

A young boy is shown in profile, looking upwards and drinking water from a large, vibrant green leaf. The leaf is held in his right hand, and a stream of water is dripping from its tip into his open mouth. The background is a soft-focus natural setting with green foliage. The text 'Pragmatic Solutions' and 'An Assessment of Progress 2005' is overlaid in white on the right side of the image.

Pragmatic Solutions
An Assessment of Progress 2005

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FOREWORD

The World Conservation Union unites those who recognize the scale and complexity of our collective impact on the earth's natural resources. People know of the rising risks, and ask for pragmatic solutions.

This report measures our ability to deliver those solutions. It shows how we explore options and help make decisions to transform our economies and societies. It assesses our capacity to make a difference in a world that is still defining its common future, and to shift the relationship between people and nature onto a sustainable and equitable trajectory.

In these efforts, our members, Commissions, partners, donors and Secretariat elegantly combine to give us a unique, calm authority. We plan with science and innovate with hope. In 2005, the world saw our Union:

- Invest in Oceania, covering 15% of the planet, and completing our global network of ten regional offices;
- Enter the inner circle of decision-making, informing the first meeting of environment and development ministers leading up to the G8 summit;
- Leverage our unique permanent Observer Status at the United Nations to link livelihoods with biodiversity conservation for the UN World Summit;
- Mobilize our power to promote the sustainable management of our marine resources;
- Launch what will become a US\$ 300 million global initiative to connect conservation to poverty reduction;
- Include France as a new framework donor, and admit 64 new members from around the world, including Trinidad and Tobago;
- Broaden our strategic alliances with businesses to reduce negative environmental impacts from extractive industries.

These accomplishments did not just happen. They are the result of a sustained effort to forge enduring linkages over time, across geography and among peoples.

OUR DONORS

The work of the World Conservation Union is made possible through the generosity, trust and confidence of a growing number of partners: governments, bilateral development assistance agencies, multilateral and intergovernmental institutions, international conventions and non-governmental organizations, foundations, corporations and individuals. We are most grateful for all the contributions received in 2005 to support the Union's work.

The Union signed new framework agreements with the Netherlands, Norway and Sweden, following the signature of the 2005–2008 Joint General Framework Agreement by Denmark and Switzerland in 2004. A one-year agreement was signed with Canada. France joined the framework agreement donors as a new long-term supporter of the Union. The agreement was signed in November 2005 at the office of the Permanent Mission of France to the United Nations in Geneva.

“France and the Union share the fundamental conviction that conservation and the sustainable use of natural resources are key to life on earth, and that these are essential for the fight against poverty. Through this agreement, IUCN will increase its conservation activities in the francophone regions of the world, upon which French development assistance is focused.”

**– French Minister Brigitte Girardin,
Minister for Cooperation, Development and
the French-Speaking Countries**

Besides the Framework Agreements and voluntary contributions, IUCN received project funding above CHF250,000 from:

Framework Agreements

Bilateral Donors



Canadian International Development Agency



Department of Environmental Affairs and Tourism, Government of the Republic of South Africa



Ministry of Foreign Affairs, Denmark



Department of Environmental Affairs and Development Planning, Provincial Government of the Western Cape (South Africa)



Ministry of Foreign Affairs, France



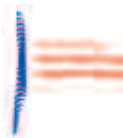
Department of Environment, Food and Rural Affairs, United Kingdom



Ministry of Ecology and Sustainable Development, France



Department for International Development, United Kingdom



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



Federal Ministry for Economic Cooperation and Development, Germany



Norwegian Agency for Development Cooperation



Forestry Commission of Ghana



Swedish International Development Agency



German Technical Cooperation



Swiss Agency for Development and Cooperation



Ministry of Environment and Protection of the Territory, Nature Conservation Service, Italy

In addition, IUCN received voluntary contributions from:



Ministry of Environment, Spain



Ministry of Foreign Affairs, Directorate General for Development Cooperation, Italy



Regional Ministry for Environment, Government of Andalusia, Spain



Department of State, United States of America



Swiss State Secretariat for Economic Affairs (SECO)



United States Agency for International Development



Centre National de Gestion des Réserves de Faune, Gouvernement de la République du Bénin

Non-Governmental Organizations, Foundations and Corporations



Conservation International



Fondation Internationale du Banc d'Arguin

Multilateral Donors, Agencies and Conventions



Asian Development Bank



Fundación Gonzalo Rio Arronte I.A.P. Mexico



Convention on International Trade in Endangered Species of Wild Fauna and Flora



IUCN National Committee of The Netherlands



European Commission



Oracle



Global Environment Facility



Shell International



International Tropical Timber Organization



Sakhalin Energy Investment Company Ltd



United Nations Development Programme



Total Foundation



United Nations Environment Programme



World Wide Fund for Nature



United Nations Educational, Scientific and Cultural Organization



The World Bank Group



VALLI MOOSA – THE STATE OF OUR UNION

We all know the saying ‘Give a man a fish and you feed him for a day; teach him how to fish and you feed him forever.’ By unpacking this cliché we can express how the Union ensures that resource development is equitable and sustainable.

our
planet
can
flourish

First, no one in the developing world needs to be taught to fish. We have been fishing for thousands of years. Also, it is not just men who fish. Women play important roles in every fish-based economy, including catching, cleaning, drying and selling fish.

Third, no one fishes only to feed himself. Fish is traded for reed mats, fruits, medicinal plants, mud-brick walls, education or money. Fishing formally and fully employs 200 million people worldwide.

Yet, it does not help to know how to fish without a secure right to fish. With no individual or communal fishing rights, outsiders may shove fishers off their river, bay or lake, or crowd in until all parties over-fish the shrinking commons.

Fifth, without habitat there is no fish. Unless we invest in the seventh Millennium Development Goal, to ‘ensure environmental sustainability,’ the UN agenda will cave in. Unless we secure our timeless natural wealth – of reefs, soils, forests, wetlands and grasslands – our resource-based communities may unravel.

That unravelling has begun. Two-thirds of earth’s rivers rank as degraded. Worldwide, 15 of 24 ecosystem services are sick and 14 of 17 fisheries are in decline. Robbed of a river, stripped of rights, and deprived of fish, entire villages retreat into cities with no valued skills, malnourished and thirsty.

But we can recover. The Union shows the way, from rivers of life to corridors of power. We demonstrate the linkages between nature and people in the field, and take these lessons to global decision makers. We tirelessly work to halt or even reverse our past collective neglect of nature and of the humans who depend on it.

We have the capacity to deliver conservation that benefits all. Do we also have the time? Yes, if we invest wisely. All is linked. Our planet can flourish and provide ample life-giving waters where fish can thrive, and sustainable human development can follow.



ACHIM STEINER – THE INVISIBLE POWER OF DOING

How do you get recognition? How does recognition manifest itself? As Director General of the World Conservation Union, one of the most frequent remarks I am asked to respond to is: Why is IUCN – and its work – not better known? Five years into my tenure at IUCN I still struggle to find an adequate response – and by implication the Union is still struggling to find an adequate answer to what is both a compliment and a criticism.

Every year when the draft Progress and Assessment Report lands on my desk I am surprised by both the scope, range and diversity of accomplishments selected from a vast number of activities by a global family of individuals, institutions, networks, pioneers and wise elders – all of whom share both a deep commitment to conservation and a belief in the value of the Union as a means of working together!

We are often asked when we espouse the virtues of IUCN – What results has IUCN achieved? Can you prove that you have made a difference? Does the

Union offer value for money? To many in our community these seem parochial questions – answers are deemed to be self-evident given our mission, professionalism, hard work and dedication to help improve conditions in the world.

Beyond invoking the ‘invisible power of doing’, many not-for-profit organizations are challenged by calls for greater accountability for the resources we use, the actions we take, the impacts – intended and unintended – we cause.

During 2005 we have renewed our management efforts in IUCN to respond to this challenge. We are developing a new performance assessment and reporting system for IUCN; an improved programme monitoring system; a new branding and positioning strategy; a new management information system; a series of survey and feedback mechanisms for members, partners and donors. These and many other improvements in the structure and processes of the Union are enhancing the transparency and accountability of the Union as well as improving its efficiency and effectiveness.

Yet, at the end of the day, can all this effort tell the story of the IUCN family over a period of 12 months where commitment, ingenuity, scientific rigour, compassion, solidarity, courage, innovation, despair, frustration, anger produce a mix of energy and momentum which no monetary or key performance indicator can capture in its entirety. I hope you will discover some of this mix as you read through our report back on 2005. Far from suggesting that all the Union seeks to achieve is a success, it does illustrate the vital contribution of our Union to the global search and aspiration for a more sustainable future for people and nature on our planet.

the vital
contribution of
our Union





A BOLD COUNCIL FOR A GROWING UNION

In its first meeting, the Council elected at the 3rd IUCN World Conservation Congress promised bold and strategic leadership to fulfil the promise of the

Union and empower a strong and effective conservation movement that succeeds in making conservation everybody's business.

fulfil the
promise of the
Union

The Council appointed three additional members to ensure representation of indigenous issues, a field level perspective of the links between poverty reduction and nature, and the

donor community. They are Aroha Te Pareake Mead from Polynesia, Abdul Mueyed Chowdhury from Bangladesh and Ton Boon von Ochssee from the Netherlands.

The new Council admitted 64 new members to the Union, including Trinidad and Tobago, originating from almost all regions. It brings membership figures to 1,086, including 81 State members, 113 Government Agency members, 775 National NGOs, 84 International NGOs and 33 Affiliate members.

The Council also recognized five IUCN national committees and one sub-regional committee, which will further strengthen the Union's work in Mozambique, Denmark, Turkey, Nicaragua and Chile, and in the South American region.

MEMBERS ARTICULATE, INITIATE AND PRECIPITATE ACHIEVEMENTS

This report highlights the achievements that members have asked for when they developed and approved the IUCN Programme 2005–2008. It shows how our Commissions and Secretariat inform, empower and help govern as two organs created of the members, by the members and for the members. Only members breathe life, direction and authority into the Union.

members
are the
Union

Members are not merely part of the World Conservation Union – members *are* the Union. They keep our feet on the ground, and give authority to our voice.

When this report seems to portray the Union as a single unit, rather than dwell on individual components, it is because of the quiet alchemy of collaboration – where we become more than the sum of our parts.

That alchemy is subtle. Like electrical wires hidden in a wall, our behind-the-scenes connections are the essence of our relationships. The Union is that wiring of 1,086 members, six Commissions, many partners and the Secretariat, including the world's most dedicated governments, agencies, NGOs, networks, foundations, donors and businesses.

Space in this report does not let us acknowledge every time and place where various partners or members or individuals drive the Union forward. Yet, hopefully each can still take quiet pride in their achievements. We celebrate our debt to them at length in other documents. For now, let us celebrate our connection and dedication, with the anticipation that we can and will continue to rely on each other as we have in the past.

CURRENT MEMBERSHIP

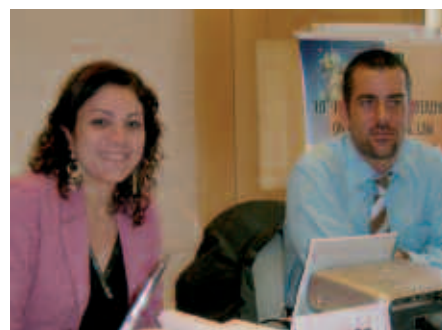
81	STATE MEMBERS
113	GOVERNMENT AGENCIES
775	NATIONAL NON-GOVERNMENTAL ORGANIZATIONS
84	INTERNATIONAL NON-GOVERNMENTAL ORGANIZATIONS
33	AFFILIATE MEMBERS

CURRENT MEMBERSHIP BY REGION

303	IN WEST EUROPE
178	IN AFRICA
171	IN MESO AND SOUTH AMERICA
133	IN SOUTH AND EAST ASIA
126	IN NORTH AMERICA AND THE CARRIBEAN
71	IN EAST EUROPE, NORTH & CENTRAL ASIA
61	IN WEST ASIA
43	IN OCEANIA

COMMISSIONS SEEK AND FIND SYNERGIES

The six Commissions unite 10,000 volunteer experts from a range of disciplines. They assess the state of the world's natural resources and provide the Union with sound know-how and policy advice on conservation issues. Not only do Commissions collaborate within their specialties, they also work together across disciplines.



Anchoring global conservation to biodiversity

The Species Survival Commission informs the global community on the value of species to human wellbeing, the threats they face and technical aspects of conserving them. The Commission also mobilizes action for those species that are threatened with extinction. Our 7,000 members are delivering results and products, while the network structure is being rationalized and optimized. We have established working relations with component programmes, from Business and Biodiversity to Marine, Forests and regional programmes. We provide technical advice to Government and NGO members, and we are developing synergies with other Commissions.

Plunging into the sea; improving the best

The 1,300 members of the World Commission on Protected Areas promote the establishment and effective management of a worldwide representative network of terrestrial and marine protected areas. This year we helped stage the first International Marine Protected Areas Congress to help push ocean conservation. We set out to improve the World Heritage List, by assessing coverage of sites against rigorous criteria, and identifying potential future sites. And we prioritized the unique contribution of indigenous and traditional peoples to protect sacred areas of land and water that are rich in biodiversity and deliver key ecosystem services.

Helping forests breathe life into the Kyoto Protocol

The Commission on Environmental Law, with 800 members, advances environmental law by developing new legal concepts and instruments and by building the capacity of societies. Few people grasp the Kyoto Protocol's most powerful economic tool to reduce emissions; we have begun to guide decision makers through the complexity of the Clean Development Mechanism, in particular for afforestation and reforestation projects. Just in time: the first certified emission reductions are being issued. Carbon sequestration through forestry projects offers developing countries a chance to participate in emissions trading. They are using our guidance, based on four case studies.

sound know-how and policy advice



Embedding conservation in academic curricula

The 600-member Commission on Education and Communication champions the strategic use of communication and education to empower and educate stakeholders for the sustainable use of natural resources. In Latin America, the World Conservation Learning Network has begun building capacity for environmental sustainability by developing and delivering new learning for sustainable solutions. It brings together conservationists and educators in a demand-driven network that matches demand for learning with supply of knowledge. It brings learning of good quality to where there is need, and fills the gaps with new resources and opportunities where needed.



Regional training on co-management of marine protected areas

The 500-member Commission on Environmental, Economic and Social Policy provides expertise and policy advice on economic and social factors for the conservation and sustainable use of biological diversity. This year, we convened field-based training on co-management for stakeholders from marine protected areas from six countries. The training improved their skills to develop co-management institutions and to recognize existing Community Conserved Areas, building on local knowledge. Participants developed plans of work for co-management in three newly established marine protected areas in Cap Vert, Guinea and Senegal. The plans are now being implemented.



Restoration as a social and biodiversity strategy

The 300-member Commission on Ecosystem Management provides expert guidance on integrated ecosystem approaches to the management of natural and modified ecosystems. This year our approach focused on restoration. Some worry that ecosystem restoration subtracts resources from protected areas. But without investments at the landscape level, much of the biodiversity in increasingly isolated protected areas will be doomed. The findings of the Millennium Ecosystem Assessment show that restoration is also essential to maintain and regenerate the ecosystem services that people depend on. The Commission set the scene at the World Conference on Ecological Restoration in Zaragoza and collected 100 case studies of cost-effective restoration efforts benefiting both biodiversity and people.

A photograph of a forest stream with mossy rocks and dense green foliage. The water is clear and reflects the surrounding trees and sky. The scene is lush and vibrant, with various shades of green and blue.

Linking Time

USING THE PAST TO SHAPE THE FUTURE

The temporal linkage – how we progress over the years – makes us ask ourselves the fundamental question: Do we influence events or do events influence us?

actions for a greener and better future

Never has this question felt more pressing – or less abstract – than when recalling the environmentally-linked conflicts and events that overshadowed 2005. Time after time we realized how humankind's careless decisions and actions in the past have caught up with us, and forced a sober reckoning.

Some of these reckonings broke with dramatic impact; the earth shook, exploded or submerged. Others worsened silently and invisibly and gradually over time, like crippling poverty or mass extinctions of amphibians.

All these crises tested our character and willpower. Yet it is precisely then, in our rational, political, economic and emotional responsiveness, that we reveal how much and how fast humans can learn and adapt.

How do we respond? We inform people with better knowledge, for example through our support for the Millennium Ecosystem Assessment that helps pinpoint where the human hunger for resources is taking its heaviest toll. We empower people, especially the poorest, to sustain the shared natural surroundings from which we all live. And we improve long-term governance of natural resources, protecting mountain resources or marine coral reefs, across the membership of the World Conservation Union.

Through these responses we find that the answer to the question above is: Both. Events shape our thoughts, reactions and values, and in turn we shape events through our actions for a greener and better future.

In doing so, we find cause for realistic hope.

THE YEAR 2005 IN ACTION

RAPID RESPONSE RHINO RESCUE

21 January – IUCN specialists led a delegation to the Democratic Republic of the Congo to work on a ‘bold plan’ to save the northern white rhino from extinction in the wild, in part by securing its home, Garamba National Park.

TSUNAMI SURVIVAL GUIDE

4 February – Policy makers and project managers welcomed the first of three guides to post-tsunami recovery that help harmonize ecological dynamics with restoring survivors’ livelihoods. The Guides offer practical advice for linking ecosystems with infrastructure, reforestation of mangroves, containing invasive species, sustainable tourism and sustainable fisheries.

WELCOME WEALTH OF WILD WETLANDS

8 February – Results of a novel participatory assessment in Cambodia shows the total benefits of Stung Treng wetlands amount to US\$ 3,200 per household per year. Villagers most valued the fish, filtered water, transportation, building materials, firewood, medicinal plants and flood recession rice irrigation of wetlands, like Veun Sean Ramsar wetland, that supports 12,000.

FISHERIES TAKE A LEAP OF FEAP

10 February – IUCN established a constructive new link with aquaculture to ensure high standards in quality food production while respecting environmental needs and consumers’ demands. The agreement with the Federation of European Aquaculture Producers provides a cooperation framework to identify green issues related to the development and management of fish farming.

OIL RIG RISK REDUCTION

16 February – An independent scientific review panel convened by the Union identified four potential risks that a Sakhalin oil and gas development project posed to Western Gray Whales: noise and disturbance during construction; ship strikes; physical damage to habitat; and potential exposure to oil and gas. The report urged prudence and suggested the most southerly pipeline routing.

CHANGING CLIMATE BY CONSENSUS

16 February – The World Conservation Union celebrated the Kyoto Protocol’s coming into force for three reasons. First, 35 industrialized nations and the European Community are legally obliged to reduce emissions. Second, international carbon traders receive a strong market signal. Third, the Protocol’s Adaptation Fund makes resources available to help developing countries cope with inalterable and adverse effects of climate change.

IUCN + UNEP = MDGs

23 February – The world’s two largest and most influential conservation organizations tightened their alliance and partnership to help reposition the conservation and environment agendas as a key response to the poverty eradication agenda. By strengthening their collaboration, both seek to help their respective constituencies address the Millennium Development Goals.

GALVANIZING GREAT G8 ACTION

17 March – The voice of the World Conservation Union’s 1,000 members informed the first ever joint meeting of G8 Environment and Development Ministers. IUCN’s leaders focused on Africa’s development, climate change, illegal logging and the linkages between development and the environment, as well as between biodiversity and livelihoods.

PRO-POOR RAINFOREST OIL EXTRACTIONS

23 March – IUCN expanded its partnership to commercially extract and harvest edible Allanblackia oil from the rainforest trees of Ghana. The project supports the development of a new commodity to provide additional and sustainable sources of income for poor rural communities.

AN END TO LIVING BEYOND OUR MEANS

30 March – The Union embraced the landmark Millennium Ecosystem Assessment, which warns that 60% of earth’s life support system is being degraded or depleted and could grow worse – even as it concludes that ‘it lies within the power of human societies to ease the strains we are putting on the nature services of the planet, while using them to bring better living standards to all.’

OUNCE OF PREVENTION = A POUND OF MEDICINALS

18 April – Partners and members of the Union brought Bedouin communities and scientific specialists together to systematically identify and conserve valuable wild indigenous medicinal plants in order to improve and sustain local, landscape-based livelihoods across North Africa.

WORLD RISKS ‘EATING’ TOO MUCH WATER

20 April – Scientists from the Union and its allies warned that global UN plans to halve the number of people facing hunger do not account for where the water to grow that food will come from, and that expanding irrigation-intensive projects sets water security against food security.

EU TURNS 2010 TARGET INTO OPPORTUNITY

25 April – As one of the world's largest knowledge-based economies, the European Union has taken the lead in halting the loss of biodiversity across the continent, and turning conservation from a mere backstop into a positive force for prosperous change.

EMPOWERING ECONOMICS OF ECOSYSTEMS

3 May – The World Conservation Union and the World Business Council for Sustainable Development – agreeing that healthy ecosystems support healthy people, sustain businesses and fuel economies – intensified cooperation to protect the earth's forests, wetlands, biodiversity and vitality.

COUNTING ELEPHANTS

29 June – Major elephant populations in Southern and Eastern Africa grew annually by 4.5% between the 1990s and 2002, according to IUCN's first objective statistical analysis at a regional scale. Estimates rose from 283,000 to 354,000, causing mixed reactions where the pachyderm's high densities can have negative impacts.

CAN-DO CONSERVATION

29 June – The Union released a 23-priority action plan to help nations improve the governance, financing and management of natural resources in a way that will use nature to meet the UN Millennium Development Goals.

LEGGIEST, BIGGEST, DEEPEST, DENSEST

14 July – At IUCN's recommendation, UNESCO added eight new World Heritage sites: boasting earth's biggest meteorite impact, longest and deepest fjords, earliest whale fossils – with legs, densest brown bear population, concentrated endemic alpine flora

and a 6,155 square kilometre forest mosaic. Two Pacific marine/island sites in Mexico and Panama boast unsurpassed endemic biodiversity.

PRESERVING SPECIES TO POUND POVERTY

14 September – IUCN launched a US\$ 300 million 'Conservation for Poverty Reduction Initiative' for local action and policy change, which will allow poor rural communities to benefit from the goods and services of healthy ecosystems.

EXPERTS PLAN TO LEAPFROG EXTINCTIONS

19 September – A summit of experts convened by IUCN agreed on an action plan to save amphibians from catastrophic decline. Their 'Noah's Ark' declaration involves habitat protection, captive breeding, and research to fight a deadly fungal disease.

THOUSAND ISLANDS ADDRESSING

18 October – IUCN launched its new Oceania programme from Fiji. The bold investment meets the daunting task of conserving the rich but gravely threatened biodiversity of the scattered island-and-marine ecosystems that cover 30 million square kilometres of the Pacific.

HIGH-PLACE HELP FOR HERDERS

26 October – For decades some governments neglected or even blamed herders as 'the problem' behind dryland desertification. But IUCN helped reverse assumptions and policies by showing how calibrated support helps pastoralists remain a sustainable solution.

ORGANIZING THE OCEAN

28 October – IUCN galvanized 770 delegates from 70 nations to respond to the degradation of marine resources. One strategy emerging from the First International Marine Protected Areas

Congress was to establish a vast and representative global network of marine protected areas by 2012.

STEMMING THE WILTING OF WILD PLANTS

9 November – IUCN launched a new conservation tool to reverse the decline of the Mediterranean's astonishing diversity of 15,000 endemic plants. The handbook focuses on a sample, and matches the roots of the threat to a measured response.

WEST AFRICAN ELEPHANTS REMEMBERED

22 November – Twelve West African countries signed a treaty to boost the fortunes of the region's 'forgotten' elephants. Their strategy, developed with support of the SSC African Elephant Specialist Group, establishes targets, timetables, capacity and wildlife corridors for cross-border cooperation.

2 DEGREES OF SEPARATION

28 November – IUCN warned that failure to keep global temperatures from rising more than 2 degrees Celsius above pre-industrial levels will cause more than one million extinctions and traumatic consequences for humanity.

RUGGED REEFS RISE ROBUST AND RESILIENT

15 December – Healthy coral reefs proved far better able to withstand the tsunami's force and may have offered increased protection to adjacent coastal areas and fisheries, a joint report showed. Conversely, reefs degraded by bottom-trawling, coral mining, dynamite fishing and pollution suffered worst and proved slowest to recover.

REDUCING RISKS OF (UN)NATURAL DISASTERS, POVERTY AND CHAOS

For centuries, insurance firms drew a clear distinction between losses caused by humans and those caused by natural factors. By last year that line had grown blurry.

with authority
comes
responsibility

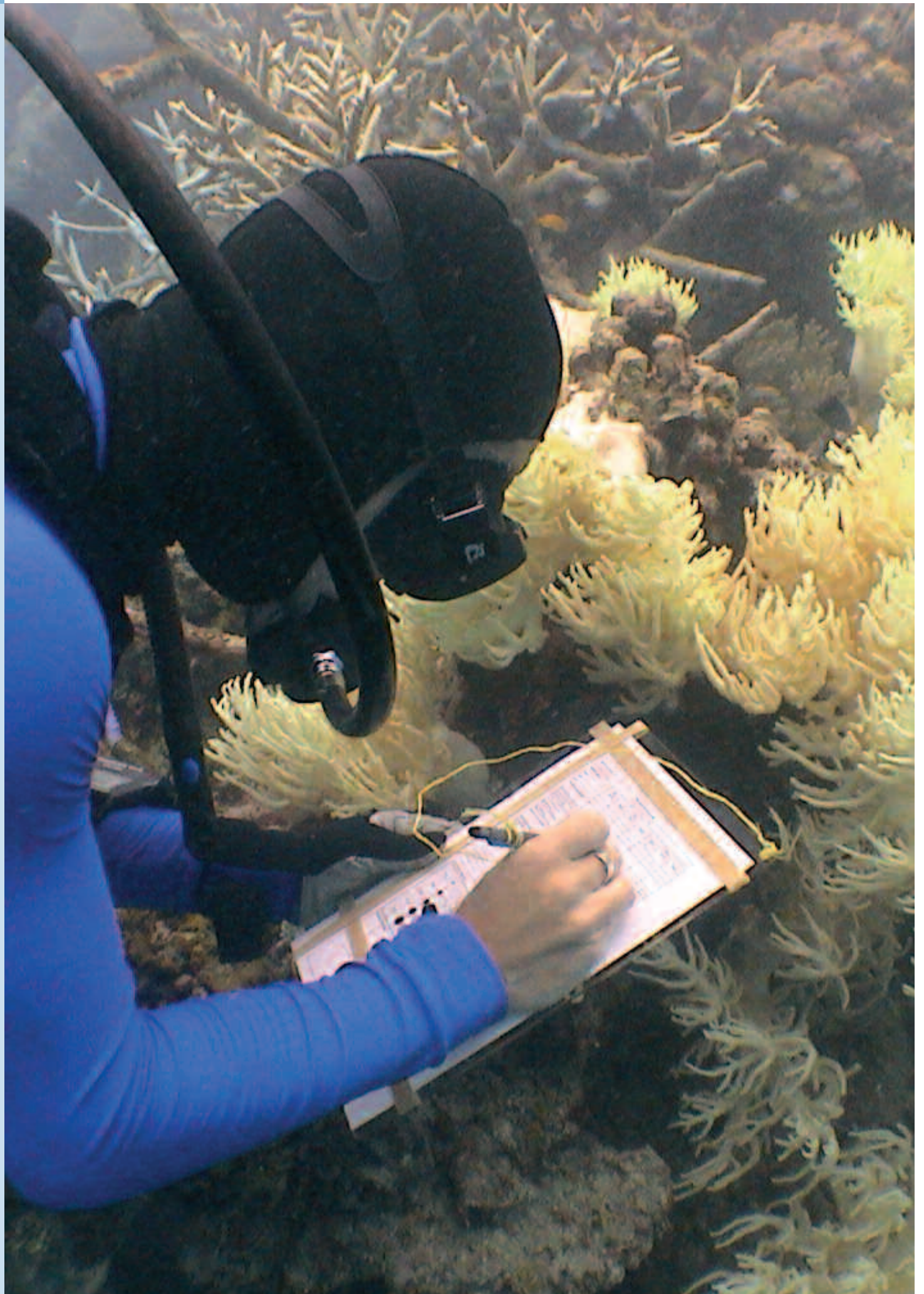
Surely, no individual can conjure up earthquakes, floods, droughts, famines, hurricanes or plagues of locusts. No single entity is to blame for the spread of poverty and disease, or the root cause of war or displacement.

Yet it is in our collective capacity to reduce the odds that certain events and forces may have catastrophic impacts on society, invariably hitting the poorest the hardest. We increasingly possess the science that shows humanity's intricate relationship with and role in natural and human disturbances – both positive and negative.

Science demonstrates how humans do alter the climate and its side effects of hurricanes, droughts, extinctions and topsoil erosion. Humans do regulate trade, which affects everything from avian influenza to sales of endangered Musk Deer and man-made famine. Humans do determine who has rights and access to certain natural resources, with results that range from high-risk monoculture farming to household water security.

Science gives the World Conservation Union its unique authority. But with authority comes responsibility – to share it, apply it, and work with nations to integrate lessons into their policies. For crises and risks rarely occur without reason; they may emerge from inequitable and unsustainable use of natural resources.

The Union has reduced and reversed risks, by promoting security and resilience, and linking natural resources to human livelihoods. Indeed, looking back on 2005 the only nonsense lies in thinking we can continue on our negligent course, feigning ignorance, as the costs to humanity rise higher each year.





January

Science guides decisions on coral reefs or inland forests.

Mangroves for the Future helps restore livelihoods and ecosystems.

The Ecosystem Approach helps reduce impacts and risks.

INTEGRATING LONG-TERM TSUNAMI RECOVERY

After the tsunami that struck in December 2004, the Union took steps towards recovery through replenished ecosystems, guiding recovery with care for ecosystems, and rebuilding resilience through natural resources.

Mangroves for the Future

IUCN will reduce vulnerability and improve livelihoods of coastal communities in 12 countries in Asia and Africa, under a US\$ 45 million 'Mangroves for the Future' programme that works with communities on coastal management. Mangroves are more than just trees; they support production, income and employment, and provide ecological services from buffers to shrimp nurseries. The Union will work from the local to regional level for the poorest communities who live along the Indian Ocean.

Reef resilience

Our discovery that healthy coral better withstood the force of tsunamis and increased coastal protection had global repercussions, as 2.2 billion people live within 100 kilometres of a reef. Vigorous coastal ecosystems mean robust economies: the reefs' protection is worth over US\$ 1.5 billion per year, and reefs generate US\$ 30 billion in benefits from fishing to tourism. Conversely, damaged reefs are susceptible to future natural disasters. That is why we led global efforts to secure 'underwater rainforests' through marine protected areas.

Integrated planning

Hasty, misguided efforts for recovery can make matters worse. Dynamiting reefs for food destroys the fishery; rebuilding homes with local wood denudes forests that provide habitat, purify streams and prevent mudslides. Recognizing the difficulties on the ground, we work with the indigenous Moklen in Thailand to make the rehabilitation process more sustainable and equitable. How? Protect mangroves so there are crabs to trap; restore lost fishing boats and gear; and diversify livelihood options. Our model aims to show how relief can sustain people and nature, and inspire replication elsewhere.

February

The Union praised the Kyoto Protocol and pushed for faster progress.

The Secretariat is reducing and offsetting its global emissions.

A pragmatic tool for reducing communities' climate vulnerability is developed.

LEADING THE RESISTANCE TO CLIMATE CHANGE

What should societies do when credible scientific evidence shows that human actions are changing the global climate? Tackle the causes; and prepare for impact.

After years of Union support, the Kyoto Protocol went into effect on 16 February as the world's first and only agreement to reduce emissions and slow global warming. We celebrated that landmark 'as the start of a new era in international collaboration' and 'the most ambitious attempt to tackle the most dramatic global environmental challenge.'

Temperatures have risen by more than 0.6 degrees Celsius since the start of industrialization because of a 30% increase of CO₂ in the atmosphere to 376 parts per million. Concentrating 24 ppm more over the next twelve years would cause a 2-degree rise, driving up to a million species toward extinction while dragging the poor down, too.

Leading by example and by empowerment

Meaningful emissions reductions remain our foremost target. Last year, the Secretariat recorded and offset its greenhouse gas emissions. But because climate change can no longer be averted, we must also reduce the vulnerability of people and species to the increasingly apparent impacts.

To that end, we worked with members and partners on a pragmatic new tool, Community-based Risk Screening Tool-Adaptation and Livelihoods. CRISTAL identifies climate change hazards at the community level. In Mali, we identified drought, flooding and extreme heat as hazards. Crop damage, loss of trees and social conflicts are their impacts. In Bangladesh, stakeholders used the tool to learn to minimize the risk. The results improve people's capacity to deal with climate change impacts by identifying concrete measures such as better management of natural resources.

March

IUCN addressed G8 Environment and Development Ministers.

Our message linked conservation and livelihoods.

Economic growth depends on healthy ecosystems.

BINDING THE G8'S NEW STRATEGIC ALLIANCE

The leaders of the world's richest and most powerful states typically talk about economics and geopolitics behind closed doors at the G8 summit. But this year, for the first time, the G8's Environment and Development ministers openly united across their sectors.

They invited the World Conservation Union to represent nature and the earth's poorest inhabitants. Africa's development and climate change were on the agenda. The Union has unique expertise and the ability to bind both issues: as global warming disrupts ecosystems, it hurts the poor and rural resource-based communities hardest.

Director of Global Programme, Dr Bill Jackson, presented the inextricable linkages between biodiversity and livelihoods in Africa, and showed how investments in ecosystem goods and services will contribute to poverty reduction. For example, environmental measures have doubled North Cameroon's municipal taxes for the city of Maga, as 24,000 households benefited from a healthier ecosystem.

President Valli Moosa warned the Ministers that using economic growth as the primary driver of poverty reduction without recognizing the value of ecosystem services will undermine the basis of rural livelihoods. He urged the G8 to halt the loss of biodiversity and conserve ecosystems to reduce poverty and improve the livelihoods of the world's poorest people.



April

IUCN helped shape the Millennium Ecosystem Assessment.

15 of 24 ecosystem services are being degraded.

Losses are unnecessary, and can be reversed.

WEAVING THE FUTURES OF ECOSYSTEMS AND SOCIETY

It took four years and the expertise of over 1,300 specialists from 95 countries, including many of the Union's leading scientists. But the conclusions of this landmark study can be captured in six words: no future development without healthy ecosystems.

The Millennium Ecosystem Assessment (MA) report argues that eradicating poverty and hunger and sickness will not happen if humanity continues to degrade our vital ecosystem services at the current rate.

Human use of resources has clearly augmented the health and wealth of developed and developing societies. But these gains have come at the expense of future generations, species and the poor. The MA shows this is unacceptable and unnecessary. It argues that humanity must stop eating into 'natural assets' and learn to live off the abundant 'interest' that ecosystems provide.

The Union was involved in the MA from the beginning, and helped make the link between environmental integrity and poverty reduction. The MA endorsed IUCN's words and work as it specifically warned that the ongoing degradation of ecosystem services will hinder achievement of the Millennium Development Goals. The MA backs up this position with hard evidence. It showed that 15 of 24 of the benefits we derive from ecosystems are being used unsustainably.

It ends on a note of hope when it pinpoints what we are doing wrong so we can reverse course: 'It lies within the power of human societies to ease the strains we are putting on the nature services of the planet, while continuing to use them to bring better living standards to all.' The Union can play a decisive role in generating that power.



WATERING DRY ROOTS TO PREVENT MASS HUNGER

Because the risks of drought and famine are scientifically, ecologically and politically connected, our Union is in a unique position to lead efforts against both.

Nobel-prize economists argue nations can avert famine by trading food within and across drought-struck borders. But few have looked at food supply and demand at the global level and linked that supply, in turn, to the availability of water.

With three other organizations, IUCN launched a strategic analysis of the world's food situation in relation to water. *Let it Reign: The New Water Paradigm for Global Food Security* points out that feeding the world is a water challenge, and concludes 'food security in the future requires new water management tactics today.'

The world will add 2 billion new inhabitants in the next twenty years, and each one of them will need 3,000 kcal per day. That appetite translates to an additional volume of water needed to produce that food: roughly 5,600 cubic kilometres, equal to all of the water used in the world today.

The report highlights other, related uncertainties: the 40 poorest countries, with half the world's population, will lose a fifth of their food-growing potential due to climate change; and cities and industries will claim more water at the expense of agriculture.

The report offers positive recommendations that focus attention on increasing efficiency and the use of groundwater. With the vast majority of the world's food produced on the basis of rain-fed agriculture, efficient use of groundwater can service the food requirements of future generations without jeopardizing the environment.

May

Landmark study linked
global food security to
current water use.

5,600 more cubic kilometres
of water are needed.

Poorest nations will lose 1/5
of food growing potential.

TYING THE UN MDGS BACK TO EARTH

June

The Union urged the UN Summit to integrate conservation.

The poverty-environment alliance helps improve UN implementation.

The alliance resisted attempts to weaken the outcome document.

It promised to be the largest gathering of heads of state: the 2005 UN World Summit. In the months before, there were ominous signs that the environment would be eclipsed by human rights, terrorism and security. The Union took its Observer Status at the United Nations seriously and offered a voice to the conservation movement.

Starting early in the year, we forged a strategic alliance with partners like WWF and the United Nations Development and Environment Programmes to convince nations that environment and development deserved priority consideration. By June, our campaign 'to make poverty history by making the environment the future' had briefed UN and state missions on warning signs and success stories, such as the restoration of the Diawling Delta in Mauritania that increased per capita income US\$ 500 per year.

There, managed flood releases have provided new opportunities for grazing, fishing and market gardening. The FAO awarded this project, which clearly shows how environmental degradation can cause poverty, its 2006 Medal for substantial contributions towards poverty reduction.

The campaign followed up with 23 priority actions to improve the governance, financing and management of natural resources. Natural resources are the lifeline for survival of the poor, and help build local and national economies. Our 'how-to guide' showed that nations can fight poverty by more carefully using earth's abundant yields.

By September, we had increased global understanding of the linkages between the health of nature and the health of humanity. The final 35-page outcome document of the Summit addresses climate change, biodiversity, desertification, deforestation, and affirms that conservation helps achieve the Millennium Development Goals.

Unfortunately, the pace of progress remains too slow. The lacklustre agreement should have gone much further, and offers little guidance on how to practically act on these linkages. The Union will continue to unite the development and environmental agendas to offer such guidance.



July

Science predicts locust invasions.

Our scientific know-how clarified the risks of alien invasives.

BUILDING RESILIENCE AGAINST INVASIONS

Bracing for and recovering from biological attacks

First, the rainy season failed across the African Sahel. The locust infestation followed. Niger was devastated. Families were forced into eating leaves, and knocking over termite mounds in search of stored grains.

Invasions may take the form of endemic pests when numbers have been dangerously inflated by abnormal conditions, as with locusts. Or they may spread relentlessly after humans introduce alien species into a new ecosystem. Against these risks, IUCN helps inform with science and early warning signs, and diversified livelihoods.

In advance of the locust invasion, our studies revealed the role of climate flux, rainfall rates, ecosystem health and economic growth in agriculture. Later, we helped communities re-secure vegetation for the protection of fragile soils. Thanks in part to these measures, the winter season produced a grain surplus of two million tonnes in Sahel countries.

Ten Nations Initiative

The Global Invasive Species Programme launched a worldwide initiative against the accelerating invasions that threaten economies, societies and ecosystems around the world. This initiative leverages national contributions to reduce and prevent the spread of invasive alien species. This approach has been shown to yield cost-benefit ratios that range from 1:11 to 1:1,659. And it seeks to coordinate the counterattack on a global scale.

Unwelcome guests in the water

On the marine front, we joined forces with the Chilean Under-secretariat for Fisheries and Biosecurity New Zealand to address alien species in aquaculture. The project completed a risk assessment methodology and undertook three surveys near abalone aquaculture facilities. The Chilean Government now uses the results in its regulations on the importation and introduction of exotic species for aquaculture purposes.

August

Our science identifies forces that worsen hurricanes.

We empower people to recover and prepare for natural disasters.

Critical assessments link causes and effects to reduce future impacts.



SHOCK ABSORBERS TO CALM AND ABSORB HURRICANES

The 2005 hurricane season was the worst case scenario for the Americas, with a record-breaking 26 tropical storms, including 13 hurricanes. Katrina devastated New Orleans. Rita, Wilma and Tropical Storm Stan followed. What's going on?

Scientists and members affiliated with the Union pointed out that such record-breaking storms are a direct result of climate change and warming ocean temperatures. They also called attention to the need for wetlands and reefs as flood-absorbing buffers to 'sponge up' excess rainfall before storms slam into civilization.

Watershed restoration response

Three days of heavy rain was enough to devastate many areas on the Pacific coast in Guatemala, South-west Mexico and El Salvador. In Tapacula, hurricane Stan brought down a water wall of eight metres and washed away whole quarters of the town, killing hundreds.

Within hours after the storm, IUCN provided food, beverages and helped with the transportation of the homeless and affected. IUCN prepared a rapid assessment and action plan for the rehabilitation of water supply systems in the rural areas of the Tacana project between Mexico and Guatemala.

IUCN continued to help local communities take an ecosystem approach to water management. It carries out small pilots to improve living conditions and provide alternative livelihood opportunities. It also is planning the rehabilitation of the upper slopes of the watershed to regulate water flows and maintain a healthy supply of water.

September

Whole orders of species now risk extinction.

IUCN convened a scientific summit to tackle the extinction crisis.

A Plan is agreed to tackle threats and deliver emergency responses.

LINKING THE FUTURES OF AMPHIBIANS AND OURSELVES

Last year's IUCN Red List of Threatened Species showed 1,856 of the 5,743 known amphibian species to be threatened with extinction. And because amphibians live on land and in water their sharp decline is ominous for all life on the planet, including humans.

Why are they disappearing? The reasons all relate to the impact of humans on earth – habitat loss, pollution, over-harvesting of species, and climate change – and act in combination to exacerbate the declines.

But extinction is not inevitable. On September 19 we led the fight to bring them back from the brink.

60 of the world's top scientists agreed on a global Amphibian Conservation Action Plan that can save hundreds of frog, salamander and other amphibian species. It involves captive breeding, habitat protection and targeted research into the forces that may be spreading a lethal fungal disease.



The Plan responds point by point to findings of the 2004 Global Amphibian Assessment produced by IUCN's SSC, Conservation International and NatureServe, documenting one of the worst extinction crises of our time. The Amphibian Conservation Summit focused actions under four key strategies: understanding the causes of declines and extinctions; documenting amphibian diversity and how it is changing; developing and implementing long-term conservation programs; and delivering emergency responses to crises.

RAPID RESPONSE AND COLLABORATION AGAINST QUAKES

October

IUCN helped carry out post-quake environmental risk assessments.

Our actions promote livelihood rehabilitation.

We collaborate with governments to lower future risks.

The 7.6 Richter scale earthquake that shook parts of northern Pakistan and India on 8 October 2005 killed 80,000, injured 100,000 and displaced 3.5 million. It posed serious logistical challenges: altitudes, rugged terrain, near inaccessibility and the onset of winter. To ensure the aftermath would not prove worse than the initial devastation, IUCN's Earthquake Team went into action.

Our report ranks risks in terms of severity and the proportion of population that might be affected. It emphasizes, amongst others, the need for coordinated information dissemination, technical assistance in camp management, and optimal and environment-friendly ways and means for catering to energy and construction requirements.



Our recent experience of the tsunami proved useful in Pakistan, as we helped CARE carry out an Organization Level and a Community Level Assessment, followed by two further field missions of environmental risks and needs. We instituted the Pakistan Earthquake Relief Fund. We highlighted the environmental aspects of relief, rehabilitation and reconstruction in different working groups.

It also assesses environmental needs and suggests the way ahead. This includes calls for proper land use and zoning plans, the enforcement of updated building codes, and the development of a comprehensive natural disaster risk management framework for mountain areas. Lastly, our report underlines the need for collaboration between government, civil society, private sector and academia to design and implement such a framework.

COMBATING EMERGING INFECTIOUS DISEASES

November

IUCN convened a landmark meeting on human-animal diseases.

We addressed underlying causes of their spread.

Our scientists identified warning signs and indicators.

The Union stresses the vital links between biodiversity and human health, also when biodiversity poses a risk to our health. HIV/AIDS originated in primates. The Ebola virus may come from fruit bats. Now, the potentially deadly bird flu known as H5N1 began spreading from Asia, triggering widespread alarm for its potential to infect entire nations.

In response, our SSC Veterinary Specialist Group united the conservation community, agriculture, industry and scholars in a ground-breaking symposium 'Beyond Zoonoses: One World – One Health.' Zoonoses are diseases that pass between animals and people.

We argued that we must tackle the underlying causes of all shared animal-human diseases. We grow vulnerable to cross-species illnesses due to transportation of goods and people, high population densities, and our dependence on intensive livestock production.

Habitat fragmentation and human encroachment into formerly isolated areas also increase the spread of infectious diseases. It puts humans and domestic animals at risk from wild populations, and vice-versa. Without scientific knowledge and planning, the consequences can be dire for one or both.

Samples that our scientists collected from wild migratory birds in Kovsgal Province, Mongolia contained the deadly H5N1 strain, changing the global understanding of how the disease moves. Additional testing showed that these samples hold a genetic strain of the virus that may lead to a vaccine.

Our team also discovered that three species of fruit bats may have played a role in the transmission of Ebola, and recommends education of the villagers in these areas on the high risks of hunting and eating these bats. Ebola-related wildlife mortalities should warn local people, as animal outbreaks often precede human cases.

December

IUCN helped improve the environment around refugee camps.

Communities delivered environmental management plans.

Refugees and local communities defined their future.

INTEGRATING THE INFLUX OF REFUGEES

In addition to reducing tensions over natural resources that can lead to violent conflict, the World Conservation Union has launched a bold effort to minimize environmental impacts and alienation of those whom war has already uprooted: refugees.

In Eastern Sudan refugees and Internally Displaced Peoples totalled over 1.1 million over the past 30 years. Now, there are still about 100,000 refugees. The concentration of refugees in camps

and their use of natural resources led to land compaction, scarcity of fuel wood and tree products, and the loss of pasture. The influx has compounded stress on a landscape already under stress from peaceful development: massive irrigation schemes, mechanized cultivation and continuous intensive monoculture farming have contributed to reduced soil fertility.

At the request of Sudan and UNHCR, we helped develop an action plan to hand over camps in an acceptable state of repair, with provisions for environmental restoration. This partnership effort became the basis for the Sustainable Options for Livelihood Security in Eastern Sudan. We trained people from local communities and refugee camps to develop community management plans, based on mapping of their resource base and their vision for the future. In nine community areas, this laid the foundation for community-driven development. Future work will bring clarity of rights to land combined with access to natural resources, in order to help people secure and improve their livelihoods.

“We learned how to draw maps of our community both now and our vision for the future. We learned how to prepare an action plan to solve our environmental problems. This has given us confidence to move forward.”

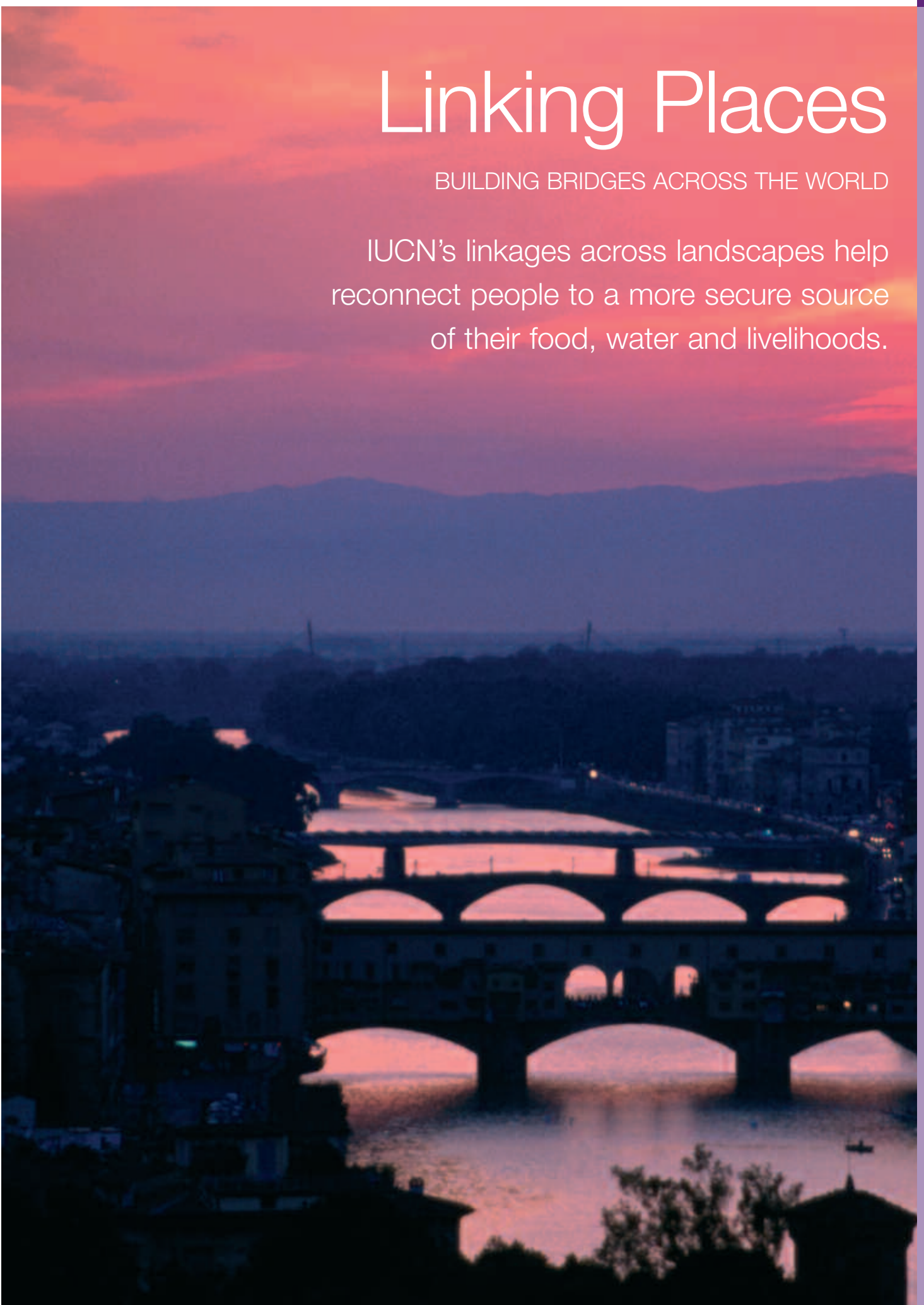
– War refugee in Sudan



Linking Places

BUILDING BRIDGES ACROSS THE WORLD

IUCN's linkages across landscapes help reconnect people to a more secure source of their food, water and livelihoods.



finding successful solutions to conflicts

We link a single species' habitat to interrelated ecosystems and to people. We raise the bar both of qualifications for protected areas and the way in which we protect them.

This geographic section is organized around the work of our regional and country programmes. The ties between them are strong. It can be hard to show where one work begins and another ends. Each region shares overlapping agendas with neighbours: absorption of refugees, ocean fisheries regulation, elephant migration, or the flow of 261 transboundary rivers.

Also, they share areas that are under one global system of environmental protection, such as Ramsar wetlands or World Heritage sites. Our approach to these interlinked places is rigorous enough to inspire confidence in their long-term survival, yet flexible enough to ensure we evolve with their changing needs.

Lastly, human-wildlife conflict is one of the few crises, and opportunities, shared by both the developed and developing world. In affluent countries, the conflict is often the result of effective conservation action, when once again brown bears roam Eastern Europe, wolves howl from the Alps to the Rockies and jaguars prowl the American Southwest.

In the developing world the conflict is usually the result of our encroachment into sparsely settled areas resulting in fragmentation and habitat loss, loss of wild prey, and sometimes increasing populations of wildlife.

IUCN forges links on a daily basis, and helps develop policy and mitigation methods. Because pastoralism and agriculture are the backbone of many economies, and because regulated hunting and eco-tourism are fast-growing sources of rural income, finding successful solutions to conflicts is essential to the survival of all species, including ours.



WILLIAM JACKSON – ECOLOGISTS WITHOUT BORDERS

Perhaps IUCN's nickname should be 'Ecologists without Borders'. After all, where on earth do our scientists, partners and members not show up? We go where our work demands. Nature has no borders; neither do we.

This demand leads us by necessity into inhospitable places. We dive with hammerheads, cross footpaths of endangered tigers, and swat mosquitoes in malarial estuaries. Why? Because our job description is to gather knowledge of coral reef degradation, empower wetland economies, or trace animal-human diseases.

We also appear in landscapes of disaster, linking ecosystem recovery to human needs. Not all these disaster areas are natural: we also work in places that are torn by civil and military strife, famine

and poverty. We are not relief workers or policemen, but we augment the work of other competent agencies by collaborating on long-term solutions, recognizing that easing resource scarcity can reduce friction and speed up recovery.

You may even find us in some countries that are less popular with the international community. Some raise eyebrows that we work in these nations, or that we plan to do so. For us it is only logical.

Our independence is what gives us our strength. Because we are not beholden to any single country or regime we earn the trust and credibility of all. We offer everyone the best scientific knowledge out there; we empower by securing and sharing the benefits of biodiversity; and we advise every nation whose governance has room to lift the state of its people, plants and animals.

We seek to find pragmatic solutions to issues such as climate change, invasive species or desertification. We have to confront the problems where they are, supported by an amazing network of conservation professionals, and armed with nothing more than the best ecological understanding that the world has to offer.

Bill Jackson is Director of Global Programme.

IUCN IN AFRICA

Major elephant populations increase by 25%.

Lion numbers were cut by half.

Agreement is reached for elephants and communities.

THREE SPECIES SHARE THE CONTINENT

Homo sapiens comes into regular conflict with two of its most admired and feared neighbours: the lion and the elephant. The Union promotes the peaceful coexistence of all three mammals in Africa.

The number of savannah elephants in Eastern and Southern Africa has increased from 283,000 to 354,000 – a 4.5% annual growth rate – according to IUCN SSC’s African Elephant Specialist Group (AfESG). In the first statistical analysis ever at this scale, researchers analyzed repeat surveys using comparable methods between the late 1990s and 2002, from 38 sites in six countries of Southern Africa and 13 sites from Kenya and Tanzania.

Over the past 20 years, lion numbers dropped from 76,000 to between 23,000 and 39,000. *Panthera leo* has disappeared from over 80% of its former range. In response, we united African stakeholders from Yaoundé to Nairobi to Johannesburg. It helped shape a

continental strategy for conserving lion habitat and that of its wild prey, which in turn eases human-lion conflicts. Interestingly, regulated trophy hunting is seen as a solution that generates funds for the poor and conserves lions when properly done.

West Africa plans to raise the profile of their elephants and give local and poor people an economic incentive to conserve them. Twelve nations under the Convention on Migratory Species agreed to set timetables for improving elephant habitats, boost fragile populations, and set up wildlife corridors across borders. The agreement can improve the fortunes and prospects of local people. The strategy, supported by SSC’s AfESG, requires staff to get better equipment and training to boost morale and the impact of their work.



The **Vrededorst Dome** is the site where 2,023 billion years ago a meteorite hit earth. It provides critical evidence of earth’s geological history and is crucial to our understanding of the planet’s evolution. IUCN assessed and recommended this site for World Heritage site status, but highlighted the urgent need to better protect it and provide visitor facilities.





SOUTHERN AFRICA

Wetland science reduced the risks of catastrophic flooding.

Tour operators and communities share benefits.

PROMOTING AN ECOLOGICAL RENAISSANCE

In Southern Africa, we work to reduce the risks of catastrophic flooding and help set up trademarks so ecotourism benefits local people and ecosystems. These are but two of the ways we give content to the phrase 'African renaissance.'

Monitoring and adapting to floods in Zimbabwe

Humans have endured floods since time immemorial. But facing them today is not easier, or safer. When will floods come and go? How can we anticipate them? Can we control floods or are they 'natural' and healthy? To answer these life-or-death issues, IUCN mapped flood-prone and -safe areas in Chikwarakwara and Shashe. Maps show the return periods for floods, their water levels, and where inundations will be. It shows that a 5-meter high flood may happen every two years, and an 8-meter flood may happen every 10 years.

Strengthening CBNRM tourism partnerships in Mozambique

Because sustainable development will only happen through cross-sectoral partnerships, IUCN Mozambique helped draft agreements between local communities in Sanga and a private safari operator, and between the community

and the government. They improved governance, efficiency, accountability and cooperation among all three parties and at every level. The result? A shiny example for the region: the Madjedjane tourism group exhibited its tourism products at the Mozambique Tourism Exhibition.

Harnessing tortoise appetites

Talk about synergy. On the Mauritian island 'Ile aux Aigrettes', rare giant tortoises happily dine on invasive weeds. They help conserve the last remnant of coastal ebony forest under constant threat from alien invasive plants. Our recent collaboration rid the island of highly invasive species through manual labour, restoring 80% of the island's forests. When only five hectares remained un-weeded, the tortoises took over. They started late, but will finish first.

WEST AFRICA

Our work with floods rehabilitated forest economies.

The Union scaled up integrated water resources management.

FLOWING WATERS UNITE PEOPLE AND NATURE

Rehabilitation of forests in Mali

The President of Mali, Amadou Toumani Touré, was so impressed to hear how we helped restore forests in the Niger River Inner Delta that he had to see for himself. He discovered how the regeneration of forests unifies people. Peulhs Dioro (nobles), Rimaibe (a servant class) and Bozo (fishermen) replanted trees and regenerated bourgou. The alliance is crucial because Sahel floodplains allow for three different harvests a year: fishing during the flood; agriculture after recession; and grazing after the harvest.

An ecological bridge crossing borders

The Union helped create Africa's second transboundary reserve on the Senegal River Delta, between Mauritania and Senegal. It is the only cross-border biosphere reserve in the world with two World Heritage sites and five Ramsar sites. The reserve also serves as a cultural bridge between peoples, and a common political and economic focal point – through tourism growth – for the region.



Volta River Basin Authority: waters of harmony

By opening dialogue between Burkina Faso and Ghana, the Union moved forward the integrated management of water resources. The once-acrimonious relationship became collaboration when Ministers from the six basin countries signed a binding accord to create a basin agency for the ninth largest river in Africa. With our support, the water ministries of both nations developed a working relationship.

Crisis equals opportunity in debate on good governance

On 3 August 2005, the military took power in Mauritania. The Union advised the incoming President on the rightful place of the environment in the country's governance reforms. Now, an entire chapter of the reform elevates environmental governance alongside economic and political governance. The National Consultation Days confirmed the importance of the environment in a country plagued by desertification.

EASTERN AFRICA

1,661 freshwater taxa are assessed.

We trained hundreds on Lake Victoria fisheries management.

Rufiji villagers take care of their resources.

LEADING DEVELOPMENT FROM BELOW

Planning with information

No wildlife is more threatened worldwide than freshwater biodiversity. In Africa, decision makers rarely consider species when planning water development projects, mainly due to a lack of information on the status and distribution of Africa's freshwater species that are critical for food and livelihoods. The Union began an Africa-wide study of freshwater biodiversity to inform governments, natural resource managers and development officials. The East African regional assessment examined 1,661 taxa, and began to prioritize them according to their levels of threat and vulnerability.

Establishing a beachhead for fisheries

Lake Victoria provides four out of five of all the fish consumed in East Africa. Kenya, Tanzania and Uganda wanted to progressively involve communities in the co-management of the Lake's fisheries. But how? To clarify rights and responsibilities, we implemented a training programme for Beach Management Units

on Lake Victoria. After instructing a core of 36 trainers, we trained 360 unit representatives on governance and fisheries management in preparation for a co-managed fishery. In the long-run, the goal is at least 1000 beach units around Lake Victoria to improve efficiency, equity, management and control, and to take pressure off lake biodiversity.

Village Environmental Management Plans

Over 150,000 people make their living directly from the natural ecosystems of the Rufiji Floodplains and Delta in southern Tanzania. The integrity of the system was long secured by its isolation, but recently improved roads, oil exploration, a new bridge, a natural gas pipeline, and timber extraction have opened its resources to outside demand. Working closely with district authorities, we helped local communities take control of their resources, recognize their rights and plan for the sustainable use of biodiversity.



CENTRAL AFRICA

Radio broadcasts conservation awareness.

Better governance reduces damage to forest biodiversity.

IUCN contributes to an emergency plan to save the white rhino.

PIONEERING NEW ROUTES TO EMPOWERMENT

‘On the Air’ about conservation actions on the ground

From Yaoundé, Cameroon, IUCN deployed radio in an innovative way to reach communities with environmental information. ‘Radio Environnement’ broadcasted daily to one million people on critical issues such as agriculture, health and conservation. Guest speakers included Ministers of forestry and communication and parliamentarians. From local reports about forestry to live reports from the recent Climate Change Conference in Montreal, it brought global issues to local citizens.

Reducing damage to forest biodiversity

IUCN has redefined the work of the Conference on Central African Moist Forest Ecosystems (CEFDHAC). A small grants scheme empowered local and indigenous groups, and non-governmental institutions to address a range of conservation issues. The network of indigenous and local populations for sustainable management of the central African forest ecosystems (REPALEAC) approved its statutes. Forest resources management improved after we helped stakeholders to implement priority actions of the Ministerial Declaration of Africa Forest Law Enforcement and Governance.

We also helped the Cameroon Ministry of Forestry and Wildlife and the Cameroon Railway Corporation develop an approach to monitoring illegal transportation of bush meat and timber. The project opened the dialogue between government bodies, the private sector and the local population, and elaborated useful tools for tracking railway timber transports. And we work with the logging company FIPCAM (Fabrique Camerounaise de Parquets) on the sustainable management of its forest concessions.

Conservation of the forests in the Congo Basin is a complex undertaking that requires a wide range of people and organizations working together. IUCN and its network of forest and environmental training institutions in Central Africa (RIFFEAC) responded to the challenge by building capacity of forestry schools and sector staff responsible for the sustainable management of forest resources in the Congo Basin.

Saving a flagship species

IUCN worked with the Government of the Democratic Republic of Congo, ICCN and the African Parks Foundation to determine the status of the critically endangered northern white rhino, and secure its home, Garamba National Park, a World Heritage site. Given the security challenge in the area, the risk of extinction is high. IUCN's Species Survival Commission and World Commission on Protected Areas are contributing to the development of a strategy to protect the last remaining rhinos.



IUCN IN ASIA

Collaboration in the highlands of Pakistan yields tangible results.

We supported China's new Protected Areas Law.

Wetland conservation led to profitable crafts in Nepal.

IUCN recommended inscription of World Heritage sites in Japan, India and Thailand.

SOWING THE SEEDS OF SUSTAINABILITY

No organization can pretend to directly affect the lives of several billion people. But by indirect influence, and by setting examples, the power of new ideas and alliances can rapidly transform civilizations.

The World Conservation Union creates models worthy of replication. We nurture seeds and cultivate seedlings, then encourage the spores and fruit of our work to take root wherever it finds favourable political climates and fertile cultural soils.

This approach has yielded encouraging results. They range from economic wetlands valuation in Cambodia, conservation law development in China, crafts tied to biodiversity in Nepal, to livelihoods through conservation in Pakistan.



changes in people's attitude and practice

Changing attitudes through a collaborative alliance

The Karakoram, Himalaya and Hindu Kush ranges are rich in biological diversity. But state resource ownership discouraged locals from conserving it. That is why it was twice tragic when communities were forced to poach, extract, gather or let overgraze. First, it degraded ecological integrity; second it impoverished economic potential.

For five years the Union strived to reverse this downward spiral. It set up four contiguous conservation areas covering 40,000 square kilometres. It set in place an innovative model of environmental governance making the local people responsible and accountable. The collaborative alliance has begun to pay dividends, partially in terms of changes in people's attitude and practice.

One example is that, before, herders 'poached' sheep for food and snow leopard in retaliation for livestock predation. Today, a trophy hunting programme brings in \$730,000, of which 80% goes to the communities and 20% to the government. Funds are invested in wildlife surveys, habitat recovery, game management and social development. Our approach has been replicated by Pakistan's Government, with its own funds, to recover the endangered markhor, urial and snow leopard in adjacent valleys.

The Protected Areas Law – a watershed event in China's conservation history

The Union provided technical advice to the drafting of China's first ever Protected Areas Law. Protected areas cover 15% of China's territory, and an adequate legislative framework was urgently needed. The new law allows a systematic approach to protected areas, and will likely have profound implications for all aspects of protected areas designation, planning and management, as well as for the communities living in and around protected areas. In the drafting process, we facilitated the participation of Chinese civil society groups.

Endangered crocodile hatchlings found in Lao PDR

While surveying twenty wetlands in central and southern Lao, a team discovered a small breeding population of Critically Endangered Siamese crocodiles, electrifying specialists and Laotians alike. The Siamese crocodile is one of four flagship species of the region and the Mekong Wetlands Biodiversity and Sustainable Use Programme. The surveys raised awareness of the species among local agencies and forestry staff who accompany surveys.

Introducing Education for Sustainable Development (ESD) – a case in Pakistan

The Union helped launch 2005–2014 as the United Nations' Decade for Education for Sustainable Development and now works to give content to that ambitious phrase. In Pakistan, we develop strategies and toolkits for teachers. But perhaps the most tangible contribution is the District Education Plan for Badin, which applies the concept at the local level. It was developed in a bottom-up approach. The Local Education Board decided on the need for a longer-term strategy for education in the district. IUCN was asked to support the venture and convinced the Board of the need for an ecological focus.

A crafty way to save Ajjigara Wetland in Nepal

The communities living adjacent to Ajjigara wetland in Nepal are gradually turning their hand to arts and crafts. Through these crafts, they learn the financial values of wetland resources, and are motivated to conserve them. This 17-hectare wetland is a valuable *in situ* repository of two wild rice species – *Oryza rufipogon* and *O. nivara* – out of four species reported in Nepal. It provides critical habitats for over 42 bird species, including the threatened Sarus crane (*Grus antigone*). A cross-sectoral partnership supports the empowered local communities to restore an ecologically important marsh.

Water and ecosystems

Our work on water aims to integrate the many uses of water across bureaucracies and borders. As a diverse Union, we work to include knowledge from different actors to inform negotiations at different scales. In particular, we established and supported National Water Groups in each of the Mekong River countries. The allocation of water to ecosystems is one key objective. Small teams of influential actors study environmental flows, translate top publications into local languages, and examine the best way to implement equitable and sustainable water flow regimes.



The **Valley of Flowers National Park** in the Garhwal Himalaya of Uttaranchal, India, covers 8,750 hectares of a magnificent high-altitude valley. Its meadows of alpine flowers and ease of access complement the rugged, mountain wilderness for which the inner sanctuary of nearby Nanda Devi National Park is renowned. Plant species found here, including many medicinal plants, are internationally threatened. The site was added to the World Heritage List as an extension to the Nanda Devi National Park, and both make up the core zones of a larger UNESCO Biosphere Reserve.



The Government of Japan trebled the marine boundary of the **Shiretoko Peninsula of Hokkaido**, the northernmost island of Japan, following our evaluation mission. The Peninsula is an outstanding example of the interaction of marine and terrestrial ecosystems, influenced by seasonal sea ice. The site is globally important for salmonid species and marine animals, and boasts the highest recorded densities of brown bear populations in the world.



Since IUCN's recommendations in 1991, the Government of Thailand established the **Dong Phrayayen-Khao Yai Forest Complex**, covering 615,500 hectares and five protected areas between Khao Yai National Park and the Cambodian border. It is home to 800 fauna species, including 112 mammals, 392 birds, and 200 reptiles and amphibians, and contains globally important tropical forest ecosystems. The site was added to the World Heritage List.



WESCANA

A bold new regional alliance provides a model for sustainable trade.

Yemen and Central Asia learnt to better manage protected areas.

COLLABORATION IN WATER, EDUCATION AND FAIR TRADE

The Waqf Fund

Islamic teaching, philanthropy and the environment have been mixed by IUCN's team in Amman, Jordan into a new concept for funding conservation. It is currently being presented to a wide range of actors.

Fair Trade Jordan

As a practical outcome of a poverty and gender strategy process, we brought together a range of NGOs in a new alliance, Fair Trade Jordan, which encourages consumers and producers to trade sustainable goods and ideas, and build knowledge partnerships. Fair Trade Jordan draws on global experiences in Southern Africa, Kazakhstan, Yemen and Lebanon and provides an innovative model for trade in the region.

Collaborative management in Yemen

We advanced our Protected Areas programme through community participation and commission involvement. We helped our Yemeni partners to implement the national biodiversity strategy; assessed the effectiveness of the protected areas network; promoted community participation and gender equity; and strengthened collaboration with its regional and international biodiversity partners.

Management effectiveness study of Central Asian Protected Areas

Less than 10% of Central Asia has been set aside as protected areas, and their current status is poorly understood. Further, their ecosystems are under-represented in the global network. To guide future action, we assessed the management effectiveness of key protected areas in all of the five Central Asian states and established a network of specialists and databases to support decision making.



Egypt's new World Heritage site, **Wadi Al-Hitan, or Whale Valley**, displays fossils on the desert floor of the last whales known to have legs, and reveals one of the iconic transitions in the record of life: from land-based to ocean-bound. The number, concentration and high quality of such fossils here is unique.

IUCN IN THE AMERICAS



ANCHORING DEVELOPMENT IN ECOSYSTEMS

The World Conservation Union hit its stride in the Western Hemisphere, measuring up to the challenges set before it and holding its own among the power brokers at the highest levels.

While South America has redefined its programme to play a clearer and sharper role in uniting the members for greater influence, Mesoamerica leveraged its 180 member and partner organizations for regional collaboration through the Alianzas Programme. It facilitates fora for local groups and governments to improve management of ecosystems and the quality of life, and actively demonstrates new approaches in three transboundary areas. Mesoamerica also advised to enshrine two extraordinary World Heritage sites on the UNESCO List.

Curiosity escapes the cat

The Critically Endangered Anegada iguana, found only on the island of Anegada in the British Virgin Islands, suffered an 80% population decline since the late 1960s due to habitat degradation and predation. Their recovery plan, with IUCN support, rears hatchling iguanas and then releases them into the wild when they are too large to be killed by feral cats. Sixty iguanas have been released, with 84% survival rates. The size of the released animals is slowly reduced to determine the smallest size that can survive.



The Islands and Protected Areas of the Gulf of California comprise 244 islands, islets and coastal areas. They have been called a natural laboratory for the investigation of speciation. Almost all major oceanographic processes occurring in the oceans are present here. The diversity of form and colour is complemented by a wealth of birds and marine life: 695 vascular plant species, 891 fish species, ninety of them endemic, 39% of the world's marine mammals and a third of earth's whale species.



Following IUCN recommendations, Panama doubled the size of **Coiba National Park's** marine protection zone, a key ecological link to the Tropical Eastern Pacific for the transit and survival of trans-Pacific pelagic fish. Coiba's tropical moist forest holds exceptionally high levels of endemism of birds, plants and mammals. It consists of 39 islands and islets, holds 760 fish species, 333 shark species, and 20 cetacean species, and is the last refuge for the Crested Eagle and Scarlet Macaw.

MESO AMERICA

Civil society is trained to engage in conservation policy.

Watershed pilot programmes secure equity, health.

IUCN established its first learning network.

WATERSHED ALLIANCES FOR REGIONAL SECURITY

The Union helped Central American integration by advocating regional approaches and agreements for forest, biodiversity and in particular water policies. We strengthened participatory management of protected areas, promoted transboundary cooperation, and advanced gender and equity to guarantee sustainable development.

Improving environmental management and civil society engagement

IUCN modernized and harmonized environmental impact assessments, in particular by developing better tools for the private sector. It also started work with the Danish International Development Agency to improve the capacities of civil society organizations to influence conservation policies. It works closely with government officials to improve legal frameworks for sustainable water management, and, finally, has launched a new magazine 'Pilares' to increase engagement with and of the members.

Participatory management of protected areas

The Union is taking the experience of the region with the co-management of protected areas to the next level. It is setting standards and formulating policy advice, based on the practical experiences with co-management in seven countries, and using that technical expertise to engage with different stakeholders to make participatory management standard practice in the region.

BASIM and Tacana solidify alliance and clear waters

Eleven local governments in Guatemala and Mexico have been engaged in the integrated management of the watersheds associated with the Tacaná Volcano. Likewise, communities in the Barra de Santiago – El Impossible basin work together for healthy and productive flows of water. Both initiatives undertook 30 pilot projects to improve water security with the active involvement of women, children and indigenous groups. Results include the creation of forestry offices in Guatemala, training for mayors' offices, and the involvement of coastal organizations in El Salvador.

Networking ecosystem experiences

The World Conservation Learning Network established its first regional network in Mesoamerica, and the participating conservation and education organizations prioritized water, biodiversity and participatory approaches. Universities from Mexico and Costa Rica are adapting the online course 'Flow' for use in the region. The next step will be a course for the implementation of the ecosystem approach.

SOUTH AMERICA

Brazil joined efforts for regional forest conservation.

We advanced global conventions through citizen networks.



LINKING BRAZIL, STAKEHOLDERS AND GLOBAL PACTS

The Union consolidated its presence and opened new opportunities in the region. It did so in the context of a continental infrastructure plan for South America that is generating concern about potential damage to key ecosystems and livelihoods. Also, governments, reacting to endemic social inequity, turned to us for advice on reducing poverty and instability through conservation.

Amazon forests versus soy crop expansion

Brazil became one of six countries involved in our work to improve global forest governance. Through a participatory process of stakeholders, we defined the location and theme of a pilot project: Strengthening Forest Governance in Private Forest Lands in the Amazon. Our first steps in Brazil generated high expectations for the Forest Law, Enforcement and Governance process in Latin America, in which IUCN plays an active role.

Voluntarily Isolated Indigenous Peoples of the Amazon

Based on members' request, we helped protect the habitats of more than 80 indigenous peoples from the Amazon region who have chosen to live in isolation, as a last resort to defend their cultures from change and disintegration. They occupy biodiversity-rich forest habitats, which they use with little ecological disturbance. As participants in a regional meeting in Belem, Brazil, we sought consensus and brought the conservation perspective to the resulting action plan for bio-cultural conservation.

Educating stakeholders to implement environmental conventions

The Global Environmental Citizenship Project advanced the implementation of four environmental conventions – biodiversity, climate change, ozone depletion and international waters – throughout Latin America. The project mobilizes social groups and networks to influence institutions and civil society. It builds awareness, knowledge and positive attitudes that support the conventions' implementation.

IUCN IN EUROPE

Countdown 2010 holds nations to their biodiversity promises.

We green the Iron Curtain and heal a fractured Balkans.

MEETING TARGETS, INTEGRATING PEOPLE, HEALING LANDS

European Governments said they would halt the loss of biodiversity by 2010. Were those just empty words? The Countdown 2010 campaign mobilizes cities, provinces, ministers, businesses and the European Union itself to action.

Building momentum with five years to Go

Our Countdown 2010 Secretariat is assessing the actions taken by governments in Europe towards the 2010 biodiversity target. It highlights inaction and shares successes. Tilburg, The Netherlands, became the first city in the world to join. Italy also formally pledged itself to the initiative, and the United Kingdom launched a £2 million annual action fund to help achieve its commitment. The expanding and powerful network of partners has won the endorsement of the EU Council, the Convention on Biological Diversity, the Convention on Migratory Species, and the Pan-European Biological and Landscape Diversity Strategy.



Opposing agricultural subsidies that hurt nature in the 'Wild East'

The nations joining the EU faced some unsustainable economic mechanisms, including the Common Agricultural Policy and the Common Fisheries Policy. In Central Europe, IUCN helps to make the transition to a market economy ecologically sustainable. We are now concentrating on the financial flows resulting from EU policies, and transferring conservation knowledge from Member States to the new neighbours.

European Green Belt – borders separate, nature unites

The 22 countries of the Green Belt Initiative are rolling out the backbone of an ecological network across 6800 kilometres of former Iron Curtain. IUCN set up its secretariat with local and regional coordinators and managed information exchange on local activities. The initiative stimulates regional development based on community participation and biodiversity conservation.

Habitat heals a former war zone

The violent disintegration of former Yugoslavia left management approaches of protected areas and natural resources isolated and fragmented. In response, we managed to establish a powerful conservation network: the Dinaric Arc Initiative for conservation and local community development in the Dinaric Alps region, spanning from Trieste to Tirana. We built capacity of environmental NGOs, for instance for networking and communication, to achieve sustainable mountain development.



Europe adds two extraordinary areas to the World Heritage List. The **West Norwegian Fjords Geirangerfjord and Naeroyfjord** are two of the world's longest, deepest and most beautiful fjords. Their steep-sided crystalline rock walls rise 1400 metres from the sea and extend 500 metres below. Waterfalls and free-flowing rivers cross their forests to lakes, glaciers and rugged mountains. Remnants of old and abandoned transhumant farms add a cultural aspect to the stark natural landscape.

MEDITERRANEAN

Mediterranean fisheries protect deepwater nurseries.

Memorandum of Cooperation promotes sustainable yet profitable solutions in aquaculture.

LANDMARK BREAKTHROUGHS ON FISHERIES

Landmark, consensus-based ban: staying out of deep water

The General Fisheries Commission – the main inter-governmental decision-making body on fishery management in the Mediterranean – unanimously banned trawling beyond a depth of 1000 metres, based on scientific considerations brought forth by the World Conservation Union. This important measure, the first of its kind in the world, is a significant step towards more sustainable fisheries in the Mediterranean.

Making aquaculture sustainable

Fish farming has appeared as a possible solution to answer the growing demand for seafood which the catching of wild fish cannot provide. Yet, from an environmental point of view, aquaculture may release waste materials, spread disease, require maintenance, erode product quality and introduce new species.

We signed a Memorandum of Cooperation with the Federation of European Aquaculture Producers to identify environmental issues related to the development and management of fish farming in the Mediterranean region and promote the best environmental management practices for responsible fish farming within the principles of sustainable development. The two organizations will reinforce communication and partnerships to synergize further.



IUCN IN OCEANIA

IUCN launched its Oceania Programme.

EXPANDING COVERAGE OF EARTH'S SURFACE, AND BELOW

The World Conservation Union opened a new chapter in its long history of collaboration with environmental institutions in the South Pacific with the establishment of its Oceania Programme, based in Suva, Fiji.

The region covers Australia, New Zealand and thousands of islands totalling 550,000 square kilometres of land. The launch of the programme represents a major commitment in energy, knowledge and action in a region of extraordinary biological and cultural diversity.

Pacific species are unique in the world; more than half of the bird and plant species are found nowhere else. The 7.5 million inhabitants are equally diverse, speaking more than 1,200 indigenous languages. Yet, the region is also

confronting some of the world's greatest environmental challenges, from the coral bleaching and rising sea level of climate change to the devastation of invasive alien species.

The Regional Office in Oceania will enable us to forge partnerships to halt biodiversity loss and draw on the cutting edge conservation knowledge of experts and institutions in the region for the benefit of all.

The Oceania Programme will save threatened species by improving knowledge and management; fight invasive alien species and expose their impacts on livelihoods; encourage island nations to engage in climate change agreements; enhance conservation building on traditional knowledge; and use economic incentives for conservation and development.

Regional Office in Oceania



A vibrant, busy outdoor market scene in a developing region. The ground is dusty and crowded with people. In the foreground, a woman carries a large, round, woven basket on her head, secured with a pink cloth. She is wearing a white patterned top and a colorful floral skirt. To her right, a man in a dark jacket and blue shirt is walking. Further right, another man is riding a bicycle. The background is filled with more people, some carrying goods on their heads, and others on bicycles. The overall atmosphere is one of active commerce and community.

Linking People

MOVING IN UNISON THROUGHOUT SOCIETY

Biodiversity holds enormous potential for the World Conservation Union to bring peoples, communities and nations together.



Linking People

MOVING IN UNISON THROUGHOUT SOCIETY

Biodiversity holds enormous potential for the World Conservation Union to bring peoples, communities and nations together.

pragmatic solutions for sustainable development

But doing so may mean less focus on individual specialists in cubicles, and focusing more attention to what others need or ask of us, collectively, working together as ‘can-do environmentalists.’

That responsiveness means shifting the focus and approach of our collaborative ‘triple helix’ that binds members,

Commissions and Secretariat together in vertical linkages.

While species and habitats were once the departure points for protecting and restoring nature, the Union today redefines its work in terms of systems (economic, social and political) and cycles (hydrological, climate, nutrient). Our ability to influence these will determine the success of our movement.

Conservation has begun to further expand beyond the scientific realm to more effectively engage political and economic actors. It has in the past, and can continue in the future, to bridge cultural and geographic diversity to forge alliances and foster collective action on the great environmental challenges of our time.

Working in isolation would condemn conservation to future irrelevance. Our knowledge of ecosystems, biodiversity and the sustainability of natural resource use is expanding rapidly and increasingly holds the key to finding pragmatic solutions for sustainable development.

By working in unison across society the Union can turn that key and unlock the full potential of our experience.

ALISON ROWLES- ANOBILE – LEADERSHIP

When I joined as Director of Operations in August 2005, the Union strengthened its change management as initiated by the Director General following the 3rd IUCN World Conservation Congress. The process responds to the external review, which requests a stronger underpinning for the delivery of the Union's Programme.

We want to ensure that IUCN is effective, efficient, adaptive and accountable by providing organizational support systems, procedures and processes.

We have begun looking hard at what works, what does not, and why. With the development of clear performance indicators for the Union, we will know how we are doing against our mandates, and how to better meet the objectives of our membership and donors. By analyzing our performance, and



measuring our progress, we can effectively guide our management and conservation programme decisions. Two initiatives have already emanated. We have released a new system to assess employee performance, as well as a code of ethics and policy for professional conduct, which incorporates such issues as corporate social responsibility and our ecological footprint. They help to ensure that all employees understand what it means to be part of the Union in their day-to-day activities. The goal is to help the Union thrive in society's fast-evolving, ecological niches by improving our global performance.

Evolution means growth, and growth means making the Union stronger and more nimble through new projects and new technology.

For example, new conservation initiatives on the ground require more and different kinds of central and external support. We must forge stronger partnerships and increase our capacity. For these reasons we are creating a 'Conservation Campus', a state-of-the-art centre, built of 'green' design, that will enhance the Union's

leadership role as the global forum to cultivate alliances and partnerships for stronger, collective action amongst the conservation community.

We are also revising our information systems, an area that is not a usual strength of conservationists. The process will lead to a best-of-breed knowledge system, which aims at but one thing: to unite members, Commissions and Secretariat in their efforts to deliver the best conservation knowledge and practice wherever it is needed.

These improvements will create a leaner, smarter, more integrated, responsive and efficient Union: much like the healthy, secure and resilient ecosystems that we respect and try so hard to conserve.

Alison Rowles-Anobile is Director of Global Operations.

UNDERSTANDING BIODIVERSITY

Regionalizing Red Lists

The Union assisted regional Red Lists for sharks, freshwater fish, amphibians and reptiles in the Mediterranean. The pioneering effort was undertaken by 70 experts from the different Mediterranean countries. They produced species status assessments and maps showing known distributions. Both can serve as recognized standards to perform environmental impact assessments. Over 800 species were assessed. We integrate the information and make it readily available to policy makers and planners. New requests for support have come from Turkey, Egypt, Morocco and Tunisia.

Informing the world about our impacts

The World Conservation Union played important roles in the Millennium Ecosystem Assessment by serving on the Steering Committee, leading on the chapters dealing with biodiversity and ecosystems, and contributing to several others, including on biodiversity and water and wetlands. Once completed, we brought its conclusions and advice to high level meetings in Geneva, Beijing, Apeldoorn (The Netherlands), Bangkok and Brasilia.

The Conservation Commons Initiative of 66 organizations develops global norms and standards for data sharing and networking. But its main goal is to improve conservation in the field: by making cutting-edge information available in new ways and in new – and revealing – combinations.

Securing the keystone: MDG 7

The UN Millennium Project translated the Millennium Development Goals into practical actions. IUCN served as co-chairs of the Task Force on environmental sustainability. The Union also helped write 'Investing in Development: A Practical Plan to Achieve the Millennium Development Goals', and subsequently helped design field projects to put its concepts into practice, aggressively promoting MDG 7 and helping increase donor funding for conservation.

Regional Red Lists for fish,
amphibian and reptile
species.

The Millennium Ecosystem
Assessment measures our
impact.

The Millennium Project
Report: develop through
conservation.

SOCIAL EQUITY

The Union took steps to clarify global intellectual property claims.

Urged women to value biodiversity conservation.

Relieving human-wildlife conflicts.

Clarifying intellectual property: giving back for taking out

There are copyrights on Parma Ham, Champagne, Britney Spears and Microsoft Windows. But what about Basmati rice, tigers that 'endorse' oil conglomerates, or blue whales that 'sell' insurance? Affluence and connections win patents; poverty, traditional knowledge or endangered species rarely do. Can the current international biodiversity, intellectual property and trade systems ensure equitable sharing?

The Union stands at the forefront of efforts to address 'bio-piracy'. Our research examined over forty cases to inform multilateral negotiations with legal advice on access and benefit sharing. Our work helped identify the gaps in the international regime which may be filled in CBD negotiations. We advised a meeting of the 'megadiverse countries' and the WTO Ministerial Conference in Hong Kong on biodiversity, and we addressed traditional knowledge in WIPO.



Nobel Laureates, Wangari Maathai and Rigoberta Menchu, urge women to recognize and value the environment in their quest for peace, empowerment and women's rights. Gender Advisor, Lorena Aguilar, joined them at the IUCN co-convened 49th session of the Commission on the Status of Women, in New York.

Easing the strains of human-wildlife conflict

Welcome to the world of human-wildlife conflict, in this case in Ngamiland, Botswana. With 120,000 *Loxodonta africana* and 120,000 *Homo sapiens* living together, conflicts are common. Elephants literally eat up to 40% of the annual harvest of subsistence farmers. The government compensates losses, but too little and too late according to farmers.

Across Africa, IUCN is helping to find the balance between sharing the benefits and paying the costs of living closely with wildlife. We listen to the different sides and mitigate the conflicts. We help reduce the danger to people, give people options, and educate them. Radio tracking shows where hotspot conflict areas are. Another project encourages farmers to grow hot red chilli peppers as a cash crop that doubles as elephant repellent. A council gives rural people a fixed share of tourism revenues.

Globally, we integrate existing research and practice, build capacity to prevent and mitigate conflicts, and improve national policies and programmes that address them. We enhance collaboration on the ground, and network with wildlife managers, conservationists and governments to find solutions.

Equity between mining and indigenous peoples

Worldwide, the impacts of mining on indigenous peoples remain a concern to the affected, and the conservation community. A Roundtable convened under the Dialogue on Mining and Biodiversity addressed free, prior and informed consent; land rights; capacity building; development, institutions and roles; and legal frameworks. The Roundtable built relationships and mutual understanding, and highlighted ways for progress on these issues.

CONSERVATION INCENTIVES AND FINANCE

Nations can conserve nature
while saving money.

Celebrated sustainable
solutions through SEED.

Enabled private partners to
improve environmental
performance.

Saving the earth while saving a trillion

The Poverty-Environment Partnership report showed how part of the US\$ 1,000 billion currently spent on subsidies for agriculture, energy and water could be invested in sustainable development. Even if only one tenth were redirected, it would double finance for sustainable development.

The benefits would be substantial. One key study cited in the report shows that an investment in soil and water conservation of up to US\$ 36 billion could lead to reduction in agricultural losses up to a value of US\$ 56 billion. That's a 47% yield. Not bad, especially considering that the investment also improves food security, and reduces child farm labour and biodiversity losses.

Micro-investing in ecosystem services

At a smaller scale, IUCN reports showed how shifting investments toward conservation makes economic sense, especially for the poor. In 21 out of 27 case studies, conservation delivers more economic benefits than conversion. In Ecuador, conservation was 25 times more

profitable than ranching; in Nigeria, floodplain conservation delivers 17 times more than irrigation; in Haiti, income doubled if investments shifted from logging to conservation; and in Botswana, investing in wildlife habitat for eco-safaris and hunting earns 38% compared to 2% yields on cattle ranching.

Conservation Finance Alliance renews its commitment

The Conservation Finance Alliance is a network of organizations that aims to increase long-term financing for conservation. Last year it combined forces to support specific on-the-ground conservation finance mechanisms. For instance, it targets the airline industry to see how it could contribute. The Alliance carried out training in Vilm, Germany, and presented its thoughts at the Montecatini donors meeting. IUCN organized the annual meeting and has taken on the chair of the Alliance for the coming two years.



S.E.E.D. bears fruit: cows to kilowatts & berries into businesses

An environmentally friendly way of growing rice and a project to cultivate a highly versatile berry are among the winners of a new award. They were selected from over 260 entries from 66 countries by local partnerships that advance sustainable development. Supporting Entrepreneurs for Environment and Development fosters such partnerships to promote innovative and novel solutions.

Enabling the Private Sector

The World Conservation Union and the World Business Council for Sustainable Development intensified their cooperation on sustaining ecosystem services along these guidelines: get the price right for the services of nature; develop the information required to set prices correctly; embrace cost-benefit analysis; and recognize some things as irreplaceable. These guidelines would enable the marketplace to meet the needs of 6 billion people and sustain the goods and services that nature provides.

get the
price right

Conservation and the extractive industries

The Union consolidated years of work with extractive industries and the financial sector. We helped develop guidance with 16 of the world's largest mining companies to reduce the environmental impacts of future operations. We convened an independent scientific panel on the Sakhalin oil project in Russia, who proposed the most southerly pipeline route as the best option for Western Gray Whale conservation. Finally, with the Brazilian Business Council for Sustainable Development, Insight Investment Management, and the Brazilian and UK Governments, we explored ways to strengthen business engagement in the implementation of the Convention on Biodiversity.

INTERNATIONAL AGREEMENTS, PROCESSES AND INSTITUTIONS

Progress on the global agenda for Marine Protected Areas.

Improved the management of drylands by working with pastoralists.

Supported the Cartagena Protocol on Biosafety.

Steering the High Seas

The Union continues to be at the forefront of the drive for the legal protection of the high seas. We advised governments throughout the year, pushing marine protected areas as a key tool for sustainable fisheries and biodiversity conservation. As a result, the High Seas Task Force now also considers, amongst others, the accountability of regional fisheries institutions, and two regional fisheries management organizations followed our guidance by taking an ecosystem-based approach.

Endorsing pastoralists: the sustainable solution for 41% of earth

For long, herders and nomads were marginalized. Today, that perception is changing. Pastoralism combines wet and dry season grazing to make the best use of scarce rainfall, while retaining the resilience of the system. Part of their risk management strategy is also to set aside critical areas of vegetation as grazing reserves. IUCN works on the World Initiative on Sustainable Pastoralism to support the increasing recognition of pastoralism as part of the solution. With 41% of the earth's land surface covered by drylands, inclusion of pastoralists in national and regional strategies is essential.



improve the vitality of the oceans

Making a vast global IMPAC

The Union urged nations, conservationists and fisheries groups to join forces to improve the vitality of the world's oceans, and establish a global representative network of marine protected areas by

2012. Now, 15 of 17 major fisheries worldwide are at full exploitation or declining, and marine species are going extinct at an accelerated rate. We co-hosted the world's first International Marine Protected Areas Congress in Geelong, Australia, uniting 770 marine protected area and fisheries specialists from 70 nations for action on a shared action

agenda: greatly increase the one percent of oceans that is protected today. Marine protected areas can insure against fish stock depletion, alien species invasions, and the ravages caused by climate change.

Supporting the Cartagena Protocol on Biosafety

The Cartagena Protocol has over 130 Parties and provides a legal framework for the transboundary movement of genetically modified organisms. IUCN members are concerned and divided over GMOs. IUCN has been building capacity at the national level for implementing the Cartagena Protocol, and for instance co-chaired the external evaluation of the GEF support to implementation of the Protocol. Our support helped prepare National Biosafety Frameworks, and reviewed activities in China, India and Croatia.

Multilateral agreements must do more with less

Multilateral Environmental Agreements have grown in number, scope and complexity over the decades, but their influence has diminished. Yet, they provide the backbone for discussion, cooperation, partnerships and commitments for action, including the Union's contributions to their implementation. The biodiversity and development agendas cannot be disconnected and synergies are needed between and within the two realms. Over 2005, the Union has time and time again made enormous efforts behind the scenes to convince governments and NGOs alike that we need these agreements, and we need the results they can deliver: multilateralism matters!

Medicinal plants link conservation and livelihoods

About 70% of the wild plants in North Africa have potential uses in medicine, biotechnology and crop improvement. But increased demands mean a number of important plant species have become scarce. Our North Africa Biodiversity Programme used medicinal plants as a way to link conservation to poverty reduction. The Programme demonstrated how to cultivate the plants and extract their vital substances. This knowledge was transferred to local communities, including four women-run farms in Algeria, which use the plants and sell them at market for profit.

The experience is being translated to other regions. A new draft International Standard for Sustainable Wild Collection of Medicinal and Aromatic Plants, with 10 principles, was prepared in collaboration with WWF, the Canada Office and the Government of Germany. Five field consultations and case studies were carried out in Bosnia and Herzegovina, Brazil, Ecuador, China and Namibia, and ten presentations of the standard organized.

ECOSYSTEMS AND SUSTAINABLE LIVELIHOODS

Tackling poverty at its root

Roughly 70% of the world's poorest people live in rural areas and depend heavily on natural resources. In some cases this dependence is absolute. That's why the Union launched what aims to become a US\$ 300 million global effort to address poverty by addressing the rights of the poor and their natural resource base. The Conservation for Poverty Reduction Initiative promotes policies that improve equity and governance of natural resources. Our ultimate goal is to help 50 million rural poor establish a sound basis for living.

The Initiative makes poverty reduction and livelihood security a key objective of conservation action. This global partnership for local action and policy change will allow the poor to directly

benefit from the goods and services of healthy ecosystems. It will scale up from US\$ 25 million seed capital for 20 projects to a global movement involving a vast range of members and partners in Asia, Latin America and Africa.

An initiative to secure natural resource access for the poor.

New standards for the trade in medicinal plants to benefit poor people first.

to help
50 million
rural poor



PROGRAMME DELIVERY

The Union set up learning networks and training programs.

Improving access to knowledge and information.

Knowledge Management

Application of conservation data to real-life challenges requires a fundamental rethinking of how information is stored and shared in the 21st century. The Union is redesigning its information architecture – from publication processes to knowledge repositories – to more effectively support our global agenda and membership. Our systems enhance availability of IUCN products, and our websites and databases provide excellent services to inform and educate members, partners and the world.

Communications with a tangible impact

The Union made great strides in its efforts to establish itself more aggressively as a proud name in the international arena. We have formulated what makes us unique, and have translated that into a clear style for all our publications and other products. Our new 'face' will make it easier for our members and partners, as well as the general audience, to recognize us in future. At the same time, visitors to our virtual green web www.iucn.org grew by 60% and the number of visits nearly doubled. Most look at vacancies to join our team, which is a good sign of competitiveness. Visitors also seek information about animal species, especially sharks, protected areas and ecosystem management.

Young professionals prepared to carry the torch

The Union embraced the message from the Vth IUCN World Parks Congress to better engage with youth and young conservation professionals by launching a scholarship program. This is a tangible expression of our commitment to involve and benefit from the participation of young professionals in our work.

OUR FIVE MOST INFLUENTIAL RECENT PUBLICATIONS

1. *Planète Mers*

Winning the prestigious Palme d'Or in France, this is no ordinary coffee-table book. The 380 pages of dazzling underwater images and text marry stunning photography with the trenchant words of IUCN specialists on threats to marine biodiversity and how to address them.

2. *Depend on Nature: Ecosystem Services supporting Human Livelihoods*

These 35 pages show how and why we must invest in biodiversity conservation. Not just for the environment alone, but also for the 6 billion people who cannot breathe, eat, drink, shelter or live without it.

3. *Friends for Life: New Partners in Support of Protected Areas*

Resulting from the Vth IUCN World Parks Congress, this publication brings together the experience of leading thinkers and practitioners in protected area management. It integrates the often complex debate on this subject and deduces lessons learned.

4. *Poverty and Conservation: Landscapes, People and Power*

This incisive analysis shows how 75% of the world's 3 billion poor depend heavily on natural resources for survival, and how decentralization and democracy can better empower them.

5. *The Urban Imperative: Urban Outreach Strategies for Protected Area Agencies*

People in cities need open green spaces as badly as protected areas need supporters. This book examines how to improve their relationship. Authors from thirteen countries discuss the interdependence of cities and protected areas and deliver case studies from Beijing, Buenos Aires, Cape Town, London, Los Angeles, Paris, Mumbai and Sydney.

A WORD FROM OUR MEMBERS AND PARTNERS

There is an urgent need to address environmental aspects in the achievement of all the MDGs. Inspiring stories are essential to galvanize the national and international community. IUCN is extremely well placed to profile feasible show cases and to fuel discussions on this matter.

Mrs Agnes van Ardenne-van der Hoeven
Minister for Development Cooperation
The Netherlands

IUCN has managed to break new grounds with creative and effective programmes linking development to conservation, and this will continue to be the area where the effort for conservation will be won, or lost. The Union must use its global networks to provide more state-of-the-art guidelines and best practices on linking conservation with socio-economic priorities.

Mr Kalid Irani
Minister of Environment, Jordan



The biggest difficulty is how to steer the consumer society towards a system which is more equitable and more sustainable when one of our only ways to do that is by persuading people to consume things that do not destroy the environment. It is not something that conservation will do on its own. We need to join forces with business and other actors.

Dr William Adams
Professor of Conservation and Development
University of Cambridge

It is necessary to strengthen IUCN regional and country offices and increase the membership base, whilst paying special attention to the most active and experienced members. Countdown 2010 is a good example of a strategic approach to conservation actions. Russia fully supports this initiative, and the Ministry plans to be more actively involved in its implementation.

Mr Valentine Stepankov
Deputy Minister of Natural Resources
Russian Federation





We expect IUCN to see what the needs for the future are and then work in partnership to rise to all those challenges. IUCN has good ways of working with governments as well as with NGOs, and we will have to work together to address the huge problems of the future. In that process, the Union needs to put more emphasis on research to keep conservation on a scientific base.

Dr Nyawira Muthiga
Kenya Wildlife Service, Kenya

The challenge for the future is to see how, while defending some boundaries that absolutely should not be crossed, the IUCN mission can be worked in parallel with the moral imperative of equitably meeting human needs. This will mean working in imaginative ways with the market in vital areas such as marine conservation or habitat preservation.

Sir Mark Moody-Stuart
Chairman, Anglo American plc



Rising to tomorrow's challenges such as climate change, desertification and globalization, IUCN should not only make full use of its Observer Status at the UN to influence global policy, but also create – beyond more traditional partnerships and initiatives – major strategic alliances with key actors at all levels of society.

Mr Alioune Mbor Diagne
President
Association Sénégalaise des Amis de la Nature

IUCN has provided important leadership in pushing the conservation movement to take a more people-centered approach and address the links between poverty and the environment. At CIFOR we have always seen IUCN as one of the world's most respected conservation organizations, and a natural ally and partner.

Dr David Kaimowitz
Director General
Centre for International Forestry Research



GABRIEL LOPEZ – SPARKING DEBATE TO REDEFINE THE FUTURE OF SUSTAINABILITY

Ideas as well as species need to evolve.

There is a risk in being too comfortable with the existing norms and language of environmentalism. A *status quo* of words and approaches may isolate us, and introversion dulls our capacities to innovate and confront new challenges. The world is rapidly changing, and so must we. Incisive thinking and a new vision for sustainability are needed to engage, excite and inspire the wider public.

That is why IUCN has kindled a broad new debate on development, economy, equity and the environment.

Together with leading thinkers and doers from a broad spectrum of society, we are leading an international consultative process to develop and communicate a new vision and strategy for advancing sustainability that is relevant to the global challenges of the 21st century.

The rich mix of people and backgrounds is designed to spark not only lively debate, but to stimulate meaningful courses of action to place sustainability squarely in the mainstream of all development planning.

Not everyone will be comfortable with this discussion, but friction is often essential for innovation. Broad, vigorous and structured debate among leading thinkers and institutions will help weave a new convergence of thought and action that can lead to a bold new vision for conservation and sustainability.

Over the coming year, we will engage a growing number of contributors to develop “the breakthrough vision” for the future sustainability of life on our planet. Properly nurtured, this collective process will resonate and expand throughout the Union network and beyond to inspire society to participate in this vital mission. How will it do so? Where will it lead? As the answers to these questions evolve, we will refine and project them to generate the political will needed for fundamental change.

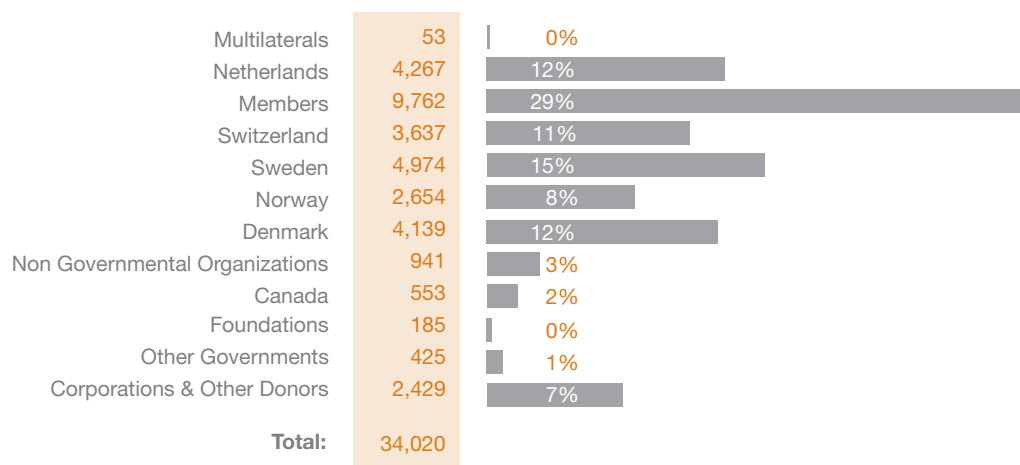
We eagerly anticipate and welcome a heated yet considered debate. And we are confident that when the embers cool, a new vision for sustainability that is equal to the enormous challenges confronting humanity will have emerged.

Gabriel Lopez is Director of Global Strategies.

A SECURE FOUNDATION FOR STRATEGIC INVESTMENTS

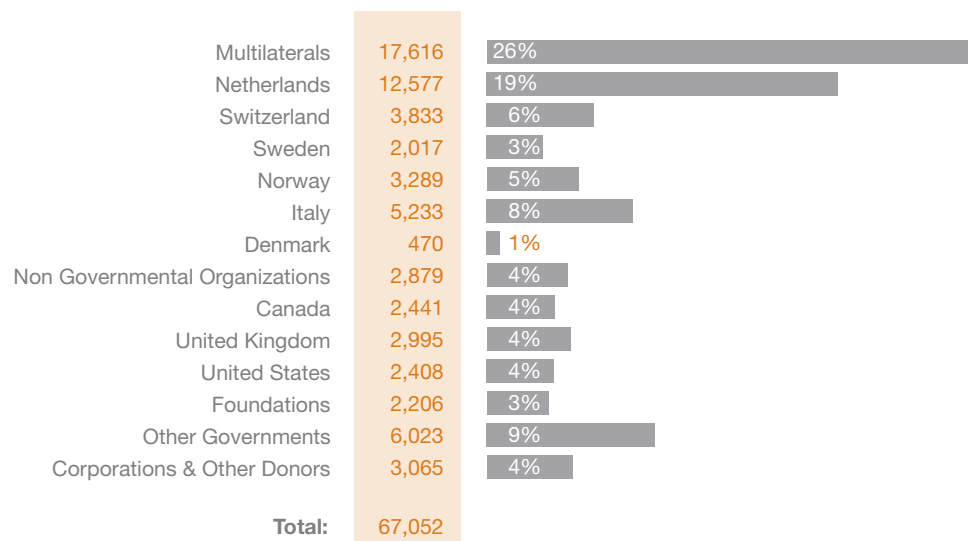
Distribution of core funds from IUCN partners

(in thousands of Swiss francs)



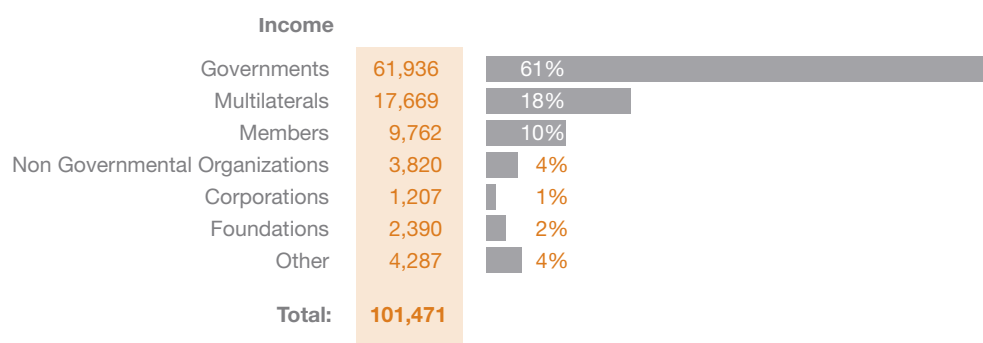
Distribution of projects funds from IUCN partners

(in thousands of Swiss francs)



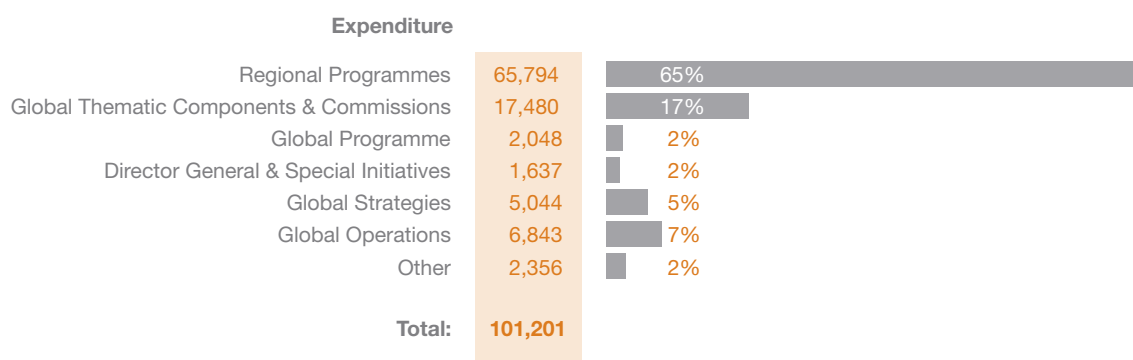
Contributions by donor category

(in thousands of Swiss francs)



2005 total expenditure

(in thousands of Swiss francs)



2005 DONORS CONTRIBUTIONS

(in thousands of Swiss Francs)

	CORE FUNDS	PROJECT FUNDS	TOTAL 2005
GOVERNMENTS			
AUSTRALIA	0	198	198
CANADA	553	2,441	2,995
SWITZERLAND	3,637	3,833	7,470
DENMARK	4,139	470	4,609
FRANCE	0	648	648
GERMANY	4	1,282	1,286
GHANA	0	348	348
IRELAND	0	155	155
ITALY	0	5,233	5,233
NETHERLANDS	4,267	12,577	16,844
NORWAY	2,654	3,289	5,943
SAUDI ARABIA	0	15	15
SOUTH AFRICA	128	1,251	1,379
SRI LANKA	0	21	21
SPAIN	0	1,370	1,370
SWEDEN	4,974	2,017	6,991
TAIWAN	2	0	2
UNITED KINGDOM	0	2,995	2,995
UNITED STATES	189	2,408	2,597
OTHER GOVERNMENTS	103	735	838
TOTAL GOVERNMENTS	20,650	41,286	61,936
MULTILATERAL DONORS			
ASIAN DEVELOPMENT BANK	7	412	419
CITES	0	567	567
EUROPEAN UNION	0	3,142	3,142
INT. FINANCE CORPORATION	0	12	12
UNITED NATIONS FOOD AND AGRICULTURE ORG	0	38	38
UNITED NATIONS DEVELOPMENT PROGRAMME	16	8,170	8,186
UNITED NATIONS ENVIRONMENT PROGRAMME	7	2,122	2,129
UNESCO	9	644	652
WORLD BANK	0	1,694	1,694
OTHER UNITED NATIONS AGENCIES	14	401	415
OTHER MULTILATERAL DONORS	0	414	414
TOTAL MULTILATERAL DONORS	53	17,616	17,669
NON-GOVERNMENTAL ORGANIZATIONS			
CONSERVATION INTERNATIONAL	1	852	853
HIVOS	0	106	106
OXFAM	0	130	130
RAMSAR	612	0	612
TROPICAL TIMBER FOUNDATION	0	376	376
WORLD WIDE FUND FOR NATURE	279	184	462
OTHER NON-GOVERNMENTAL ORGANIZATIONS	50	1,232	1,281
TOTAL NON-GOVERNMENTAL ORGANIZATIONS	941	2,879	3,820
FOUNDATIONS			
FONDATION INT. DU BANC D'ARGUIN	0	668	668
FORD FOUNDATION	0	113	113
TOTAL FOUNDATION	0	249	249
OTHER FOUNDATIONS	185	1,176	1,361
TOTAL FOUNDATIONS	185	2,206	2,390
CORPORATIONS	21	1,186	1,207
OTHER DONORS	2,315	1,816	4,131
INDIVIDUALS	93	63	156
MEMBERSHIP DUES	9,762	0	9,762
	34,020	67,052	101,072

2005 TOTAL EXPENDITURE

(in thousands of Swiss Francs)

DIRECTOR GENERAL'S OFFICE AND SPECIAL INITIATIVES	1,637
GLOBAL PROGRAMME TEAM	2,048
ASIA	19,490
CANADA	888
CENTRAL AFRICA	2,772
EASTERN AFRICA	5,853
EUROPE AND COMMONWEALTH OF INDEPENDENT STATES	3,554
MEDITERRANEAN OFFICE	1,641
MESO AMERICA	5,712
OCEANIA	48
SOUTH AMERICA	1,807
SOUTHERN AFRICA	8,907
UNITED STATES OF AMERICA	2,785
UNITED KINGDOM	1,771
WEST CENTRAL ASIA AND NORTH AFRICA	711
WEST AFRICA	9,856
SUB-TOTAL REGIONAL COMPONENTS	65,794
BUSINESS AND BIODIVERSITY	1,618
OFFICE OF THE CHIEF SCIENTIST	594
ECOSYSTEM MANAGEMENT	724
ENVIRONMENTAL LAW	1,753
FOREST PROGRAMME	2,136
MARINE PROGRAMME	1,723
POLICY, BIODIVERSITY AND INTERNATIONAL AGREEMENTS	682
PROTECTED AREAS PROGRAMME	1,991
SPECIAL ADVISERS	1,365
SPECIES PROGRAMME	2,350
TRAFFIC	378
WATER	1,014
SUB-TOTAL THEMATIC COMPONENTS	16,327
OFFICE OF THE DIRECTOR OF GLOBAL STRATEGIES	897
COMMUNICATION, EDUCATION, PUBLISHING & INFORMATION MANAGEMENT	2,066
MEMBERSHIP AND GOVERNANCE	1,401
CONSERVATION FINANCE AND DONOR RELATIONS	680
SUB-TOTAL GLOBAL STRATEGIES AND COMMUNICATIONS	5,044
COMMISSION ON EDUCATION AND COMMUNICATION	172
COMMISSION ON ECONOMICS, ENVIRONMENT AND SOCIAL POLICY	133
COMMISSION ON ENVIRONMENTAL LAW	224
COMMISSION ON ECOSYSTEM MANAGEMENT	160
SPECIES SURVIVAL COMMISSION	241
WORLD COMMISSION ON PROTECTED AREAS	224
SUB-TOTAL COMMISSIONS OPERATING FUNDS	1,153
OFFICE OF THE DIRECTOR OF GLOBAL OPERATIONS	226
GLOBAL FINANCE GROUP	1,595
INFORMATION MANAGEMENT GROUP	1,331
HUMAN RESOURCES MANAGEMENT GROUP	1,043
HEADQUARTERS ADMINISTRATION	1,801
PERFORMANCE ASSESSMENT	265
INTERNAL AUDIT	239
LEGAL COUNSEL	343
SUB-TOTAL GLOBAL OPERATIONS GROUP	6,843
3I-C INNOVATION FUND	294
HEADQUARTERS BUILDING EXTENSION	843
MEMBERSHIP PROVISIONS	493
STAFF PROVISIONS	196
EXCHANGE GAINS AND LOSSES	627
CROSS CHARGES AND OTHER	(9)
SUB-TOTAL OTHER	2,356
TOTAL EXPENDITURE	101,201
OVERALL TOTAL FINANCIAL CHARGES	(332)
OVERALL NET GAINS & LOSSES ON FOREIGN EXCHANGE	(729)
OVERALL NET PROVISIONS AND WRITE-OFFS	(603)
NET PROJECT CROSS CHARGES	(190)
SUB-TOTAL NON OPERATING EXPENDITURE	(1,855)
TOTAL OPERATING EXPENDITURE	99,346

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