

***IUCN, International Union for  
Conservation of Nature and  
Natural Resources,  
Gland***

*Consolidated Financial Statements for the year  
ended 31 December 2023 and Report of the  
Statutory Auditor*

## **Report of the Statutory Auditor**

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

## **Report on the Audit of the Consolidated Financial Statements**

### *Opinion*

We have audited the consolidated financial statements of IUCN, International Union for Conservation of Nature and Natural Resources (the Association) and its subsidiaries (the Group), which comprise the consolidated balance sheet as at 31 December 2023 and the consolidated income and expenditure statement, consolidated funds and reserve statement and the consolidated cash flow statement for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements comply with Swiss law and the consolidation and valuation principles as set out in the notes.

### *Basis for Opinion*

We conducted our audit in accordance with Swiss law and Swiss Standards on Auditing (SA-CH). Our responsibilities under those provisions and standards are further described in the “Auditor's Responsibilities for the Audit of the Consolidated Financial Statements” section of our report. We are independent of the Group in accordance with the provisions of Swiss law, together with the requirements of the Swiss audit profession, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### *Other matter*

The consolidated financial statements of the Group for the year ended 31 December 2022 were audited by another auditor whose report, dated 26 May 2023, expressed an unqualified opinion on those consolidated financial statements.

### *Other Information*

The Council is responsible for the other information. The other information comprises the information included in the annual report but does not include the consolidated financial statements and our auditor's reports thereon.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

#### *Council's Responsibilities for the Consolidated Financial Statements*

The Council is responsible for the preparation of the consolidated financial statements in accordance with the provisions of Swiss law, and for such internal control as the Council determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, the Council is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern, and using the going concern basis of accounting unless the Council either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

#### *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements*

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with Swiss law and SA-CH will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

A further description of our responsibilities for the audit of the consolidated financial statements is located on EXPERTsuisse's website at: <https://www.expertsuisse.ch/en/audit-report>. This description forms an integral part of our report.

**Report on Other Legal and Regulatory Requirements**

In accordance with Art. 728a para. 1 item 3 CO and PS-CH 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 Council.

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

**Deloitte SA**

Fabien Bryois  
Licensed Audit Expert  
Auditor in Charge

Lisa Watson  
Licensed Audit Expert

Geneva, 15 May 2024  
FBR/LWA/rex

Enclosures

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

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# IUCN – International Union for Conservation of Nature and Natural Resources

## CONSOLIDATED BALANCE SHEET AS OF 31 DECEMBER 2023

Report Currency: CHF ('000)

	Notes	31.12.2023	31.12.2022
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and short-term bank deposits	III	91,858	91,414
Financial assets	IV	15,274	13,498
Membership dues receivables (net)	VI	1,133	907
Staff receivables	VII	581	466
Receivables from partner organisations	VIII	230	-
Advances to implementing partners and grantees	IX	33,977	26,575
Prepayments		1,008	968
Donor funds receivable	X	7,041	8,812
Project agreement receivables	XI	16,256	13,594
Framework agreements receivables	XII	509	-
Other account receivables		2,011	2,342
<b>Total Current assets</b>		<b>169,878</b>	<b>158,576</b>
<b>Non-current assets</b>			
Fixed assets (net)	XIII	22,407	23,784
Intangible assets (net)	XIV	296	365
<b>Total Non-current assets</b>		<b>22,703</b>	<b>24,149</b>
<b>TOTAL ASSETS</b>		<b>192,581</b>	<b>182,725</b>
<b>LIABILITIES AND FUND BALANCES</b>			
<b>Current liabilities</b>			
Membership dues paid in advance		3,021	2,341
Accounts payable and accrued liabilities	XV	14,310	15,994
Social charges payable		898	426
Payable to partner organisations	VIII	-	105
Project agreement advances	XI	118,295	104,149
Deferred unrestricted income	XIX	3,373	6,758
Deferred income buildings	XIX	470	471
New building loan	XX	179	175
Advances from hosted organisations	XVII	269	184
Miscellaneous current liabilities		849	824
<b>Total Current liabilities</b>		<b>141,664</b>	<b>131,427</b>
<b>Provisions</b>			
Staff leave and repatriation		2,200	2,001
Staff termination	XVIII	1,536	2,018
Other provisions		829	1,145
<b>Total Provisions</b>		<b>4,565</b>	<b>5,164</b>
<b>Non-current liabilities</b>			
Long-term deferred income	XIX	12,670	13,367
New building loan	XX	9,628	9,799
<b>Total Non-current liabilities</b>		<b>22,298</b>	<b>23,166</b>
<b>Funds and Unrestricted Reserves</b>			
Designated reserves	XXI	3,410	2,942
Unrestricted reserves	XXI	20,644	20,026
<b>Total Funds and Unrestricted Reserves</b>		<b>24,054</b>	<b>22,968</b>
<b>TOTAL LIABILITIES AND FUND BALANCES</b>		<b>192,581</b>	<b>182,725</b>

# IUCN – International Union for Conservation of Nature and Natural Resources

## CONSOLIDATED INCOME AND EXPENDITURE STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2023

Report Currency: CHF ('000)

	Notes	2023			2022		
		Secretariat Unrestricted	Project Agreements	Total	Secretariat Unrestricted	Project Agreements	Total
<b>EXTERNAL OPERATING INCOME</b>							
Membership dues		13,425	-	13,425	13,463	-	13,463
Retention of staff income tax		1,806	-	1,806	1,671	-	1,671
Agreements income		1,130	127,808	128,938	200	124,262	124,462
Framework income	Annex A	13,132	1,996	15,128	12,430	1,317	13,747
Other operating income	XXII	4,830	323	5,153	4,426	1,854	6,280
<b>TOTAL EXTERNAL OPERATING INCOME</b>		<b>34,323</b>	<b>130,127</b>	<b>164,450</b>	<b>32,190</b>	<b>127,433</b>	<b>159,623</b>
<b>INTERNAL ALLOCATIONS</b>							
Unrestricted allocations to projects		(2,679)	2,679	-	(2,292)	2,292	-
Cross charges from projects		48,593	(48,593)	-	42,667	(42,667)	-
Other internal allocations		125	(125)	-	1,797	(1,797)	-
<b>TOTAL INTERNAL ALLOCATIONS</b>		<b>46,037</b>	<b>(46,037)</b>	<b>-</b>	<b>42,172</b>	<b>(42,172)</b>	<b>-</b>
<b>OPERATING EXPENDITURE</b>							
Staff costs		62,943	10,749	73,692	58,684	9,800	68,484
Consultants		2,336	21,803	24,139	1,726	22,135	23,861
Grants to partners		452	9,670	10,121	323	14,167	14,490
Travel		2,734	12,834	15,569	2,134	11,848	13,982
Workshops and conferences		307	3,463	3,770	301	3,651	3,952
Publications and printing costs		503	2,054	2,558	365	2,710	3,075
Office and general administrative costs		3,207	5,609	8,815	3,140	5,722	8,862
Vehicles & equipment – costs & maintenance		1,048	11,263	12,311	1,070	10,570	11,640
Professional fees or costs		476	2,569	3,045	489	1,703	2,192
Depreciation and amortisation		2,133	3	2,136	2,050	63	2,113
<b>TOTAL OPERATING EXPENDITURE</b>		<b>76,139</b>	<b>80,017</b>	<b>156,156</b>	<b>70,282</b>	<b>82,369</b>	<b>152,651</b>
<b>NET OPERATING SURPLUS</b>		<b>4,223</b>	<b>4,071</b>	<b>8,294</b>	<b>4,080</b>	<b>2,892</b>	<b>6,972</b>
<b>OTHER INCOME – EXPENDITURE</b>							
Interest income	XX	745	550	1,295	440	10	450
Financial charges	XX	(449)	(213)	(662)	(567)	(190)	(757)
Gains (losses) on financial assets	IV	331	-	331	(1,663)	-	(1,663)
Net gains (losses) on foreign exchange		(2,332)	(5,268)	(7,600)	(1,294)	(2,600)	(3,894)
Exchange differences on revaluation of project balances		-	(1,730)	(1,730)	-	(369)	(369)
Net movements in provision and write-offs		(1,432)	2,590	1,158	(1,012)	257	(755)
<b>TOTAL OTHER INCOME – EXPENDITURE</b>		<b>(3,137)</b>	<b>(4,071)</b>	<b>(7,208)</b>	<b>(4,096)</b>	<b>(2,892)</b>	<b>(6,988)</b>
<b>NET SURPLUS/ (DEFICIT) FOR THE YEAR</b>		<b>1,086</b>	<b>-</b>	<b>1,086</b>	<b>(16)</b>	<b>-</b>	<b>(16)</b>

# IUCN – International Union for Conservation of Nature and Natural Resources

## CONSOLIDATED FUNDS AND RESERVE STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2023

Report Currency: CHF ('000)

	Balance at 1 January	Results for the year	Allocations	Appropriations	Other movements	Balance at 31 December
<b>2023</b>						
<b>Designated reserves</b>						
Reserve for statutory meetings	828	-	515	-	-	1,343
Other designated reserves	1,209	-	187	(234)	-	1,162
Renovation Fund	905	-	-	-	-	905
<b>Total designated reserves</b>	<b>2,942</b>	<b>-</b>	<b>702</b>	<b>(234)</b>	<b>-</b>	<b>3,410</b>
<b>Unrestricted reserves</b>						
IUCN Fund	8,621	-	-	-	-	8,621
Retained surpluses	11,405	1,086	(702)	234	-	12,023
<b>Total unrestricted reserves</b>	<b>20,026</b>	<b>1,086</b>	<b>(702)</b>	<b>234</b>	<b>-</b>	<b>20,644</b>
<b>Total reserves</b>	<b>22,968</b>	<b>1,086</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>24,054</b>
<b>2022</b>						
<b>Designated reserves</b>						
Reserve for statutory meetings	328	-	500	-	-	828
Other designated reserves	1,147	-	326	(1,045)	781	1,209
Renovation Fund	905	-	-	-	-	905
<b>Total designated reserves</b>	<b>2,380</b>	<b>-</b>	<b>826</b>	<b>(1,045)</b>	<b>781</b>	<b>2,942</b>
<b>Unrestricted reserves</b>						
Currency Translation Reserve	-	-	-	-	-	-
IUCN Fund	8,621	-	-	-	-	8,621
Retained surpluses	11,983	(16)	(826)	1,045	(781)	11,405
<b>Total unrestricted reserves</b>	<b>20,604</b>	<b>(16)</b>	<b>(826)</b>	<b>1,045</b>	<b>(781)</b>	<b>20,026</b>
<b>Total reserves</b>	<b>22,984</b>	<b>(16)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>22,968</b>



# IUCN – International Union for Conservation of Nature and Natural Resources

## CONSOLIDATED CASH FLOW STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2023

Report Currency: CHF ('000)

	Notes	2023	2022
<b>Cash flow from operations</b>			
<b>Surplus/(deficit) from operations</b>		<b>1,086</b>	<b>(16)</b>
Depreciation of fixed assets	XIII	2,000	1,940
Amortisation and write-down of intangible assets	XIV	151	113
Increase / (decrease) in staff leave and repatriation liabilities		199	(305)
Increase / (decrease) in the provision for staff termination	XVIII	(482)	47
Increase / (decrease) in other provisions		(316)	80
(Increase) / decrease in membership dues receivables (net)	VI	(226)	(296)
(Increase) / decrease in staff receivables	VII	(115)	(193)
(Increase) / decrease in receivables from partner organisations	VIII	(335)	240
(Increase) / decrease in advances to implementing partners	IX	(7,402)	(8,965)
(Increase) / decrease in prepayments		(40)	115
(Increase) / decrease in donor funds receivable	X	1,771	(228)
(Increase) / decrease in project agreement receivables	XI	(2,662)	(3,709)
(Increase) / decrease in framework agreements receivable	XII	(509)	640
(Increase) / decrease in other accounts receivable		331	(453)
Increase / (decrease) in membership dues paid in advance		680	(364)
Increase / (decrease) in accounts payable and accrued liabilities	XV	(1,684)	2,814
Increase / (decrease) in social charges payable		472	(300)
Increase / (decrease) in project agreement advances	XI	14,146	21,442
Increase / (decrease) in miscellaneous current liabilities		25	572
Increase / (decrease) in hosted organisations advances	XVII	85	(37)
(Increase) / decrease in financial assets		(1,776)	2,536
Increase / (decrease) in current deferred income	XIX	(3,385)	3,626
Increase / (decrease) in deferred income	XIX	(462)	(456)
(Gain) / loss on disposal of fixed assets	XIII	(17)	4
<b>Total cash flow from operations</b>		<b>1,535</b>	<b>18,847</b>
<b>Cash flow from investing activities</b>			
Purchase of fixed assets	XIII	(629)	(1,132)
Proceeds on disposal of fixed assets		22	11
Purchase of intangible assets	XIV	(82)	(227)
<b>Total cash flow from investing activities</b>		<b>(689)</b>	<b>(1,348)</b>
<b>Cash flow from financing activities</b>			
Loan repayment	XX	(401)	(401)
<b>Total cash flow from financing activities</b>		<b>(401)</b>	<b>(401)</b>
<b>Net cash inflow for the year</b>		<b>445</b>	<b>17,098</b>
<b>Cash and short-term deposits at the beginning of the year</b>	III	<b>91,413</b>	<b>74,316</b>
<b>Cash and short-term deposits at the end of the year</b>	III	<b>91,858</b>	<b>91,414</b>

# IUCN – International Union for Conservation of Nature and Natural Resources

Notes to the Consolidated Financial Statements for the Year ended 31 December 2023

All amounts in CHF ('000) unless otherwise stated

## I. ORGANISATION AND ACTIVITY

IUCN, International Union for Conservation of Nature and Natural Resources is a membership organisation constituted by statutes adopted in 1948 at a conference convened by the Republic of France. The membership is comprised of states, governmental agencies, international and national non-governmental organisations, and Indigenous peoples' organisations. IUCN is registered in Gland, Switzerland as an association under article 60 of the Swiss Civil Code and is solely responsible, to the exclusion of its Members, for all its transactions and commitments.

The highest governing body of IUCN is the World Conservation Congress, which is composed of the membership of IUCN. The World Conservation Congress elects the Council, which has authority to govern IUCN between meetings.

In 1986, IUCN concluded a fiscal agreement with the Swiss government, which granted IUCN exemption from all Swiss taxes. IUCN has been granted observer status at the United Nations.

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 except for certain financial assets and loans that are measured at fair value. The financial statements are prepared in accordance with the provisions of the Swiss Code of Obligations.

### 2. Basis of consolidation

The consolidated financial statements include all offices of IUCN and those entities over which IUCN has the power to govern the financial and operating policies so as to obtain benefits from their activities. In certain countries, multiple project offices may exist.

Branches:

- Asia Region
  - Asia Regional Office (Thailand)
  - Bangladesh Country Office
  - Cambodia Country Office
  - China Country Office
  - India Country Office
  - Lao PDR Country Office
  - Maldives Project Office
  - Myanmar Country Office
  - Nepal Country Office
  - Pakistan Country Office
  - Sri Lanka Country Office
  - Thailand Country Office
  - Vietnam Country Office

## IUCN – International Union for Conservation of Nature and Natural Resources

Notes to the Consolidated Financial Statements for the Year ended 31 December 2023

All amounts in CHF ('000) unless otherwise stated

- Eastern and Southern Africa Region
  - Eastern and Southern Africa Regional Office (Kenya)
  - Ethiopia Project Office
  - Kenya Country Office
  - Malawi Project Office
  - Mozambique Country Office
  - Rwanda Country Office
  - South Africa Country Office
  - Tanzania Country Office
  - Uganda Country Office
  - Zimbabwe Project Office
- Eastern Europe and Central Asia Regional Office (Serbia)
- Europe Regional Office (Germany)
- Centre for Mediterranean Cooperation (Spain)
- North America Regional Office
  - North America Regional Office (USA)
  - Permanent Mission to the UN Representation Office (New York)
- Oceania Regional Office
  - Oceania Regional Office (Fiji)
- Mexico, Central America and the Caribbean Region
  - Regional Office for Mexico, Central America and the Caribbean (Costa Rica)
  - Barbados Project Office
  - Costa Rica Project Office
  - El Salvador Country Office
  - Guatemala Country Office
  - Honduras Country Office
  - Mexico Project Office
- South America Regional Office (Ecuador)
- Cambridge Office (United Kingdom)
- West and Central Africa Region
  - West and Central Africa Regional Office (Senegal)
  - Burkina Faso Country Office
  - Cameroon Country Office
  - Chad Project Office
  - Ghana Project Office
  - Guinea Project Office
  - Guinea Bissau Country Office
  - Mali Country Office
  - Mauritania Country Office
  - Niger Project Office
  - Senegal Country Office
- West Asia Regional Office
  - West Asia Regional Office (Jordan)
  - Saudi Arabia Project Office

# IUCN – International Union for Conservation of Nature and Natural Resources

Notes to the Consolidated Financial Statements for the Year ended 31 December 2023

All amounts in CHF ('000) unless otherwise stated

Other entities:

- The International Union for the Conservation of Nature and Natural Resources, Registered Trustees (WASAA Trust Fund, Nairobi)
- UICN, Bureau de Représentation auprès de l'Union Européenne aisbl
- Associação UICN
- IUCN UK (A Company Limited by Guarantee)
- IUCN Maldives
- IUCN PNG Mangrove Rehabilitation and Management Project Association (dormant)

### 3. Currency of accounts

#### a) Reporting currency

In accordance with IUCN's Regulations, the reporting currency for the consolidated financial statements is Swiss francs (CHF).

#### b) Functional currency

A separate set of accounts is maintained for each country where IUCN has a presence. The functional currency for each country is the national currency of the country with the exception of Fiji (USD), Costa Rica (USD) and Serbia (EUR) where the currency chosen better reflects the economic environment in which the office operates.

### 4. Foreign exchange

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.
- Project balances are expressed in the currency of the underlying donor contract. At the end of the year, project balances are translated to the currency of the office ledger in which they reside at the year-end rate. The gains and losses incurred are recognised in the income statement of each office ledger.
- Except for fixed assets which are stated at historical values, non-Swiss franc balances in the consolidated balance sheet are translated to CHF at the year-end exchange rate and the resulting net unrealised gain or loss included in the income statement as net gains and losses on foreign exchange.

### 5. Income

Income comprises membership dues from Members, contributions from donors, investment income, Swiss government tax rebates, rental of office space, and sundry income from the sale of 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.

## IUCN – International Union for Conservation of Nature and Natural Resources

Notes to the Consolidated Financial Statements for the Year ended 31 December 2023

All amounts in CHF ('000) unless otherwise stated

### b) Voluntary donations

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

#### Framework agreements income

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

Unrestricted Framework agreements income is recognised in the income statement once the agreement has been signed and in accordance with the amounts specified in the agreement for each calendar year. In the event that the framework income is not fully utilised in the calendar year, it is recorded as deferred income.

Restricted Framework agreements income is recorded as Projects agreements income and is recognised as expenditure is incurred and the conditions fulfilled.

Framework agreements income received in advance of the period to which it relates is recorded as deferred unrestricted income.

#### Staff in-kind contributions

In-kind contributions of staff are recognised at fair value over the period of the employment contract as both income and expenditure in the Consolidated Income and Expenditure Statement. The fair value of in-kind staff is taken as the average cost that would be incurred by IUCN, if it were to directly employ a person in a similar position.

#### Project agreements income

Project agreements income is restricted for specific project activities detailed in project agreements and subject to specific conditions imposed by the donor. Income is recognised as expenditure is incurred. At the year end, the balance of projects are recorded as "Project agreement receivables" (current assets) where expenditure incurred on projects exceeded amounts advanced by donors, and under "Project agreement advances" (current liabilities) where advances from donors exceeded expenditure incurred.

### c) Retention of staff income tax

Non-Swiss staff resident in Switzerland are exempt from paying taxes on their IUCN earnings on the basis of a 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 resident in Switzerland. This is shown as Retention of staff income tax in the Consolidated Income and Expenditure Statement and is classified as unrestricted income.

## 6. Expenditure

All unrestricted expenditure and project expenditure is accounted for on an accrual basis.

Implementing Partners are contracted for specific project activities and expenditures are recorded:

- According to a financial report presenting expenditures incurred during the period
- If Implementing Partner financial reports are not available at the end of year, expenditure is accrued based on the estimate provided by the partner and included as accounts payable and accrued liabilities and the Implementing Partner balance reduced.

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### 7. Cross charges from projects

Cross charges from projects represent transfers between Project agreements and Secretariat unrestricted funds and comprise staff time charged to projects and indirect costs funded from projects.

#### Staff time charges

IUCN staff costs are recorded as unrestricted costs. Staff working on projects charge their time spent on projects through a time recording system. Project agreements are charged the cost of staff time and the Secretariat unrestricted fund receives the income.

#### Indirect cost recoveries

Indirect costs are recorded as unrestricted costs. Indirect costs funded from project agreements are cross charged to projects and the Secretariat unrestricted fund receives the income.

### 8. Financial assets

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

### 9. Fixed assets

#### a) Purchased assets

Purchased fixed assets are recorded at historic cost and capitalised when the purchase price is one thousand CHF 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 assets in line with the depreciation charges.

#### c) Donations for the purchase of fixed 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.

#### d) Depreciation

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

Computer hardware	3–5 years
Vehicles	4–7 years
Office furniture and equipment	4–7 years
Building renovations	10–20 years
Building installations	20 years
Building infrastructures	50 years

### 10. 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 2 to 7 years.

The cost of developing in-house software is expensed in the year that the costs are incurred.

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### 11. Provisions

#### a) Provision for membership dues receivable

A general provision for 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 recognised in the income and expenditure 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:

Three years or more	100%
Two years	67%
One year	33%

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

Full provision is made against the dues owed by Members whose rights have been rescinded by the IUCN World Conservation Congress or vote of the membership.

#### b) Provision for projects in deficit/allowance for doubtful receivable

A provision for projects in deficit is made 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.

#### d) Staff leave and repatriation

Provision is made for holiday entitlement which has not been used by staff at the year-end. The balance at the year-end also includes the estimated cost of repatriation of international staff.

### 12. Loans at below market rate of interest

Loans are initially 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. The market rate of interest is reviewed annually and the carrying value adjusted for significant movements in the market rate.

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

### 13. Hosted organisations

IUCN hosts certain organisations. A hosted organisation has no legal status in the country of operation and therefore operates under the legal umbrella of IUCN. A hosted organisation is operationally autonomous and is accountable to its own management and governance structures and not to IUCN.

Income received and expenditure incurred on behalf of a hosted organisation is accounted for in separate project accounts and excluded from consolidation. Funds held by, or advanced by, IUCN on behalf of hosted organisations are recorded on the balance sheet as advances from/to hosted organisations.

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### 14. Reserves

IUCN maintains the following reserves:

#### a) Designated reserves

Designated reserves represent funds set aside from unrestricted reserves to cover the cost of future events or activities. The designation may be reversed at any time by the IUCN Council.

##### Reserve for statutory meetings

The Reserve for statutory meetings represents amounts allocated from unrestricted funds to cover costs of future meetings of the IUCN World Conservation Congress and related preparatory meetings.

##### Renovation Fund

The Renovation Fund represents funds allocated from unrestricted funds for future renovations of the Headquarters building.

##### Other Designated reserves

Other Designated reserves represent amounts allocated from unrestricted funds to cover the cost of other future costs or activities.

#### b) Unrestricted reserves

##### IUCN Fund

The IUCN Fund is maintained in order to preserve IUCN's capital base. The use of the Fund is governed by the IUCN Council and is maintained as a reserve of last resort.

##### Retained surpluses

The Retained surpluses represent other unrestricted reserves.

### 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	2023	2022
Asia	1,942	3,555
Eastern and Southern Africa	3,500	3,693
Eastern Europe and Central Asia	63	190
Europe	605	13,693
Headquarters	72,414	57,468
Mediterranean	511	1,098
Mexico, Central America and the Caribbean	4,841	2,439
North America	2,164	813
Oceania	2,238	3,383
South America	314	493
United Kingdom	197	242
West and Central Africa	1,567	3,096
West Asia	1,502	1,251
<b>Balance at 31 December</b>	<b>91,858</b>	<b>91,414</b>



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### IV. FINANCIAL ASSETS

	2023	2022
Bonds	9,055	7,497
Structured Products	543	285
Equities	2,909	2,562
Microfinance	845	1,514
Other Investments	1,922	1,640
<b>Balance at 31 December</b>	<b>15,274</b>	<b>13,498</b>

During the year, the investment portfolio recorded a gain on financial assets of CHF 331 (2022 – CHF 1,663 loss).

At 31 December 2023, the investment portfolio included bank balances of CHF 42 (2022 – CHF 1,459). These are included under cash and short-term bank deposits.

### V. DERIVATIVE FINANCIAL INSTRUMENTS

There were no forward currency contract commitments at 31 December 2023.

The following forward currency contract commitments existed at 31 December 2022:

	Other currency	CHF	Maturity date
Conversion of USD to CHF	1,260	1,232	10.02.2023
Conversion of EUR to CHF	1,450	1,380	20.01.2023

### VI. MEMBERSHIP DUES RECEIVABLE AND PROVISION

	2023	2022
Gross membership dues receivable	2,965	1,922
Provision for dues in arrears	(1,832)	(1,015)
<b>Net membership dues receivable at 31 December</b>	<b>1,133</b>	<b>907</b>

The provision for membership dues in arrears has been calculated in accordance with the policy described in Note II.11 (a).

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<b>2023</b>	<b>2021 and prior</b>	<b>2022</b>	<b>2023</b>	<b>Total</b>
State member	239	355	1,118	1,712
Government agencies	90	85	153	328
Subnational Governments	-	-	17	17
Indigenous peoples	-	9	12	21
International NGOs	7	51	111	169
National NGOs	74	200	307	581
Affiliates	5	69	63	137
<b>Total membership dues receivable</b>	<b>415</b>	<b>769</b>	<b>1,781</b>	<b>2,965</b>
Provision for membership dues	(415)	(618)	(799)	(1,832)
<b>Net membership dues receivable</b>	<b>0</b>	<b>151</b>	<b>982</b>	<b>1,133</b>

<b>2022</b>	<b>2020 and prior</b>	<b>2021</b>	<b>2022</b>	<b>Total</b>
<b>Total membership dues receivable</b>	<b>171</b>	<b>441</b>	<b>1,310</b>	<b>1,922</b>
Provision for membership dues	(171)	(304)	(540)	(1,015)
<b>Net membership dues receivable</b>	<b>0</b>	<b>137</b>	<b>770</b>	<b>907</b>

### Movement in provision for membership dues

	<b>2023</b>	<b>2022</b>
<b>Balance at 1 January</b>	1,015	1,539
Addition to/(release from) provision	821	574
Write off of deficits against provision	(4)	(1,098)
<b>Balance at 31 December</b>	<b>1,832</b>	<b>1,015</b>

## VII. STAFF RECEIVABLES

Staff receivables comprise travel advances, payroll advances and loans to staff outstanding as at 31 December.

	<b>2023</b>	<b>2022</b>
Travel advances	551	435
Payroll advances and staff loans	30	31
<b>Balance at 31 December</b>	<b>581</b>	<b>466</b>

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### VIII. RECEIVABLES FROM/PAYABLE TO PARTNER ORGANISATIONS

This balance represents balances due or from partner organisations associated with IUCN that are outstanding as at 31 December. The balance at the end of December 2023 represents a receivable from Ramsar of CHF 230 (2022 – CHF 105 payable).

	2023	2022
<b>RAMSAR Convention Secretariat</b>	<b>230</b>	<b>(105)</b>

### IX. 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.

	2023	2022
Asia	4,951	3,338
Eastern and Southern Africa	7,669	5,304
Eastern Europe and Central Asia	114	46
Europe	1,356	-
Headquarters	7,925	8,236
Mediterranean	-	60
Mexico, Central America and the Caribbean	1,169	879
North America	1,016	679
Oceania	3,156	918
South America	118	-
United Kingdom	111	(13)
West Asia	601	1,115
Western and Central Africa	5,791	6,013
<b>Balance at 31 December</b>	<b>33,977</b>	<b>26,575</b>

Headquarters manages a significant number of grant-making programmes. Although the programmes are managed by Headquarters, the grants themselves are made to organisations globally. Grants are recorded as advances to implementing partners until the expenditure incurred by the grantees is reported as spent to IUCN.

### X. DONOR FUNDS RECEIVABLES

Donor funds receivables represent funds requests sent to donor. The receivable is net of allowance for amounts IUCN considers may not be settled.

	2023	2022
Donor funds receivables	7,427	9,214
Allowance for doubtful receivables	(386)	(402)
<b>Balance at 31 December</b>	<b>7,041</b>	<b>8,812</b>

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### XI. PROJECT AGREEMENTS RECEIVABLES AND ADVANCES

Receivables and advances on project agreements represent respectively the total of projects with a negative cash balance and the total of projects with a positive cash balance at year end.

	2023	2022
Project agreement receivables	16,256	13,594
Project agreement advances	(118,295)	(104,149)
<b>Balance at 31 December</b>	<b>(102,039)</b>	<b>(90,555)</b>

The project agreement receivables are presented net of provisions for amounts IUCN has assessed to be doubtful from donors to cover expenditures already incurred.

	2023	2022
Project agreement receivables	16,958	16,354
Allowance for doubtful receivables	(702)	(2,760)
<b>Balance at 31 December</b>	<b>16,256</b>	<b>13,594</b>

#### Allowance for doubtful receivables

The allowance for doubtful receivables 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 doubtful receivables

	Notes	2023	2022
<b>Balance at 1 January</b>			
Allowance for project fund receivable	XI	2,760	2,251
Allowance for donor fund receivable	X	402	1,063
		<b>3,162</b>	<b>3,314</b>
Additions to provision		975	683
Utilisation of provision		(3,049)	(835)
<b>Balance at 31 December</b>		<b>1,088</b>	<b>3,162</b>
<b>Comprising</b>			
Allowance for project fund receivable	XI	702	2,760
Allowance for donor fund receivable	X	386	402
		<b>1,088</b>	<b>3,162</b>
		<b>2023</b>	<b>2022</b>
<b>Region</b>			
Asia		89	997
Eastern and Southern Africa Region		413	360
Headquarters		209	1,116
North America		5	104
Oceania		273	279
West and Central Africa		99	300
West Asia		-	6
<b>Balance at 31 December</b>		<b>1,088</b>	<b>3,162</b>

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### XII. 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 2023 there was CHF 509 receivable compared to CHF nil receivable at 31 December 2022.

### XIII. FIXED ASSETS

#### 1. Movement in fixed assets

	Building Infrastructures	Building Installations	Other Land and Buildings	Vehicles, Equipment, Furniture & Fixtures	Total
<b>Purchase value:</b>					
<b>Balance as at 31 December, 2021</b>	<b>27,178</b>	<b>13,775</b>	<b>5,857</b>	<b>10,197</b>	<b>57,007</b>
Additions	-	-	112	1,020	1,132
Disposals	-	-	-	(213)	(213)
<b>Balance as at 31 December, 2022</b>	<b>27,178</b>	<b>13,775</b>	<b>5,969</b>	<b>11,004</b>	<b>57,926</b>
Additions	-	-	80	549	629
Disposals	-	-	0	(1,095)	(1,095)
<b>Balance as at 31 December, 2023</b>	<b>27,178</b>	<b>13,775</b>	<b>6,049</b>	<b>10,458</b>	<b>57,460</b>
<b>Depreciation:</b>					
<b>Balance as at 31 December, 2021</b>	<b>(11,730)</b>	<b>(9,035)</b>	<b>(2,497)</b>	<b>(9,138)</b>	<b>(32,400)</b>
Charge for the year	(544)	(575)	(280)	(541)	(1,940)
Disposals	-	-	-	198	198
<b>Balance as at 31 December, 2022</b>	<b>(12,274)</b>	<b>(9,610)</b>	<b>(2,777)</b>	<b>(9,481)</b>	<b>(34,142)</b>
Charge for the year	(544)	(575)	(304)	(577)	(2,000)
Disposals	-	-	0	1,089	1,089
<b>Balance as at 31 December, 2023</b>	<b>(12,818)</b>	<b>(10,185)</b>	<b>(3,081)</b>	<b>(8,969)</b>	<b>(35,053)</b>
<b>Net book value:</b>					
<b>Balance as at 31 December, 2022</b>	<b>14,904</b>	<b>4,165</b>	<b>3,192</b>	<b>1,523</b>	<b>23,784</b>
<b>Balance as at 31 December, 2023</b>	<b>14,360</b>	<b>3,590</b>	<b>2,968</b>	<b>1,489</b>	<b>22,407</b>

Fixed assets purchased using unrestricted funds are depreciated over their estimated useful lives as per Note II.9.

#### 2. Land

In 1990, 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, i.e. until August 2040. In 2008, the commune of Gland gave IUCN the right of use of an adjacent piece of land to the original plot for a period of 50 years, with the permission to construct an extension to the existing IUCN Headquarters building.

#### 3. IUCN Headquarters building

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

##### a) 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 the

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net book value is matched by a corresponding value of deferred income to recognise the restricted nature of the building. The deferred income is released over the estimated useful life of the building in line with the depreciation of the building.

In 2014, the Canton of Vaud provided a grant of CHF 600 towards the renovation of the original building. The grant will be released over the estimated useful life of the building renovation (20 years).

### b) Building extension

The building extension was financed by an interest free loan from the Swiss Government of CHF 20,000 payable in 50 equal yearly instalments of CHF 400, the first of which was paid in December 2010. In addition to the loan from the Swiss Government, IUCN received cash donations of CHF 4,707 and in-kind donations of CHF 1,815.

## XIV. INTANGIBLE ASSETS

The intangible assets consist of an ERP system and portal applications.

### Movement in Intangible assets

	2023	2022
<b>Purchase value:</b>		
Balance at 1 January	5,326	5,099
Additions	81	227
<b>Balance at 31 December</b>	<b>5,407</b>	<b>5,326</b>
<b>Amortisation:</b>		
Balance as of 1 January	(4,961)	(4,848)
Charge for the year	(150)	(113)
<b>Balance at 31 December</b>	<b>(5,111)</b>	<b>(4,961)</b>
<b>Net Book Value at 31 December</b>	<b>296</b>	<b>365</b>

## XV. 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 CHF 14,310 as at 31 December 2023 (2022 – CHF 15,994), CHF 5,352 (2022 – CHF 6,908) is related to Headquarters and the balance to regional and country offices.

	2023	2022
Accounts payable and supplier accruals	8,963	7,505
Year-end accruals for implementing partners	5,347	8,489
<b>Balance at 31 December</b>	<b>14,310</b>	<b>15,994</b>

## XVI. PENSION FUND OBLIGATIONS

IUCN operates different pension plans in different countries, each conforming to the legal regulations in the respective country. On 31 December 2023, the liability to the pension schemes amounted to CHF 10 (2022 – CHF nil).

## XVII. ADVANCES FROM HOSTED ORGANISATIONS

At 31 December 2023 IUCN held funds advanced from hosted organisations of CHF 269 (2022 – CHF 184).

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### XVIII. PROVISIONS

#### 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

	2023	2022
<b>Balance at 1 January</b>	<b>2,018</b>	<b>1,971</b>
Additions to provision	1,030	1,046
Utilization of provision	(1,512)	(999)
<b>Balance at 31 December</b>	<b>1,536</b>	<b>2,018</b>

### XIX. DEFERRED INCOME

Deferred unrestricted income represents income received in advance of the period to which it relates.

	2023	2022
Deferred unrestricted income	3,373	6,758
Donations for construction of HQ building extension		
Donations in cash	2,246	2,347
Donations in kind	142	169
Donation in cash for renovation of original building	321	356
	<b>2,709</b>	<b>2,872</b>
Headquarters original building	5,859	6,167
Interest free government loan	4,572	4,799
<b>Total</b>	<b>16,513</b>	<b>20,596</b>
<b>Current</b>		
Deferred unrestricted income	3,373	6,758
Buildings:		
Original building	343	308
Building extension	127	162
<b>Total buildings</b>	<b>470</b>	<b>471</b>
<b>Total current deferred income</b>	<b>3,843</b>	<b>7,229</b>
<b>Non-current</b>		
Original building	5,550	5,859
Building extension	7,120	7,508
<b>Total long term deferred income</b>	<b>12,670</b>	<b>13,367</b>
<b>Total deferred income</b>	<b>16,513</b>	<b>20,596</b>

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 3).

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The deferred income on the government loan represents the difference between the fair value of the loan CHF 9,807 (2022 – CHF 9,974) and the outstanding cash value of the loan CHF 14,379 (2022 – CHF 14,773) (see Note XX). 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.

### XX. BUILDING EXTENSION LOAN

#### Headquarters building extension loan

	2023	2022
Current	179	175
Non-current	9,628	9,799
<b>Balance at 31 December</b>	<b>9,807</b>	<b>9,974</b>

The Swiss Government provided an interest free loan of CHF 20,000 to finance the headquarters building extension.

The loan is repayable in 50 annual instalments of CHF 400. The first instalment was paid in December 2010. The fair value of the loan is estimated at CHF 9,807 (2022 – CHF 9,974). The outstanding cash value of the loan has been discounted at a rate of 2.25% (2022 – 2.25%) which represents the market interest rate for a 10-year loan based on current market conditions. The difference of CHF 4,572 (2022 – CHF 4,799) 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 XIX).

The value of the interest that would have been paid on an equivalent commercial loan of 2.25% is estimated at CHF 324 (2022 – CHF 333). This has been recorded in the income and expenditure statement under Interest income to recognise the benefit of the interest free loan and under financial charges to recognise the interest that would have been paid.

### XXI. FUNDS AND UNRESTRICTED RESERVES

#### Designated reserves

The following allocations and appropriations were made to designated reserves:

	2023		2022	
	Allocations	Appropriations	Allocations	Appropriations
Regional conservation fora	265	-	250	-
Congress	250	-	250	-
Commission operating funds	187	-	251	-
External review	-	10	75	-
IUCN 20-year strategic vision	-	224	-	45
Institutional strengthening	-	-	-	1,000
<b>Total</b>	<b>702</b>	<b>234</b>	<b>826</b>	<b>1,045</b>



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### XXII. OTHER OPERATING INCOME

Other operating income shown under Secretariat unrestricted funds comprises of:

	2023	2022
Rental income	930	1,005
Ramsar Convention Secretariat overhead and management fee	540	526
In-kind staff contributions other than Framework staff in kind	727	569
Recognition of deferred income of donations for IUCN buildings	471	467
Patrons of Nature	600	590
Other miscellaneous external income	1,562	1,269
<b>Total</b>	<b>4,830</b>	<b>4,426</b>

### XXIII. AUDIT FEE

The following fees were paid to the auditors of IUCN's financial statements.

	2023	2022
Consolidated financial statement audit	210	216
Other audits	23	105

### XXIV. RELATED PARTIES

#### 1. Identity of related parties

##### a) 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.

##### b) 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.

##### c) The Convention on Wetlands of International Importance (Ramsar)

Ramsar is hosted by the IUCN Secretariat and operates under its legal personality. It 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, office facilities, human resources management and information technology.

##### d) TRAFFIC International

TRAFFIC International is a charity registered in the United Kingdom. IUCN is a founder member and sits on the Board. The IUCN Secretariat hosts TRAFFIC operations in its offices in Cameroon, Thailand and South Africa where they operate under the legal personality of IUCN.

## IUCN – International Union for Conservation of Nature and Natural Resources

Notes to the Consolidated Financial Statements for the Year ended 31 December 2023

All amounts in CHF ('000) unless otherwise stated

### e) 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.

## 2. Transactions with related parties

During the course of the year IUCN made contributions of CHF 1,443 to the Commissions (2022 – CHF 1,300). The amount is distributed across the expenditure headings that reflect the nature of the expenses incurred by the Commissions. Unspent allocations are included under Other Designated Reserves

During the year and as part of the services IUCN provides to Ramsar, IUCN received funds of CHF 6,708 (2022 – CHF 6,935) and incurred payments of CHF 5,812 (2022 – CHF 6,840) on behalf of Ramsar. At year-end the balance held in trust for Ramsar amounted to CHF 7,176 (2022 – CHF 6,377). 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 540 (2022 – CHF 526) for the services provided to Ramsar, which are included in Other operating income.

During the year IUCN made contributions of CHF 365 to TRAFFIC International (2022 – CHF 200) and received fees of CHF 81 (2022 – CHF 94) for hosting TRAFFIC operations.

During the year, IUCN received funds from the International Union for Conservation of Nature and Natural Resources – US of USD 1,647 for projects (CHF 1,385) and for Patrons of Nature USD 275 (CHF 231). In 2022, USD 2,241 (CHF 2,069) was received for projects and USD nil (CHF nil) for Patrons of Nature.

Summary of legally controlled entities:

Company	Year-end closing	Currency	Capital	Share of capital	
				2023	2022
The International Union for the Conservation of Nature and Natural Resources, Registered Trustees, (WASAA Trust Fund, Nairobi)	31.12	KES	232,175	100%	100%
UICN, Bureau de Représentation auprès de l'Union Européenne aisbl	31.12	EUR	722	100%	100%
Associação UICN	31.12	BLR	51	20%	20%
IUCN UK (A Company Limited by Guarantee)	31.12	GBP	67	NA	NA
IUCN Maldives	31.12	MVR	-	100%	100%
IUCN PNG "Mangrove Rehabilitation and Management Project Association	dormant				

## XXV. STAFF HEADCOUNT

IUCN's headcount including staff in-kind is as follows:

	2023	2022
Average employees during the year	1,007	967

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### XXVI. OPERATING LEASES

At 31 December 2023, IUCN has future minimum office rental commitments amounting to CHF 3.235 (2022 – CHF 3,668) relating to expected rental fees until the end of the lease contracts, all of which expires in 1 to 5 years.

IUCN has leasing contracts for office equipment and maintenance amounting to CHF 40 (2022 – CHF 54) expiring in 1 to 5 years.

### XXVII. BANK GUARANTEES

The following are the IUCN bank guarantees in place at 31 December 2023, (2022 – CHF 444) in favour of IUCN donors:

Country	Currency	Amount	Amount in CHF
India	INR	238	2
Germany	USD	25	21
Uganda	UGX	639,216	141
Germany	EUR	30	28
Saudi Arabia	SAR	2,348	526
			<b>718</b>

Cash for an equivalent amount is pledged at corresponding banks.

### XXVIII. SUBSEQUENT EVENTS

There were no subsequent events.

# IUCN – International Union for Conservation of Nature and Natural Resources

## ANNEX A – CORE FUNDS UNDER FRAMEWORK AGREEMENTS

<i>All amounts in CHF ('000)</i>	2023 Secretariat expenditure unrestricted	2023 Framework unrestricted & in kind	2022 Secretariat expenditure unrestricted	2022 Total Framework unrestricted & in kind
Asia Region	6,071	518	6,043	480
Eastern and Southern Africa Region	6,782	276	6,605	259
Eastern Europe and Central Asia Region	521	60	554	55
Europe Regional Office	1,485	-	1,314	413
Mediterranean Cooperation Centre	1,389	121	1,486	126
Mexico, Central America and the Caribbean Region	5,333	248	4,337	275
North America Region	1,062	-	1,043	202
Oceania Region	1,163	96	1,402	94
South America Region	1,230	144	1,340	143
West Asia Region	1,908	123	1,239	137
West and Central Africa Region	3,507	227	3,316	252
<b>Sub Total Regional Components</b>	<b>30,451</b>	<b>1,813</b>	<b>28,679</b>	<b>2,436</b>
Global Programme Operations Unit	1,765	-	2,100	200
Monitoring Evaluation and Learning	135	55	-	-
Nature-based Solutions (NbS) Coordination Hub	251	250	-	-
<b>Sub Total Programme &amp; Finance Support to Centres</b>	<b>2,151</b>	<b>305</b>	<b>2,100</b>	<b>200</b>
Centre for Economy and Finance – Directorate	211	196	311	214
Agriculture	756	200	-	-
Climate change	971	-	932	-
Economics	920	200	996	212
Enterprise and investment	793	-	837	-
Finance for Nature Unit	355	362	129	125
<b>Sub Total Centre for Economy and Finance</b>	<b>4,006</b>	<b>958</b>	<b>3,205</b>	<b>551</b>
Centre for Society and Governance – Directorate	279	196	317	214
Environmental law	353	-	452	-
Heritage, culture and youth	1,169	200	942	231
Human rights in conservation	1,025	-	809	-
Water and land	670	-	795	212
<b>Sub Total Centre for Society and Governance</b>	<b>3,496</b>	<b>396</b>	<b>3,315</b>	<b>657</b>
Centre for Conservation Action – Directorate	284	196	321	214
Forest and grassland	802	-	747	-
Ocean	1,339	9	1,323	10
Protected and conserved areas	2,014	-	1,634	-
Species conservation action	1,559	-	840	-
Traffic	363	365	217	200
<b>Sub Total Centre for Conservation Action Centre</b>	<b>6,361</b>	<b>570</b>	<b>5,082</b>	<b>424</b>
Centre for Science and Data – Directorate	289	296	243	364
Biodiversity assessment and knowledge	1,908	-	1,985	200
Conservation management and assurance	250	-	86	-
IUCN Academy	510	-	368	-
Knowledge Management, Learning and Library Services	1,107	400	1,610	350
Science	888	235	680	212
<b>Sub Total Centre for Science and Data</b>	<b>4,952</b>	<b>931</b>	<b>4,972</b>	<b>1,126</b>
Commission on Ecosystem Management	178	116	136	-
Commission on Education and Communication	264	116	248	-
Commission on Environmental, Economics & Social Policy	172	116	181	-
Species Survival Commission	253	130	239	-
World Commission on Environmental Law	164	122	282	-
World Commission on Protected Areas	221	121	160	-
<b>Sub Total Commissions</b>	<b>1,252</b>	<b>721</b>	<b>1,246</b>	<b>-</b>
Director General	2,616	100	2,555	-
International Policy Centre	1,176	450	991	320
IUCN 20-year Strategic Vision	220	-	34	-
Multilateral Finance Unit	856	-	681	-
<b>Sub Total Directorate</b>	<b>4,868</b>	<b>550</b>	<b>4,261</b>	<b>320</b>
Convenings	681	-	740	-
Governance	729	-	717	-
Membership and Commission Support	1,498	-	1,081	775
<b>Sub Total Membership &amp; Event Support</b>	<b>2,908</b>	<b>-</b>	<b>2,538</b>	<b>775</b>
Business Engagement Unit	270	300	-	-
External Review	85	75	-	75
Global Communications	1,083	716	1,201	-
Global Information Systems	3,759	100	3,698	400
Human Resources Management Group	1,430	-	1,277	225
Institutional Performance Management & Evaluation	904	900	842	900
Legal Adviser Office	781	135	701	135
Oversight Unit	291	-	153	170
Strategic Partnerships	1,352	1,381	1,649	1,695
<b>Sub Total Corporate Support to Programmes</b>	<b>9,955</b>	<b>3,607</b>	<b>9,521</b>	<b>3,600</b>
Global Finance Group	2,158	588	1,934	-
General Services Unit	3,068	-	2,918	-
<b>Sub Total Finance and Administrative Support Units</b>	<b>5,226</b>	<b>588</b>	<b>4,852</b>	<b>-</b>
Other operating expenditure	513	-	511	-
<b>Total Operating Expenditure &amp; allocations</b>	<b>76,139</b>	<b>10,439</b>	<b>70,282</b>	<b>10,089</b>
<b>Allocations to Projects</b>				
Innovation projects		2,921		3,120
Programmatic restricted funding		1,247		
Strengthening regional performance management capacity		500		500
<b>Total Allocation to projects</b>		<b>4,688</b>		<b>3,620</b>
<b>Total Allocations</b>		<b>15,107</b>		<b>13,709</b>
<b>Reconciliation of Framework Income to the Financial Statements</b>		<b>2023</b>		<b>2022</b>
<b>Overall Total allocations as above</b>		<b>15,107</b>		<b>13,709</b>
Realised foreign exchange losses on cash contributions		21		38
<b>Total Funding Framework Agreements</b>		<b>15,128</b>		<b>13,747</b>

# IUCN – International Union for Conservation of Nature and Natural Resources

## ANNEX A – CORE FUNDS UNDER FRAMEWORK AGREEMENTS

All amounts in CHF ('000)

Framework Agreement Partners	2023			2022		
	Framework cash contribution	Framework in-kind contribution	TOTAL	Framework cash contribution	Framework in-kind contribution	TOTAL
Agence française de développement (AFD), ministère de l'Europe et des Affaires étrangères (MEAE), ministère de la Transition écologique et la Cohésion des territoires (MTECT), ministère de l'Intérieur et des Outre-mer (MIOM), ministère de l'Agriculture et de la Souveraineté alimentaire (MASA)	543	757	1,300	373	846	1,219
Ministry of Environment, Republic of Korea (MOE) - Korea	542	199	741	459	238	697
Ministry for Foreign Affairs – Finland	741	-	741	620	-	620
Ministry of Foreign Affairs of Denmark	2,926	186	3,112	2,156	274	2,430
Norwegian Agency for Development Cooperation (Norad) - Norway	1,704	-	1,704	1,866	-	1,866
Swedish International Development Cooperation Agency (Sida) – Sweden	4,296	-	4,296	4,039	-	4,039
Swiss Agency for Development and Cooperation (SDC) – Switzerland	2,124	-	2,124	1,876	-	1,876
United States Department of State	589	-	589	549	-	549
Ministry of Environment, Climate and Sustainable Development of the Grand Duchy of Luxembourg	521	-	521	451	-	451
<b>Total Funding Framework Agreements</b>	<b>13,986</b>	<b>1,142</b>	<b>15,128</b>	<b>12,389</b>	<b>1,358</b>	<b>13,747</b>

NOTE: Contributions related to the Secondments from Korea and Denmark presented as in-kind contributions.