

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

Report of the statutory auditor
to the Council

on the consolidated financial statements 2020

Report of the statutory auditor

to the Council of IUCN, International Union for Conservation of Nature and Natural Resources

Gland

Report of the statutory auditor on the consolidated financial statements

As statutory auditor, we have audited the accompanying consolidated financial statements of IUCN, International Union for Conservation of Nature and Natural Resources, which comprise the consolidated balance sheet, consolidated income and expenditure statement, consolidated funds and reserve statement, consolidated cash flow statement and notes, for the year ended 31 December 2020.

Management's responsibility

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

Auditor's responsibility

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

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

Opinion

In our opinion, the consolidated financial statements for the year ended 31 December 2020 comply with Swiss law, IUCN Statutes, as well as with the consolidation and valuation principles described in the notes.

Report on other legal requirements

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

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In accordance with article 69b paragraph 3 CC in connection with article 728a paragraph 1 item 3 CO and Swiss Auditing Standard 890, we confirm that an internal control system exists which has been designed for the preparation of consolidated financial statements according to the instructions of the Association Management.

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

PricewaterhouseCoopers SA

Marcello Stimato

Hamza Benhlal

Audit expert
Auditor in charge

Geneva, 21 June 2021

Enclosure:

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

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IUCN – International Union for Conservation of Nature and Natural Resources

CONSOLIDATED BALANCE SHEET AS OF 31 DECEMBER 2020

Report Currency: CHF ('000)

	Notes	31.12.2020	31.12.2019
ASSETS			
Current assets			
Cash and short term bank deposits	III	63,098	58,229
Financial assets	IV	16,020	16,020
Membership dues receivables (net)	V	1,072	1,011
Staff receivables	VI	234	276
Receivables from partner organisations	VII	61	367
Advances to implementing partners and grantees	VIII	12,285	9,825
Prepayments		2,812	1,406
Donor funds receivable		6,154	4,497
Project agreement receivables	IX	14,716	18,108
Framework agreements receivables	X	201	1,417
Advances to hosted organisations	XV	-	307
Other account receivables		1,197	1,669
Total Current assets		117,850	113,132
Non-current assets			
Fixed assets (net)	XI	25,794	27,302
Intangible assets (net)	XII	276	246
Total Non-current assets		26,070	27,548
TOTAL ASSETS		143,920	140,680
LIABILITIES AND FUND BALANCES			
Current liabilities			
Membership dues paid in advance		2,257	2,683
Accounts payable and accrued liabilities	XIII	11,184	10,782
Social charges payable		225	395
Project agreement advances	IX	72,929	73,313
Deferred unrestricted income	XVII	4,977	1,454
Deferred income buildings	XVII	467	467
New building loan	XVIII	246	243
Advances from hosted organisations	XV	102	-
Miscellaneous current liabilities		398	328
Total Current liabilities		92,785	89,665
Provisions			
Projects in deficit	XVI	4,686	2,375
Staff leave and repatriation		2,292	1,930
Staff termination	XVI	1,690	1,577
Other provisions		-	30
Total Provisions		8,668	5,912
Non-current liabilities			
Long-term deferred income	XVII	12,776	13,402
New building loan	XVIII	12,048	12,294
Total Non-current liabilities		24,824	25,696
Funds and Unrestricted Reserves			
Designated reserves	XIX	2,578	1,812
Unrestricted reserves	XIX	15,065	17,595
Total Funds and Unrestricted Reserves		17,643	19,407
TOTAL LIABILITIES AND FUND BALANCES		143,920	140,680

IUCN – International Union for Conservation of Nature and Natural Resources

CONSOLIDATED INCOME AND EXPENDITURE STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2020

Report Currency: CHF ('000)

	Notes	2020			2019		
		Secretariat Unrestricted	Project Agreements	Total	Secretariat Unrestricted	Project Agreements	Total
EXTERNAL OPERATING INCOME							
Membership dues		12,653	-	12,653	12,765	-	12,765
Retention of staff income tax	XX	1,666	-	1,666	1,426	-	1,426
Agreements income		-	77,363	77,363	88	88,849	88,937
Framework income	XXI	12,104	-	12,104	11,632	-	11,632
Other operating income	XXII	5,004	205	5,209	5,880	280	6,160
TOTAL EXTERNAL OPERATING INCOME		31,427	77,568	108,995	31,791	89,129	120,920
INTERNAL ALLOCATIONS							
Cross charges from projects		34,234	(34,234)	-	35,035	(35,035)	-
Other internal allocations		287	(287)	-	561	(561)	-
TOTAL INTERNAL ALLOCATIONS		34,521	(34,521)	-	35,596	(35,596)	-
OPERATING EXPENDITURE							
Staff costs		53,637	5,725	59,362	53,955	4,898	58,853
Consultants		1,598	16,581	18,179	1,193	17,523	18,716
Grants to partners		430	3,766	4,196	466	3,234	3,700
Travel		651	3,946	4,597	3,099	12,124	15,223
Workshops and conferences		182	963	1,145	417	1,367	1,784
Publications and printing costs		253	1,419	1,672	344	1,363	1,707
Office and general administrative costs		3,345	2,905	6,250	3,866	1,576	5,442
Vehicles & equipment – costs & maintenance		940	5,594	6,534	830	9,523	10,353
Professional fees or costs		544	675	1,219	567	646	1,213
Depreciation and amortisation		2,161	5	2,166	2,160	15	2,175
TOTAL OPERATING EXPENDITURE		63,741	41,579	105,320	66,897	52,269	119,166
NET OPERATING SURPLUS		2,207	1,468	3,675	489	1,264	1,753
OTHER INCOME – EXPENDITURE							
Interest income	XVIII	335	74	409	457	16	473
Financial charges	XVIII	(385)	(102)	(487)	(397)	(99)	(495)
Capital gains (losses)	IV	84	-	84	441	-	441
Net gains/(losses) on foreign exchange		(484)	(724)	(1,208)	(628)	(803)	(1,431)
Exchange differences on revaluation of project balances	XXIII	-	(1,004)	(1,004)	-	(351)	(351)
Net movements in provision and write-offs	XVI	(1,695)	288	(1,407)	(538)	(28)	(566)
Provision for 2020 Congress	XXIX	(1,673)	-	(1,673)	-	-	-
TOTAL OTHER INCOME – EXPENDITURE		(3,818)	(1,468)	(5,286)	(665)	(1,264)	(1,929)
NET DEFICIT FOR THE YEAR		(1,611)	-	(1,611)	(176)	-	(176)
Allocation and appropriations to designated reserves							
Allocations to designated reserves		(1,048)	-	(1,048)	(182)	-	(182)
Appropriations from designated reserves		282	-	282	1,018	-	1,018
Net allocations/appropriations to designated reserves		(766)	-	(766)	836	-	836
RESULTS FOR THE YEAR AFTER CHANGES IN DESIGNATED RESERVES		(2,377)	-	(2,377)	660	-	660

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CONSOLIDATED FUNDS AND RESERVE STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2020

Report Currency: CHF ('000)

	Balance at 1 January	Allocations	Appropriations	Other movements	Results for the year	Balance at 31 December
2020						
Designated reserves						
Reserve for Statutory Meetings	-	93	-	-	-	93
Other designated reserves	926	946	(282)	-	-	1,590
Renovation Fund	886	9	-	-	-	895
Total designated reserves	1,812	1,048	(282)	-	-	2,578
Unrestricted reserves						
Currency Translation Reserve	500	-	-	(153)	-	347
IUCN fund	8,621	-	-	-	-	8,621
Retained Surpluses	8,474	-	-	-	(2,377)	6,097
Total unrestricted reserves	17,595	-	-	(153)	(2,377)	15,065
Total reserves	19,407	1,048	(282)	(153)	(2,377)	17,643
2019						
Designated reserves						
Reserve for Statutory Meetings	832	-	(832)	-	-	-
Other designated reserves	940	172	(186)	-	-	926
Renovation Fund	876	10	-	-	-	886
Total designated reserves	2,648	182	(1,018)	-	-	1,812
Unrestricted reserves						
Currency Translation Reserve	784	-	-	(284)	-	500
IUCN fund	8,621	-	-	-	-	8,621
Retained Surpluses	7,814	-	-	-	660	8,474
Total unrestricted reserves	17,219	-	-	(284)	660	17,595
Total reserves	19,867	182	(1,018)	(284)	660	19,407

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CONSOLIDATED CASH FLOW STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2020

Report Currency: CHF ('000)

	Notes	2020	2019
Cash flow from operations			
Surplus/(deficit) from operations		(1,611)	(176)
Effect of exchange rate	XXIII	(153)	(284)
Net balance from operations		(1,764)	(460)
Depreciation of fixed assets	XI	2,006	2,102
Amortisation and write-down of intangible assets	XII	175	72
Increase / (decrease) in provisions for projects in deficit	XVI	2,311	447
Increase / (decrease) in staff leave and repatriation liabilities		362	(45)
Increase / (decrease) in the provision for staff termination	XVI	113	(149)
Increase / (decrease) in other provisions		(30)	30
(Increase) / decrease in membership dues receivables (net)	V	(61)	961
(Increase) / decrease in staff receivables	VI	42	117
(Increase) / decrease in receivables from partner organisations	VII	306	(29)
(Increase) / decrease in advances to implementing partners	VIII	(2,460)	4,640
(Increase) / decrease in prepayments		(1,406)	(246)
(Increase) / decrease in donor funds receivable		(1,657)	(190)
(Increase) / decrease in project agreement receivables	IX	3,392	(3,422)
(Increase) / decrease in framework agreements receivable	X	1,216	(705)
(Increase) / decrease in other accounts receivable		472	(60)
Increase / (decrease) in membership dues paid in advance		(426)	1,149
Increase / (decrease) in accounts payable and accrued liabilities	XIII	402	(3,059)
Increase / (decrease) in social charges payable		(170)	326
Increase / (decrease) in project agreement advances	IX	(384)	10,944
Increase / (decrease) in miscellaneous current liabilities		70	(271)
Increase / (decrease) in hosted organisations advances	XV	409	(803)
(Increase) / decrease in financial assets		-	128
Increase / (decrease) in current deferred income	XVII	3,523	745
Increase / (decrease) in deferred income	XVII	(468)	(692)
(Gain) / loss on disposal of fixed assets	XI	(5)	19
Total cash flow from operations		5,968	11,772
Cash flow from investing activities			
Purchase of fixed assets	XI	(512)	(608)
Proceeds on disposal of fixed assets		19	-
Purchase of intangible assets	XII	(205)	(191)
Total cash flow from investing activities		(698)	(799)
Cash flow from financing activities			
Loan repayment	XVIII	(401)	(402)
Total cash flow from financing activities		(401)	(402)
Net cash inflow for the year		4,869	10,571
Cash and short term deposits at the beginning of the year	III	58,229	47,656
Cash and short term deposits at the end of the year	III	63,098	58,229

IUCN – International Union for Conservation of Nature and Natural Resources

Notes to the Consolidated Financial Statements for the Year ended 31 December 2020

All amounts in CHF ('000) unless otherwise stated

I. ORGANISATION AND ACTIVITY

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

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

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

The mission of IUCN is to influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable.

II. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND DEFINITIONS

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

1. Accounting convention

The financial statements are prepared under the historical cost convention except for certain financial assets and loans that are measured at revalued amount or at fair value. The financial statements are prepared in accordance with the provisions of the Swiss Code of Obligations.

2. Basis of consolidation

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

Branches:

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

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Notes to the Consolidated Financial Statements for the Year ended 31 December 2020

All amounts in CHF ('000) unless otherwise stated

- Eastern and Southern Africa Region
 - Eastern and Southern Africa Regional Office (Kenya)
 - Mozambique Country Office
 - Rwanda Country Office
 - South Africa Country Office
 - Tanzania Country Office
 - Uganda Country Office
- Eastern Europe and Central Asia Regional Office (Serbia)
- Environmental Law Centre (Germany)
- Mediterranean Office (Spain)
- Oceania Regional Office (Fiji)
- Mexico, Central America and the Caribbean Region
 - Regional Office for Mexico, Central America and the Caribbean (Costa Rica)
 - El Salvador Project Office
 - Guatemala Project Office
 - Honduras Project Office
 - Mexico Project Office
- South America Region
 - South America Regional Office (Ecuador)
 - Brazil Country Office
- UK Species Programme (United Kingdom)
- Western and Central Africa Region
 - Western and Central Africa Regional Office (Senegal)
 - Burkina Faso Country Office
 - Cameroon Country Office
 - Chad Project Office
 - Ghana Project Office
 - Guinea Bissau Country Office
 - Mali Country Office
 - Mauritania Country Office
 - Niger Project Office
 - Senegal Country Office
- West Asia Regional Office (Jordan)
- Washington, DC Office

Other entities:

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

IUCN – International Union for Conservation of Nature and Natural Resources

Notes to the Consolidated Financial Statements for the Year ended 31 December 2020

All amounts in CHF ('000) unless otherwise stated

3. Currency of accounts

a) Reporting currency

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

b) Functional currency

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

4. Foreign exchange

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

- Transactions denominated in currencies other than the office ledger currency are converted to the ledger currency and recorded on the basis of the exchange rate prevailing at the date of the transaction. At the end of the year all balances maintained in transaction currencies are translated to the currency of the office ledger at the year-end rate. The gains and losses incurred are recognised in the income statement of each office ledger.
- Except for fixed assets which are stated at historical values, non-Swiss franc balances in the consolidated balance sheet are translated to CHF at the year-end exchange rate and the resulting net unrealised gain or loss included in the balance sheet as a currency translation adjustment reserve.
- Project balances are expressed in the currency of the underlying donor contract. At the end of the year, project balances are translated to the currency of the office ledger in which they reside at the year-end rate. The gains and losses incurred are recognised in the income statement of each office ledger. Project balances are further revalued from the ledger currency to CHF at the year-end exchange rate. The resulting net unrealised gain or loss is recognised in the currency translation adjustment reserve.
- If, as a result of the application of the above translation policies, a net deficit would occur on the currency translation adjustment reserve the deficit would be recognised in the income and expenditure statement.

5. Income

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

a) Membership dues

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

b) Voluntary donations

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

Framework agreements income

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

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Notes to the Consolidated Financial Statements for the Year ended 31 December 2020
All amounts in CHF ('000) unless otherwise stated

Framework agreements income is recognised in the income statement as unrestricted income once the agreement has been signed and in accordance with the amounts specified in the agreement for each calendar year. Framework agreements income received in advance of the period to which it relates is recorded as deferred unrestricted income.

Staff in-kind contributions

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

Project agreements income

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

c) Retention of staff income tax

Non-Swiss staff resident in Switzerland are exempt from paying taxes on their IUCN earnings on the basis of a fiscal agreement between IUCN and the Swiss Government, which entered into effect on 1st January 1987. In order to ensure equitable treatment of both Swiss and non-Swiss staff at Headquarters, an internal tax is levied on non-Swiss staff resident in Switzerland. This is shown as Retention of staff income tax in the Consolidated Income and Expenditure Statement and is classified as unrestricted income.

6. Expenditure

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

7. Cross charges from projects

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

Staff time charges

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

Indirect cost recoveries

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

8. Financial assets

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

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Notes to the Consolidated Financial Statements for the Year ended 31 December 2020

All amounts in CHF ('000) unless otherwise stated

9. Fixed assets

a) Purchased assets

Purchased fixed assets are recorded at historic cost and capitalised when the purchase price is one thousand CHF or above, or the equivalent in other currencies, and when ownership resides with IUCN.

b) In-kind assets

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

c) Donations for the purchase of fixed assets

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

d) Depreciation

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

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

10. Intangible assets

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

Software is depreciated over its estimated useful life on a straight line basis over 2 to 7 years.

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

11. Provisions

a) Provision for membership dues receivable

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

Membership dues outstanding for:

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

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

IUCN – International Union for Conservation of Nature and Natural Resources

Notes to the Consolidated Financial Statements for the Year ended 31 December 2020

All amounts in CHF ('000) unless otherwise stated

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

b) Provision for projects in deficit

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

c) Staff terminations

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

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

d) Staff leave and repatriation

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

12. Loans at below market rate of interest

Loans are initially measured at fair value. The benefit of the below-market rate of interest is measured as the difference between the initial carrying value of the loan and the proceeds received. The benefit is recorded as deferred income and recognised over the period of the loan. The market rate of interest is reviewed annually and the carrying value adjusted for significant movements in the market rate.

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

13. Hosted organisations

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

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

14. Reserves

IUCN maintains the following reserves:

a) Unrestricted reserves

IUCN Fund

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

Currency translation reserves

The Currency translation reserve represents changes in the value of the net assets of IUCN at the consolidation level as a result of movements of functional currencies against the Swiss franc.

Retained surpluses

The Retained surpluses represent other unrestricted reserves.

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b) Designated reserves

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

Reserve for statutory meetings

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

Renovation fund

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

Other Designated reserves

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

As of 1 January 2020 the format of the Income and Expenditure Statement was amended to show the movement in designated reserves as part of the result for the year. The comparatives have been amended accordingly.

III. CASH AND SHORT TERM BANK DEPOSITS

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

REGION OR OFFICE	2020	2019
Asia	2,933	2,670
Eastern and Southern Africa	2,001	2,653
Eastern Europe and Central Asia	358	35
Europe	3,706	2,539
Environmental Law Centre, Bonn	377	856
Headquarters	44,415	41,858
Mediterranean	320	243
Mexico, Central America and the Caribbean	2,189	1,430
Oceania	485	766
South America	370	341
United Kingdom	971	542
United States	1,138	705
Western and Central Africa	3,142	2,822
West Asia	693	769
Balance at 31 December	63,098	58,229

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IV. FINANCIAL ASSETS

	2020	2019
Bonds	11,917	11,782
Structured Products	1,109	669
Equities	950	486
Microfinance	864	1,616
Convertibles	738	753
Other Investments	442	714
Balance at 31 December	16,020	16,020

At 31 December 2020, an unrealized foreign exchange loss of CHF 29 (2019 – CHF 68 loss) was recognised on the investment portfolio.

During the year, the investment portfolio recorded a capital gain of CHF 84 (2019 – CHF 411 gain).

At 31 December 2020, the investment portfolio included bank balances of CHF 500 (2019 – CHF 607). These are included under cash and short-term bank deposits.

V. MEMBERSHIP DUES RECEIVABLE AND PROVISION

	2020	2019
Gross membership dues receivable	2,898	2,260
Provision for dues in arrears	(1,826)	(1,249)
Net membership dues receivable at 31 December	1,072	1,011

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

2020	2018 and prior	2019	2020	Total
State member	277	214	1,580	2,071
Government agencies	151	117	278	546
Indigenous peoples	-	1	3	4
International NGOs	8	7	19	34
National NGOs	41	57	110	208
Affiliates	16	8	11	35
Total membership dues receivable	493	404	2,001	2,898
Provision for membership dues	(493)	(398)	(935)	(1,826)
Net membership dues receivable	-	6	1,066	1,072

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2019	2017 and prior	2018	2019	Total
Total membership dues receivable	280	530	1,450	2,260
Provision for membership dues	(280)	(429)	(540)	(1,249)
Net membership dues receivable	-	101	910	1,011

Movement in provision for membership dues

	2020	2019
Balance at 1 January	1,249	1,889
Addition to /(release from) provision	577	-
Write off of deficits against provision	-	(640)
Balance at 31 December	1,826	1,249

VI. STAFF RECEIVABLES

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

	2020	2019
Travel advances	210	268
Payroll advances and staff loans	24	8
Balance at 31 December	234	276

VII. RECEIVABLES FROM PARTNER ORGANISATIONS

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

	2020	2019
RAMSAR Convention Secretariat	61	367

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VIII. ADVANCES TO IMPLEMENTING PARTNERS

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

	2020	2019
Asia	1,253	483
Eastern and Southern Africa	786	594
Europe	97	93
Headquarters	5,237	5,614
Mediterranean	5	17
Mexico, Central America and the Caribbean	505	190
Oceania	305	(14)
South America	139	583
United Kingdom	123	104
United States	85	345
West Asia	388	258
Western and Central Africa	3,362	1,558
Balance at 31 December	12,285	9,825

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

IX. PROJECT AGREEMENTS RECEIVABLES AND ADVANCES

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

	2020	2019
Project agreement receivables	(14,716)	(18,108)
Project agreement advances	72,929	73,313
Balance at 31 December	58,213	55,205

X. FRAMEWORK AGREEMENTS RECEIVABLES

Framework agreements receivables represent framework agreements income due but not received as at the end of the year. As at 31 December 2020 there was CHF 201 receivable compared to CHF 1,417 receivable at 31 December 2019.

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XI. FIXED ASSETS

1. Movement in fixed assets

	Building Infrastructures	Building Installations	Other Land and Buildings	Vehicles, Equipment, Furniture & Fixtures	Total
Purchase value:					
Balance as at 31 December, 2018	27,178	13,775	5,334	9,594	55,881
Additions	-	-	10	598	608
Disposals	-	-	(6)	(258)	(264)
Balance as at 31 December, 2019	27,178	13,775	5,338	9,934	56,225
Additions	-	-	123	389	512
Disposals	-	-	-	(221)	(221)
Balance as at 31 December, 2020	27,178	13,775	5,461	10,102	56,516
Depreciation:					
Balance as at 31 December, 2018	(10,098)	(7,310)	(1,707)	(7,949)	(27,064)
Charge for the year	(544)	(575)	(284)	(699)	(2,102)
Disposals	-	-	3	240	243
Balance as at 31 December, 2019	(10,642)	(7,885)	(1,988)	(8,408)	(28,923)
Charge for the year	(544)	(575)	(241)	(646)	(2,006)
Disposals	-	-	-	207	207
Balance as at 31 December, 2020	(11,186)	(8,460)	(2,229)	(8,847)	(30,722)
Net book value:					
Balance as at 31 December 2019	16,536	5,890	3,350	1,526	27,302
Balance as at 31 December 2020	15,992	5,315	3,232	1,255	25,794

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

2. Land

In 1990, the commune of Gland gave IUCN the right to use a plot of land for the purpose of building the IUCN Secretariat Headquarters. The right was granted at no cost for a period of 50 years, i.e. until August 2040. In 2008, the commune of Gland gave IUCN the right of use of an adjacent piece of land to the original plot for a period of 50 years, with the permission to construct an extension to the existing IUCN Headquarters building.

3. IUCN Headquarters building

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

a) Original building

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

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

b) Building extension

The building extension was financed by an interest free loan from the Swiss Government of CHF 20,000 payable in 50 equal yearly instalments of CHF 400, the first of which was paid in December 2010. In addition to the loan from the Swiss Government, IUCN received cash donations of CHF 4,692 and in-kind donations of CHF 1,815.

XII. INTANGIBLE ASSETS

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

Movement in Intangible assets

	2020	2019
Purchase value:		
Balance at 1 January	4,741	4,550
Additions	205	191
Balance at 31 December	4,946	4,741
Amortisation:		
Balance as of 1 January	(4,495)	(4,423)
Charge for the year	(175)	(72)
Balance at 31 December	(4,670)	(4,495)
Net Book Value at 31 December	276	246

XIII. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

Accounts payable and accrued liabilities represent amounts owed to creditors and suppliers as at the end of the year. Of the total outstanding balance of CHF 11,184 as at 31 December 2020 (2019 – CHF 10,782), CHF 6,023 (2019 – CHF 6,973) is related to Headquarters and the balance to regional and country offices.

	2020	2019
Accounts payable and supplier accruals	5,585	5,067
Accruals for implementing partners	5,599	5,715
Balance at 31 December	11,184	10,782

XIV. PENSION FUND OBLIGATIONS

IUCN operates different pension plans in different countries, each conforming to the legal regulations in the respective country. On 31 December 2020, the liability to the pension schemes amounted to CHF nil (2019 – CHF nil).

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XV. ADVANCES TO/FROM HOSTED ORGANISATIONS

At 31 December 2020 IUCN held funds advanced from hosted organisations of CHF 102 (2019 – CHF 307 advanced to hosted organisations).

	2020	2019
Balance at 1 January	(307)	496
Income	233	1,798
Expenditure	(21)	(2,566)
	(95)	(272)
Movement on funds held	197	(35)
Balance at 31 December	102	(307)

XVI. PROVISIONS

1. Projects in deficit

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

Movement in project deficit provision

	2020	2019
Balance at 1 January	2,375	1,928
Additions to provision	2,753	610
Utilisation of provision	(442)	(163)
Balance at 31 December	4,686	2,375
Region	2020	2019
Asia	596	568
Eastern and Southern Africa Region	1,021	433
Europe	34	16
Headquarters	2,100	423
Mediterranean	92	47
Oceania	321	152
United States	108	-
Western and Central Africa	172	272
West Asia	242	464
Balance at 31 December	4,686	2,375

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2. Staff termination

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

Movement in provision for staff termination

	2020	2019
Balance at 1 January	1,577	1,726
Additions to provision	678	777
Utilization of provision	(565)	(926)
Balance at 31 December	1,690	1,577

XVII. DEFERRED INCOME

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

	2020	2019
Deferred unrestricted income	4,977	1,454
Donations for construction of HQ building extension		
Donations in cash	2,550	2,753
Donations in kind	221	243
Donation in cash for renovation of original building	403	434
	3,174	3,461
Headquarters original building	6,784	7,123
Interest free government loan	3,285	3,444
Total	18,220	16,861
Current		
Deferred unrestricted income	4,977	1,454
Buildings:		
Original building	339	339
Building extension	128	128
Total buildings	467	467
Total current deferred income	5,444	1,921
Non-current		
Original building	6,301	7,092
Building extension	6,475	8,593
Total long term deferred income	12,776	13,402
Total deferred income	18,220	15,323

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Donations received for the headquarters buildings (original and extension) are recorded as deferred income and recognised over the useful life of the corresponding purchased or donated assets (see Note XI 3).

The deferred income on the government loan represents the difference between the fair value of the loan CHF 12,294 (2019 – CHF 12,537) and the outstanding cash value of the loan CHF 15,579 (2019 – CHF 15,981) (see Note XVIII). This difference represents the fair value of the interest saved on the interest free loan granted by the Swiss Government and is recognised over the period of the loan.

XVIII. NEW BUILDING LOAN

Headquarters building extension loan

	2020	2019
Current	246	243
Non-current	12,048	12,294
Balance at 31 December	12,294	12,537

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

The loan is repayable in 50 annual instalments of CHF 400. The first instalment was paid in December 2010. The fair value of the loan is estimated at CHF 12,294 (2019 – CHF 12,537). The outstanding cash value of the loan has been discounted at a rate of 1.25% (2019 – 1.25%) which represents the market interest rate for a 10-year loan based on current market conditions. The difference of CHF 3,285 (2019 – CHF 3,444) between the outstanding cash value and the fair value of the loan is the benefit derived from the interest-free loan and is recorded as deferred income (see Note XVII).

The value of the interest that would have been paid on an equivalent commercial loan of 1.25% is estimated at CHF 195 (2019 – CHF 200). This has been recorded in the income and expenditure statement under Interest income to recognise the benefit of the interest free loan and under financial charges to recognise the interest that would have been paid.

XIX. FUNDS AND UNRESTRICTED RESERVES

1. Unrestricted reserves

Currency translation adjustments & foreign exchange gains and losses

Exchange gains and losses at the individual ledger levels are dealt with in the income statement. The net unrestricted loss on exchange for the year amounted to CHF 484 loss (2019 – loss of CHF 628).

Exchange gains and losses on consolidation and translation of ledgers maintained in other currencies to CHF are taken to the currency translation adjustment reserve. The net movement during 2020 was a loss of CHF 153 (2019 – loss of CHF 284).

2. Designated reserves

a) Reserve for statutory meetings

In 2020, CHF 93 was allocated (2019 – CHF 832 appropriated) to the Reserve for statutory meetings from Retained surpluses to cover costs for the Regional Conservation Fora.

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b) Other designated reserves

In 2020, CHF 946 was allocated from Other designated reserves in respect of the IUCN Commissions (2019 – CHF 117 allocated); CHF 102 was appropriated from designated reserves in respect of the External review (2019 – CHF 55 allocated); and CHF 180 was appropriated from designated reserves in respect of systems investments (2019 – CHF 186 appropriated).

c) Renovation fund

A net allocation of CHF 9 (2019 – CHF 10) was made from Retained surpluses to the Renovation fund to cover future renovation costs of the IUCN Headquarters building.

XX. RETENTION OF STAFF INCOME TAX

Swiss Government tax rebates amounted to CHF 1,666 (2019 – CHF 1,426) and represents the value of taxes that would have been paid by non-Swiss staff in the absence of the Fiscal Agreement between IUCN and the Swiss Government which exempts non-Swiss staff from payroll taxes and which entered into effect on 1 January 1987.

XXI. FRAMEWORK INCOME

Annex A lists Framework Agreements income by donor and details income allocations to the IUCN Programme and operational units. Framework income includes in-kind contributions of CHF 661 (2019 – CHF 526).

XXII. OTHER OPERATING INCOME

Other operating income of CHF 5,004 (2019 – CHF 5,880) shown under Secretariat unrestricted funds includes overhead and management fees from Ramsar Convention Secretariat of CHF 529 (2019 – CHF 561), rental income of CHF 975 (2019 – CHF 1,231), recognition of deferred income of donations for the headquarters original building and building extension CHF 467 (2019 – CHF 467), and in-kind contributions of staff other than Framework staff in-kind of CHF 730 (2019 – CHF 1,017). The balance of other operating income is made up of miscellaneous external income received by IUCN at both Headquarters and other offices around the world.

XXIII. EXCHANGE DIFFERENCES ON REVALUATION OF PROJECT BALANCES

Project balances are expressed in the currency of the underlying donor contract. At the end of the year, project balances are translated to the currency of the office ledger in which they reside at the year-end rate. Project balances expressed in non-CHF ledgers are further revalued to CHF using the year-end exchange rates. The resulting unrealised gain or loss is recorded as an adjustment to project balances on the balance sheet and the Currency translation adjustment reserve. The net adjustment is passed through the income and expenditure statement for project agreements to reflect the net movement on the project portfolio.

XXIV. AUDIT FEE

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

	2020	2019
Consolidated financial statement audit	181	194
Other audits	61	49

XXV. RELATED PARTIES

1. Identity of related parties

a) The Commissions

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

b) The National and Regional Committees

National and Regional Committees are groupings of Members of IUCN from specific states or regions. Their role is to facilitate cooperation among Members and to coordinate the participation of Members in the programme and governance of IUCN.

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

Ramsar is hosted by the IUCN Secretariat and operates under its legal personality. It is headed by a Secretary General with sole responsibility for the administration of the convention funds and for all administrative matters, with the exception of those requiring the exercise of legal personality. IUCN provides services to the Ramsar Secretariat in terms of financial and budgetary management, office facilities, human resources management and information technology.

d) TRAFFIC International

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

e) International Union for Conservation of Nature and Natural Resources – US

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

2. Transactions with related parties

During the course of the year IUCN made contributions of CHF 1,671 to the Commissions (2019 – CHF 1,300). The amount is distributed across the expenditure headings that reflect the nature of the expenses incurred by the Commissions. Unspent allocations are included under Other Designated Reserves

During the year and as part of the services IUCN provides to Ramsar, IUCN received funds of CHF 5,030 (2019 – CHF 4,932) and incurred payments of CHF 4,360 (2019 – CHF 4,559) on behalf of Ramsar. At year-end the balance held in trust for Ramsar amounted to CHF 5,634 (2019 – CHF 3,827). These transactions are recorded in Ramsar accounts and financial statements and are therefore not presented in the financial statements of IUCN. During the year, IUCN received fees of CHF 529 (2019 – CHF 561) for the services provided to Ramsar and which are included in Other operating income.

During the year IUCN made contributions of CHF 412 to TRAFFIC International (2019 – CHF 418) and received fees of CHF 98 (2019 – CHF 81) for hosting TRAFFIC operations.

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During the year, IUCN received funds from the International Union for Conservation of Nature and Natural Resources – US of USD 647 for projects (CHF 594) and USD 641 for Patrons of Nature (CHF 588). In 2019, USD 317 (CHF 316) was received for projects and USD 214 (CHF 199) for Patrons of Nature.

Summary of legally controlled entities:

Company	Year-end closing	Currency	Capital	Share of capital	
				2020	2019
The International Union for the Conservation of Nature and Natural Resources, Registered Trustees, (WASAA Trust Fund, Nairobi)	31.12	KES	235,590	100%	100%
IUCN, Bureau de Représentation auprès de l'Union Européenne aisbl	31.12	EUR	266	100%	100%
Associação IUCN	31.12	BLR	207	20%	20%
IUCN UK (A Company Limited by Guarantee)	31.12	GBP	130	NA	NA
IUCN Maldives	31.12	USD	-	100%	100%
IUCN PNG "Mangrove Rehabilitation and Management Project Association	dormant				

XXVI. STAFF HEADCOUNT

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

	2020	2019
Average employees during the year	832	833

XXVII. OPERATING LEASES

At 31 December 2020, IUCN has future minimum office rental commitments amounting to CHF 4,197 (2019 – CHF 4,757) relating to expected rental fees until the end of the lease contract of which CHF 4,171 (2019 – CHF 4,325) expires in 1 to 5 years and CHF 26 (2019 – CHF 432) expires in 6 to 7 years.

IUCN has leasing contracts for office equipment and vehicles amounting to CHF 104 (2019 – CHF 141) expiring in 1 to 5 years.

XXVIII. BANK GUARANTEES

At 31 December 2020, IUCN had bank guarantees in Ugandan Shilling 106,000 (2019 – UGX nil) and Kuwaiti Dinar 19 (2019 – KWD 19), for a total value CHF 80 (2019 – CHF 63) in favour of IUCN donors. Cash for an equivalent amount is pledged at corresponding banks.

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XXIX. SUBSEQUENT EVENTS

The COVID-19 pandemic continues to impact the work of IUCN. Government restrictions on the free movement and association of staff and project participants resulted in a reduction in programme delivery in 2020 compared to budget. The pandemic is expected to continue to impact programme delivery in 2021; however, with the rollout of vaccination programmes and the implementation of containment measures, the impact is expected to be more localised. IUCN has assessed the impact that COVID-19 will have on its operations in 2021 by reviewing both unrestricted and restricted income streams. The impact on unrestricted income is expected to be minimal. There is a risk that some Members may delay, or, in extreme cases, be unable to pay their membership dues as a result of economic circumstances, leading to the requirement for additional provisions for unpaid dues in 2021, but this is not expected to be material. Framework income is not expected to be impacted. Although several agreements are still to be signed for 2021, negotiations are ongoing and the outlook is promising. A review of all project plans has been performed. An overall increase in activity is forecasted compared to 2020, driven by the progressive relaxation of COVID-19 restrictions. As a result, we do not expect COVID-19 to have a negative impact on IUCN's financial result in 2021.

Due to the COVID-19 emergency, the IUCN World Conservation Congress, originally scheduled to be held in June 2020 in Marseille, France, was postponed to September 2021. The format of the Congress has been changed to a hybrid format that will include a physical event in Marseille, coupled with virtual elements. As a result of additional costs and a projected decline in income compared to original estimates, a provision of CHF 1.67 million has been made for projected Congress losses in the 2020 financial statements. The provision has been based on expected attendance levels which in turn have been based on the expected evolution of the pandemic and rollout of vaccination programmes. In the event that the pandemic situation worsens, additional losses may be realised. These would be recognised in the 2021 financial statements. Irrespective of the final outcome of the Congress, management has concluded that there is no material uncertainty that may cast significant doubt upon the organisation's ability to continue as a going concern.

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ANNEX A – CORE FUNDS UNDER FRAMEWORK AGREEMENTS

All amounts in CHF ('000)

	2020	2020	2019	2019
	Secretariat expenditure	Framework core allocation	Secretariat expenditure	Framework core allocation
Central and West Africa Region	2,772	584	2,903	754
Eastern and Southern Africa Region	4,644	535	4,800	625
Asia Region	6,099	715	6,905	886
Meso America and Caribbean	3,429	514	3,627	440
South America and Brazil	1,117	268	1,252	326
European Regional Office, Brussels	1,048	-	1,017	-
Eastern Europe and Central Asia Regional Office	528	37	454	-
West Asia Region	991	195	909	330
Mediterranean Cooperation Centre	1,390	-	1,492	-
Oceania	1,390	190	1,514	296
Washington DC Office	869	-	900	-
Sub Total Regional Components	24,277	3,038	25,773	3,657
Director's Office, Biodiversity Conservation Group	356	338	357	356
Species Programme	3,285	427	3,452	449
Protected Areas Programme	1,902	390	1,557	374
World Heritage Programme	1,091	316	1,032	333
Traffic International	412	212	418	218
Sub Total Biodiversity Conservation Group	7,046	1,683	6,816	1,730
Director's Office, Nature-based Solutions Group	436	338	456	356
Ecosystem Management Programme	1,567	971	1,824	408
Forest & Climate Change Programme	1,960	294	1,880	236
Marine & Polar Programme	1,826	226	1,658	233
Water & Food Security Programme	727	226	812	237
Business & Biodiversity Programme	1,193	229	1,194	238
Governance and Rights Programme	1,242	943	1,202	593
Sub Total Nature-based Solutions Group	8,951	3,227	9,026	2,301
Director's Office, Programme & Policy Group	390	406	404	356
Economic Knowledge	982	480	889	575
Science and Knowledge Unit	828	614	805	634
Global Policy Unit	713	525	725	541
Environmental Law Programme	1,044	316	1,164	333
GEF Coordination Unit	545	119	605	-
Sub Total PPG – Programme & Policy Group	4,502	2,460	4,592	2,439
Commission on Education and Communication	180	-	273	-
Commission on Ecosystem Management	93	-	210	-
World Commission on Environmental Law	65	-	141	-
World Commission on Protected Areas	55	-	227	-
Species Survival Commission	240	-	143	-
Commission on Environment, Economics and Social Policy	92	-	177	-
Sub Total Commissions	725	-	1,171	-
Director's office, Union Development Group	2,302	-	3,131	-
Governance	615	-	685	-
Sub Total Union Development	2,917	-	3,816	-
Directorate	1,062	-	1,099	-
Office of the Legal Adviser	573	-	589	-
Oversight Unit	236	-	219	-
Planning, Monitoring & Evaluation Unit	548	299	595	417
Global Communications Unit	1,188	-	1,091	-
Finance Group	1,689	-	1,682	-
Global Programme Operations Unit	1,715	594	1,797	245
Human Resources Management Group	1,014	-	1,205	-
Strategic Partnerships Unit	844	554	753	544
General Services Unit	2,991	-	3,060	-
Information Systems Group	3,662	-	3,634	-
Sub Total Corporate Support Units	15,522	1,447	15,724	1,206
OVERALL TOTAL	63,940	11,855	66,918	11,333
Non-operating expenditure and internal transfers	(199)	-	(21)	-
Operating expenses as per the Income & Expenditure Statement	63,741	11,855	66,897	11,333
Reconciliation of Framework Income to the Financial Statements		2020		2019
Overall Total allocations as above		11,855		11,333
Realised foreign exchange losses on cash contributions		(2)		132
Framework funding allocated to projects		463		233
Surplus/(Deficit) at year-end transferred to unrestricted reserve		(212)		(66)
Total Funding Framework Agreements		12,104		11,632

ANNEX A – CORE FUNDS UNDER FRAMEWORK AGREEMENTS

All amounts in CHF ('000)

	2020	2019
Framework Agreement Partners	TOTAL	TOTAL
Agence Française de Développement (AFD), Ministry for Europe and Foreign Affairs (MEAE), Ministry of Ecological and Inclusive Transition (MTES), Ministry of Agriculture and Food (MAA); Ministry of Overseas Territories (MOM) – France	1,344	1,214
Ministry of Environment, Republic of Korea (MOE) – Korea	762	789
Ministry of Foreign Affairs – Finland	378	397
Norwegian Agency for Development Cooperation (NORAD) – Norway	2,141	2,415
Swedish International Development Agency (Sida) – Sweden	4,974	4,589
Swiss Agency for Development and Cooperation (SDC) – Switzerland	1,800	1,500
U.S. Department of State	705	728
Total Funding Framework Agreements	12,104	11,632

Note:

Framework income allocations are made on the basis of budgeted income at the start of the year. The difference between allocations made and actual income received is taken to unrestricted reserves. This is compensated by balances on other funding sources to arrive at the overall result for the year.