



IUCN, International Union for Conservation of Nature and Natural Resources

Management report for the year ended 31 December 2018

2018 Results

IUCN ended the year with a net deficit quarter of 2019), the reorganisation of the Regional Office for West Asia and a reduction in the project portfolio as a result of project expenditure.

IUCN's unrestricted reserves remain healthy, totalling CHF 100 million.

The deficit in 2018 was due to unanticipated delays in the start-up of project agreements and low levels of expenditure in the start-up phase, which is essentially a timing issue. IUCN has a healthy and growing project portfolio and expects higher expenditure levels in 2019 and future years.

Funding

Bilateral and multilateral partners provide close to 70% of the organisation's income, alongside Membership dues, income from foundations, the private sector, non-governmental organisations, and support from IUCN's Patrons of Nature.

As IUCN celebrated its 70th anniversary in 2018, the continued trust and confidence of its donors and supporters resulted in significant growth in the organisation's project portfolio. IUCN is grateful to its partners and donors who committed over CHF 127 million of new support in 2018, resulting in an active portfolio of close to CHF 500 million – setting a new record in the Union's 70-year history.

Core support

In 2018, the governments of Switzerland, Norway and the USA renewed their core funding to IUCN, joining the governments of Finland, France, the Republic of Korea and Sweden. These Framework Partners provide core funding through multi-year agreements to support the delivery of the IUCN Programme. Framework income of CHF 11.2 million was received compared to CHF 12.6 million in 2017. This support continues to be essential in providing financial stability that allows IUCN to play its unique role influencing and assisting societies throughout the world to conserve the integrity and diversity of nature.

The Patrons of Nature programme continued to grow and provided CHF 0.7 million in critical financial support as well as strategic guidance to IUCN.



One Programme Engagement (involvement of Members and IUCN Commissions in programme delivery) is increasing, particularly with regards to Members. Of all Secretariat projects in 2018, 74% purposefully implement the One Programme approach up from 67% in 2017. Of the total project expenditures in 2018, 30% was spent through Members, IUCN National and Regional Committees and Commission members. More projects are involving Members both in absolute numbers and as a proportion of the portfolio. Project spending through members is increasing in total value and as a share of total expenditures.

Over 60% of IUCN's project portfolio contributed to Sustainable Development Goal (SDG) 15 (Life on land), SDG 13 (Climate action) and SDG 14 (Life below water).

IUCN continues to see a worldwide geographic reach of its project expenditures and spending through grants and partners is increasing in absolute value and share of spending.

Programme quality

In an environment of growing strategic, financial and operational uncertainty, embedding a risk management culture in IUCN is essential to ensure the organisation can continue to achieve its mission. In response, IUCN developed an Enterprise Risk Management Policy, which will help IUCN make risk-informed decisions that maximise impact.

IUCN also modernised its project development process. The improved process ensures that selected projects address society's most pressing needs, mobilise the best expertise worldwide, and propose effective solutions while meeting the highest standards.

Secretariat services

IUCN aims to ensure that its corporate support units are lean and effective, and contribute to achieving the Union's mission.

Finance

In 2018, IUCN continued its drive to improve finance processes and increase efficiency. The eBanking service was expanded to five offices to further improve payment efficiency and fiduciary control across the Union. The organisation's insurance coverage was also reviewed, and a global third party liability policy covering all offices and operations was put in place. Work started on the development of a time management and resource planning system which will be rolled out to all offices during the course of 2019. This will improve process efficiency and resource utilisation.

General services

IUCN introduced new policies and procedures to ensure the efficient and safe running of the IUCN Conservation Centre in Gland, Switzerland. This included new energy and waste management guidelines and a procedure for handling suspicious mail.

Global communications

Corporate communications around the Union's 70th anniversary showcased IUCN's experience and contributions to global challenges such as food security and poverty reduction. A newly developed content strategy was applied to communications around major IUCN reports, helping increase their impact. IUCN-wide communications capacity improved



thanks to new task forces and training sessions, an updated social media policy, and the publication of guides to media relations and to social media best practice. Strong media relations helped secure 71,500 articles mentioning IUCN, published in 179 countries. IUCN social media reached almost 12.2 million people in 2018, with Twitter and Facebook engagements growing 65% and 34% respectively compared to 2017. The IUCN website



awareness of the concepts of fraud, corruption and conflict of interest. IUCN also joined the