1'730	450
Caribbean Initiative	130	133
South America and Brazil	1'128	589
Europe	2'656	-
West Asia Region - ROWA	876	386
Mediterranean Cooperation Centre	1'248	-
Oceania	825	343
Washington DC Office	639	-
Regional Membership Fund	574	-
<b>Sub Total Regional Components</b>	<b>21'764</b>	<b>4'955</b>
Director's Office, Biodiversity Conservation Group	403	397
Species Programme	2'446	965
Invasive Species Initiative	172	55
Protected Areas Programme	708	605
World Heritage Programme	770	247
Director's Office, Nature-based Solutions and Rights Group	569	695
Ecosystem Based Adaptation Programme	753	262
Forest & Climate Change Programme	1'395	387
Marine & Polar Programme	1'539	449
Social Policy Advisor	368	285
Gender Advisor	231	165
Water & Food Security Programme	1'136	388
Director's Office, Economy & Environmental Governance Group	323	417
Business & Biodiversity Programme	965	266
Economics Programme	684	377
Traffic International	433	345
<b>Sub Total Global Thematic units</b>	<b>12'895</b>	<b>6'305</b>
Director's Office, Policy, Programme & Capacity Development Group	313	345
Monitoring & Evaluation Unit	497	544
Science and Knowledge Management Unit	623	677
Global Policy Unit	656	717
Environmental Law	1'355	678
Capacity Development Unit	542	554
<b>Sub Total PPG - Programme Policy Group</b>	<b>3'986</b>	<b>3'515</b>
Commission on Education and Communication	189	209
Commission on Ecosystem Management	109	180
Commission on Environmental Law	255	283
World Commission on Protected Areas	305	259
Species Survival Commission	365	305
Commission on Environment, Economics and Social Policy	169	181
<b>Sub Total Commissions</b>	<b>1'392</b>	<b>1'417</b>
Director General's Office	972	82
External Review 2011	317	108
Deputy Director General's Office	476	542
Legal Counsel	433	-
Oversight Unit	254	-
Global Communications	1'858	-
Strategic Partnerships Unit	834	166
Union Development Group	1'574	-
World Conservation Congress V	258	-
<b>Sub Total Directorate and Corporate Units</b>	<b>6'976</b>	<b>898</b>
Finance Group	2'223	-
Human Resources Management Group	1'046	-
General Services Unit	3'079	-
Information Systems	2'628	-
ERP Process	1'866	-
<b>Sub Total Services Units</b>	<b>10'842</b>	<b>-</b>
<b>OVERALL TOTAL</b>	<b>57'855</b>	<b>17'090</b>
Internal overhead charges	(1'550)	
Non operating expenditure	192	
<b>Operating expenses as per the Income &amp; Expenditure Statement</b>	<b>56'497</b>	

**Reconciliation of Framework Income to the Financial Statements**

<b>Overall Total allocations as above</b>	<b>17'090</b>
Realised foreign exchange on cash contributions	133
Movements in framework receivable / deferred income	356
Surplus related to foreign exchange at year-end transferred to unrestricted funds	690
<b>Total allocated</b>	<b>18'269</b>

**ANNEX A - 2011 FUNDING UNDER BILATERAL AGREEMENTS**

	TOTAL
<b>Donors under Joint Framework Agreements</b>	
Environment Agency – Abu Dhabi (EAD) – United Arab Emirates	1'000
Spanish Agency for International Cooperation and Development (AECID) - Spain	63
Ministry of Foreign Affairs - Finland	894
Danish International Development Agency (DANIDA) - Denmark	3'375
Ministry of Foreign Affairs (DGIS) - The Netherlands	3'248
Norwegian Agency for Development Cooperation (NORAD) - Norway	2'317
Swedish International Development Agency (SIDA) - Sweden	2'977
Swiss Agency for Development and Cooperation (SDC) - Switzerland	2'125
French Development Agency (AFD) - France	914
MAVA Foundation for the Protection of Nature (MAVA) - Switzerland	1'000
<b>Total Funding under Joint Framework Agreements</b>	<b>17'913</b>