



BirdLife International

(The Secretariat to the BirdLife International Partnership)

Financial Statements for the year ended 31 December 2014
together with Trustees' and Auditors' reports



Company registration number 2985746

Charity registration number 1042125

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Trustees' Report

Introduction

Trustees' Report and Financial statements

The Trustees present their report and the financial statements, together with the auditors' report, for the year ended 31 December 2014 for BirdLife International (the Secretariat to the BirdLife International Partnership)

BirdLife International is a UK registered charity and company that in itself is only one component of a Partnership of independent organisations working in 120 countries and territories around the world. This annual report and the accounts reflect the activities of the Secretariat, but do not report on the full activities of the BirdLife International Partnership. The company and charity in this context refer only to the Secretariat, which itself operates across all continents. However, to better understand what the Secretariat is and what it does, it is necessary to outline the context of the Partnership. The Trustees' report sets out the main elements of the Partnership strategy and then describes the Secretariat in more detail.

The BirdLife International Partnership

BirdLife is a worldwide nature conservation Partnership that works locally, nationally and globally for birds, for nature and for people. Nature is crucial to Earth's life support systems and for people's well-being and quality of life. Saving nature is both a moral imperative and a practical necessity. BirdLife's work embraces all nature, with a special focus on birds, which make biodiversity more visible and understandable and inspires positive action.

Why does BirdLife exist?

BirdLife's Vision is of a world rich in biodiversity with people and nature living in harmony, equitably and sustainably.

BirdLife's Mission is to conserve birds, their habitats and global biodiversity, working with people toward sustainability in the use of natural resources.

How does the Partnership work?

Three strands run through all BirdLife's work: partnership, science and action.

BirdLife itself is a unique Partnership of national, membership-based conservation organisations in 120 countries and territories across the world.

Partners plan and work together, sharing ideas, information, experience and support. Elected Partner representatives provide governance for BirdLife.

BirdLife's priorities and programmes are based firmly on science, underpinned by the best available evidence. Our work to conserve biodiversity focuses on birds, because they are very good indicators for the natural world as a whole, as well as being important in their own right. Birds are popular, appealing and – as a result – exceptionally well-known, providing an excellent scientific foundation for BirdLife's work. By saving the habitats and ecosystems important for birds, we effectively conserve a much broader array of biodiversity.

BirdLife takes practical action. We work with and for people – to improve their quality of life alongside, and as a result of, nature conservation. We collaborate with others wherever possible, at local, national, regional or global levels, linking with community groups, governments, businesses, universities and other non-governmental organisations (NGOs) to increase the impacts of our efforts.

BirdLife's unique structure

BirdLife's formal network comprises Partners, Partners Designate, Affiliates and a Secretariat.

Partners and Partners Designate are like-minded NGOs with a focus on conserving birds and the environment. Each Partner/Partner Designate is an independent, supporter-based, grassroots organisation governed by a democratic body. Through their members and supporters, volunteers and local groups they represent civil society and local communities.

Every Partner/Partner Designate represents a constituency from a unique geographical country or territory and normally only one Partner can represent a country or region. The Partners have chosen to organise themselves into Regional groups for the purposes of planning and implementing regional programmes. Every four years the whole Partnership meets to adopt global strategies and programmes, elect governing bodies and agree priorities for shared action.

In some areas of the world where there is no BirdLife Partner organisation the Council appoints an Affiliate. A BirdLife International Affiliate is an organisation that is the BirdLife contact in its geographical territory which actively promotes the BirdLife strategy and programmes and seeks, where appropriate, to establish a BirdLife Partner presence.

The **Secretariat** is the body of global and regional staff who co-ordinate and facilitate the BirdLife International strategies, programmes and policies.

Objectives and Activities

BirdLife's Strategy 2014-2020

BirdLife's Strategy has four pillars – Save Species, Conserve Sites and Habitats, Encourage Ecological Sustainability and Empower People for Positive Change – which taken together constitute BirdLife's approach to conservation

Each strategic pillar comprises two to three strategic objectives. The Strategy directly supports the commitment of the world's governments to take urgent and effective action to halt the loss of biodiversity, and to achieve the 20 Aichi biodiversity targets by the year 2020

BirdLife's Strategic Objectives in Summary

Pillar 1 – Save Species

- 1 1 Prevent extinctions
- 1 2 Keep common birds common

Pillar 2 – Conserve Sites and Habitats

- 2 1 Identify, conserve, restore and monitor the sites and habitats important for birds and other biodiversity
- 2 2 Promote resilient ecological networks

Pillar 3 – Encourage Ecological Sustainability

- 3 1 Demonstrate and advocate nature's values
- 3 2 Promote policies that support sustainability

Pillar 4 – Empower People for Positive Change

- 4 1 Catalyse support for nature
- 4 2 Promote local conservation action
- 4 3 Strengthen the global BirdLife Partnership

Conservation Programmes to deliver the Strategy

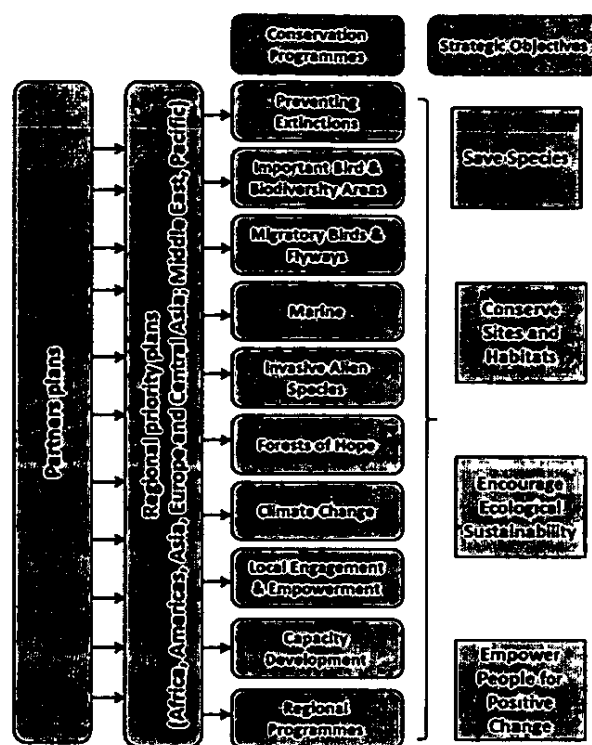
The Strategy is translated into action through a set of BirdLife Global and Region-specific Conservation Programmes

Nine Global Conservation Programmes were developed since the adoption of the last strategy and in place for the planning period 2014-2020

Some are well established (e.g. the Preventing Extinctions programme), others more recent and responding to specific conservation issues and opportunities (e.g. Forests of Hope, which addresses rampant tropical deforestation and its role in global warming, and aspires to use innovative funding mechanisms for better forest protection). These programmes are co-ordinated across all the regions and therefore global in character

Other programmes may be specific to a region, like the grassland programme in the Americas, or the agriculture policy programme in Europe and Central Asia, appropriately reflecting region-specific priorities and focus

The diagram below shows the relationship between the BirdLife Strategy, Conservation Programmes and Regional Plans



These Global and Region-specific Conservation Programmes help the Partnership focus and work together around common priorities, communicate our work more clearly and mobilise resources. The Programmes promote coherence and cohesion across the Partnership, and make it easier to explain and demonstrate BirdLife's work

By 2020, each Programme is expected to deliver on a set of high-level Expected Results. Targets for the Expected Results are in development and will continue to be refined and reviewed. The Global and Region-specific Conservation Programmes and their Expected Results form the basis for each regional Partnership to choose their priorities and contribution to the global BirdLife Strategy. These priorities are decided by each BirdLife region (Africa, the Americas, Asia, Europe and Central Asia, the Middle East and the Pacific) and outlined in Regional Plans, which bring together the collective plans (for the four-year period between Global Partnership Meetings) of Partners in each region

The Global and Region-specific Conservation Programmes are a planning, communications and fundraising tool. They are not intended to cover all of BirdLife's work comprehensively. Thus, additional activities will be identified and undertaken regionally and globally to ensure effective delivery of the BirdLife Strategy

Reference and Administrative Information

Officers, Trustees and Senior Staff

Honorary Officers [For the Partnership and Secretariat]

Honorary President

Her Imperial Highness Princess Takamado of Japan

Honorary President Emeritus

Her Majesty Queen Noor of Jordan

Honorary Vice Presidents

Baroness Young of Old Scone (UK)

Gerard A Bertrand (USA)

Peter Schei (Norway)

Anastasios P Leventis (UK)

Benjamin Olewine IV (USA)

Honorary Presidents of the Rare Bird Club

Margaret Atwood & Graeme Gibson (Canada)

BirdLife Council Members and Trustees

The Council members of the BirdLife International Partnership act as the Trustees of the Secretariat (BirdLife International the charity) and as Directors of BirdLife International as a UK company limited by guarantee. The following people served in the capacity of Trustee and Director during 2014.

Chair

Khaled Irami (Jordan)

Treasurer

Nick Prentice (UK)

Other Council Members

Africa

Achilles Byaruhanga (Uganda)

Idrissa Zeba (Burkina Faso)

Asia

Sarath Kotagama (Sri Lanka)

Shawn Lum (Singapore)

Americas

Peg Olsen (USA)

Yvonne Arias (Dominican Republic)

David Diaz (Ecuador)

Europe & Central Asia

Fred Wouters (Netherlands)

Mike Clarke (UK)

Luis Costa (Portugal)

Nada Tosheva (Bulgaria)

Middle East

Imad AlAtrash (Palestine)

Assad Serhal (Lebanon)

Pacific

Philippe Raust (French Polynesia)

Paul Sullivan (Australia) (appointed April 2014)

Senior Management of the Secretariat

Chief Executive

Marco Lambertini (Departure May 2014)

Hazell Thompson (Acting CEO February 2014 – January 2015)

Patricia Zurita (appointed February 2015)

Global Directors

Conservation Richard Grimmett

Partnership Capacity & Communities Hazell Thompson

Finance & Administration Chris Spreadbury

Science, Policy & Information Leon Benmun (resigned June 2014)

Melanie Heath (appointed Feb 2015)

Regional Directors

Africa Julius Arinaitwe

Asia Cristi Nozawa

Middle East Ibrahim Khader

Americas Amiro Perez

Europe & Central Asia Angelo Caserta

Pacific Don Stewart

Secretariat Offices

Global Partnership Secretariat and Registered Office

BirdLife International
Wellbrook Court, Girton Road,
Cambridge, CB3 0NA
United Kingdom

Regional Partnership Secretariat Offices

Africa Partnership Secretariat
P O Box 3502, 00100 GPO,
Nairobi,
Kenya

Asia Partnership Secretariat
354 Tanglin Road, #01-16/17,
Tanglin International Centre,
Singapore 247672

Middle East Partnership Secretariat
PO Box 2295,
Amman 11953,
Jordan

Americas Partnership Secretariat
17-17-717
Quito
Ecuador

Europe and Central Asia Partnership Secretariat
Avenue de la Toison d'Or 67,
B-1060, Brussels,
Belgium

Pacific Partnership Secretariat
GPO Box 18332,
Suva,
Fiji

Principal Professional Advisers

Principal Bankers & Investment Managers

Barclays Bank PLC
9-11 St Andrews Street
Cambridge CB2 3AA
United Kingdom

UBS AG
London Branch
3 Finsbury Avenue
London EC2M 2AN
United Kingdom

CAF Bank Limited
25 Kings Hill Avenue
Kings Hill, West Malling
Kent ME19 4JQ
United Kingdom

Principal Solicitors

Mills & Reeve
Botanic House, 100 Hills Road
Cambridge CB2 1PH
United Kingdom

Registered Auditors

Crowe Clark Whitehill LLP
Chartered Accountants and Registered Auditors
St Bride's House
10 Salisbury Square
London EC4Y 8EH
United Kingdom

Principal Pension Advisors

NW Brown Group Limited
Richmond House
16 - 20 Regent Street
Cambridge CB2 1DB
United Kingdom

Several other bankers, solicitors and auditors are also used around the world providing support to all our Regional Offices, Country Programmes and Site Projects

The BirdLife International Secretariat

Structure, Governance and Management

BirdLife International structure

BirdLife International is a company limited by guarantee (company number 2985746) and a UK registered charity (charity number 1042125). The governing instrument is a Memorandum and Articles of Association. BirdLife International applies its income and property to the promotion of its objectives. In the event that income exceeds expenditure in any year, such surplus shall not be distributed but retained by the company for the promotion of its objectives.

The BirdLife Partnership comprises the regional groupings of NGO Partners in Africa, the Americas, Asia, Europe & Central Asia, Middle East, and the Pacific. All regions have their own Secretariat office supporting their respective network. In several countries with high biodiversity but no suitable NGO Partner in country, BirdLife International has established its own projects and Country Programmes.

Governance

Every four years the Partnership holds Global Partnership Meetings to adopt strategies, programmes and policies and elect a board of directors (known as Council) and Trustees (known as Council Members). A series of advisory Regional Committees are also elected. The Council appoints a Chief Executive to head a decentralised international Secretariat – the BirdLife International staff. The Secretariat co-ordinates and supports the Partnership to achieve BirdLife International's aims and objectives.

Council comprises a Chairperson, a Treasurer, and other Trustees elected by the Partnership at the Global Partnership Meeting. In addition, up to four positions are normally available to be co-opted by the remaining members of Council. Each elected Council member can serve up to two consecutive four-year terms, but a third consecutive term is possible if one or two of the terms were served as Chairperson or Treasurer. The maximum period of consecutive service on Council is 12 years. After an absence of four years re-election to the Council is possible. Trustees are elected by the Partnership on the basis of their relationship with particular Partners or groups of Partners. They have been informed that they must exercise their responsibilities independently of their links with each organisation. Once a new Council is elected an induction is given to ensure that the roles and responsibilities as Trustees are fully understood.

There is also a separate Finance Committee a Sub Committee of Council that meets before each Council meeting that oversees and advises the Trustees on financial matters. Other sub-committees of Council operate from time to time working on different strategic issues.

Trustees

The Trustees who served during the year are shown on page 3

Management

Strategic issues, documents, and annual work programmes and budgets for the Secretariat are prepared by the management team of senior staff, for consideration of the Trustees. The management team formally report to the Trustees at least twice per year. The Trustees delegate the day to day running of the organisation to the Chief Executive.

Trustees' responsibilities

The Trustees are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and regulations. Company law requires the Trustees who are also the Directors to prepare financial statements for each financial year. Under that law the Trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards) and applicable law. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and the group and of the surplus or deficit of the group for that period. In preparing these financial statements, the Trustees are required to

- select suitable accounting policies and then apply them consistently,
- observe the methods and principles in the Charities SORP,
- make judgments and accounting estimates that are reasonable and prudent,
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements,
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the company and group's transactions and disclose with reasonable accuracy at any time the financial position of the charity and group and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are also responsible for ensuring that adequate arrangements are in place to manage risk and uncertainty as expanded further on page 13.

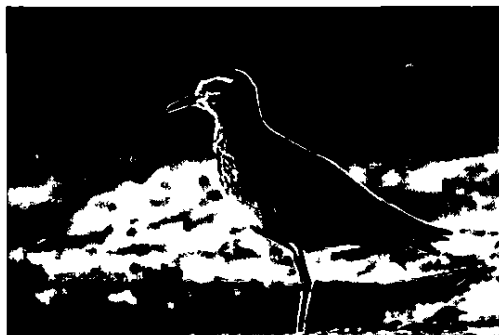
The Trustees confirm that they have paid due regard to the guidance contained in the Charity Commission's general guidance on public benefit when setting the charity's objectives and planning its activities. This report explains the Charity's activities and demonstrates how they contribute to the Charity's purposes and provide public benefit.

Strategic Report

Achievements and Performance

2014 Selected Programme Highlights

Preventing Extinctions



Over decades, the BirdLife Partnership has worked to assess the condition and trends of the world's birds, thereby gaining invaluable insight into the wider state of biodiversity

The 2014 Red List for Birds was prepared by BirdLife and published by International Union for Conservation of Nature (IUCN) in August 2014. This involved a review of the global threat status of over 360 newly-defined non-passerine species, and included extensive public consultation through BirdLife's Globally Threatened Bird Forums

BirdLife's Red List Indices and Wild Bird Indices were included in the Global Biodiversity Outlook 4, a flagship publication of the United Nations Convention on Biological Diversity, and are included in draft indicators for the UN's Sustainable Development Goals

Support was ongoing to at least 35 Critically Endangered species through projects with Species Guardians and supported by Species Champions, including

- Continued success with Spoon-billed Sandpiper conservation efforts in Russia, the population at the most important site remained stable at 12 pairs, and the 'Head-start' Programme raised and released 24 chicks on the breeding grounds, head-started birds were subsequently seen in China and Korea in the autumn
- Extremely successful breeding season for Chinese Crested Tern – one of the World's rarest seabirds, following island restoration and wardening at the largest colony led by BirdLife, 20 pairs raised 13 young
- In the Pacific, conservation action in French Polynesia has resulted in a very good breeding season for both Tahiti and Fatu Hiva Monarchs

In Europe and Central Asia, new actions were initiated for Eastern Imperial Eagle, Egyptian Vulture, and the newly-recognised Monteiro's Storm Petrel

Important Bird and Biodiversity Areas (IBAs)

The 2014 list of IBAs in Danger was launched in November at the World Parks Congress in Sydney. The list was published and is available via an interactive online system. A remarkable 104 Partners contributed, and 356 sites were included in the 2014 list. An Action Plan for 2014-2015 was developed, which identified the subsets of sites to address with key stakeholders, including those sites that need to be raised with the Secretariats of international conservation conventions (such as the Ramsar Convention)

Work continued with IUCN on development of the 'Key Biodiversity Areas Standard' (KBA), which was also launched at the World Parks Congress. The review process for approving new KBAs was agreed and the newly proposed KBA thresholds tested against existing IBA data

IBA protection indices were included in the United Nations' Global Biodiversity Outlook 4, and are included in draft indicators for the UN's Sustainable Development Goals



In Europe, there was intense mobilisation in support of the European Union (EU) Nature Directives following the formation of the new EU Commission and the Commission's plans for their review and possible deregulation, this includes statements of support with the Renewable Grid Initiative and European Cement and Aggregates Association (CEMBureau), a conference with the European Hunters Association (FACE), and a letter by the German Government to EU President Juncker. A joint statement with CEMEX on EU nature conservation policy set a leading example of private sector support for the Directives

Through the Regional Implementation Teams, on behalf of the Critical Ecosystem Partnership Fund (CEPF), BirdLife provided financial support to 43 Key Biodiversity Areas in 13 countries in the Eastern Afrotropical Hotspot, and to 47 Key Biodiversity Areas in the Mediterranean Hotspot

Migratory Birds and Flyways

The Migratory Soaring Birds project launched its sensitivity tool which enables developers and planners to identify potential sensitivity for soaring bird migration of any proposed development site in the Rift Valley/Red Sea Flyway. Incorporating a huge database of bird data and satellite mapping, this is now being promoted with key stakeholders including development banks and international energy institutions.



BirdLife had a major input and influence at the Conference of Parties to the Convention on Migratory Species (CMS) which was held in Quito, Ecuador. BirdLife assisted in the preparation of guidelines and/or resolutions relating to renewable energy, poisoning (including a proposal for a global ban on Diclofenac and lead in hunting), illegal killing, and the adoption of the African-Eurasian Migratory Landbird Action Plan.

A 15 month project to review illegal killing in the Mediterranean region has made major progress, working with over 20 countries in order to gather data on national legislation, species and numbers of birds illegally killed, black spots for illegal killing, and practices used in illegal killing, best practice protocols for monitoring illegal killing of migratory birds are being developed.

In Asia, at least 150 policy-makers, site managers and academics participated in workshops to raise awareness on the importance of inter-tidal areas on the East Asia Australasia Flyway held in Singapore (for South East Asian Countries) and in Beijing (for mainland China).

In the Americas, the first "bird friendly natural grasslands beef" supporting the maintenance and restoration of grassland habitats of importance for migratory birds, has been exported to Europe by the Southern Cone Grasslands Alliance.

Marine

BirdLife has been successful in influencing the identification of Ecologically and Biologically Sensitive Marine Areas (EBSAs), 600+ IBAs are now included in the EBSA repository under the UN Convention on Biological Diversity.

Marine IBA work has also reaped rewards, the Spanish Government has designated 39 new marine Special Protection Areas, based on the Spanish marine IBA inventory of SEO/BirdLife.

The Spanish government has also agreed to work with BirdLife to advance seabird by-catch mitigation in its High Seas, Mediterranean and Gran Sol (North Atlantic) fleets. Three seabird mitigation workshops have been agreed with the Spanish Government.



Seabird bycatch requirements were adopted by South Pacific Regional Fisheries Management Organisation (SPRFMO) in January.

Demonstration mitigation measures to address seabird by-catch (the Hook Pod and Lumo Leads) were tested with the Japanese Fisheries Agency in April/May 2014, which was aimed at assisting the Japanese to comply with Regional Fisheries Management Organisation (RFMO) seabird conservation measures.

Albatross Task Force research on a Korean tuna longline vessel has resulted in the Korean Government ordering line weighting (Lumo Leads) for their distant water fleet, making them the first Asian fleet to operate with line weighting.

In Africa, the Namibian Government has agreed to require that its hake long-line and trawl fisheries adopt mitigation measures, this is expected to significantly reduce seabird bycatch (currently amongst the worst in the world at 30,000 birds a year).

In the Americas, a major trawl fishery in Argentina has agreed to start trailing 'tori-line' mitigation measures, and in Brazil, fisheries are enforcing compliance with line weighting mitigation requirements which is expected to significantly reduce seabird by-catch.

A new initiative has been launched to devise mitigation measures for gillnet by-catch in Europe, with trials conducted in the Baltic.

Invasive Alien Species

A 2014 Pacific Islands Forum Communique statement on Invasive Alien Species (IAS) was published with BirdLife input.

A scientific paper on island priorities for eradication of invasives in the UK Overseas Territories was published.

BirdLife played a crucial role in the adoption (in October) of a European Union regulation on IAS.

A fundraising appeal was launched for French Polynesia where most native birds are at immediate risk of extinction, these include the Critically Endangered Polynesian Ground-dove, the Tuamotu Sandpiper, the White-throated Storm-petrel, and the Phoenix Petrel populations



Progress was made on high priority IAS including, initiation of a feasibility study to tackle IAS on Takutea, Cook Islands and substantial planning for BirdLife's most ambitious restoration and eradication project in Acteon and Gambier group, which will be implemented in 2015

Forests of Hope

In Cambodia, almost half of the northern part of the Western Siem Pang Forest of Hope was declared as a Protected Forest, a permanent forest estate for conservation covering 67,000 ha. This is the outcome of many years of engagement by the BirdLife Cambodian Programme with the Forestry Administration. Siem Pang connects several protected forests in southern Laos, northern Cambodia and western Vietnam with a combined area of 700,000 ha, making this one of the largest protected landscapes in South East Asia.

In the Dominican Republic, 322 ha of forest land was purchased by Grupo Jaragua with funding support from various donors bringing the total amount of land purchased so far to 429 ha. Grupo Jaragua has started activities such as eco-tourism, hosting foreign researchers and production of honey and seedlings for reforestation to generate income for the management of the acquired properties.

In the Americas, a report was published on BirdLife Partners' land purchase experiences summarising the lessons learned from five Partners (in Bolivia, Brazil, the Dominican Republic, Paraguay and the USA) on buying private land for conservation with guidance on best practice.

In Africa, documents for the gazettement of Gola Forest in Liberia as a National Park were completed and submitted to the Office of the President.

In Vietnam, the project to manage, and lease part of, Khe Nuoc Trong forest has been formally launched with all necessary Government approvals. Camera-trapping has revealed 63 terrestrial species of birds and mammals – an extraordinary total in an area where all terrestrial fauna is so endangered.

In the Pacific, BirdLife is working closely with Fiji Governments Forest Department to promote government policy on sustainable forest management, targeting communities at 8 forest sites throughout the country.



Climate Change

Scientific papers were submitted to *Nature Climate Change*, reviewing approaches to assessing species vulnerability to climate change, and to *Conservation Biology* addressing how prioritising the protection of national carbon stores can benefit biodiversity. Another paper was published in *Global Change Biology* on the mechanisms underpinning the impact of climate change on species.

After years of campaigning by NGOs, with BirdLife playing a central role, the EU has brought in a major shift in its policy on support to biofuels. The recently adopted "state aid guidelines", the rules disciplining all subsidies in the EU, declare as not legitimate any public investment in food based biofuels processing over €15 million and decrees an end to any support to food based biofuels from 2020, this will have far reaching consequences, well beyond the borders of the EU.

Work has advanced under the UK Government (Darwin) funded Ecosystem-based Adaptation (EbA) project, Partners in East Africa have undertaken climate change vulnerability assessments at four sites, and strengthened national level advocacy and integration of EbA in policy.

Two reports were published in June with United Nations Environment Programme – World Conservation Monitoring Centre (UNEP-WCMC) and the German Government on inclusion of biodiversity in climate change mitigation and adaptation policies, programmes and projects. A bioenergy campaign in Europe has published and promoted high quality studies on the impact of energy crops and wood biomass with strong recognition and good feedback.

Local Engagement & Empowerment

In Africa, a range of activities have helped to raise awareness about the value of nature and engage people in conservation. The Spring Alive programme in Africa currently involves 11 African countries (Botswana, Ghana, Kenya, Malawi, Nigeria, Rwanda, South Africa, Sierra Leone, Uganda, Zambia and Zimbabwe). In Botswana the Bird Population Monitoring (BPM) programme had participation from 75 school children and World Wetlands Day (7th February) was celebrated at Marlborough Vlei, Zimbabwe, with the involvement of 26 schools and more than 300 school children.



Within the Americas region, a range of activities have focused on ecosystem services in the context of linking conservation and local livelihoods. Partner capacity to work with TESSA (Toolkit for Ecosystem Service Site-based Assessment) was built in at least four Partner countries and support was provided to Grupo Jaragua (Dominican Republic) on ecosystem services assessments in Sierra de Bahoruco IBA. Ecosystem services assessments were initiated through the Grasslands Alliance (Argentina, Brazil, Paraguay and Uruguay) and results were advocated to Parties to the Ramsar Convention in the Americas.

In the Middle East, the success of funding applications to CEPF (Mediterranean and Eastern Afro-montane) has allowed implementation to begin to establish a Hima in El Fekha area (part of the Anti-Lebanon KBA), establish a Local Conservation Group (LCG) in Ibb KBA in Yemen and another in the Sweimeh IBA area (Dead Sea), and to support local community livelihoods in the Mujib Biosphere Reserve, Jordan, through piloting 'Green Fodder' production for livestock. Meanwhile, the approval of a grant from the Jensen Foundation at the end of 2013 has permitted the first LCG/Hima in the Central Marsh in Iraq to be established.

A prototype mobile phone app called 'NatureWatch' (beta version) has been developed and tested. The app will give members of the public the opportunity to provide information and feedback on the status of IBAs direct from their mobile phones.

New Site Support Groups have been established at IBAs across the Middle East and Pacific including in each of Palau, New Caledonia, Fiji, Cook Islands and French Polynesia, and in Yemen, Lebanon, Jordan and Iraq.

Capacity Development

A second phase of the Arcadia/BirdLife Conservation Partnership Fund has been secured (April 2014) with a grant of US\$ 1.8m from the Arcadia Foundation to BirdLife International. The grant will strengthen local conservation capacity in a total of 12 BirdLife NGOs in Liberia, Cote d'Ivoire, Ghana, Madagascar, Ecuador, Dominican Republic, Philippines, Vietnam, Armenia, Latvia, Cook Islands, and Fiji. Annual grants for core funding, coupled with technical expertise, will be provided to the BirdLife organisations involved to develop towards stability and sustainability and achieve high conservation impact.

The Conservation Leadership Programme (CLP) has awarded 16 Conservation Grants worth US\$450,000 involving 110 early career conservationists from 26 developing countries. The successful projects range from conservation of slender-snouted crocodiles in Gabon to surveying and assessing three Red-listed tree species in the western Ghats of India. Bird species that will form the focus of some of the projects include the Critically Endangered Blue-throated Macaw, Sociable Lapwing, Black-breasted Puffleg and Siberian Crane. Sites that will benefit include the Sierra Urubu Important Bird and Biodiversity Areas in north-eastern Brazil and the Choco Endemic Bird Area in Colombia.

Under the auspices of the United Nations Development Programme – Global Environment Facility (UNDP/GEF) Migratory Soaring Birds project, the Partnership Capacity and Communities Department (PCCD) is supporting the institutional capacity development of biodiversity conservation Non-Governmental Organisations (NGOs) within 10 countries in the Middle East and North Africa to undertake effective mainstreaming tasks within the five sectors of hunting, energy, agriculture, waste management and tourism in their respective countries.



Other Highlights

In recent years, the Partnership has recognised the ever growing need for its work, with the threats for biodiversity decline continuing to increase. In 2013, the Management Team and Global Council began planning a change programme to enable scaling up of effort. This includes both an inwardly looking focus towards current constraining factors for the Partnership,

together with a renewed focus on external levers for change, and resource mobilisation

This progressed during 2014, with the most notable programme of work being a review of the BirdLife Partnership criteria, and development of a quality assurance system, aimed at strengthening the Partnership over the coming years

Following the resignation of the Chief Executive, Marco Lambertini, in early 2014, Hazell Thompson was appointed as Interim Chief Executive while Global Council searched for a permanent successor. In July 2014 Patricia Zurita was appointed as the new Chief Executive, taking up the post on the 1st February 2015

The Director for Science Policy and Information, Leon Bennun also resigned early in 2014, to be succeeded by Melanie Heath

The above changes did have significant impact on the work of both Global Council and the Management Team, but the Secretariat was able to maintain major efforts in support of the frontline conservation work of the Partnership, keep financially stable, and lay ground work for moving forward in 2015

More up to date information on activities of the Secretariat and Partnership around the world can be accessed from our website www.birdlife.org

Plans for future periods

The Secretariat, under the leadership of our new Chief Executive, will continue to support the Partnership to deliver conservation, focused increasingly around the nine principal global conservation programmes adopted by the Partnership

A significant focus will be on strengthening our fundraising, marketing and communications and supporting the partnership to build ever further on its unique and worldwide grassroots supporter base

Having adopted a revised strategy and conservation programme framework in 2013, further development on the programmatic planning and implementation is a key focus moving forward. In 2015 a key focus will be the framework for setting and measurement of targets

During 2015, a few highlights of programmatic focus include

- Advance our communications, awareness and advocacy work in Europe to secure protection for the EU Nature Directives
- Climate change policy and advocacy work focussing on UNFCCC COP21 meeting in Paris
- Campaign for Old World Vultures (Africa, Asia and Europe) – to address various forms of poisoning, and other impacts, threatening 11 of the 16 vulture species (including 4 Critically Endangered)
- Complete the 2015 update of the Red Lists of Birds, on behalf of IUCN, and launch of a European Bird Red List
- Continue to work with IUCN to ensure that the new Key Biodiversity Area (KBA) Standard and its application reflects BirdLife's IBA approach, and that BirdLife's secures appropriate association with the KBA knowledge product
- Complete the assessment of the scope and scale of illegal killing in the Mediterranean
- Implement the Migratory Soaring Bird Project across the Middle East and North East Africa moving into Phase 2 and promoting guidance and tools to mainstream Soaring Bird Conservation in tourism, energy, waste management, agricultural and hunting sectors
- Implementation of major Invasive Alien Species eradication project in Acteon and Gambier group

Financial Review

Review of finances

The Trustees review, approve and monitor performance against the annual budgets of the Secretariat. Expenditure is planned to optimise the benefits towards the strategic objectives of the Partnership, while maintaining a financially stable Secretariat.

The Secretariat continued to gain financial support for its conservation objectives from various United Nations and European Union budgets, from national government budgets, from foundations including the MacArthur Foundation, the Aage V. Jensen Foundation, Packard Foundation, the Critical Ecosystems Partnership Fund, Arcadia Foundation, Mava Foundation and a significant number of trusts, companies and individuals.

The financial support from within the Partnership, including joint fundraising for programmes (as disclosed on pages 35 and 37) is critical to the stability that allows the Secretariat to service the Partnership.

Following a year where we received a specific US\$3 million donation to set up an endowment fund for Indonesian forest work, the Secretariat's total income fell back from £16.4 million in 2013 to £13.9 million in 2014. The Secretariat's total expenditure also decreased to £13.1 million in 2014, compared to £14.1 million in 2013.

The Secretariat results showed a surplus of £13,793 (compared to a deficit of £68,030 in 2013). A breakeven or better position on unrestricted funds had been budgeted for 2014. Achieving this stability despite the challenges of a leadership transition was considered a satisfactory outcome.

The financial outlook for the next few years looks as challenging as ever, with governments forced to change their economic priorities and environmental NGOs fighting to maintain the level of support needed towards achieving their objectives.

Securing unrestricted income remains a key challenge. During 2014 BirdLife continued to invest in communication and promotion of its work to existing donors as well as seeking to break new ground. This will remain a focus in 2015. A statement of financial activities is set out on page 16.

Financial reserves

The Trustees review BirdLife's reserves at least annually. BirdLife maintains unrestricted income reserves sufficient to maintain BirdLife's operations, in the event that income is unexpectedly reduced from budgeted levels. The Trustees consider the probability of a reduction in and security of, each source of income together with the ability to reduce expenditure in a planned manner and also the risk associated with the equity investments, in which a proportion of the reserves are held.

Over the last few years a reserves policy was maintained with a target of holding unrestricted reserves (made up of Unrestricted funds and Expendable endowment funds) of 2 to 3 months of planned expenditure. These targets were set when reserves were well below this level, with the intention to grow them steadily while at the same time maintaining key operations supporting the Partnership. At the end of 2014 these remained at £2.1 million (2013: £2.1 million), which is at approximately 2

months planned expenditure levels. Budgetary decisions for 2015 take into account these levels, in addition to the challenging economic climate.

The Trustees consider that BirdLife is in a strong position and has adequate resources to continue in operational existence for the foreseeable future and, for this reason, the Trustees continue to adopt the 'going concern' basis in preparing the accounts.

Fixed assets and investments

The movements in tangible fixed assets during the year are set out in note 8 to the accounts. Fixed asset investments are disclosed in note 9 to the accounts.

During 2014 the Trustees concluded a review of investment policy and management arrangements. Up until 2014, BirdLife's investment policy was to invest endowment funds in equity based unit trusts. Investments were largely made in funds tracking US, UK and European stock markets and are therefore highly diversified against any individual stock, and currency risk spread across USD, Euros and Sterling. As part of its portfolio, a portion was invested in Socially Responsible Unit Trusts.

The review considered BirdLife's growing focus on the need for raising long term funding for conservation, together with a growing focus on corporate relationships (for which Global Council had adopted a set of principles, with some key sectors with which we would not engage). This led to a conclusion to move towards active portfolio management by a professional investment manager (recruited through a tender process), and further consideration of alignment of investments in companies with our engagement principles.

Summary of investment policy

The Trustees (Global Council) of BirdLife International have delegated investment decisions to the Finance Committee.

The Finance Committee are charged with agreeing a suitable asset allocation strategy for the reserves with the investment manager. They are also charged with recommending to the Trustees primary investment management arrangements, advising on the balance of practical operational considerations versus diversification of management arrangements.

Investment management is delegated to an authorised professional investment manager [UBS AG], regulated by the Financial Conduct Authority.

Investment objectives

- BirdLife seeks to produce the best financial return within an acceptable level of risk.
- The investment objective for the general long term reserves is to generate a return in excess of inflation over the long term whilst generating an income to support the on-going activities of BirdLife.
- The investment objective for the general short term reserves is to preserve the capital value with a minimum level of risk. Assets should be readily available to meet unanticipated cash flow requirements.
- Specific funds may exist for specific purposes, for which specific investment criteria will be tailored to these purposes.

The Charity has adopted an ethical investment policy to ensure that its investments do not conflict with its aims. It has adopted a set of principles for direct corporate sector engagement which have a general exclusion for: i) Armaments, ii) Tobacco, iii) Trade in globally threatened flora and/or fauna iv) Trade in timber from old-growth forests, v) Animal testing for cosmetic or other non-medical products, vi) Trade in fish from, or at-sea with history of practising IUU (illegal, unregulated or unreported) fishing.

The Charity's ethical investment policy is to align with the principles above, in as far as practical. The investment portfolio is structured in a manner to allow for sufficient screening against significant investment in companies engaged in these sectors.

The Finance Committee have responsibility for agreeing strategy and monitoring the investment assets. They are also charged with overseeing and judging the degree of ethical alignment versus balance of financial and practical considerations. Performance of the long term reserves will be measured against inflation and agreed market indices. The return of the short term reserves will be monitored against benchmark cash rates. The level of capital volatility will be monitored to ensure the risk profile remains appropriate for the Charity.

Towards the end of 2013 US\$3 million was received from Singapore Airlines to set up a permanent endowment to help fund the Harapan Rainforest Initiative. This was invested in 2014 in tailored USD based portfolio, managed by UBS, with investment objectives aligned to the initiative.

Investments underpinning BirdLife's other endowment funds, set up with aligned investment objectives, were pooled into a GBP-based main portfolio.

During 2014, the level of invested assets closed a little higher than at the beginning of the year, with the combined portfolio at £4.6m (£4.4m 2013).

Subsidiary holding

The Charity had one wholly owned subsidiary, BirdLife Services Ltd. This has remained dormant since 2001, as disclosed in note 20.

Grants and awards policy

BirdLife works on varied conservation projects around the world and makes grants or awards to further the conservation objectives of the organisation. The determination of recipients is case dependent.

The aim of making grants to Partner organisations and other conservation NGOs is to develop the world-wide network of bird conservation organisations, and support their conservation work. One of the roles of the BirdLife Secretariat is to help develop the capacity of local and national organisations to carry out conservation work in their own countries. Grants are made following cost benefit analysis on the conservation impacts that such grants will achieve, the grant expenditure is then closely monitored.

For the majority of programmes, funding is specifically sought for collaborative work with identified partner organisations. The grant/subcontracting arrangements then follow appropriate processes deriving from specific funder requirements.

Risk and Uncertainty

The Trustees have overall responsibility for ensuring that BirdLife International has appropriate system of controls, financial and otherwise. They are also responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the group and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities and to provide reasonable assurance that

- BirdLife International is operating efficiently and effectively
- Its assets are safeguarded against unauthorised use or disposition
- Proper records are maintained and financial information used within the charity or for publication is reliable
- BirdLife International complies with relevant laws and regulations

The systems of internal control are designed to provide reasonable, but not absolute, assurance against material misstatement or loss. They include:

- A strategic plan, annual budgets and work plans approved by the Trustees
- Consideration by the Trustees of financial results and forecasts, variance from budgets, and progress against work plans at each of its meetings and also by the Finance Sub Committee of Council
- Delegation of authority and segregation of duties
- Identification and management of risks

The Trustees have introduced a rigorous risk management process to assess business risks and implement risk management strategies. This involves identifying the types of risks and issues the charity faces, prioritising them in terms of potential impact and likelihood of occurrence, and identifying means of mitigating the risks.

Key types of risks and uncertainties identified include some relating to key strands of BirdLife's competitive advantage, its science and its network. Other key areas include maintaining its reputation, its funding streams, and looking after its assets and employees.

As part of this process the Trustees have reviewed the adequacy of the charity's current internal controls. The Trustees make reference to the specific guidelines issued by the Charity Commission on internal financial controls. Following the most recent risk review, the Trustees are satisfied with the controls in place and the steps taken to manage risk.

Auditors

Each of the persons who is a Trustee at the date when this report is approved confirms that

- So far as the Trustee is aware, there is no relevant audit information of which the charitable company's auditors are unaware and
- The Trustee has taken all the steps he/she ought to have taken as a Trustee to make himself/herself aware of any relevant audit information and to establish that the charitable company's auditors are aware of that information

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006

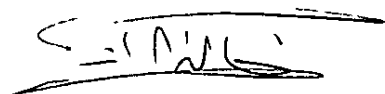
Crowe Clark Whitehill LLP has expressed its willingness to continue as auditor for the next financial year

Acknowledgements

The staff of the Secretariat are a highly valued resource, as are all our supporters. It is through them that we can ensure that time and money are well spent towards achieving the longer term conservation goals

The Trustees would like to take this opportunity to thank everyone who has shown their dedication and commitment to our organisation

By order of the Board,



Khaled Irani
Chair
1st June 2015

Independent Auditor's Report to the Members of BirdLife International

We have audited the financial statements of BirdLife International for the year ended 31 December 2014 which comprise the Group Statement of Financial Activities, the Group and Company Balance Sheets, the Group Cash Flow Statement and the related notes numbered 1 to 23

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice)

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company, the charitable company's members as a body and the charitable company's trustees as a body for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditor

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purpose of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed, the reasonableness of significant accounting estimates made by the trustees, and the overall presentation of the financial statements.

In addition, we read all the financial and non-financial information in the Strategic report and the Trustees' Annual Report and any other surrounding information to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 December 2014 and of the group's incoming resources

and application of resources, including its income and expenditure, for the year then ended,

- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, and
- have been prepared in accordance with the requirements of the Companies Act 2006

Opinion on other matters prescribed by the Companies Act 2006

In our opinion the information given in the Strategic report and the Trustees Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- the parent charitable company has not kept adequate accounting records, or returns adequate for our audit have not been received from branches not visited by us, or
- the parent charitable company financial statements are not in agreement with the accounting records and returns, or
- certain disclosures of trustees' remuneration specified by law are not made, or
- we have not received all the information and explanations we require for our audit, or

N. Hashemi

Naziar Hashemi
Senior Statutory Auditor
For and on behalf of
Crowe Clark Whitehill LLP
Statutory Auditor
London

2 July 2015

Crowe Clark Whitehill LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

BirdLife International Trustees Report and Financial Statements 2014

Consolidated Statement of Financial Activities (incorporating income and expenditure account)

For the year ended 31 December 2014

	Notes	Unrestricted funds £	Restricted funds £	Endowment funds £	Total 2014 £	Total 2013 £
Incoming resources						
<i>Voluntary income</i>						
Partner membership contributions	23	706,866	-	-	706,866	735,737
Subscriptions		115,095	-	-	115,095	120,808
Other donations and legacies		414,385	840,140	-	1,254,525	862,949
<i>Activities for generating funds</i>						
Event income		226,098	470,067	-	696,165	601,305
Trading activities		4,653	-	-	4,653	9,810
Investment income	2	9,137	-	93,034	102,171	31,844
<i>Incoming resources from charitable activities</i>						
Partner organisations	23	608,706	694,258	-	1,302,964	1,939,470
Governmental institutions		-	2,585,556	-	2,585,556	2,574,522
Trusts and foundations		513,468	4,923,071	-	5,436,539	6,010,667
Corporations		-	1,628,551	-	1,628,551	3,492,200
Other		21,265	12,869	-	34,134	32,830
		<u>2,619,673</u>	<u>11,154,512</u>	<u>93,034</u>	<u>13,867,219</u>	<u>16,412,142</u>
Resources expended						
<i>Cost of generating funds</i>						
Cost of generating income	3	634,887	86,524	-	721,411	522,896
Investment management fees		-	-	18,626	18,626	1,970
		<u>634,887</u>	<u>86,524</u>	<u>18,626</u>	<u>740,037</u>	<u>524,866</u>
<i>Charitable expenditure</i>						
Preventing Extinctions	3	126,180	782,760	-	908,940	912,088
Important Bird and Biodiversity Areas		261,204	1,998,908	-	2,260,112	2,548,458
Migratory Birds and Flyways		286,508	1,890,377	-	2,176,885	2,191,604
Marine		110,788	606,744	-	717,532	557,883
Invasive Alien Species		76,064	308,568	-	384,632	385,789
Forests of Hope		144,163	985,747	-	1,129,910	1,430,171
Climate Change		48,920	138,163	-	187,083	224,914
Local Engagement & Empowerment		128,704	443,148	-	571,852	747,649
Capacity Development		193,317	1,380,402	-	1,573,719	1,967,382
Conservation Science		280,220	591,256	-	871,476	872,728
Conservation Policy		119,233	1,137,177	-	1,256,410	1,323,912
Total charitable expenditure		<u>1,775,301</u>	<u>10,263,250</u>	<u>-</u>	<u>12,038,551</u>	<u>13,162,578</u>
<i>Governance costs</i>						
	3	279,654	8,555	-	288,209	431,315
Total resources expended		<u>2,689,842</u>	<u>10,358,329</u>	<u>18,626</u>	<u>13,066,797</u>	<u>14,118,759</u>
Net incoming resources before transfers						
	4	(70,169)	796,183	74,408	800,422	2,293,383
Transfers between funds	12	83,962	-	(83,962)	-	-
Net incoming/(outgoing) resources after transfers		<u>13,793</u>	<u>796,183</u>	<u>(9,554)</u>	<u>800,422</u>	<u>2,293,383</u>
Net gain on investments		-	-	146,270	146,270	503,504
Net movement in funds		<u>13,793</u>	<u>796,183</u>	<u>136,716</u>	<u>946,692</u>	<u>2,796,887</u>
Total funds brought forward		<u>1,298,761</u>	<u>4,804,834</u>	<u>4,522,743</u>	<u>10,626,338</u>	<u>7,829,451</u>
Total funds carried forward		<u>1,312,554</u>	<u>5,601,017</u>	<u>4,659,459</u>	<u>11,573,030</u>	<u>10,626,338</u>

BirdLife International Trustees Report and Financial Statements 2014

Balance Sheets

As at 31 December 2014

Company registration number 2985746

	Notes	Group		Company	
		2014 £	2013 £	2014 £	2013 £
Fixed assets					
Tangible assets	8	44,416	65,537	44,416	65,537
Investments	9	4,636,433	4,412,729	4,636,435	4,412,731
		<u>4,680,849</u>	<u>4,478,266</u>	<u>4,680,851</u>	<u>4,478,268</u>
Current assets					
Debtors	10	1,795,784	1,304,199	1,795,967	1,304,382
Cash at bank and in hand		6,574,523	6,208,450	6,574,338	6,208,265
		<u>8,370,307</u>	<u>7,512,649</u>	<u>8,370,305</u>	<u>7,512,647</u>
Creditors Amounts falling due within one year	11	(1,478,126)	(1,364,577)	(1,478,126)	(1,364,577)
Net current assets		<u>6,892,181</u>	<u>6,148,072</u>	<u>6,892,179</u>	<u>6,148,070</u>
Net assets		<u>11,573,030</u>	<u>10,626,338</u>	<u>11,573,030</u>	<u>10,626,338</u>
Funds					
Income Funds					
Restricted funds	13	5,601,017	4,804,834	5,601,017	4,804,834
Unrestricted funds		1,312,554	1,298,761	1,312,554	1,298,761
		<u>6,913,571</u>	<u>6,103,595</u>	<u>6,913,571</u>	<u>6,103,595</u>
Endowment funds					
Expendable endowment	12	812,248	843,738	812,248	843,738
Permanent endowments	12	3,847,211	3,679,005	3,847,211	3,679,005
		<u>4,659,459</u>	<u>4,522,743</u>	<u>4,659,459</u>	<u>4,522,743</u>
		<u>11,573,030</u>	<u>10,626,338</u>	<u>11,573,030</u>	<u>10,626,338</u>

The accounts on pages 16 to 37 were approved by the Trustees on 1st June 2015 and were signed on their behalf by



Nick Prentice

Treasurer

The accompanying notes form an integral part of these accounts

BirdLife International Trustees Report and Financial Statements 2014
Consolidated Cash Flow Statement
For the year ended 31 December 2014

	Notes	2014 £	2013 £
Net cash inflow from operating activities	17	<u>367,459</u>	<u>2,736,827</u>
Capital expenditure and financial investments			
Purchase of tangible fixed assets		(3,284)	(22,712)
Purchase of investments		(2,619,472)	(1,855,732)
Proceeds of realisation of investments		<u>2,621,370</u>	<u>13,610</u>
Net cash (outflow) from capital expenditure and financial investments		(1,386)	(1,864,834)
Increase in cash	18	<u>366,073</u>	<u>871,993</u>

All activities in both years arise from continuing operations. There were no recognised gains or losses other than those shown in the statements above. The accompanying notes form an integral part of these accounts.

The income and expenditure account includes only the unrestricted and restricted funds.

Notes to accounts

1 Accounting policies

The accounts have been prepared in accordance with applicable accounting standards in the United Kingdom and Accounting and Reporting by Charities Statement of Recommended Practice 2005 (SORP). The principal accounting policies adopted in the preparation of the accounts are as follows

a) Basis of accounting

The accounts are prepared in accordance with the historical cost convention as modified by the revaluation of certain fixed assets. After making enquiries, the trustees have reasonable expectation that the charity has adequate resources to continue its activities for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the financial statements as outlined in the Financial Review on pages 12 and 13.

b) Consolidation

The consolidated statement of financial activities and balance sheet include the financial statements of the company and its subsidiaries for the year ended 31 December 2014. Intragroup transactions are eliminated fully on consolidation. In accordance with the exemption provided by section 408 of the Companies Act 2006, the charity has not presented its own Statement of Financial Activities.

c) Restricted funds

Restricted funds are those where a use has been specified by the donor and include grants from statutory bodies.

Deficits within restricted project funds occur when income is not entitled to be recognised in the current financial period, and are carried forward to the next period. Where further funding is not anticipated, a transfer is made from unrestricted funds to cover the deficit.

d) Endowment funds

Endowment funds represent assets retained for the benefit of the charity as a capital fund. Details of the nature and purpose of each endowment fund is set out in note 12.

The expendable endowment fund represents a fund from which capital and interest can be drawn down for unrestricted use.

e) Incoming resources

Income is accounted for when the charity has entitlement, there is reasonable assurance of receipt and the amount can be measured.

Incoming resources are deferred only when the donor has imposed preconditions on the expenditure of resources.

f) Resources expended

Expenditure, inclusive of an element of non-reclaimable VAT, is charged on an accruals basis.

Resources expended are disclosed under the following headings: cost of generating funds, charitable expenditure and governance costs.

Charitable expenditure is further analysed, based on the judgement of BirdLife International management into

- | | | |
|--|----------------------------------|------------------------|
| • Preventing Extinctions | • Invasive Alien Species | • Capacity Development |
| • Important Bird and Biodiversity Areas (IBAs) | • Forests of Hope | • Conservation Science |
| • Migratory Birds and Flyways | • Climate Change | • Conservation Policy |
| • Marine | • Local Engagement & Empowerment | |

These categories follow the categories of policy and review of BirdLife International Activities as set out and discussed within the Trustees' report. Support activities include day to day operational management and have been split out into the above categories as guided by the SORP 2005, that is, they have been allocated between the Charitable Expenditure headings. This has been done on the basis of percentage of direct costs charged to these headings. The cost allocation includes an element of judgement and BirdLife International has had to consider the cost benefit of detailed calculations and record keeping. Governance costs include those activities relating to the governance and strategic management of the charity.

Notes to accounts

1 Accounting policies (continued)

Grants and awards made in furtherance of BirdLife's charitable objectives are accrued when terms have been agreed with the beneficiary. Grants and awards where the beneficiary has not been informed, or has to meet certain conditions before the release of funds, are not accrued, but noted as financial commitments.

g) *Employee information*

Staff employed in the day to day operational running of the charity (which includes financial and support staff who are involved in project activities) are classified within the charitable activities, generating funds or support activities functions as indicated in Note 6. The management and administration function includes only the role of, and support to, the Chief Executive.

h) *Pension costs*

The company operates defined contribution pension schemes. The assets of the schemes are held separately from those of the company in independently administered funds. The pension cost charge represents contributions payable by the company to the schemes. The company provides no other post-retirement benefits to its employees.

i) *Operating leases*

Costs in respect of operating leases are charged on a straight line basis over the lease term.

j) *Foreign currencies*

Assets and liabilities denominated in foreign currencies are retranslated at the rates of exchange ruling at the balance sheet date. Profits and losses arising on retranslation are taken to the statement of financial activities. Transactions in the period are translated at the rate of exchange ruling at the time of the transaction.

k) *Tangible fixed assets and depreciation*

Fixed assets purchased for on-going use in the UK are capitalised, where cost exceeds £500 and disclosed at cost less depreciation. Depreciation is charged at a rate calculated to write off the cost of the asset (less residual value) over its expected economic life and is classified as support activities expenditure. Depreciation is written off on a straight line basis at the following rates per annum:

- Office equipment and furniture 20%
- Computer equipment 25%
- Vehicles 20%

Improvements to leasehold property are written off over the length of the lease, based on the earliest determinable date of the lease. Equipment purchased using restricted funds are not capitalised but charged in full to "Resources expended" when purchased. This is because the expected useful life is significantly reduced in such programmes and is often less than one year for the majority of these assets. Where equipment is purchased with restricted funds, it is common that the equipment reverts to the funder on completion of the project.

l) *Investments*

Investments are stated at market value at the balance sheet date. The Statement of Financial Activities includes the net gains and losses arising on revaluations and disposals throughout the year.

m) *Financial activities of the holding company*

There is no difference between the net movement in funds for the company and the group. Therefore, the directors have taken advantage of the exemptions available and not disclosed a separate statement of financial activities or income and expenditure account for the company.

2 Investment income

	2014 £	2013 £
Income from fixed asset investments	93,034	18,629
Interest from unrestricted fund bank accounts	9,137	13,215
	<u>102,171</u>	<u>31,844</u>

This can be analysed as follows

	2014 £	2013 £
BirdLife Fund	17,946	5,619
RBC Fund	30,083	10,535
Harapan Fund	37,637	-
Other endowment funds	7,368	2,475
Unrestricted funds	9,137	13,215
	<u>102,171</u>	<u>31,844</u>

The investment portfolio is predominantly held in European, North American, United Kingdom and Socially Responsible investment trusts (see note 9) Investments are held for capital growth rather than for Investment Income

3 Analysis of total resources expended

	Direct Costs £	Support Costs £	2014 Total £	2013 Total £
Cost of generating funds	586,064	153,973	740,037	524,866
Charitable expenditure				
Preventing Extinctions	719,826	189,114	908,940	912,088
Important Bird and Biodiversity Areas	1,789,874	470,238	2,260,112	2,548,458
Migratory Birds and Flyways	1,723,963	452,922	2,176,885	2,191,604
Marine	568,242	149,290	717,532	557,883
Invasive Alien Species	304,606	80,026	384,632	385,789
Forests of Hope	894,822	235,088	1,129,910	1,430,171
Climate Change	148,159	38,924	187,083	224,914
Local Engagement & Empowerment	452,872	118,980	571,852	747,649
Capacity Development	1,246,293	327,426	1,573,719	1,967,382
Conservation Science	692,406	179,070	871,476	872,728
Conservation Policy	995,002	261,408	1,256,410	1,323,912
	<u>9,536,065</u>	<u>2,502,486</u>	<u>12,038,551</u>	<u>13,162,578</u>
Governance costs	231,526	56,683	288,209	431,315
Total resources expended	<u>10,353,655</u>	<u>2,713,142</u>	<u>13,066,797</u>	<u>14,118,759</u>

Programme areas are highly diverse and most projects overlap the different programme areas

3 Analysis of total resources expended (continued)

Analysis of expenditure by cost type

	Direct Costs £	Support Regional Support £	Support Costs Global Support £	Total 2014 £	Total 2013 £
Staff costs	3,677,632	699,570	589,220	4,966,422	4,992,004
Support grants	4,051,516	-	-	4,051,516	4,823,437
Travel & conferences	899,221	128,747	10,589	1,038,557	1,547,880
Professional services	990,329	172,583	139,314	1,302,226	1,068,181
Office accommodation	65,373	219,249	230,716	515,338	587,430
Equipment & supplies	125,759	30,594	24,581	180,934	161,090
Communications	88,633	52,564	33,374	174,571	181,188
Event costs	274,295	5,018	-	279,313	244,545
Audit	5,060	10,072	36,900	52,032	58,541
Foreign exchange losses	23,118	11,544	47,511	82,173	110,834
Other costs	152,719	113,422	157,574	423,715	343,629
Total	10,353,655	1,443,363	1,269,779	13,066,797	14,118,759

Support Costs are included in the expenditure reported on the Statement of Financial Activities and have been allocated between the Charitable Expenditure headings on the basis of percentage of direct costs charged to these headings. The cost allocation includes an element of judgement and BirdLife International has had to consider the cost benefit of detailed calculations and record keeping. Regional support costs relate to Secretariat office bases outside the UK. Global support costs relate to the UK headquarters.

4 Net incoming resources

The net incoming resources to funds is stated after charging

	2014 £	2013 £
Auditors' remuneration		
UK charity audit	36,900	36,000
Grant funder audits	4,261	8,000
International offices*	10,871	14,541
Depreciation of tangible fixed assets	24,392	19,868

*Paid to firms other than Crowe Clark Whitehill LLP

5 Trustees' remuneration

The trustees received £Nil remuneration (2013 - £Nil) except for the reimbursement of certain travel and subsistence costs to attend Board meetings and committee meetings. The total amount reimbursed was £11,325 to 10 trustees (2013 - £9,433 to 7 trustees).

6 Employee information

The average monthly number of persons employed by the group during the year was

	2014 Number	2013 Number
<i>Analysed by primary function</i>		
Charitable activities	132	145
Generating funds	9	7
Support activities	22	22
Management and administration of charity	2	3
	<u>165</u>	<u>177</u>

	2014 Number	2013 Number
<i>Analysed by geographical region</i>		
Africa	22	30
Americas	10	12
Asia	35	35
Europe	82	83
Middle East	6	8
Pacific	10	9
	<u>165</u>	<u>177</u>

	2014 £	2013 £
The costs for employing staff were		
Wages and salaries	4,245,721	4,229,825
Social security costs	407,391	437,882
Pension costs (see note 15)	313,310	324,297
	<u>4,996,422</u>	<u>4,992,004</u>

The number of employees who received aggregate emoluments within the following ranges were

	2014 Number	2013 Number
£60,000 to £69,999	1	3
£70,000 to £79,999	2	2
£80,000 to £89,999	1	-
£90,000 to £99,999	1	1
£100,000 to £109,999	-	1
	<u>5</u>	<u>7</u>

5 employees earning more than £60,000 were members of the defined contribution pension scheme, employer's contributions payable during the year in respect to these 5 employees amounted to £26,988 (2013 – 7 employees £49,303)

7 Grants and awards

Grants and awards to the value of £4,051,516 (2013 £4,823,437) were given to other organisations during the year, for work directly supporting BirdLife's charitable activities. Individual organisations are disclosed where total grants paid are a material amount.

	2014 £	2013 £
Conservation Society of Sierra Leone		
<i>Migratory Birds and Flyways</i>	4,300	478
<i>Local Engagement & Empowerment</i>	3,244	3,821
<i>Capacity Development</i>	2,845	1,962
<i>Conservation Policy</i>	1,485	1400
<i>Conservation Science</i>	564	1400
<i>Forests of Hope</i>	-	35,199
<i>Preventing Extinctions</i>	-	3,463
Fondation des Amis de la Nature (Burkina Faso)		
<i>Migratory Birds and Flyways</i>	55,352	179,725
<i>Capacity Development</i>	9,286	22,604
<i>Local Engagement & Empowerment</i>	3,017	10,447
<i>Preventing Extinctions</i>	813	428
Nigerian Conservation Foundation		
<i>Migratory Birds and Flyways</i>	42,232	105,111
<i>Capacity Development</i>	5,841	12,787
<i>Local Engagement & Empowerment</i>	5,701	9,976
Royal Society for the Protection of Birds (UK)		
<i>Marine</i>	173,261	112,816
<i>Preventing Extinctions</i>	22,224	48,321
<i>Capacity Development</i>	4,825	4,347
<i>Important Bird and Biodiversity Areas</i>	603	1,428
<i>Conservation Science</i>	445	-
<i>Forests of Hope</i>	-	229,486
<i>Conservation Policy</i>	-	7,470
Societe Audubon Haiti		
<i>Capacity Development</i>	7,443	49,004
<i>Migratory Birds and Flyways</i>	2,048	10,660
<i>Preventing Extinctions</i>	-	36,571
<i>Important Bird and Biodiversity Areas</i>	-	5,224
Society for the Conservation of Nature of Liberia		
<i>Forests of Hope</i>	30,883	63,299
<i>Capacity Development</i>	23,906	9,276
<i>Local Engagement & Empowerment</i>	12,353	23,332
<i>Important Bird and Biodiversity Areas</i>	6,177	7,777
<i>Preventing Extinctions</i>	-	3,497
University of East Anglia (UK)		
<i>Preventing Extinctions</i>	77,267	41,926
<i>Conservation Science</i>	75,267	41,926

7 Grants and awards (continued)

	2014 £	2013 £
Grupo Jaragua (Dominican Republic)		
<i>Forests of Hope</i>	37,800	59,482
<i>Important Bird and Biodiversity Areas</i>	26,327	32,938
<i>Capacity Development</i>	13,341	8,383
<i>Migratory Birds and Flyways</i>	4,184	773
<i>Preventing Extinctions</i>	376	3,613
Nature Fiji Mareqeti Viti		
<i>Forests of Hope</i>	69,287	78,662
<i>Invasive Alien Species</i>	22,001	52,513
<i>Local Engagement & Empowerment</i>	18,653	31,571
<i>Preventing Extinctions</i>	12,069	2,622
<i>Capacity Development</i>	11,611	12,034
<i>Conservation Science</i>	-	2,981
<i>Conservation Policy</i>	-	2,981
<i>Marine</i>	-	2,622
BirdLife South Africa		
<i>Conservation Policy</i>	1,675	1,401
<i>Conservation Science</i>	1,117	1,401
<i>Capacity Development</i>	-	248,073
<i>Marine</i>	-	49,614
<i>Important Bird and Biodiversity Areas</i>	-	33,082
Nature Iraq		
<i>Important Bird and Biodiversity Areas</i>	108,000	-
Save Brazil		
<i>Forests of Hope</i>	84,882	2,681
<i>Migratory Birds and Flyways</i>	20,270	13,189
<i>Capacity Development</i>	15,897	13,948
<i>Important Birds and Biodiversity Areas</i>	9,943	3,734
<i>Preventing Extinctions</i>	9,254	9,261
<i>Conservation Policy</i>	9,134	6,259
<i>Marine</i>	5,199	957
<i>Local Engagement & Empowerment</i>	1,261	-
Viet Nature		
<i>Conservation Policy</i>	36,015	2,904
<i>Forests of Hope</i>	34,876	16,260
<i>Important Birds and Biodiversity Areas</i>	20,692	22,647
<i>Capacity Development</i>	12,424	-
<i>Migratory Birds and Flyways</i>	7,601	9,872
<i>Preventing Extinctions</i>	7,061	581
<i>Marine</i>	2,432	5,807

7 Grants and awards (continued)

	2014 £	2013 £
Other Institutions		
<i>Important Birds and Biodiversity Areas</i>	646,485	587,081
<i>Migratory Birds and Flyways</i>	477,892	442,512
<i>Capacity Development</i>	416,981	636,771
<i>Conservation Policy</i>	254,451	377,023
<i>Preventing Extinctions</i>	211,312	203,237
<i>Local Engagement & Empowerment</i>	143,638	206,165
<i>Marine</i>	141,698	106,157
<i>Forests of Hope</i>	122,637	147,277
<i>Invasive Alien Species</i>	107,358	90,782
<i>Climate Change</i>	15,052	27,808
<i>Conservation Science</i>	9,700	12,083
<i>Fundraising</i>	6,843	49,608
Other Institutions		
<i>Capacity Development</i>	288,179	118,926
<i>Migratory Birds and Flyways</i>	15,975	-
<i>Important Birds and Biodiversity Areas</i>	11,777	-
<i>Preventing Extinctions</i>	6,774	-
	<hr/>	<hr/>
	4,051,516	4,823,437

A full list of grants and awards is available at BirdLife's registered office

8 Tangible fixed assets – group and company

	Leasehold improvements £	Equipment £	Total £
Cost			
At 1 January 2014	64,895	223,600	288,495
Additions	-	3,284	3,284
Disposals	-	(1,701)	(1,701)
At 31 December 2014	<hr/> 64,895	<hr/> 225,183	<hr/> 290,078
Depreciation			
At 1 January 2014	61,358	161,600	222,958
Disposals	-	(1,688)	(1,688)
Charge	1,368	23,024	24,392
At 31 December 2014	<hr/> 62,726	<hr/> 182,936	<hr/> 245,662
Net book value			
At 31 December 2014	<hr/> 2,169	<hr/> 42,247	<hr/> 44,416
At 31 December 2013	<hr/> 3,537	<hr/> 62,000	<hr/> 65,537

9 Investments

	Group and company	
	2014 £	2013 £
Market value at 1 January	4,412,729	2,067,104
Additions at cost	2,619,472	1,855,732
Disposals proceeds	(2,621,370)	(13,610)
Investments Income*	93,034	-
Management Charges*	(13,702)	-
Net gains/(losses) arising on revaluations during year	146,270	503,503
Market value at 31 December Group	4,636,433	4,412,729
Add Shares in subsidiary undertaking	2	2
Total market value at 31 December Company	4,636,435	4,412,731
Analysis of investments		
Investments managed from UK	4,636,435	2,123,816
Investments managed from Ireland	-	2,288,915
	4,636,435	4,412,731

*Following the change of investment portfolio and management arrangement, investment income and professional management fees are accrued/deducted from the portfolio. In prior years these were paid separately

	Group		Company	
	2014 £	2013 £	2014 £	2013 £
Shares in group undertaking	-	-	2	2
Other investments	4,636,433	4,412,729	4,636,433	4,412,729
	4,636,433	4,412,729	4,636,435	4,412,731

The shares in the group undertaking are the holding in the 100% owned subsidiary BirdLife Services Limited and are included at cost. Further information is in note 20

9 Investments (continued)

Other investments consist of the investment portfolio which is invested as follows

	2014		2013	
	£	%	£	%
Main Portfolio GBP denominated				
- Equities	1,887,708	72.6	-	-
- Bonds	518,721	19.9	-	-
- Cash	195,088	7.5	-	-
European Equities Trust				
	-	-	460,642	17.7
North American Equities Trust				
	-	-	1,418,378	54.5
United Kingdom Equities Trust				
	-	-	409,895	15.8
Socially Responsible Fund				
	-	-	312,554	12
	<u>2,601,517</u>	<u>100</u>	<u>2,601,469</u>	<u>100</u>
Harapan Endowment USD denominated				
- Equities	1,087,732	53.5	-	-
- Bonds	805,154	39.6	-	-
- Cash	142,030	6.9	1,811,260	100
	<u>2,034,916</u>	<u>100</u>	<u>1,811,260</u>	<u>100</u>
Total	<u>4,636,433</u>		<u>4,412,729</u>	

During 2014, following a review of investments, UBS were appointed as professional fund managers and restructured our portfolio away from equity tracker funds towards an actively managed portfolio. The Harapan endowment fund was also established with investment parameters aligned to project aims and agreed with the funder.

10 Debtors

	Group		Company	
	2014	2013	2014	2013
	£	£	£	£
Amounts owed by group undertaking	-	-	183	183
Amounts due from funders	1,609,482	1,126,303	1,609,482	1,126,303
Other debtors	29,130	46,006	29,130	46,006
Prepayments	154,480	120,271	154,480	120,271
Other taxation and social security	2,692	11,619	2,692	11,619
	<u>1,795,784</u>	<u>1,304,199</u>	<u>1,795,967</u>	<u>1,304,382</u>

Amounts due from funders

Much of BirdLife's work is funded through project or programme funding under various types of grants or other agreements. The above relates to balances which are recoverable under funding agreements.

11 Creditors: amounts falling due within one year – group and company

	2014 £	2013 £
Trade creditors	57,765	76,578
Other taxation and social security	63,308	55,402
Other creditors	117,878	123,004
Accruals	1,217,175	1,004,131
Deferred income	22,000	105,462
	<u>1,478,126</u>	<u>1,364,577</u>

Deferred income is analysed as follows

	2014 £	2013 £
Balance at 1 January	105,462	16,549
Amount released to incoming resources	(105,462)	(16,549)
Amount deferred in the year	<u>22,000</u>	<u>105,462</u>
Balance at 31 December	<u>22,000</u>	<u>105,462</u>

12 Capital funds – group and company

	Balance at 1 January 2014 £	Incoming resources £	Resources expended £	Gains/(losses) and transfers £	Balance at 31 December 2014 £
BirdLife Fund	843,738	17,946	(4,867)	(44,569)	812,248
Rare Bird Club Fund	1,465,893	30,083	(7,205)	(77,971)	1,410,800
Harapan Fund	1,811,260	37,637	(4,747)	190,765	2,034,915
Sundry Funds	<u>401,852</u>	<u>7,368</u>	<u>(1,807)</u>	<u>(5,917)</u>	<u>401,496</u>
Total	<u>4,522,743</u>	<u>93,034</u>	<u>(18,626)</u>	<u>62,308</u>	<u>4,659,459</u>

12 Capital funds – group and company (continued)

Net gains and transfers are represented above by

	£
Transfer to unrestricted income funds	(83,962)
Gain on revaluation of investments	146,270
Total	<u>62,308</u>

Details of the nature of each endowment fund are as follows

- BirdLife Fund – An expendable endowment fund
- Rare Bird Club Fund – A permanent endowment fund, from which a sustainable return can be drawn down for unrestricted use
- Harapan Fund – A permanent endowment fund, from which a sustainable return can be drawn down for use on the Harapan Rainforest Initiative

Sundry funds include

- Sumatra (Harapan Forest) Fund – A permanent endowment fund, from which a sustainable return can be drawn down for use on the Harapan Forest project
- Helmut Sick Fund – A permanent endowment fund, from which a sustainable return can be drawn down for use in ornithological projects in Brazil

The Rare Bird Club, Helmut Sick and Sumatra permanent endowment funds work on the basis of total return policies as agreed at the establishment of each fund. All investment income and capital value changes aggregate in the funds, and the maximum permitted drawdown is 4.5% of a rolling 5 year average fund value. The Harapan Fund was established in agreement with the funder, with specific terms of use.

During the year £83,962 (2013 - £74,512) was withdrawn from the BirdLife and Rare Bird Club funds to contribute towards operating costs.

13 Restricted income funds – group and company

The income funds of the charity can be analysed as follows

	Balance at 01-Jan 2014	Incoming resources	Expenditure, gains/(losses) and transfers	Balance at 31-Dec 2014
	£	£	£	£
Global and Multi-Regional Programmes				
Important Bird and Biodiversity Areas	517,583	998,530	(953,597)	562,516
Migratory Birds and Flyways	254,711	463,148	(552,547)	165,312
Marine	209,827	453,510	(492,100)	171,237
Preventing Extinctions	234,313	1,142,428	(607,456)	769,285
Forests of Hope	364,099	87,956	(9186,778)	265,277
Conservation Science	11,819	707,751	(467,675)	251,895
Capacity Development	88,173	859,860	(861,499)	86,534
Local Engagement & Empowerment	52,086	125,310	(108,580)	68,816
Global and Multi-Regional Programmes - Other	359,908	198,896	(307,009)	251,795
	<u>2,092,519</u>	<u>5,037,388</u>	<u>(4,537,240)</u>	<u>2,592,667</u>
Africa				
Migratory Birds and Flyways	282,456	262,293	(458,578)	86,171
Important Bird and Biodiversity Areas	86,970	417,314	(321,329)	182,955
Local Engagement & Empowerment	57,331	121,680	(129,161)	49,850
Capacity Development	161,109	269,851	(315,302)	115,658
Africa – Other	80,656	115,131	(144,472)	51,315
	<u>668,522</u>	<u>1,186,269</u>	<u>(1,368,842)</u>	<u>485,949</u>
Americas				
Important Bird and Biodiversity Areas	211,922	131,123	(205,600)	137,445
Migratory Birds and Flyways	83,333	257,978	(98,819)	242,492
Forests of Hope	38,052	110,884	(77,045)	71,891
Americas - Other	57,333	191,678	(172,017)	76,994
	<u>390,640</u>	<u>691,663</u>	<u>(553,481)</u>	<u>528,822</u>
Asia				
Important Bird and Biodiversity Areas	171,514	257,711	(278,198)	151,027
Migratory Birds and Flyways	17,120	106,109	(77,348)	45,881
Forests of Hope	359,610	570,546	(512,011)	418,145
Conservation Policy	27,118	271,416	(152,392)	146,142
Asia – Other	259,708	269,331	(305,059)	223,980
	<u>835,070</u>	<u>1,475,113</u>	<u>(1,325,008)</u>	<u>985,175</u>
Europe & Central Asia				
Conservation Policy	180,660	705,259	(663,476)	222,443
Marine	-	140,161	(70,185)	69,976
Migratory Birds and Flyways	23,587	116,413	(111,843)	28,157
Europe & Central Asia - Other	93,452	251,549	(303,893)	41,108
	<u>297,699</u>	<u>1,213,382</u>	<u>(1,149,397)</u>	<u>361,684</u>
Middle East				
Migratory Birds and Flyways	39,435	779,516	(718,356)	100,595
Middle East - Other	-	154,507	(148,431)	6,076
	<u>39,435</u>	<u>934,023</u>	<u>(866,787)</u>	<u>106,671</u>
Pacific				
Invasive Alien Species	342,313	336,445	(307,808)	370,950
Local Engagement & Empowerment	43,632	109,950	(102,654)	50,928
Pacific – Other	95,004	170,279	(147,112)	118,173
	<u>480,949</u>	<u>616,674</u>	<u>(557,574)</u>	<u>540,049</u>
BirdLife total	<u>4,804,834</u>	<u>11,154,512</u>	<u>(10,358,329)</u>	<u>5,601,017</u>

Where it is judged that the terms of the grants have been sufficiently fulfilled to establish the entitlement to funding, income is accrued, and any balance included under Amounts due from funders in Note 10

14 Analysis of net assets between funds

	Tangible fixed assets £	Investments £	Net current assets £	2014 Total £	2013 Total £
Endowment funds					
BirdLife Fund	-	812,248	-	812,248	843,738
Rare Bird Club Fund	-	1,410,800	-	1,410,800	1,465,893
Harapan Fund	-	2,034,915	-	2,034,915	1,811,260
Sumatra Fund	-	200,681	55,485	256,166	256,396
Helmut Sick Fund	-	145,330	-	145,330	145,456
Restricted funds	-	-	5,601,017	5,601,017	4,804,834
Unrestricted funds	44,416	32,459	1,235,679	1,312,54	1,298,761
	<u>44,416</u>	<u>4,636,433</u>	<u>6,892,181</u>	<u>11,573,030</u>	<u>10,626,338</u>

The analysis of net assets between funds for the company would be exactly the same as above, except for,

- Investments, which would show an additional £2, included within the unrestricted funds, for the investment in BirdLife Services Limited, and
- Net current assets, which would be £2 less, included within the unrestricted funds, for the net amount owed by BirdLife Services Limited

15 Pension obligations

The company operates defined contribution pension schemes. The assets of the schemes are held separately from those of the company in independently administered funds. The pension cost charge represents contributions payable by the company to the funds and amounted to £313,310 (2013 – £324,297). Pension contributions payable to the funds at the year-end were £ Nil (2013 – £Nil).

16 Indemnity insurance

An indemnity insurance premium amounting to £6,496 (2013 - £4,992) was paid for the year. The insurance indemnifies

- The trustees or other officers for error or omission committed in good faith in their capacity as trustees or officers,
- The charity for loss arising from fraudulent or malicious conduct by trustees and officers

17 Reconciliation of changes in resources to net cash flow from operating activities

	2014	2013
Operating activities	£	£
Net movement in funds for the year	946,692	2,796,887
Depreciation on tangible fixed assets	24,392	19,868
Loss on disposal of tangible fixed assets	14	358
Decrease/(Increase) in debtors	(491,585)	189,685
Increase in creditors	113,548	233,532
(Gain) on investments	(225,602)	(503,503)
Net cash inflow/(outflow) from operating activities	<u>367,459</u>	<u>2,736,827</u>

18 Analysis of net funds and reconciliation of net cash flow to movement in net funds

Group	2014	2013
	£	£
Net funds, being cash at bank and in hand, at 1 January	6,208,450	5,336,457
Increase in cash in the year	<u>366,073</u>	<u>871,993</u>
Net funds, being cash at bank and in hand, at 31 December	<u>6,574,523</u>	<u>6,208,450</u>

19 Operating lease commitments

BirdLife International has commitments under non-cancellable operating leases for land and buildings as follows

	2014	2013
	£	£
Commitments expiring within one year	107,510	13,600
Commitments expiring in 2 – 5 years	56,038	313,387
Commitments expiring after 5 years	<u>57,495</u>	<u>-</u>

Of the above commitments £82,560 (2013 £165,120) relates to the lease of the Head Office premises in Cambridge (UK) due to expire mid 2015

20 Trading subsidiary

The charity has one wholly owned subsidiary which is registered in England and Wales BirdLife Services Limited formerly acted as the trading subsidiary of BirdLife International, and last traded in 2001 The entity continued to be dormant in the year ended 31 December 2014 The net assets of Birdlife Services Limited at the year-end were £2

The company is exempt under the terms of the Financial Reporting Standard No 8 from disclosing related party transactions with its subsidiary BirdLife Services Limited

21 BirdLife International branches

The Secretariat to the BirdLife International Partnership (BirdLife International, the UK registered Charity and Company) operates across all continents In order to do this it has branches which are controlled and managed by BirdLife

International In certain countries, where it has been necessary, branches of the Secretariat have been set up and locally registered These branches, as with all other Secretariat branches are not treated as separate from the main charity for the purposes of these financial statements The results contributing to the results of BirdLife International are summarised below These are all fully integrated into the main charity accounts

Stichting BirdLife Europe is a registered entity in the Netherlands It comprises activities of the Secretariat's European and Central Asia Division, which primarily operates from an office in Belgium It is controlled by the board of Stichting BirdLife Europe who are employees of BirdLife International

Ippan Shadan Houjin BirdLife International Asia Division is an association registered in Japan It is controlled by a Board comprising of staff of BirdLife International Senior staff are employed by BirdLife International

BirdLife International (Asia) Limited is a registered company limited by guarantee and charity in Singapore The majority of the Board are staff of BirdLife International

Entity	Income (£'000)	Net Assets/(Liabilities) (£'000)*
Stichting BirdLife Europe	1,250	27
Ippan Shadan Houjin BirdLife International Asia Division	836	298
BirdLife International (Asia) Limited	394	(306)

22 Connected organisations

American Friends of BirdLife International Inc is a tax exempt organisation incorporated in the USA Its objectives are in support of the objectives of the BirdLife International Partnership One of the Trustees of BirdLife International and one staff member of BirdLife International act on the board of directors of the organisation

Yayasan Konservasi Ekosistem Hutan Indonesia (Yayasan) is an Indonesian charitable foundation Its objectives are in furtherance of conservation of biodiversity in Indonesia One representative of BirdLife International acts on the board of directors of the organisation

23 Contributions from and payments to BirdLife Partners

BirdLife International acts as an umbrella organisation for entities with similar objectives throughout the world These Partner organisations provide funding for projects and maintenance of the Secretariat The Secretariat works closely with Partners on project activities and co-ordination It also sub-contracts work to, and obtains funding for, Partner organisations Although the Partners do not necessarily constitute related parties, as defined within FRS8, disclosure of transactions with the Partners is made on the basis that the information is of interest to the Partnership The tables on pages 35, 36 and 37 show the levels of contributions to the Secretariat from various Partners, and payments from the Secretariat to the Partners

Contributions from BirdLife Partners

Country/Territory	Partner	2014		2013		Total
		Unrestricted	Restricted	Unrestricted	Restricted	
		£	£	£	£	£
Argentina	Aves Argentinas (AOP)	1,193	-	1,193	-	1,193
Australia*	BirdLife Australia	5,570	-	5,570	-	5,570
Austria	BirdLife Austria	2,292	-	2,292	-	2,292
Bahamas	Bahamas National Trust	-	-	-	-	-
Belgium	Natuurpunt	56,368	-	56,368	-	56,368
Belgium	Natagora	16,282	-	16,282	-	16,282
Belize	Belize Audubon Society (BAS)	330	-	330	-	330
Bolivia	Asociacion Civil Armonia (ACA)	291	-	291	-	291
Bulgaria*	Bulgarian Society for the Protection of Birds (BSPB)	590	-	590	-	590
Burkina Faso*	Fondation des Amis de la Nature (NATURAMA)	287	-	287	-	287
Canada	Nature Canada (NC)	5,906	-	5,906	-	5,906
Canada	Bird Studies Canada (BSC)	2,290	66,677	68,967	-	68,967
Cyprus	BirdLife Cyprus	581	-	581	-	581
Czech Republic	Czech Society for Ornithology (CSO)	1,861	-	1,861	-	1,861
Denmark	Dansk Ornitologisk Forening (DOF)	11,777	-	11,777	1,000	13,254
Ecuador*	Aves y Conservacion	308	-	308	-	308
Estonia	Eesti Ornitoloogiuuring (EOU)	547	-	547	-	547
Ethiopia	Ethiopian Wildlife & Natural History Society (EWNHS)	297	-	297	-	297
Falkland Islands	Falklands Conservation	300	-	300	-	300
Finland	BirdLife Suomi-Finland	9,164	-	9,164	-	9,164
France	Ligue pour la Protection des Oiseaux (LPO)	32,812	-	32,812	-	32,812
French Polynesia*	Societe' d'Ornithologie de Polynesie "Manu"	289	-	289	-	289
Germany	Nature and Biodiversity Conservation Union (NABU)	55,922	-	55,922	1,000	74,537
Ghana	Ghana Wildlife Society (GWS)	303	-	303	-	303
Gibraltar	Gibraltar Ornithological and Natural History Society (GONHS)	604	-	604	-	604
Greece	Hellenic Ornithological Society (HOS)	1,118	-	1,118	-	1,118
Hungary	Hungarian Ornithological and Nature Conservation Society (MME)	4,366	-	4,366	-	4,366
India	Bombay Natural History Society (BNHS)	2,471	-	2,471	-	2,471
Ireland	BirdWatch Ireland	2,481	-	2,481	-	2,481
Israel	Society for the Protection of Nature in Israel (SPNI)	7,631	5,872	13,503	-	13,503
Italy	Lega Italiana Protezione Uccelli (LIPU)	22,182	8,635	30,817	-	30,817
Japan	Wild Bird Society of Japan (WBSJ)	1,338	-	1,338	-	1,338
Jordan*	Royal Society for the Conservation of Nature (RSCN)	289	-	289	-	289
Kenya	Nature Kenya	291	-	291	-	291
Latvia	Latvijas Ornitologijas Biedriba (LOB)	291	-	291	-	291
Lebanon*	Society for the Protection of Nature in Lebanon (SPNL)	282	-	282	-	282
Luxembourg	Natur & Umwelt	2,184	-	2,184	-	2,184
Malaysia	Malaysian Nature Society (MNS)	3,487	-	3,487	-	3,487
Malta	BirdLife Malta	1,964	-	1,964	-	1,964

Contributions from BirdLife Partners (continued)

Country/Territory	Partner	2014		2013	
		Unrestricted £	Restricted £	Total £	Total £
Netherlands*	Vogelbescherming Nederland (VBN)	136,983	213,688	350,671	987,220
New Zealand	Forest and Bird	7,976	-	7,976	8,322
Nigeria	Nigerian Conservation Foundation (NCF)	308	-	308	303
Norway	Norsk Ornitologisk Forening (NOF)	6,552	7,203	13,755	11,642
Palau	Palau Conservation Society (PCS)	270	-	270	302
Palestine*	Palestine Wildlife Society (PWLS)	293	-	293	306
Panama	Sociedad Audubon de Panama (PAS)	308	2,081	2,389	311
Paraguay	Guyra Paraguay (GP)	569	-	569	635
Philippines	Haribon Foundation (HF)	-	-	-	320
Poland	Polish Society for the Protection of Birds (OTOP)	1,709	-	1,709	4,674
Portugal*	Sociedade Portuguesa para o Estudo das Aves (SPEA)	1,888	-	1,888	1,939
Romania	Romanian Ornithological Society (SOR)	602	-	602	611
Seychelles	Nature Seychelles	291	-	291	305
Sierra Leone	Conservation Society of Sierra Leone (CSSL)	265	-	265	303
Singapore*	Nature Society (Singapore)	801	-	801	865
Slovakia	Slovak Ornithological Society / BirdLife Slovakia (SOS)	568	-	568	596
Slovenia	Drustvo Za Opazovanje in Proucevanje Ptuc Slovenije (DOPPS)	719	-	719	749
South Africa	BirdLife South Africa (BLSA)	4,234	4,945	9,179	9,755
Spain	Sociedad Espanola de Ornitologia (SEO)	11,339	1,073	12,412	27,200
Sweden	Sveriges Ornitologiska Forening (SOF)	12,302	-	12,302	26,768
Switzerland	Schweizer Vogelschutz (SVS)	45,560	51,165	96,725	162,705
Taiwan	Chinese Wild Bird Federation (CWBF)	893	-	893	2,516
Thailand	Bird Conservation Society of Thailand (BCST)	460	-	460	764
Tunisia	Association "Les Amis des Oiseaux" (AAO)	-	-	-	638
Uganda*	Nature Uganda (NU)	341	-	341	357
UK*	Royal Society for the Protection of Birds (RSPB)	733,942	342,836	1,076,778	1,054,855
Ukraine	Ukrainian Society for the Protection of Birds (USPB – TOPU)	291	-	291	306
USA*	Audubon	88,568	-	88,568	106,413
Zimbabwe	BirdLife Zimbabwe (BLZ)	289	-	289	322
		1,314,860	704,175	2,019,035	2,675,207

Payments to BirdLife Partners

Country/Territory	Partner	2014 £	2013 £
Argentina	Aves Argentinas (AOP)	51,164	72,578
Australia*	BirdLife Australia	320	-
Austria	BirdLife Austria	34,239	70,881
Bahamas	Bahamas National trust	-	478
Bolivia	Asociacion Civil Armonia (ACA)	35,351	45,555
Burkina Faso*	Fondation des Amis de la Nature (NATURAMA)	68,467	213,204
Canada	Nature Canada (NC)	33,766	308,995
Cyprus	BirdLife Cyprus	10,674	32,385
Czech Republic	Czech Society for Ornithology (CSO)	27,385	-
Dominican Republic*	Grupo Jaragua - <i>Affiliate</i>	-	105,189
Ecuador*	Aves y Conservacion	26,679	48,428
Ethiopia	Ethiopian Wildlife & Natural History Society (EWNHS)	12,824	54,288
France	Ligue pour La Protection des Oiseaux (LPO)	77,627	33,521
French Polynesia*	Societe d'Ornithologie de Polynesie "Manu"	41,635	24,617
Germany	Nature and Biodiversity Conservation Union (NABU)	6,757	7,342
Ghana	Ghana Wildlife Society (GWS)	65,862	37,068
Greece	Hellenic Ornithological Society (HOS)	-	4,893
Hong Kong	Hong Kong Bird Watching Society (HKBWS)	10,010	11,400
Hungary	Hungarian Ornithological and Nature Conservation Society (MME)	5,000	-
India	Bombay Natural History Society (BNHS)	7,002	14,010
Ireland	Birdwatch Ireland	2,481	-
Israel	Society for the Protection of Nature in Israel	8,458	-
Italy	Lega Italiana Protezione Uccelli (LIPU)	39,923	61,821
Jordan*	Royal Society for the Conservation of Nature (RSCN)	11,090	1,407
Kenya	Nature Kenya	31,294	40,116
Latvia	Latvijas Ornitologijas Biedrība (LOB)	11,570	32,675
Lebanon*	Society for the Protection of Nature in Lebanon (SPNL)	11,675	29,839
Malaysia	Malaysian Nature Society (MNS)	10,368	15,403
Malta	BirdLife Malta	16,592	51,269
New Zealand	Forest and Bird	22,039	72,688
Nigeria	Nigerian Conservation Foundation (NCF)	53,774	127,874
Palau	Palau Conservation Society (PCS)	28,932	42,714
Palestine*	Palestine Wildlife Society (PWLS)	9,511	7,600
Panama	Sociedad Audubon de Panama (EAS)	-	3,754
Paraguay	Guyra Paraguay (GP)	17,571	50,242
Philippines	Haribon Foundation (HF)	39,510	27,966
Poland	Polish Society for the Protection of Birds (OTOP)	83,108	69,560
Portugal*	Sociedade Portuguesa para o Estudo das Aves (SPEA)	7,214	31,661
Romania	Romanian Ornithological Society (SOR)	-	12,450
Seychelles	Nature Seychelles	-	2,163
Sierra Leone	Conservation Society of Sierra Leone (CSSL)	12,440	47,723
Slovakia	Slovak Ornithological Society / BirdLife Slovakia	3,892	-
Slovenia	Drustvo Za Opazovanje in Proučevanje Ptice Slovenije (DOPPS)	74,043	30,336
South Africa	BirdLife South Africa (BLSA)	2,792	333,571
Spain	Sociedad Espanola de Ornitologia (SEO)	69,339	89,632
Tunisia	Asociacion "Les Amis des Oiseaux"	-	29,513
Uganda*	Nature Uganda (NU)	31,296	25,691
Ukraine	Ukrainian Society for the Protection of Birds (USPB)	1,680	24,876
UK*	Royal Society for the Protection of Birds (RSPB)	201,358	403,868
USA*	Audubon	13,027	52,611
Zimbabwe	BirdLife Zimbabwe (BLZ)	21,360	57,101
		1,351,099	2,860,956

*Partner organisations that had representatives on the board of directors of BirdLife International during 2014

The above relate to contributions received and payments made to further the cause of conservation programmes in the country of the Partner, and/or for activities of BirdLife International programmes

Supporting the work of BirdLife International

The BirdLife Partnership and Secretariat faces ever increasing demands to deliver more conservation actions in the battle to save the world's birds from global extinction and to protect our natural environment

There are many ways in which you can help us at local, national or international levels and a few are highlighted below

How you can help locally and nationally

You can join or make a donation to your local or national BirdLife Partner in country where you live or have a special interest in. All Partner organisations desperately need grant aid from trusts and foundations as well as voluntary and regular donations from individuals. Most BirdLife Partners offer supporter membership schemes with varying benefits including publications and the opportunity to visit and see or participate in their conservation work.

Please visit our web site at www.birdlife.org or telephone +44 (0) 1223 277318 for contact details and how you can support a BirdLife Partner

How you can help internationally

At the heart of the BirdLife Partnership is the Secretariat which works globally to strengthen and enable the Partners to deliver effective conservation actions in the field.

All of our international projects and programmes need grant aid from organisations and donations from individuals. Put simply the Secretariat is the lifeblood to the BirdLife Partnership and please help this core work. Individuals can give their support through the international membership schemes of either the Rare Bird Club or the World Bird Club.

Please e-mail membership@birdlife.org or telephone +44 (0) 1223 277318 for full details about international membership schemes.

Alternatively you can donate to our campaigns and appeals by visiting www.birdlife.org and donating on line or telephone +44 (0) 1223 277318.

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