

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

Report of the statutory auditor
to the Council

on the consolidated financial statements 2021

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 2021.

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 2021 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 Board.

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

PricewaterhouseCoopers SA

Marcello Stimato

Hamza Benhlal

Audit expert
Auditor in charge

Geneva, 19 May 2022

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 2021

Report Currency: CHF ('000)

	Notes	31.12.2021	31.12.2020
ASSETS			
Current assets			
Cash and short term bank deposits	III	74,316	63,098
Financial assets	IV	16,034	16,020
Membership dues receivables (net)	V	611	1,072
Staff receivables	VI	273	234
Receivables from partner organisations	VII	135	61
Advances to implementing partners and grantees	VIII	17,610	12,285
Prepayments		1,083	2,812
Donor funds receivable	IX	8,584	6,154
Project agreement receivables	X	9,885	14,716
Framework agreements receivables	XI	640	201
Other account receivables		1,892	1,197
Total Current assets		131,063	117,850
Non-current assets			
Fixed assets (net)	XII	24,607	25,794
Intangible assets (net)	XIII	251	276
Total Non-current assets		24,858	26,070
TOTAL ASSETS		155,921	143,920
LIABILITIES AND FUND BALANCES			
Current liabilities			
Membership dues paid in advance		2,705	2,257
Accounts payable and accrued liabilities	XIV	13,180	11,184
Social charges payable		726	225
Project agreement advances	X	82,707	72,929
Deferred unrestricted income	XVIII	3,132	4,977
Deferred income buildings	XVIII	467	467
New building loan	XIX	252	246
Advances from hosted organisations	XVI	220	102
Miscellaneous current liabilities		253	398
Total Current liabilities		103,642	92,785
Provisions			
Projects in deficit	XVII	1,065	4,686
Staff leave and repatriation		2,306	2,292
Staff termination	XVII	1,971	1,690
Total Provisions		5,342	8,668
Non-current liabilities			
Long-term deferred income	XVIII	12,154	12,776
New building loan	XIX	11,799	12,048
Total Non-current liabilities		23,953	24,824
Funds and Unrestricted Reserves			
Designated reserves	XX	2,380	2,578
Unrestricted reserves	XX	20,604	15,065
Total Funds and Unrestricted Reserves		22,984	17,643
TOTAL LIABILITIES AND FUND BALANCES		155,921	143,920

IUCN – International Union for Conservation of Nature and Natural Resources

CONSOLIDATED INCOME AND EXPENDITURE STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2021

Report Currency: CHF ('000)

	Notes	2021			2020		
		Secretariat Unrestricted	Project Agreements	Total	Secretariat Unrestricted	Project Agreements	Total
EXTERNAL OPERATING INCOME							
Membership dues		12,549	-	12,549	12,653	-	12,653
Retention of staff income tax	XXI	1,700	-	1,700	1,666	-	1,666
Agreements income		596	98,144	98,740	-	77,363	77,363
Framework income	XXII	13,647	-	13,647	12,104	-	12,104
Other operating income	XXIII	4,790	5,549	10,339	5,004	205	5,209
TOTAL EXTERNAL OPERATING INCOME		33,282	103,693	136,975	31,427	77,568	108,995
INTERNAL ALLOCATIONS							
Cross charges from projects		38,108	(38,108)	-	34,234	(34,234)	-
Other internal allocations		1,176	(1,176)	-	287	(287)	-
TOTAL INTERNAL ALLOCATIONS		39,284	(39,284)	-	34,521	(34,521)	-
OPERATING EXPENDITURE							
Staff costs		57,310	8,458	65,768	53,637	5,725	59,362
Consultants		1,572	22,057	23,629	1,598	16,581	18,179
Grants to partners		306	4,138	4,444	430	3,766	4,196
Travel		1,135	8,157	9,292	651	3,946	4,597
Workshops and conferences		257	2,793	3,050	182	963	1,145
Publications and printing costs		347	2,072	2,419	253	1,419	1,672
Office and general administrative costs		3,155	5,191	8,346	3,345	2,905	6,250
Vehicles & equipment – costs & maintenance		957	8,301	9,258	940	5,594	6,534
Professional fees or costs		682	1,601	2,283	544	675	1,219
Depreciation and amortisation		2,068	1	2,069	2,161	5	2,166
TOTAL OPERATING EXPENDITURE		67,789	62,769	130,558	63,741	41,579	105,320
NET OPERATING SURPLUS		4,777	1,640	6,417	2,207	1,468	3,675
OTHER INCOME – EXPENDITURE							
Interest income	XIX	206	45	251	335	74	409
Financial charges	XIX	(415)	(261)	(676)	(385)	(102)	(487)
Capital gains (losses)	IV	308	-	308	84	-	84
Net gains/(losses) on foreign exchange		(43)	(1,281)	(1,324)	(484)	(724)	(1,208)
Exchange differences on revaluation of project balances	XXIV	-	208	208	-	(1,004)	(1,004)
Net movements in provision and write-offs		(2,018)	849	(1,169)	(1,695)	288	(1,407)
2021 Congress	XXVII	2,873	(1,200)	1,673	(1,673)	-	(1,673)
TOTAL OTHER INCOME – EXPENDITURE		911	(1,640)	(729)	(3,818)	(1,468)	(5,286)
NET SURPLUS/ (DEFICIT) FOR THE YEAR		5,688	-	5,688	(1,611)	-	(1,611)
Allocation and appropriations to designated reserves							
Allocations to designated reserves		(1,320)	-	(1,320)	(1,048)	-	(1,048)
Appropriations from designated reserves		322	-	322	282	-	282
Net allocations/appropriations to designated reserves		(998)	-	(998)	(766)	-	(766)
RESULTS FOR THE YEAR AFTER CHANGES IN DESIGNATED RESERVES		4,690	-	4,690	(2,377)	-	(2,377)

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CONSOLIDATED FUNDS AND RESERVE STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2021

Report Currency: CHF ('000)

	Balance at 1 January	Allocations	Appropriations	Other movements	Results for the year	Balance at 31 December
2021						
Designated reserves						
Reserve for statutory meetings	93	235	-	-	-	328
Other designated reserves	1,590	1,075	(322)	(1,196)	-	1,147
Renovation Fund	895	10	-	-	-	905
Total designated reserves	2,578	1,320	(322)	(1,196)	-	2,380
Unrestricted reserves						
Currency Translation Reserve	347	-	-	(347)	-	-
IUCN Fund	8,621	-	-	-	-	8,621
Retained surpluses	6,097	-	-	1,196	4,690	11,983
Total unrestricted reserves	15,065	-	-	849	4,690	20,604
Total reserves	17,643	1,320	(322)	(347)	4,690	22,984
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

CONSOLIDATED CASH FLOW STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2021

Report Currency: CHF ('000)

	Notes	2021	2020
Cash flow from operations			
Surplus/(deficit) from operations		5,688	(1,611)
Effect of exchange rate	XX	(347)	(153)
Net balance from operations		5,341	(1,764)
Depreciation of fixed assets	XII	1,892	2,006
Amortisation and write-down of intangible assets	XIII	178	175
Increase / (decrease) in provisions for projects in deficit	XVII	(3,621)	2,311
Increase / (decrease) in staff leave and repatriation liabilities		14	362
Increase / (decrease) in the provision for staff termination	XVII	281	113
Increase / (decrease) in other provisions		-	(30)
(Increase) / decrease in membership dues receivables (net)	V	461	(61)
(Increase) / decrease in staff receivables	VI	(39)	42
(Increase) / decrease in receivables from partner organisations	VII	(74)	306
(Increase) / decrease in advances to implementing partners	VIII	(5,325)	(2,460)
(Increase) / decrease in prepayments		1,729	(1,406)
(Increase) / decrease in donor funds receivable	IX	(2,430)	(1,657)
(Increase) / decrease in project agreement receivables	X	4,831	3,392
(Increase) / decrease in framework agreements receivable	XI	(439)	1,216
(Increase) / decrease in other accounts receivable		(695)	472
Increase / (decrease) in membership dues paid in advance		448	(426)
Increase / (decrease) in accounts payable and accrued liabilities	XIV	1,996	402
Increase / (decrease) in social charges payable		501	(170)
Increase / (decrease) in project agreement advances	X	9,778	(384)
Increase / (decrease) in miscellaneous current liabilities		(145)	70
Increase / (decrease) in hosted organisations advances	XVI	118	409
(Increase) / decrease in financial assets		(14)	-
Increase / (decrease) in current deferred income	XVIII	(1,844)	3,523
Increase / (decrease) in deferred income	XVIII	(467)	(468)
(Gain) / loss on disposal of fixed assets	XII	(6)	(5)
Total cash flow from operations		12,469	5,968
Cash flow from investing activities			
Purchase of fixed assets	XII	(709)	(512)
Proceeds on disposal of fixed assets		12	19
Purchase of intangible assets	XIII	(153)	(205)
Total cash flow from investing activities		(850)	(698)
Cash flow from financing activities			
Loan repayment	XIX	(401)	(401)
Total cash flow from financing activities		(401)	(401)
Net cash inflow for the year		11,218	4,869
Cash and short term deposits at the beginning of the year	III	63,098	58,229
Cash and short term deposits at the end of the year	III	74,316	63,098

IUCN – International Union for Conservation of Nature and Natural Resources

Notes to the Consolidated Financial Statements for the Year ended 31 December 2021

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. In certain countries, multiple project offices may exist.

Branches:

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

IUCN – International Union for Conservation of Nature and Natural Resources

Notes to the Consolidated Financial Statements for the Year ended 31 December 2021

All amounts in CHF ('000) unless otherwise stated

- Eastern and Southern Africa Region
 - Eastern and Southern Africa Regional Office (Kenya)
 - Ethiopia Project Office
 - Kenya Country Office
 - Malawi Project Office
 - Mozambique Country Office
 - Rwanda Country Office
 - South Africa Country Office
 - Tanzania Country Office
 - Uganda Country Office
- Eastern Europe and Central Asia Regional Office (Serbia)
- Environmental Law Centre (Germany)
- Mediterranean Regional Office (Spain)
- North America Regional Office
 - North America Regional Office (USA)
 - Permanent Mission to the UN Representation Office (New York)
- Oceania Regional Office
 - Oceania Regional Office (Fiji)
 - Samoa Project Office
 - Solomon Islands Project Office
 - Tonga Project Office
 - Vanuatu Project Office
- Mexico, Central America and the Caribbean Region
 - Regional Office for Mexico, Central America and the Caribbean (Costa Rica)
 - Barbados Project Office
 - El Salvador Country Office
 - Guatemala Country Office
 - Honduras Country Office
 - Mexico Project Office
 - Saint Kitts and Nevis Project Office
- South America Regional Office (Ecuador)
- Species Programme Office (United Kingdom)
- Western and Central Africa Region
 - Western and Central Africa Regional Office (Senegal)
 - Burkina Faso Country Office
 - Cameroon Country Office
 - Chad Project Office
 - Democratic Republic of the Congo Country Office
 - Ghana Project Office
 - Guinea Project Office
 - Guinea Bissau Country Office
 - Mali Country Office
 - Mauritania Country Office
 - Niger Country Office
 - Senegal Country Office
- West Asia Regional Office
 - West Asia Regional Office (Jordan)
 - Lebanon Project Office

IUCN – International Union for Conservation of Nature and Natural Resources

Notes to the Consolidated Financial Statements for the Year ended 31 December 2021

All amounts in CHF ('000) unless otherwise stated

Other entities:

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

3. Currency of accounts

a) Reporting currency

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

b) Functional currency

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

4. Foreign exchange

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

- Transactions denominated in currencies other than the office ledger currency are converted to the ledger currency and recorded on the basis of the exchange rate prevailing at the date of the transaction. At the end of the year all balances maintained in transaction currencies are translated to the currency of the office ledger at the year-end rate. The gains and losses incurred are recognised in the income statement of each office ledger.
- 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.

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.

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Notes to the Consolidated Financial Statements for the Year ended 31 December 2021

All amounts in CHF ('000) unless otherwise stated

8. Financial assets

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

9. Fixed assets

a) Purchased assets

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

b) In-kind assets

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

c) Donations for the purchase of fixed assets

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

d) Depreciation

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

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

10. Intangible assets

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

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

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

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%

IUCN – International Union for Conservation of Nature and Natural Resources

Notes to the Consolidated Financial Statements for the Year ended 31 December 2021

All amounts in CHF ('000) unless otherwise stated

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

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

b) Provision for projects in deficit

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.

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Retained surpluses

The Retained surpluses represent other unrestricted reserves.

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.

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	2021	2020
Asia	5,605	2,933
Eastern and Southern Africa	2,471	2,001
Eastern Europe and Central Asia	156	358
Europe	4,179	3,706
Environmental Law Centre, Bonn	175	377
Headquarters	52,121	44,415
Mediterranean	576	320
Mexico, Central America and the Caribbean	2,043	2,189
Oceania	1,477	485
South America	413	370
United Kingdom	448	971
United States	1,201	1,138
Western and Central Africa	3,171	3,142
West Asia	280	693
Balance at 31 December	74,316	63,098

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IV. FINANCIAL ASSETS

	2021	2020
Bonds	8,881	11,917
Structured Products	316	1,109
Equities	3,469	950
Microfinance	1,380	864
Convertibles	688	738
Other Investments	1,300	442
Balance at 31 December	16,034	16,020

At 31 December 2021, an unrealized foreign exchange loss of CHF 39 (2020 – CHF 29 loss) was recognised on the investment portfolio.

During the year, the investment portfolio recorded a capital gain of CHF 308 (2020 – CHF 84 gain).

At 31 December 2021, the investment portfolio included bank balances of CHF 686 (2020 – CHF 500). These are included under cash and short-term bank deposits.

V. MEMBERSHIP DUES RECEIVABLE AND PROVISION

	2021	2020
Gross membership dues receivable	2,150	2,898
Provision for dues in arrears	(1,539)	(1,826)
Net membership dues receivable at 31 December	611	1,072

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

2021

	2019 and prior	2020	2021	Total
State member	448	322	356	1,126
Government agencies	228	134	233	595
Indigenous peoples	0	1	5	6
International NGOs	15	9	31	55
National NGOs	81	74	172	327
Affiliates	22	5	14	41
Total membership dues receivable	794	545	811	2,150
Provision for membership dues	(794)	(478)	(267)	(1,539)
Net membership dues receivable	0	67	544	611

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2020

	2018 and prior	2019	2020	Total
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

Movement in provision for membership dues

	2021	2020
Balance at 1 January	1,826	1,249
Addition to/(release from) provision	(287)	577
Write off of deficits against provision	-	-
Balance at 31 December	1,539	1,826

VI. STAFF RECEIVABLES

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

	2021	2020
Travel advances	262	210
Payroll advances and staff loans	11	24
Balance at 31 December	273	234

VII. RECEIVABLES FROM PARTNER ORGANISATIONS

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

	2021	2020
RAMSAR Convention Secretariat	135	61

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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.

	2021	2020
Asia	1,207	1,253
Eastern and Southern Africa	1,625	786
Europe	122	97
Headquarters	6,920	5,237
Mediterranean	102	5
Mexico, Central America and the Caribbean	486	505
Oceania	849	305
South America	-	139
United Kingdom	49	123
United States	128	85
West Asia	1,532	388
Western and Central Africa	4,590	3,362
Balance at 31 December	17,610	12,285

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. DONOR FUNDS RECEIVABLES

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

	2021	2020
Donor funds receivables	9,647	6,154
Provision for doubtful receivables	(1,063)	-
Balance at 31 December	8,584	6,154

Provision for doubtful receivables was in previous year classified as projects in deficit. The 2020 comparatives for provisions for doubtful receivables have not been restated.

X. 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.

	2021	2020
Project agreement receivables	9,885	14,716
Project agreement advances	(82,707)	(72,929)
Balance at 31 December	(72,822)	(58,213)

The project agreement receivables are presented in 2021 net of provisions for amounts IUCN has assessed to be doubtful from donors to cover expenditures already incurred. In previous years, provision for doubtful receivables were presented in projects in deficit. The 2020 comparatives for provisions for doubtful receivables related to project agreement receivables were not restated.

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	2021	2020
Project agreement receivables	12,136	14,716
Provision for doubtful receivables	(2,251)	-
Balance at 31 December	9,885	14,716

XI. 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 2021 there was CHF 640 receivable compared to CHF 201 receivable at 31 December 2020.

XII. FIXED ASSETS

1. Movement in fixed assets

	Building Infrastructur es	Building Installation s	Other Land and Building s	Vehicles, Equipmen t, Furniture & Fixtures	Total
Purchase value:					
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
Additions	-	-	396	313	709
Disposals	-	-	0	(218)	(218)
Balance as at 31 December, 2021	27,178	13,775	5,857	10,197	57,007
Depreciation:					
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	0	0	-	207	207
Balance as at 31 December, 2020	(11,186)	(8,460)	(2,229)	(8,847)	(30,722)
Charge for the year	(544)	(575)	(268)	(505)	(1,892)
Disposals	-	-	-	214	214
Balance as at 31 December, 2021	(11,730)	(9,035)	(2,497)	(9,138)	(32,400)
Net book value:					
Balance as at 31 December, 2020	15,992	5,315	3,232	1,255	25,794
Balance as at 31 December, 2021	15,448	4,740	3,360	1,059	24,607

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.

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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.

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.

XIII. INTANGIBLE ASSETS

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

Movement in Intangible assets

	2021	2020
Purchase value:		
Balance at 1 January	4,946	4,741
Additions	153	205
Balance at 31 December	5,099	4,946
Amortisation:		
Balance as of 1 January	(4,670)	(4,495)
Charge for the year	(178)	(175)
Balance at 31 December	(4,848)	(4,670)
Net Book Value at 31 December	251	276

XIV. 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 13,180 as at 31 December 2021 (2020 – CHF 11,184), CHF 6,691 (2020 – CHF 6023) is related to Headquarters and the balance to regional and country offices.

	2021	2020
Accounts payable and supplier accruals	6,215	5,585
Accruals for implementing partners	6,965	5,599
Balance at 31 December	13,180	11,184

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XV. PENSION FUND OBLIGATIONS

IUCN operates different pension plans in different countries, each conforming to the legal regulations in the respective country. On 31 December 2021, the liability to the pension schemes amounted to CHF 3 (2020 – CHF nil).

XVI. ADVANCES FROM HOSTED ORGANISATIONS

At 31 December 2021 IUCN held funds advanced from hosted organisations of CHF 220 (2020 – CHF 102) advanced to hosted organisations).

	2021	2020
Balance at 1 January	102	(307)
Income	-	233
Expenditure	(10)	(21)
	92	(95)
Movement on funds held	128	197
Balance at 31 December	220	102

XVII. 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

	2021	2020
Balance at 1 January	4,686	2,375
Additions to provision	2,258	2,753
Utilisation of provision	(892)	(442)
Reversal of Congress provision	(1,673)	-
Reclassified doubtful receivables	(3,314)	-
Balance at 31 December	1,065	4,686
Region	2021	2020
Asia	118	596
Eastern and Southern Africa Region	426	1,021
Europe	3	34
Headquarters	43	2,100
Mediterranean	45	92
Oceania	12	321
United States	26	108
Western and Central Africa	392	172
West Asia	-	242
Balance at 31 December	1,065	4,686

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In 2021, provisions of CHF 3,314 were reclassified and netted off donor funds receivable (CHF 1,063 – note IX) and project funds receivable (CHF 2,251 – note X).

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

	2021	2020
Balance at 1 January	1,690	1,577
Additions to provision	1,026	678
Utilization of provision	(745)	(565)
Balance at 31 December	1,971	1,690

XVIII. DEFERRED INCOME

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

	2021	2020
Deferred unrestricted income	3,132	4,977
Donations for construction of HQ building extension		
Donations in cash	2,449	2,550
Donations in kind	195	221
Donation in cash for renovation of original building	372	434
	3,016	3,174
Headquarters original building	6,475	6,784
Interest free government loan	3,130	3,285
Total	15,753	18,220
Current		
Deferred unrestricted income	3,132	4,977
Buildings:		
Original building	339	339
Building extension	128	128
Total buildings	467	467
Total current deferred income	3,599	5,444
Non-current		
Original building	6,167	6,301
Building extension	5,987	6,475
Total long term deferred income	12,154	12,776
Total deferred income	15,753	18,220

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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 12,048 (2020 – CHF 12,294) and the outstanding cash value of the loan CHF 15,178 (2020 – CHF 15,579) (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.

XIX. NEW BUILDING LOAN

Headquarters building extension loan

	2021	2020
Current	249	246
Non-current	11,799	12,048
Balance at 31 December	12,048	12,294

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 12,048 (2020 – CHF 12,294). The outstanding cash value of the loan has been discounted at a rate of 1.25% (2020 – 1.25%) which represents the market interest rate for a 10-year loan based on current market conditions. The difference of CHF 3,130 (2020 – CHF 3,285) 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 190 (2020 – CHF 195). 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.

XX. 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 43 loss (2020 – loss of CHF 484).

Exchange gains and losses on consolidation and translation of ledgers maintained in other currencies to CHF are taken to the currency translation adjustment reserve. In 2021, the translation of balances to reporting currency resulted in a currency loss of CHF 874 (2020 – loss of CHF 153), which exceeded the balance on the currency translation adjustment reserve by CHF 527. This amount has been recognised in the income and expenditure statement as part of net gains/losses on foreign exchange.

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2. Designated reserves

The following allocations and appropriations were made to designated reserves:

	2021		2020	
	Allocations	Appropriations	Allocations	Appropriations
Commission operating funds	-	(322)	946	-
External review	75	-	-	(102)
System investments	-	-	-	(180)
Regional conservation fora	235	-	93	-
Renovation fund	10	-	9	-
Institutional strengthening	1,000	-	-	-
Total	1,320	(322)	1,048	(282)

Additionally, at the end of 2021, the balance on the designated reserve for the IUCN Commission Operating Funds of CHF 1,196 was transferred to unrestricted reserves in line with IUCN reserves policy.

XXI. RETENTION OF STAFF INCOME TAX

Swiss Government tax rebates amounted to CHF 1,700 (2020 – CHF 1,666) 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.

XXII. 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 635 (2020 – CHF 661).

XXIII. OTHER OPERATING INCOME

Other operating income of CHF 4,790 (2020 – CHF 5,004) shown under Secretariat unrestricted funds includes overhead and management fees from Ramsar Convention Secretariat of CHF 513 (2020 – CHF 529), rental income of CHF 987 (2020 – CHF 975), recognition of deferred income of donations for the headquarters original building and building extension CHF 467 (2020 – CHF 467), and in-kind contributions of staff other than Framework staff in-kind of CHF 872 (2020 – CHF 730). 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.

XXIV. 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.

XXV. AUDIT FEE

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

	2021	2020
Consolidated financial statement audit	196	181
Other audits	48	61

XXVI. 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 1,300 to the Commissions (2020 – CHF 1,671). 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 5,545 (2020 – CHF 5,030) and incurred payments of CHF 4,937 (2020 – CHF 4,360) on behalf of Ramsar. At year-end the balance held in trust for Ramsar amounted to CHF 6,946 (2020 – CHF 5,634). 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 513 (2020 – CHF 529) for the services provided to Ramsar and which are included in Other operating income.

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During the year IUCN made contributions of CHF 276 to TRAFFIC International (2020 – CHF 412) and received fees of CHF 88 (2020 – CHF 98) for hosting TRAFFIC operations.

During the year, IUCN received funds from the International Union for Conservation of Nature and Natural Resources – US of USD 98 for projects (CHF 90) and USD for Patrons of Nature 333 (CHF 304). In 2020, USD 647 (CHF 594) was received for projects and USD 641 (CHF 588) for Patrons of Nature.

Summary of legally controlled entities:

Company	Year-end closing	Currency	Capital	Share of capital	
				2021	2020
The International Union for the Conservation of Nature and Natural Resources, Registered Trustees, (WASAA Trust Fund, Nairobi)	31.12	KES	233,446	100%	100%
UICN, Bureau de Représentation auprès de l'Union Européenne aisbl	31.12	EUR	472	100%	100%
Associação UICN	31.12	BLR	(150)	20%	20%
IUCN UK (A Company Limited by Guarantee)	31.12	GBP	110	NA	NA
IUCN Maldives	31.12	USD	-	100%	100%
IUCN PNG "Mangrove Rehabilitation and Management Project Association	dormant				

XXVII. 2021 WORLD CONSERVATION CONGRESS

The IUCN World Congress is IUCN's highest governing body. It comprises the duly accredited delegates of the Members of IUCN and takes place every four years.

The 2021 Congress – initially scheduled to be held in 2020 - was postponed to September 2021 due to the COVID-19 pandemic. In the 2020 financial statements, a provision of CHF 1,673 was made for projected Congress losses based on estimated income and expenditure, taking into consideration the expected evolution of the pandemic. This provision was not utilised as the Congress ended with a net surplus of CHF 662. The net surplus comprises a surplus of CHF 1,200 realised in 2021 less deficits recognised in previous years of CHF 538. The surplus realised in 2021, together with the reversal of the provision made in 2020 have been recognised in the income statement and have been allocated to unrestricted reserves.

XXVIII. STAFF HEADCOUNT

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

	2021	2020
Average employees during the year	915	832

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XXIX. OPERATING LEASES

At 31 December 2021, IUCN has future minimum office rental commitments amounting to CHF 3'760 (2020 – CHF 4,197) relating to expected rental fees until the end of the lease contracts, all of which expires in 1 to 5 years.

IUCN has leasing contracts for office equipment and maintenance amounting to CHF 49 (2020 – CHF 104) expiring in 1 to 2 years.

XXX. BANK GUARANTEES

At 31 December 2021, IUCN had bank guarantees in Euro 30 (2020 – EUR nil) and Kuwaiti Dinar 19 (2019 – KWD 19), for a total value CHF 88 (2020 – CHF 80) in favour of IUCN donors. The bank guarantee existing in Ugandan Shilling at the end of 2020 was not maintained. Cash for an equivalent amount is pledged at corresponding banks.

XXXI. SUBSEQUENT EVENTS

The armed conflict between Ukraine and Russia has currently seen approximately five million refugees leave Ukraine with international donors directing more Overseas Development Assistance (ODA) to support the refugees. IUCN relies on ODA funding with approximately 80% of funds from this source. This includes membership dues from some State Members, Framework agreements and restricted funding for project implementation or execution. IUCN has assessed the impact of the Ukraine crisis on its income streams. Existing commitments from ODA for restricted funding are not expected to be impacted. Unrestricted income in the form of membership dues and Framework agreements are for the most part confirmed for the 2022 year. As a result, we do not expect the Ukraine crisis to have a negative impact on IUCN's financial result in 2022.

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ANNEX A – CORE FUNDS UNDER FRAMEWORK AGREEMENTS

All amounts in CHF ('000)

	2021	2021	2020	2020
	Secretariat expenditure	Framework core allocation	Secretariat expenditure	Framework core allocation
Central and West Africa Region	3,338	666	2,772	584
Eastern and Southern Africa Region	5,644	752	4,644	535
Asia Region	6,354	948	6,099	715
Meso America and Caribbean	3,796	548	3,429	514
South America and Brazil	989	275	1,117	268
European Regional Office, Brussels	1,088	-	1,048	-
Eastern Europe and Central Asia Regional Office	550	76	528	37
West Asia Region	1,019	298	991	195
Mediterranean Cooperation Centre	1,450	184	1,390	-
Oceania	1,466	286	1,390	190
North America Regional Office	824	-	869	-
Sub Total Regional Components	26,518	4,033	24,277	3,038
Director's Office, Biodiversity Conservation Group	301	356	356	338
Species Programme	3,019	290	3,285	427
Protected Areas Programme	2,149	285	1,902	390
World Heritage Programme	1,064	333	1,091	316
Traffic International	276	-	412	212
Sub Total Biodiversity Conservation Group	6,809	1,264	7,046	1,683
Director's Office, Nature-based Solutions Group	448	381	436	338
Ecosystem Management Programme	1,838	544	1,567	971
Forest & Climate Change Programme	1,933	237	1,960	294
Marine & Polar Programme	1,543	238	1,826	226
Water & Food Security Programme	748	238	727	226
Business & Biodiversity Programme	1,175	240	1,193	229
Governance and Rights Programme	1,010	285	1,242	943
Sub Total Nature-based Solutions Group	8,695	2,163	8,951	3,227
Director's Office, Programme & Policy Group	57	57	390	406
Economic Knowledge	877	427	982	480
Science and Knowledge Unit	888	687	828	614
Global Policy Unit	-	-	713	525
Environmental Law Programme	1,189	285	1,044	316
GEF Coordination Unit	480	152	545	119
Sub Total PPG – Programme & Policy Group	3,491	1,608	4,502	2,460
Commission on Education and Communication	214	-	180	-
Commission on Ecosystem Management	152	-	93	-
World Commission on Environmental Law	383	-	65	-
World Commission on Protected Areas	161	-	55	-
Species Survival Commission	295	-	240	-
Commission on Environment, Economics and Social Policy	291	-	92	-
Sub Total Commissions	1,496	-	725	-
Director's office, Union Development Group	2,223	3	2,302	-
Governance	484	-	615	-
Sub Total Union Development	2,707	3	2,917	-
Directorate	1,909	660	1,062	-
IUCN Academy	4	-	-	-
International Policy Centre	817	560	-	-
Office of the Legal Adviser	623	-	573	-
Oversight Unit	232	-	236	-
Planning, Monitoring & Evaluation Unit	676	594	548	299
External Review	-	75	-	-
Global Communications Unit	1,258	593	1,188	-
Finance Group	1,658	-	1,689	-
Global Programme Operations Unit	1,733	592	1,715	594
Human Resources Management Group	1,039	-	1,014	-
Strategic Partnerships Unit	1,050	1,267	844	554
General Services Unit	2,817	-	2,991	-
Information Systems Group	3,835	205	3,662	-
Sub Total Corporate Support Units	17,651	4,546	15,522	1,447
OVERALL TOTAL	67,367	13,617	63,940	11,855
Other operating expenditure	423	-	(199)	-
Operating expenses as per the Income & Expenditure Statement	67,790	13,617	63,741	11,855
Reconciliation of Framework Income to the Financial Statements		2021		2020
Overall Total allocations as above		13,617		11,855
Realised foreign exchange losses on cash contributions		30		(2)
Framework funding allocated to projects		-		463
Surplus/(Deficit) at year-end transferred to unrestricted reserve		-		(212)
Total Funding Framework Agreements				12,104

IUCN – International Union for Conservation of Nature and Natural Resources

ANNEX A – CORE FUNDS UNDER FRAMEWORK AGREEMENTS

All amounts in CHF ('000)

	2021	2020
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	1,010	1,344
Ministry of Environment, Republic of Korea (MOE) – Korea	742	762
Ministry of Foreign Affairs – Finland	752	378
Ministry of Foreign Affairs of Denmark	2,807	-
Norwegian Agency for Development Cooperation (NORAD) – Norway	2,160	2,141
Swedish International Development Agency (Sida) – Sweden	4,219	4,974
Swiss Agency for Development and Cooperation (SDC) – Switzerland	1,500	1,800
U.S. Department of State	457	705
Total Funding Framework Agreements	13,647	12,104

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.