



**BirdLife International**

(The Secretariat to the BirdLife International Partnership)

Financial Statements for the year ended 31 December 2016  
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 2016 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 International is the world's largest nature conservation partnership. Together we are 120 BirdLife Partners worldwide – one per country or territory – and growing.

BirdLife is driven by our belief that local people, working for nature in their own places but connected nationally and internationally through our global Partnership, are the key to sustaining all life on this planet. This unique local-to-global approach delivers high impact and long-term conservation for the benefit of nature and people.

BirdLife is widely recognised as the world leader in bird conservation. Rigorous science informed by practical feedback from projects on the ground in important sites and habitats enables us to implement successful conservation programmes for birds and all nature. Our actions are providing both practical and sustainable solutions significantly benefiting nature and people.

### Why does BirdLife exist?

**BirdLife's Vision** is to see a world where nature and people live in greater harmony, more equitably and sustainably.

**BirdLife's Mission** is to conserve birds, their habitats and global biodiversity, working with people towards 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, Affiliates and a Secretariat, with a Partner Designate category being phased out.

Partners are like-minded NGOs with a focus on conserving birds and the environment. Each Partner 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 represents a constituency from a unique geographical country or territory and traditionally one Partner represents 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/five years the whole Partnership meets to adopt global strategies and programmes, elect governing bodies and agree priorities for shared action. The next Global Partnership meeting will take place during 2018.

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.

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 charitable objectives, as set out in its governing documents, are to conserve all wild bird species and their habitats throughout the world.

### BirdLife's Strategy 2014-2022

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 2022.

### 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

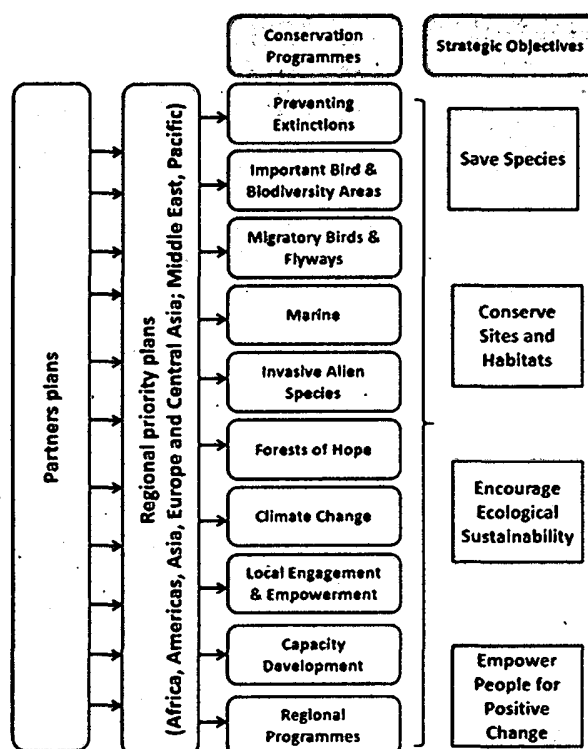
The Strategy is translated into action through a set of BirdLife Global and Region-specific Conservation Programmes.

Nine Global Conservation Programmes have been developed since the adoption of the last strategy and are in place for the period 2014-2022.

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 2022, each Programme is expected to deliver on a set of high-level Expected Results. Targets for the Partnership wide Expected Results were set in 2015 and will continue to be monitored, a full update of progress will take place during 2017. 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*

##### Honorary Vice Presidents

*Baroness Young of Old Scone (UK)*

*Gerard A Bertrand (USA)*

*Peter Schei (Norway)*

*Anastasios P Leventis (UK)*

*Benjamin Olewine IV (USA)*

#### 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 2016 and up to the date of signing:

##### Chair:

*Khaled Irani (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) (resigned Sep 17)*

*Yvonne Arias (Dominican Republic)*

*Jaqueline Goerck (Brazil)*

###### Europe & Central Asia

*Fred Wouters (Netherlands)*

*Mike Clarke (UK)*

*Luis Costa (Portugal) (resigned Sep 16)*

*Nada Tosheva-Illieva (Bulgaria)*

*Simon Rye (Norway) (appointed Jun 17)*

###### Middle East

*Imad Al Atrash (Palestine)*

*Assad Adel Serhal (Lebanon)*

###### Pacific

*Philippe Raust (French Polynesia)*

*Paul Sullivan (Australia)*

## Senior Management of the Secretariat

### *Chief Executive*

*Patricia Zurita*

### *Global Directors*

*Conservation: Richard Grimmett*

*Science, Policy & Information: Melanie Heath*

*Development: Phil Woollam (appointed Jan 2016, resigned Apr 2017)*

### *Regional Directors*

*Africa: Julius Arinaitwe*

*Asia: Vinayagan Dharmarajah (appointed Jan 2017)*

*Middle East: Ibrahim Khader*

*Asia: Cristi Nozawa (resigned Apr 2016)*

*Partnership & Regions: Hazell Shokellu Thompson*

*Finance & Administration: Carolyn Rand (appointed Jun 2017)*

*Finance & Administration: John de Wet (appointed Oct 2016, resigned Jun 2017)*

*Finance & Administration: Chris Spreadbury (resigned Apr 2016)*

*Americas: Esteban Lasso (appointed Jun 2016)*

*Europe & Central Asia: Angelo Caserta*

*Pacific: Margaret West (appointed Jul 2017)*

*Americas: Amiro Perez-Leroux (resigned Jun 2016)*

*Pacific: Don Stewart (resigned Jun 2017)*

## Secretariat Offices

### *Global Partnership Secretariat and Registered Office:*

BirdLife International  
The David Attenborough Building,  
Pembroke Street, Cambridge, CB2 3QZ  
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  
Av. Julio Zaldumbide N25-82 y Valladolid.  
2do Piso, La Floresta,  
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

### **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, which are to conserve all wild bird species and their habitats throughout the world. 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, 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.

### Pay and remuneration

BirdLife International's pay philosophy is to be fair, competitive and sustainable. In order to attract and retain high calibre people, remuneration is set at a level which is locally competitive, whilst maintaining a consistency of approach across geographic teams. BirdLife undertakes an annual pay review, taking account of inflation, affordability, organisational performance and external markets. Council is responsible for determining the Chief Executive's remuneration. Remuneration for the Management Team is determined and reviewed by the Chief Executive and Head of Human Resources. Remuneration for all other staff is determined by the Chief Executive, Human Resources and the Management Team.

### 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 16. 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

#### 2016 Selected Programme Highlights

The four pillars of the BirdLife strategy - saving species, conserving sites and habitats, empowering people for positive change and promoting ecological sustainability – are implemented through nine programmes. Together these Conservation Programmes focus the BirdLife Partnership around the world on key priorities. They also help us check what we're doing and evaluate whether our conservation work is making a difference.



#### Preventing Extinctions Programme

The BirdLife Preventing Extinctions Programme (PEP) is focused on species conservation. It uses the network of individuals and organisations within the BirdLife Partnership to find those best placed to combat the threats to Critically Endangered species, and to match them to the help and support needed.

##### Vultures

The vulture campaign was the top priority for the Preventing Extinctions Programme in 2016. The Convention on Migratory Species is supporting coordinated vulture conservation, and BirdLife is leading development of a multi-species Vulture Action Plan for adoption by CMS parties in 2017, covering 15 species in 127 range states. Workshops in Africa, Europe and Asia led to the timely submission of the first draft of the Plan at the year end.

BirdLife continued the work began in 2015 to 'rebrand' vultures positively through public campaigns and high-level advocacy, with political advocacy reaching Ministers through African Union and UN events.

In 2016, BirdLife organized vulture conservation events at the African Ministerial Conference for the Environment (AMCEN), United Nations Environment Assembly (UNEA2), IUCN World Conservation Congress and CITES Conference of Parties. Through the African Union, BirdLife was a key contributor of inputs on vulture conservation in the Action Plan for the African Strategy to Combat Illegal Trade in Wild Flora and Fauna, approved by all African governments during AMCEN and leading to a Resolution at UNEA2.

In Asia, we continued to support efforts to make habitat safe for population recovery and eventual reintroduction. Increasing controls on veterinary use of diclofenac have been passed (e.g. banning multi-dose vials for human use), while habitat restoration of Vulture Safe Zones has continued. A trial release of (the relatively common) Himalayan Griffon took place, towards first releases of the captive-bred Critically Endangered species in 2017.

In Europe, attempts continued to have veterinary diclofenac banned and safety testing for all high-risk veterinary medicines

made obligatory, with new scientific evidence published and promoted and a new phase of campaigning about to start. Action against poisoning has been taking place for Egyptian and Cinereous Vultures.

##### *Saving Critically Endangered Species*

BirdLife's PEP projects have led to much new information on and conservation progress for some of the world's most threatened birds. Some highlights by region.

**Asia:** including new populations of Bengal Florican, other riverine and grassland birds and Forest Owlets in India. On East Asian coasts, new observations were made of Chinese Crested Terns wintering in Indonesia (with a pioneering Chinese-Indonesian collaboration) and now breeding in the Yellow Sea, and of Spoon-billed Sandpiper migration routes, linked to advocacy for conservation of sites along the flyway (see the Migratory Birds and Flyways programme). Tracking and associated fieldwork also pointed to new stopover and wintering sites for Sociable Lapwings in Central and South Asia.

**Africa:** BirdLife has consolidated its position in São Tomé through completion of biological survey programmes (with publications submitted) and support to management of the Natural Park, and we are now poised for establishment of a permanent presence there with significant donor funding. Elsewhere in Africa, forest restoration trials for **Taita Apalis** continued and a 25-year land lease was initiated, with a land purchase to be added in 2017. For **Long-billed Tailorbird**, four years of habitat restoration has led to 50% colonisation of experimental edge plots regenerated by working with farmers. The **Northern Bald Ibis** population Morocco reached 600 birds the highest population since detailed monitoring began and the establishment of Souss-Massa National Park 25 years ago.

**Americas:** In Argentina, where National Park management and invasive species control through PEP support has benefited the **Hooded Grebe** on its breeding grounds, a new threat has emerged in the form of planned hydroelectric dams on the river that feeds the estuary where the birds winter. BirdLife immediately stepped up to launch a strong advocacy programme to counter this including strong support for a resolution at the September 2016 IUCN Congress. The Americas team are revising their strategy for threatened species conservation, focusing on **Eastern Brazilian endemics** but with renewed efforts

**Pacific:** the **Tahiti Monarch** population exceeded 50 birds for the first time in 20 years, thanks to conservation management; biosecurity measures continue to keep Rimatara as a potential destination for translocation free of Ship Rats. Achievements for other **Pacific island endemics** included evidence of increases in Polynesian Ground-dove and Tuomotu Sandpiper on Actéon and Gambier after the rat eradications there.

##### *Expert review, monitoring*

BirdLife is the designated authority for birds for the IUCN Red List, the world's most comprehensive information source on the global conservation status of plant and animal species. The **comprehensive 2016 Red List update** was completed on schedule in December, alongside the second volume of the **BirdLife/IBW Checklist**; both represented huge collaborative efforts.

Species Action Plans can be an important tool to mobilise commitment to save threatened species. In 2016, the

development and tracking of Species Action Plans is being developed to a new level through the new **EuroSAP project**; the SAP tracking tool went live during the year and will host several of the Action Plans under development (not only those in Europe) including the Vulture Multi-species Action Plan.

#### *Securing government support*

The Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) had its "Conference of the Parties" meeting in 2016. At the CITES COP in Johannesburg, enhanced protection was agreed for **two species severely threatened by trade**: African Grey Parrot and Helmeted Hornbill for their 'ivory', and BirdLife science and advocacy at national and international levels made an important contribution to these outcomes.



### Important Bird and Biodiversity Areas (IBAs)

The BirdLife Partnership has led the way in the identification and conservation of sites rich in biodiversity through its Important Bird and Biodiversity Areas (IBA) Programme. BirdLife has used internationally-agreed criteria plus national and local level consultations through BirdLife Partner organisations to identify them in a very science-based and systematic way.

#### *IBAs in Danger*

The 2015 list of **IBAs in Danger** was launched in February 2016 with updates of the IBA Data Zone, IBAs in Danger Story Map, Extranet and a new story on the BirdLife Website. BirdLife's Secretariat **IBAs in Danger Task Force**, supported National Partners on 32 IBAs in Danger globally. For instance, letters of support from the global Secretariat were sent in the cases of Siniya Island, United Arab Emirates and Cross River National Park, Nigeria, Kaliakra in Bulgaria and three sites in Australia celebrated major successes in reducing the dominant threats.

#### *Manual for IBA Casework*

A global **IBA casework guide** was produced, providing information on policy and casework tools at the national and international levels, and advice on the development of an advocacy strategy for IBAs in Danger. The guide was made available in English and Spanish-language versions.

#### *Key Biodiversity Areas*

The **Key Biodiversity Areas (KBA) Partnership** was successfully launched at the IUCN World Conservation Congress in Hawaii in September where BirdLife and 10 other conservation organisations signed the KBA Partnership Agreement in a public event. The historical new initiative is a first for conservation as 11 organisations came together to conserve the key places for biodiversity using a global standard and methodology.

The KBA Partnership is solidly founded in BirdLife's 40 year investment on the IBAs. BirdLife's science and work on identifying and conserving the most important places for birds and nature are the foundation of this global initiative. In 2016 it was agreed that BirdLife will continue to lead the KBA Partnership process by co-chairing the KBA Secretariat and by

being its database manager and to have a permanent seat in the governance of the KBA Partnership.

#### *BirdLife and the Critical Ecosystem Partnership Fund (CEPF)*

In 2016, a BirdLife-led consortium was successful in securing a CEPF grant for the updating of the **CEPF Ecosystem Profile** for the Mediterranean. Thirteen national consultation meetings were held, and over 500 experts consulted, in the revision of the Profile.

BirdLife was also successful in winning the bid to run the CEPF Regional Implementation Team (RIT) for Upper Guinea Forests Hotspot which will oversee investment of US\$ 9 million in the region over the next 5 years. The RIT is now operational and the first call for proposal was issued.

Funding was also secured in 2016 for up-dating the CEPF profile of the Caribbean Hotspot, work will start in 2017.

The GEF/UNEP funded project on **Alliance for Zero Extinction (AZE) sites** which is managed by BirdLife has started and made good progress during the year. Workshops to launch the project were held in the three focus countries (Brazil, Chile and Madagascar).

#### *World Heritage Sites*

In the Middle East, a highlight was the inscription of the **Iraqi Southern Marshland on UNESCO's World Heritage List** in July 2016. This was a direct result of more than 10 years of work by Nature Iraq (BirdLife Iraq) to restore the wetlands to protect it for nature and people in spite of the difficult political environment. In Central Asia, tireless advocacy work by ACBK, BirdLife in Kazakhstan has secured the inscription of the **Western Tien Shan Mountains on the UNESCO World Heritage List**, an important refuge for biodiversity stretching through Kazakhstan, Kyrgyzstan and Uzbekistan.

#### *Working with governments*

During the 13<sup>th</sup> Conference of the Parties of the **Convention on Biological Diversity (CBD)**, the role of KBAs in the use of protected area planning was formally recorded and will provide important opportunities for the BirdLife partnership and others organisations in their advocacy with national governments for site-based conservation action. The decision followed much effort from BirdLife, including input to a series of regional workshops to governments where KBA sites (mostly comprising BirdLife's IBAs) were presented as priority sites to be taken into consideration when designating new protected areas.

#### *Monitoring Important places*

In 2016 three Partners (Kenya, Switzerland, and Slovenia) published national IBA monitoring reports and Chile and Turkey have monitored a large proportion of their IBAs. A collaborative effort between BirdLife and several other organizations - the **LandSense project** - started in September. The project will help BirdLife Partners in Spain, Austria and Indonesia to monitor land use changes on IBAs with the help of a mobile app and satellite data.



## Migratory Birds and Flyways

The BirdLife Flyways Programme is reducing threats to migratory birds by working on the ground to protect chains of sites critical for them on their migration routes. BirdLife is also a respected and influential partner of governments, being a key player in the implementation of two major inter-governmental conventions that benefit migratory birds: the Convention on Migratory Species (CMS), and the Ramsar Convention on Wetlands of International Importance.

### Americas

BirdLife Partners adopted a strategic plan for the **Atlantic Flyway (Americas)** in April 2016. A major focus in the plan are 10+ key sites for Atlantic Flyway shorebirds, with the work including establishment of protected areas, bird surveys, and conservation feasibility studies. BirdLife organised an Atlantic Flyway shorebird hunting workshop in the Caribbean, the first of its kind in the region. Representatives of government agencies, hunting organisations, NGOs, and academia agreed to the implementation of a strategy for sustainable shorebird hunting, acknowledging the cultural practice of shorebird hunting whilst allowing populations of focal species to increase over the next 10 years.

In its tenth year of operation, BirdLife International's unique cross-border **Grasslands Alliance** is enabling hundreds of farmers to preserve the habitat of millions of grassland birds as well as their own traditional way of life. The work of the Grasslands Alliance spread northwards in 2016 to include Bolivia, Colombia and Mexico.

New Alliance farms were added in Brazil, and there are now 450,000 ha of grassland certified for conservation grazing, with bird monitoring in place for 50+ farms. Certified beef is on sale in supermarkets in Brazil.

The Southern Cone Grasslands Alliance was awarded the US Forest Service's 2016 **Wings Across the Americas Conservation Award** under the category of International Cooperation. The award underlines the outstanding work of the alliance, including the BirdLife Partners in Argentina, Brazil, Paraguay and Uruguay, for conserving natural grasslands and migratory birds in the Pampas over the past decade.

### Africa-Eurasia

#### *Ending illegal killing of birds*

Major achievements in the fight against the **illegal killing of birds** included the launch of an EU Action Plan on poisoning (with support from SEO/BirdLife and the RSPB), and the scaling-up of efforts to tackle trapping at black spots in nine countries in the Mediterranean (with funding from the MAVA, Oak and Nando Perretti Foundations).

With advice from BirdLife, the Government of Saudi Arabia has issued a strong statement that the catching of migratory birds at state farms – where hundreds of thousands perhaps millions of birds are being caught in mist nets – is illegal and should be stopped.

BirdLife was an active participant in the UN's 2016 World Migratory Bird Day whose theme was the illegal killing, taking and trade of migratory birds. A series of communications on social media reached 2.9 million people reached, including 940,000 video views, and 29,000 likes and shares on Facebook and Twitter.

### *Connecting with the Energy Industry*

BirdLife continued work on the threats posed by the **Energy** sector by coordinating the Convention on Migratory Species (CMS) Energy Taskforce (ETF) and the 2017-2018 workplan was adopted at a successful first meeting of the ETF in December 2016. ETF membership was increased to more than 20 members in Europe, Middle East and Africa consisting of governments, nature conservation organisations, the energy sector and intergovernmental organisations.

BirdLife's Soaring Bird Sensitivity Mapping Tool which aims to show the potential impact of energy sector developments on bird migration was expanded to cover the Mediterranean region in 2016 from its original Rift Valley-Red Sea Flyway extent.

### East Asia – Australasia

#### *Focus on the Yellow Sea*

There has been good progress with implementation of the BirdLife strategy for the **Yellow Sea**, a region that holds a number of stopover sites of vital importance to a number of shorebird species.

BirdLife has joined with other organizations in 2016 to advocate for the conservation of the Yellow Sea through World Heritage Site nomination. At the IUCN World Conservation Congress in September 2016, a motion was adopted in support of Yellow Sea trans-boundary World Heritage designation, which included delegates from China and the Republic of Korea, among others, agreeing on the next steps to implement these commitments.

BirdLife's China Programme continued in 2016 to address **illegal killing of birds** in Southern China and their efforts look to be paying off. For example, a survey in the Leizhou peninsular (Guangdong Province) in 2013 found more than 1,500 illegal mistnets whereas regular surveys in 2016 found no evidence of them.



## Marine

Hundreds of thousands of seabirds, particularly albatrosses, needlessly die behind fishing boats each year. They are caught and drowned on baited longline hooks and nets and killed by collisions with trawl cables. BirdLife International has been at the heart of solving the seabird bycatch crisis, working directly with the fishermen themselves, as well as with fishery managers and governments to promote and implement solutions.

### *Albatross Task Force reaches decade milestone*

In 2016, we marked the 10<sup>th</sup> anniversary of the **Albatross Task Force**, our international team of seabird bycatch mitigation instructors. The task force goal was to achieve initial 80% bycatch reductions in ten target fisheries by 2016, with a target of sustained 80% bycatch reduction by 2020.

## Invasive Alien Species



BirdLife is designing, implementing and sharing techniques to control and eradicate invasive alien species that constitute a major conservation problem.

Major initiatives for the programme in 2016 included addressing island restoration priorities particularly within the Pacific, but also, securing support for those in the African region; assessing results and outcomes for 'restored islands'; gaining recognition of and support for global island restoration priorities; supporting the uptake and implementation of the EU biosecurity regulations and, increasing the Programmes strategic and coordination capacity.

### French Polynesia

BirdLife and French Polynesia Partner MANU continued to make decisive steps to control and eradicate invasive alien species from a number of the islands in French Polynesia Territory.

Work in 2016 included site visits to make feasibility studies on the removal of invasive alien species from islands in Rapa and the Marquesas. Surveys completed for eight Marquesas sites confirmed that eradication and control would result in significant benefits to biodiversity for all sites.

For Rapa, the southernmost island of French Polynesia, the preparatory work in 2016 included site visits and meetings with the local community to plan for the main operation scheduled for 2017. The restoration of Rapa aims to benefit several species including the Endangered Newell's Shearwater and Polynesian Storm Petrel.

In 2015, BirdLife undertook its most ambitious site eradication operation in remote eastern French Polynesia on the Action and Gambier islands. Site visits to five of the islands treated for Invasive Alien Species during 2016 indicated that four are considered as having a high probability of success whilst one failed. The response of some birds is encouraging with Polynesian Ground Dove (Critically Endangered) and Tuamotu Sandpiper (Endangered) appearing to have re-established at one site and Polynesian Storm Petrel to have increased at another. A formal assessment of the eradication results at all sites will be completed in 2017.

### Fiji and Cook Islands eradication work

On Monuniki Island, Fiji surveys in 2016 found three species of native bird have newly established since the removal of feral goats and rats and indications of an expansion in the Wedge-tailed Shearwater colony. The response of the endemic Fiji Crested Iguana (Critically Endangered) was particularly encouraging with the survey detection rates increasing by several orders of magnitude.

In the Cook Islands rats were successfully removed from all, but one islet, on Suvarrow Atoll.

The task force has made great strides to ending seabird bycatch. Of the ten fisheries, further bycatch reduction is needed in five. Of these, we are on track in the two fisheries in Namibia, but in Argentina and Chile a key challenge continues to be securing regulations requiring use of bycatch mitigation measures, although some progress has been made. In Brazil, we began promoting Hookpods in 2016, helped by a successful crowd-funding campaign.

### Policy on the High Seas

We continue our efforts with Regional Fisheries Management Organisations (RFMOs), in particular to ensure robust assessment of whether RFMO albatross conservation measures are proving effective. We conducted port-based outreach with the large Taiwanese fleet, which we hope will lead to increased use of bycatch mitigation measures. The RFMO work complements our albatross bycatch component of the Global Environment Facility (GEF)-funded Common Oceans project, which is being delivered by BirdLife South Africa. The GEF project includes awareness-raising workshops, support for Cape Town.

### Expanding bycatch mitigation work

The identification of gillnet seabird bycatch mitigation solutions was pursued through seven projects in 2016. Tests carried out in Lithuania suggest bycatch can be reduced through the use of high visibility panels. Encouragingly, fish catch was significantly positively affected by the panels. Work is now underway to seek corroboration of these results.

Trials of panels in Portugal, and of net illumination in Poland, began in late 2016 under a European Commission project. In June, we completed the second year of observation in the Icelandic lumpfisher gillnet fleet, indicating that ~9,300 birds are killed in the fishery this year. We are planning our next steps for engagement, including plans to test mitigation.

### Marine site-based conservation

In 2016, over 70 new marine IBAs were identified, including 13 sites in West Africa, 27 in Japan, c. 20 European sites, 6 Antarctic sites, and 33 important areas identified in the Falkland Islands. There has also been substantial work to review seabird marine IBAs in the North Atlantic, leading to a proposal for a Marine Protected Areas submitted to the OSPAR agreement in October 2016.

In 2016, funds were secured for the identification of marine IBAs for penguins for parts of the Antarctic and globally for a review of them including a threat assessment of marine sites around the world.

### Seabird Tracking Database

During 2016, the Global Seabird Tracking Database, which we started in 2003, had 4,000,000 locations added and now contains more than 5 million data points. One of the world's biggest marine-conservation collaborations, the Database collates information – from 120 organisations worldwide – on the movements of more than 80 species of seabirds that have been fitted with tracking devices. Given that far too many seabirds are globally threatened, such data are vital for identifying and then protecting the most important marine locations for them.

### *Implementing the EU IAS Regulation*

BirdLife have continued to press the European Commission for increasing the number of invasive alien species to be included as banned or controlled under the new EU IAS Regulation, but also for implementation of the regulation by Member States. A workshop held in Luxembourg sought to raise the profile and urgency with which the EC and member states need to act in supporting the Regulation. There is still considerable resistance to change from some decision makers and significant advocacy effort is still required to get the priority threats expanded to include the worst of the 1,800 Invasive Alien Species recognised for the EU.



## Forests of Hope

BirdLife's Forests Programme works with local communities, government, private sector and other important stakeholders to implement locally appropriate approaches to forest governance, management and finance. The action on the ground at 'Forest of Hope' sites is complemented with policy engagement at national and international levels to address the underlying drivers of forest degradation and loss.

In 2016, significant progress was made towards all three of the expected results of the programme: key forest sites protected, long-term sustainable management approaches advanced, and policies advocated to address deforestation drivers.

### *Forest Programme Management*

The first full time **Head of the Forests Programme** joined BirdLife in May 2016. This additional resource included a review of the programme focus. Going forward, the programme will look to better represent the broad spectrum of forest work being implemented by BirdLife Partners.

### *Trillion Trees Project*

One major outcome of 2016 was the start of **Trillion Trees**. BirdLife International signed a long-term collaborative partnership agreement with Wildlife Conservation Society and WWF-UK for forests. An environmental foundation - Restore UK - has provided five years of seed funding for Trillion Trees and has the ambitious target to leverage at least 40m GBP for five new, landscape-scale forest conservation actions in its first five years. In addition, the programme aims to address drivers of deforestation and support policy work to enable and incentivise forest conservation through market forces.

### *Protecting a key Forest of Hope in West Africa*

On September 22 2016, the Liberian government established **Gola National Park**. The new national park (~80,000 hectares) is contiguous with the Gola Rainforest National Park in Sierra Leone. Together, the protected areas enact the long term plan for a 160,000 hectare "peace park" which protects one of the most important remaining tracts of the Upper Guinea Forest of West Africa. This conservation success is the result of years of science, policy and advocacy work by BirdLife Partner Society for Conservation of Nature Liberia, with the support of the wider BirdLife family, especially the RSPB (BirdLife in the UK) and VBN (BirdLife in the Netherlands).

BirdLife's work in the Upper Guinea forests combines a number of approaches including community engagement, supporting local livelihood such as sustainable agriculture and financing initiatives. A major outcome in 2016 was the Gola Forest project in Sierra Leone being validated to both the VCS (Verified Carbon Standard) and the CCB (Climate, Community and Biodiversity) standards. This demonstrates that 1.19 million tonnes of CO<sub>2</sub> emissions were avoided between August 2012 and December 2014. **Gola is the first VCS Validated REDD project in West Africa**, and the 18<sup>th</sup> largest validated voluntary REDD project in the world.

### *Protecting key Forests of Hope in South-East Asia*

On May 9 2016, the Cambodian government established **Western Siem Pang Wildlife Sanctuary**, covering 65,389 ha, and bringing the total area under protection as a result of BirdLife's work in Cambodia to 132,321 ha. The new sanctuary captures the core range of the globally endangered Eld's deer population and significant parts of the range of five Critically Endangered bird species that breed at the site. New grants from MacArthur Foundation and the Darwin Initiative will enable a zonation process to be undertaken, zoning the site into community, conservation and strictly protected areas as required by law.

BirdLife's work to manage and protect one of the largest remaining tracts of lowland rain forest in Sumatra received a major boost in 2016 with the Danish Government's development cooperation (DANIDA) funding the next three years of **Harapan**. The substantial grant will provide a window of opportunity to implement the new programme of work and lay foundations for financial sustainability.

### *Forest Governance in Asia*

In 2016 there was a major accomplishment in this regard when the BirdLife Policy team led on the development of a **large European Commission project on forest governance** in Asia and Pacific. The project was approved in October, and signed in December. The project, roughly 5m Euros over 5 years, supports "Strengthening Non-State Actor Involvement in Forest Governance in Indonesia, Malaysia, Philippines and Papua New Guinea," with a focus on civil society, Forest Law Enforcement, Governance and Trade (FLEGT) and REDD+.

### *Commodities*

BirdLife work on commodities which are driving deforestation focuses on rubber, cocoa and to a lesser degree timber. BirdLife's review of the voluntary "sustainability guidelines" of International Rubber Study Group (IRSG) indicated they were extremely weak and written without stakeholder inputs. In response, BirdLife supported the first ever round table discussion between companies, associations and civil society, and which took place in Singapore in May 2016. A significant result was participants' agreement that achieving economic sustainability requires environmental and social sustainability, and that there is a need for a zero deforestation commitment and supply chain transparency, which may lead to a sustainable natural rubber certification system.

## Climate Change



BirdLife International's climate change programme is furthering research, analysis and understanding of the impacts of climate change on biodiversity. BirdLife advocates ambitious policy responses to mitigate and adapt to climate change, fully recognising the role of biodiversity and ecosystems.

### Climate change action plans for the Americas

During 2016, 12 BirdLife Partners in Latin America and the Caribbean, with support from the National Audubon Society (BirdLife USA) and the BirdLife Secretariat, developed strategies for a Climate Action Plan for the Americas and National Climate Change Plans for their own countries. The work included an assessment of climate impacts on 1,139 IBAs and 3,801 bird species in the region with the analysis conducted by BirdLife International, Durham University and the National Audubon Society. The strategies are informed by an analysis of the local and regional socio-economic, political and environmental context as well as climate science.

### Land-use level adaptation plan in Central/East Africa

The BirdLife Africa Partnership Secretariat together with BirdLife Partners in Burundi, the Democratic Republic of Congo and Rwanda, developed a Climate Resilient Altitudinal Gradient (CRAAG) Intervention Plan for the Kivu/Kusizi Basin. The intervention plan was informed by consultations with a range of stakeholders and a workshop convened by ACNR (BirdLife in Rwanda) in July 2016. The plan will guide actions to enhance landscape resilience for biodiversity and local communities. This project was funded by the MacArthur Foundation, and a second phase will focus on implementation.

### Promoted renewable energy deployment in harmony with nature:

A two-year grant of USD 800,000 from the Packard Foundation was secured in 2016 for a campaign on bioenergy. The campaign aimed at strengthening EU climate and energy legislation. Following intensive advocacy by BirdLife, the EU Commission's 2016 proposal reflects significant progress on the phase out of first generation biofuels and subsidies for bioenergy for electricity, but importantly fell short of some of BirdLife's asks. Outputs from the campaign included a video documentary on bioenergy and the publication of *The Black Book of Bioenergy*.

*Engaging with Multilateral Environmental Agreements*  
Building on our successful engagement with the Paris Climate Change Agreement, BirdLife delivered targeted advocacy on nature-based solutions, land-use accounting and safeguards at the UNFCCC intersessional held early 2016 and the 22nd Conference of the Parties in Morocco in November 2016. The engagement work included running side events, making presentations and hosting receptions with key stakeholders at the convention conferences.

## Local Engagement & Empowerment



BirdLife's Local Empowerment Programme supports the individuals and organisations who work with the BirdLife Partnership to deliver conservation, for biodiversity and for people, at the local level. Empowering local people and organisations and working in partnership to conserve the places and species that they value is critical to conservation that is effective, sustainable and fair.

### Local Conservation Groups (LCGs)

BirdLife's work on empowering local communities benefited in Europe and Central Asia from the EU Horizon 2020 fund which enabled the recruitment of a (part-time) project officer to support the IBA Programme whose responsibilities include the development of the IBA-Caretaker network.

Funding was confirmed from the CCI Collaborative Fund for a project exploring the potential and effectiveness of 'Other Effective Area-based Conservation Measures', BirdLife's Science team will investigate in pilot countries the potential of community conservation areas and other local initiatives that support site conservation.

### Biodiversity and livelihoods

'Enhancing the management of natural resources in the marshes of Iraq' project was completed successfully in 2016. Working directly with the Ma'dan marsh dwellers, the work aimed to help to increase their income, and to protect their cultural and natural heritage. The project has fostered and improved the socio-economic circumstances of the Ma'dan people by providing support. For example, the project helped establish a base of handicraft producers that can preserve the cultural diversity of the marshes, revive handicrafts, and reduce pressures on natural resources.

### There was good progress with the Yerba mate project at San Rafael in Paraguay. Working closely with the private sector

company Guyaki, training on cultivation and marketing of organic yerba mate was provided to producers. Funds secured from the UK Darwin Initiative will support and promote shade-grown yerba mate cultivation at San Rafael reserve, as part of a strategy for conservation of Paraguay's remaining Atlantic forest fragments.

### Building resilient landscapes and livelihoods in Burkina Faso's Shea Parklands: The project will research and pilot best

management practices for optimum pollination and tree management, to inform sustainable shea production in sub-Saharan Africa – a key wintering area for Palaearctic migrants. In 2016 detailed cultural studies have been completed that will help to design the project's strategy for communications and capacity building.

### In Nepal, BirdLife's project with Bird Conservation Nepal (BirdLife Nepal) made good progress with developing the

content for the Community Forestry Guidelines supplement, and an outline of the training course for forest officers was approved by the project's Steering Committee.

In Tanzania, BirdLife secured a USAID 'Prepared' in 2016 to develop an **integrated management plan for the Mara Wetlands**. The project aims to raise awareness and promote stakeholder engagement in the management planning process and implementation; and finally to build the capacity of stakeholders to implement the management plan. A new Local Conservation Group – North Mara Water User Association – became involved in the initiative. The association represents eight villages around the Mara who use the wetland resources for their livelihoods.

#### *Education and awareness*

The 2016 season of **Spring Alive** in Europe saw another year of impressive achievements, reaching out to children in the region: the initiative reached nearly 5 million people, during which 571 events and 294 conservation actions were organized. Over 69,000 children engaged directly with Spring Alive and 91,330 observations of migratory birds were recorded on the website.

In Asia, levels of participation in **Welcome to the Birds** (Oct 2015 – March 2016) increased from previous years, with 14 BirdLife Partner countries now participating. Significantly, activities were mostly self-funded by Partners - an encouraging development demonstrating their commitment and the wider success and interest of this annual event.

#### *Birds and culture*

BirdLife launched in late 2016, in collaboration with the RSPB (BirdLife UK) and the Cambridge Conservation Initiative (CCI), an **international poetry competition** on Nature and Place with the leading British poetry magazine, *The Rialto*. With a deadline of 1 March 2017, entries will be judged by the poet and university professor, Kathleen Jamie

The **Ethno-ornithology World Archive (EWA)** work continued with the University of Oxford, and Lynx Edicion. In 2016, the EWA was embedded in the Open World Research Initiative (OWRI) project on 'Creative Multilingualism'. Funded by the Arts and Humanities Research Council this provides support to BirdLife to focus on the relationship between language and biological diversity, including along critical migratory flyways.

#### *Cosmetics and migratory bird flyways*

In 2016, BirdLife began to explore a new and potentially interesting association with the cosmetics company, Lush. A scoping study has examined the opportunities to link sustainable production of Lush's product ingredients in ways, and from places, which will support conservation of migratory birds and other biodiversity within the African Eurasian Flyway, whilst also delivering livelihoods benefits to local communities. An initial report was submitted, and Lush buyers have started follow up with selected Partners.



## Capacity Development

#### *BirdLife Capacity Development Fund*

Development of this new fund made moderate progress in 2016. There has been noteworthy progress in the design of the governance and operational structures, and a strong initial fundraising success with significant commitments from Partners

and High Net Worth Individuals for both grants and lending. A major grant application of £1.82m was submitted to a foundation for the Technical Assistance & Grant-making component.

#### *Quality Assurance System (QAS)*

In 2015 we introduced the Quality Assurance System (QAS) to monitor the quality of our growing network, using measurable criteria agreed by the whole BirdLife Partnership. The results were compiled and disseminated in 2016. The QAS highlighted lots of good news across the Partnership and the information will be used to promote exchange of skills and information on strengths and areas of excellence. This in turn helps our Partnership to take quicker collective action to deal with weak areas as well as promoting our strengths and leadership. Joint coordinators were formally appointed in June 2016 to provide leadership in responding to the QAS follow-up actions and facilitate progress against programme development plans.

#### *Partner to Partner Cooperation*

P2P Cooperation progress was strong in 2016. The goal is to expand and diversify the number and range of BirdLife Partners who can offer technical and/or financial assistance, and secure new resources to facilitate greater cooperation. An assessment was undertaken of 20 well-established BirdLife Partners' to build an understanding of their interest, motivation and willingness to maintain, expand or begin P2P activities. The research revealed that there is enormous potential, which was reinforced by five Partners attending for the first time the best attended 6<sup>th</sup> P2P meeting in September 2016, which brought together 15 Partners from three continents.

#### *Expansion to mega-biodiverse countries*

BirdLife International's coverage of the highest priority gaps in the current network on the basis of biodiversity value and global socio-economic influence is a strategic approach of BirdLife's future growth. There was good engagement in Colombia with a potential Partner NGO.

#### *From BirdLife Country Programmes to National NGOs.*

Progress was moderate against the goal to convert BirdLife Secretariat Country Programmes to new national conservation NGOs. Nature Life Cambodia was registered as new NGO in accordance with revised national legislation. Advancement was hindered by legal processes which are expected to be overcome in 2017.

#### *Young Conservation Leaders Award*

BirdLife work to fund and train early career leaders from developing countries who are tackling priority conservation challenges received some welcome funding in 2016. For 30 years we have been providing important career stepping stones to over 2,500 individuals for which significant funds are needed. In August 2016, The British Bird fair committed £100,000 to support work in Africa and two other regions in subsequent years. The Jensen Foundation also committed to a three year project of €300,000. This provided matched-funding to the ongoing Conservation Leadership Programme supported by BP.



## Overarching Initiatives

### *EU Nature Directives*

In Europe, our work from 2015 on a sustained and massive mobilization of citizen support to the **EC Birds and Habitats Directives** continued into 2016 and was hugely successful. In November, the European Commission announced that it will not go ahead with the planned review of the Directives and will instead focus on their better implementation. This also means that the Nature 2000 network, which covers 66% of the IBA area in the EU is not in imminent danger.

BirdLife became a leader in an unprecedented coalition of over 200 NGOs across every EU member state calling for the Directives to be saved and better implemented – not ‘modernised’. The #NatureAlert campaign was launched in response to the European Commission’s review of the Birds and Habitats Directives. In the biggest public consultation in the EU’s history, more than 520,000 citizens called for the Birds and Habitats Directives to be saved and better implemented – more than 94% of the total responses.

### *Business and Biodiversity*

The BirdLife International Secretariat in 2016 provided ongoing strategic support on corporate engagement to BirdLife Partners/projects in Romania, Kazakhstan, Bulgaria, Chile, Brazil, Madagascar, Ghana, Senegal and Indonesia.

BirdLife had a number of ongoing relationship with the business sector in 2016.

**CEMEX** – steady progress in 2016 on working with several operations with preparatory discussions in UK, Germany, France, and the Czech Republic. Working on possible new partnership agreement beyond 2017 and current feedback from CEMEX is that this is likely.

**HeidelbergCement** – work is progressing well with current agreement extending to 2018, with a number of national and local partnerships in Europe and ongoing projects in Ghana and developing project in Burkina Faso.

**Toyota** – Ongoing partnership with support to develop and test business-biodiversity toolkits, donations of cars to ten BirdLife Partners over five years (2 given in 2016) and ongoing project work in several countries in 2016 through Toyota’s Environment Fund grants.

**Ricoh** – Ongoing partnership with project work on forest/mangrove conservation and livelihoods at six sites in Africa, South America and South East Asia

**The Integrated Biodiversity Assessment Tool (IBAT)** – which provides key decision-makers with access to critical information on biodiversity priority sites to inform decision-making processes – involves BirdLife providing technical and finance oversight for the IBAT Alliance. In 2016, BirdLife managed client relationships for nine IBAT subscribers from the finance/extractives sector.

*More up to date information on activities of the Secretariat and Partnership around the world can be accessed from our website: [www.birdlife.org](http://www.birdlife.org)*

## Plans for future periods

The Secretariat 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 continue to be on strengthening our fundraising, marketing and communications and supporting the partnership to build ever further on its unique and worldwide grassroots supporter base.

During 2017, highlights of programmatic focus will include:

### **Overarching**

2017 will see preparation for the next **Global Partnership Meeting** which will represent an opportunity to review implementation of the BirdLife Strategy. Work on defending the **European Union Nature Directives** will continue with a focus on the need for better implementation and enforcement following the release by the European Commission of its ‘fitness check’ at the end of 2016. Following the decision by the UK to exit the European Union (**Brexit**), the Secretariat will be putting in place a response plan in coordination with the RSPB. Our work to mainstream biodiversity conservation with the private sector will continue through work with sector associations and the holding of a **Business and Biodiversity Forum** in Singapore. We will complete our four-yearly review of **State of the World’s Birds**.

### **Preventing Extinctions**

The BirdLife Secretariat will continue but also take stock of the **Species Guardians** approach for the world’s most threatened birds, in relation to our other local approaches, in particular Local Conservation Groups. A priority focus will again be **vultures** (worldwide), on which efforts have to increase if we are to have long-term impact. Other continuing priorities are **Giant and White-shouldered Ibises** (Cambodia), **Northern Bald Ibis** (Morocco), **Chinese Crested Tern** (China), **Spoon-billed Sandpiper** (East Asia), **Hooded Grebe** (Argentina) and sets of threatened **endemics in the Pacific, São Tomé, Taita Hills (Kenya), eastern Brazil and Sangihe (Indonesia)**. The declining **Yellow-breasted Bunting** is also a priority for Asia, where we will continue our work on the wild bird trade.

There will be a partial update for the **Red List** in 2017, focusing on Critically Endangered species. The **Species Action Plans Tracking Tool** developed for the EU will be used to support development and implementation of plans for a suite of European species. The Secretariat will promote **common bird monitoring**, including publishing the first Wild Bird Indices for selected African countries, continue supporting schemes in NE Asia, and coordinate the Pan-European Common Bird Monitoring Scheme. We will also undertake a regional assessment of species status and trends for **Birds in Europe III**.

### **Important Bird and Biodiversity Areas (IBAs)**

The 2016 up-date of the **IBAs in Danger** list will be published online in early 2017. Support to Partners will continue on the IBAs in Danger that were identified as priorities for advocacy support from the Secretariat with the aim to remove or mitigate major threats. The project linking Young Conservation Leaders and IBAs in Danger will officially start in 2017 with a focus on African IBAs. Advocacy work in the European Union will continue to maintain the integrity of the Birds and Habitats Directives and the network of Natura 2000 sites.



The Secretariat will support Partners in up-dating IBA inventories and data in all regions, including at sea (see Marine Programme). The **new IBA monitoring protocol** will be produced and tested in at least five countries. Development of a **mobile application for monitoring land use change on IBAs** will start within the **LandSense** project in Europe. We will also seek to strengthen links with and utilize data from various citizen science initiatives (such as BirdTrack and e-bird) and from global forest monitoring (through Global Forest Watch) to inform IBA monitoring and conservation action.

After the successful launch of the KBA Partnership, this will now be operationalized with work expanding to set up the various governance structures that have been agreed in 2016 and increase collaboration between the 11 KBA Partners. The **KBA Secretariat will be established** and the Head of the Secretariat appointed.

The completion of CEPF profiles for the Mediterranean, Central Asian and the Caribbean Hotspots will help the identification or **confirmation of KBAs according to the new KBA Standard**. Support will be provided to Partners interested in playing a lead role in KBAs in their respective countries. A **KBA training programme for Partners** will be developed and implemented, including guidance on the application of the new KBA Standard. BirdLife Partners will be encouraged to work together with other KBA partners to develop national KBA identification and conservation strategies.

Substantive effort will be invested in further developing the **World Bird and Biodiversity Database** to meet the needs of the BirdLife and KBA Partnership for data entry, analysis, reporting and visualization of data. Also BirdLife will be working with UNEP-WCMC, IUCN and Conservation International to develop and implement a revised business plan for IBAT (Integrated Biodiversity Assessment Tool) which is the primary means through which we make data available to the business community and development banks.

After the successful bid in 2016, the **Regional Implementation Team for the Guinea Forest Hot-spot** will be fully operational, and a proposal will be submitted to continue to run the **Mediterranean Hot-spot RIT** for a second five-year phase.

In the area of working with corporates, improved corporate guidance, metrics, tools and approaches will be tested and implemented. IBA and KBA safeguard work will continue through corporate Partnerships with CEMEX and HeidelbergCement and engagement with other companies as needs and opportunities arise.

#### Migratory Birds and Flyways

In 2017, a **communication** campaigns will be implemented for the Americas Atlantic Flyway. This aims to increase the visibility of conservation action for migratory birds by BirdLife and the joined-up nature of the BirdLife Partnership. Alongside this, fundraising will take place to help Partners increase their impact. Another priority of common interest to all flyways is improving the **diagnostic science-base** for the identification of priority conservation actions for migratory birds. Through work on the East Atlantic Flyway (Africa-Eurasia) a model for prioritization will be developed that can be applied to all flyways.

In the East Asian Australasia Flyway (EAAF) the highest priority for the BirdLife Secretariat will continue to on

advocating, in a coalition with other key stakeholders, for the serial nomination of the **Yellow Sea** as a World Heritage Site as well as actions to address the illegal killing of birds (IKB). Within the EAAF, collaboration between BirdLife Partners will be strengthened (including Pacific and Alaska) to promote conservation of migratory shorebirds.

In the Americas, the BirdLife Secretariat will continue to focus on the migratory shorebirds in the **Atlantic Flyway** to deliver conservation progress in at least five IBAs. Equally important in 2017 is the development of an agreement on **Hemispheric grasslands** that incorporates the vision of the Southern Cone Alliance, the northern hemisphere Alliance and intermediate central flyway partners. Through facilitating collaborations and sharing of information amongst Partners, BirdLife aims to raise its engagement in the **Pacific Flyway**.

In the Africa-Eurasia Flyway, the BirdLife Secretariat will focus on the completion of the review of **illegal killing of birds (IKB)** for the whole of Europe and Middle East. BirdLife is expected to coordinate the final 2017-2022 work programmes of the MAVA Foundation for IKB and Energy impacts on migratory birds, enabling concrete action in 'black spots' by Partners in Europe, Middle East and Africa. The second phase of the **Migratory Soaring Birds project (MSB2)**, involving 11 countries in the Red Sea - Rift Valley region, is expected to have final approval of funding from GEF such that implementation can get underway in 2017. BirdLife Partners and national focal points of the CMS African Eurasian Migratory Landbird Action Plan (AEMLAP) will prepare resolutions for CMS COP12 (Philippines, Oct 2017). Key findings of the sustainable Shea parkland work in West Africa, including bird-tree preference research, will be shared with key stakeholders through the AEMLAP network. The Secretariat will continue to support the Partner-led initiative for the **East Atlantic flyway**, including implementation of the Coastal Migratory Birds Project for West Africa.

Underpinning work on flyways, the Secretariat will be updating and promoting its **Critical Site Network Planning tool** and its policy and advocacy work with CMS and its agreements on waterbirds (AEWA) and raptors (Raptor MoU).

#### Marine

A major priority for 2017 will continue to be our target of reducing **albatross bycatch** by 80% in Albatross Task Force (ATF) target fisheries. To this end, team priorities will be establishing bycatch mitigation regulations in Argentina and Chile, implementation of new regulations in Namibia, and seeking big improvements to the uptake of mitigation measures in Brazil. Work will continue on **high seas bycatch**, through **Regional Fisheries Management Organizations**, particularly ensuring a robust review of the effectiveness of their albatross conservation measures, combined with hands-on projects with high seas vessels. This will include port outreach in Taiwan and South Africa and seabird bycatch assessment workshops.

The development of novel solutions to reduce **gillnet bycatch** remains a focus, with 2017 seeing the completion of work in **Poland, Portugal** and the completion of two full field seasons in **Lithuania**. The results from these countries will inform next steps, and in the short-term, the major priorities are to find continuation funding for the Seabird Task Force team in Lithuania and extending our bycatch assessment work in **Iceland** to cover mitigation trials. Bycatch in **Marine Stewardship Council** fisheries will continue to be investigated, and a review of the efficacy of the standard in tackling bycatch will be started in Q3/4 of 2017.

In 2017, fundraising priorities for coastal marine IBA identification include the Humboldt Current, Middle East, West Africa, the Indian Ocean and the Antarctic. Further, we will endeavour to review seabird data for high seas Ecologically and Biologically Significant Marine Areas (EBSAs) in two regions, and devise a marine IBA policy/advocacy prioritization for our new marine policy officer, funded through the German Government's International Climate Initiative (IKI) project. The **Seabird Tracking Database** will be expanded to include additional penguin and Indian Ocean data.

The Marine Programme will provide conservation support and development to BirdLife's global **penguin campaign**, which aims to raise funds to expand penguin work across the Partnership through innovative approaches.

#### Forests of Hope

The Secretariat will continue to focus on three general areas of work: programme development, deforestation drivers and policy work, and site-based work.

In particular, the Programme will focus on linking drivers and policy to the priority forest sites to support the work of the Partners and advance sustainability. Rubber will continue to be a focus at both the sector and site level, providing opportunities to link the push for deforestation-free commitments by rubber companies to pilot sustainable rubber projects on the ground, such as **Harapan** (Indonesia). Likewise, work on cocoa will link Partners' forest cocoa work, such as at **Gorontalo** (Indonesia), **Gola** (Sierra Leone) and **El Guerrero** (Mexico), to the broader push for sustainable, small holder cocoa at an industry level in partnership with RSPB's commodities work.

Phase 1 of a new forest conservation collaboration, Trillion Trees, between BirdLife, WWF-UK and WCS, with the support of Restore UK, will be launched. Collaboration will be underway by early 2017, focusing on scoping new joint initiatives and opportunities for large-scale forest finance. Initial areas of focus will be on jurisdictional REDD+, innovative financing and expanding protected area coverage, among other approaches.

At the site scale, the Secretariat will focus on consolidating the Forest of Hope portfolio through support to Partners at key sites. At **Khe Nuoc Trong** (Vietnam), VietNature is working to have the Watershed Protection Forest upgraded to a Nature Reserve in 2017 and will expand the thematic and geographic scope of its work in a larger portion of the landscape, for which the Secretariat aims to provide technical and financial support. At **Western Siem Pang** (Cambodia), **Tsitongambarika** (Madagascar), and **San Rafael** (Paraguay), the Secretariat will continue to support improved management and efforts to develop long-term financial sustainability. At **Sierra de Bahoruco** (Dominican Republic), an action plan is expected to be completed for the site in 2017 and the Secretariat will support Grupo Jaragua to advocate for its implementation. At **Harapan** (Indonesia), the Secretariat will continue its support to Burung Indonesia and RSPB to fulfil the vision of the Ecosystem Restoration Concession, with a strong focus in 2017 on business planning and developing private sector partnerships for rubber and other business lines. Similarly, at **Gola** (Sierra Leone and Liberia), the new national park in Liberia provides the opportunity to expand community and livelihood work. The Secretariat will work with Guyra Paraguay to develop a strategy for the **Chaco**, will revisit providing support for **Lenya forest landscape** in Myanmar, and will support Save Brazil to scope out a potential new, **landscape-scale initiative at Rio Capim**.

#### Climate Change

The BirdLife Secretariat will work closely with National Audubon to support 12 Partners in the Americas to fundraise for and deliver on the science, policy, capacity and site-management needs identified in the **National Climate Change Plans** and the **Regional Climate Change Action Plan for Latin America and the Caribbean** developed in 2016.

We will profile the **Climate Resilient Altitudinal Gradient (CRAG) Implementation Plan** developed in 2016 at the **Great Lake Summit** and initiate adaptation activities at pilot sites in the 3 CRAG countries – Burundi, DRC, Rwanda – to build the resilience of IBAs/KBAs and the local communities who depend on them. Fundraising efforts will continue in order to enable full implementation of the plan.

The BirdLife Secretariat will also support the role out of **nature-based solutions** for climate change in Europe and Asia through the development of multi-country projects, and training will be delivered for Partners in the Pacific to build their capacity to incorporate climate change considerations into their IBA conservation work.

BirdLife will continue work to ensure that climate change mitigation responses do not have negative impacts on birds and their habitats. We will advocate for strong **EU climate and energy legislation** that is in harmony with nature, and place particular emphasis on addressing the threats posed by **bioenergy** expansion. Recommendations for the EU Renewable Energy Directive will be developed and advocated and impacts of bioenergy policies in Europe assessed and strategically communicated. Globally, we will also continue to extend the geographic coverage of the **BirdLife Sensitivity Mapping Tool** and promote wider uptake of the tool by government, developers and financial institutions to guide environmentally-sound deployment of renewable energy and related infrastructure.

The BirdLife Secretariat will closely track and engage in UNFCCC (UN Climate Change Convention) decisions post-Paris to ensure these continue to support rather than undermine biodiversity conservation efforts and that they recognize the potential of nature-based solutions. A large focus will be on national delivery of the Paris Agreement: we will provide guidance, teaching materials and training to Partners so that they can more effectively engage in and shape national and regional climate policy so that it includes nature-based solutions and biodiversity safeguards.

BirdLife will enhance the **evidence base** on the impacts of climate change and climate change responses on biodiversity through modelling and **monitoring**, to inform policy and conservation action. Specifically, we will assess known and potential impacts of different renewable energy sources on birds/biodiversity, analyse land-use implications of the 1.5 degree target, and strengthen IBA monitoring.

#### Invasive Alien Species

The Programme continues to support the implementation of global island restoration priorities particularly in the Pacific, but also the African region. In the Pacific, planning preparations and stakeholder consultations will continue in 2017 developing operations for up to 17 islands in the **Marquesas archipelago** and **Rapa** (French Polynesia). It is anticipated operations will also be implemented for up to three sites in **Fiji**, **Palau** and the **Cook Islands** in 2017. Introduced threats will also continue to be

controlled at priority sites in French Polynesia and Fiji protecting the Critically Endangered Fatu Hiva and Tahiti Monarch and potentially Fiji Petrel.

The eradication results and biodiversity outcomes for the Acteon and Gambier islands treated in 2015 will be verified and the **biosecurity strengthened** specifically by developing the capacity of communities and shipping agencies in safeguarding these islands. National biosecurity policies are generally weak in French Polynesia and a national task force will be established with the aim of addressing this.

An ambitious programme of work is being developed for **African islands** which aims to strengthen national and regional capacities for IAS management and implement actions for priority islands including in Cape Verde (Raso and Santa Lucia) and South Africa (Marion Island).

The BirdLife Secretariat in collaboration with other partners will have identified and published a report on the most important islands globally for birds (and reptiles) threatened by introduced alien vertebrates. These islands represent the highest **priority sites for restoration**, and BirdLife will be promoting this work in 2017 through international forums and BL advocacy and seek the support of governments and other stakeholders in their implementation.

For the **EU Regulation** on invasive alien species, there is a continued need to press for the adoption of a prioritised list of banned or controlled species for the EU.

#### Local Empowerment and Engagement

Globally, BirdLife's approach to working locally is a unique feature and a strength of the partnership. A priority for 2017 will be to develop and pilot a '**Local Conservation Awards**' scheme, which champions the work of local conservationists, communicates their achievements, and connects Local Conservation Groups to one another for more effective lesson-learning and empowerment. Capacity building of local networks will continue on a country-by-country basis. In the Mediterranean Flyway region, for example, effort will be focused on building capacity of local organisations to better tackle threats such as illegal killing of migrant birds.

Building on on-going work in collaboration with Oxford University and Lynx Edicions, the **Ethno-ornithology World Archive (EWA)** will be established as a key database for the cultural value of birds at species, sites, language and theme level, and will be integrated with the World Bird Database. Casework on ethno-ornithology and knowledge (TEK) will get underway in collaboration with BirdLife Partners in five countries and work with partners such as Burung Indonesia and Haribon will provide an increased understanding of the socio-economic impacts and culture relating to the illegal trade in parrots, songbirds and the helmeted hornbill.

In **Europe and Central Asia**, a number of initiatives are planned to strengthen **citizen engagement** in conservation. The 'Landsense' project will develop systems/technologies (mobile apps and satellite imagery) to support citizen participation in monitoring land use change at IBAs (Natura 2000 sites) and in the wider landscape. Increased effort will aim to increase the visibility and outreach of **EuroBirdWatch**.

A priority for **Africa** is to update **information on LCGs**, which in turn will provide improved understanding of the LCG constituency and their activities. Enhancing the engagement and

connections with nature of people in **urban areas** is also a priority, and proposals will be submitted for funding work on birds and people in urban environments. If funding applications are successful, **Spring Alive** will receive a boost in Africa, as a flagship programme which engages and educates young people through the wonder of birds' migration. Work on the **shea parklands landscape** and migrant bird conservation will continue during 2017.

In **Asia**, as in Africa, **connecting with people in cities** is a priority for education and outreach and this will be reflected in the development of an 'urban birds' initiative for the region.. In the **Americas**, a range of initiatives will maintain the region's focus on integrating biodiversity conservation and local livelihoods: If funding is available, a socio-economic analysis of the impact of the **Grasslands Alliance** (Argentina, Brazil, Paraguay and Uruguay) on rancher's livelihoods will be carried out. In Paraguay (San Rafael) communities will be trained to develop certified **shade-grown yerba mate**, providing them with a value added organic product supported by a community-cooperative system and a corporate-backed business plan.

#### Capacity Development

The **Capacity Development Fund** (the Fund) remains the highest priority and will require the greatest effort during 2017. The Fund's core team will be established and become operational within the agreed governance and legal structure once endorsed by Finance Committee and Global Council. Research will be undertaken on potential private sector help in terms of both *pro bono* technical assistance and funding from foundations linked to them.

Follow-up of the **Quality Assurance System (QAS)** will be an important area of work during 2017. Linked to the revision of the QAS online questionnaire, a new internal BirdLife Scorecard will be completed and launched, using learning from the programmatic and organizational QAS data in a dashboard format to reflect the status and progress of Secretariat priority activities in a way that enables key audiences to aid understanding, decision-making and resource investments. Partner Strengthening Plans (Plans) will be developed with all Partners identified via QAS as needing support in relation to the BirdLife Partnership criteria. Through Partner 2 Partner Cooperation and Secretariat support help will be given for active implementation of priority activities. To support good practice, new BirdLife Good Practice Guides will be developed and launched for i) '*Strategic & Operational Planning*' and ii) '*Building Public Support*' published and shared with Partners. The existing Good Governance Guide will be published in Spanish & Arabic.

The long-standing **Partner to Partner Cooperation Initiative (P2P)** is being refreshed and reenergized during 2017 including sub-regional P2P meetings for clusters of interested Partners. As a specialist element of P2P, Peer 2 Peer Mentoring will also become more active across the Partnership, facilitating sharing of experience and supporting individual leadership and organisational capacity development.

Creating **Young Conservation Leaders** of tomorrow and supporting leaders of today will be achieved through the BirdLife/Birdfair Young Conservation Leaders scheme which will be fully operational. A first tranche of grants will be dispersed and training delivered, with conservation action being delivered at priority IBAs in Africa by young conservation leaders. Funding will be secured to resource implementation of the Conservation Leadership Programme to continue development of young leaders across the globe.

**Capacity for Conservation and e-learning:** A Workplace Learning and Development strategy will be complete and implementation plans will include self-learning tools like Capacity for Conservation website and forums. The website will have a Spanish version increasing the reach to Latin America partnership.

#### **Agriculture (Europe and Central Asia only)**

The plan for **campaigning on agriculture 2017** depends on the fundraising success. Without a significant additional amount of funding, in 2017 we will continue building the vision, the coalition and the usual policy work in Brussels. If we secure the additional funding, in 2017 we can start testing messages, produce more evidence, and organize high-level events.

## **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 43 and 44) is critical to the stability that allows the Secretariat to service the Partnership.

The Secretariat has seen a strong growth in income during 2016 with total income increasing 16.8% to £16.0 million compared to £13.7 million in 2015, this increase is on restricted income and reflects the increased efforts and investment in fundraising that the organisation has been concentrating on in recent periods. The increase in income has supported growth in some very important conservation programmes (see the 2016 Programme Highlights section for the Secretariat's main achievements). The global threats to wildlife have never been greater, but the reality is that many organisations like us are finding it tougher to raise the funds needed.

The Secretariat's total expenditure increased in line with income to £16.3 million in 2016 compared to £14.0 million in 2015, this increase in expenditure is in line with the 2016 budget.

The Secretariat results unfortunately showed a deficit on unrestricted funds of £1,502,912, compared to a deficit of £375,138 in 2015. 2016 continued to be a year of planned investment, with investment in fundraising and communications, allowing communication materials to be reviewed and improved, and the establishment of a strong fundraising pipeline.

The weak pound was also a factor in increasing the cost base in sterling terms, as around half of total expenditure is in non-sterling currencies. Although the Secretariat managed to bring in substantially more restricted income during 2016, it is proving

more difficult to cover the organisations operational costs with these funds. Funder restrictions continue to get tougher, and with increased competition within the sector due to the economic climate recouping operational costs is becoming harder.

A solid pipeline has been built up during the year to identify and secure future funding. Since the year end the organisation has successfully secured a number of funding proposals, including a number of large multi-year projects. There are also a number of large scale global fundraising campaigns planned for 2017, the focus of which includes Penguins and Flyways. The 2017 budget is set to breakeven while the investment plan beds down operationally, and from 2018 annual surpluses will be planned in order to replenish reserves.

The financial outlook for the next few years looks as challenging as ever, with the UK's decision to leave the European Union, administration changes in the US and various elections across Europe. Governments may be forced to change their economic priorities, which will result in environmental NGOs fighting to maintain the level of support needed towards achieving their objectives.

The Secretariat is dependent on voluntary income to cover the operational costs of the organisation, however this income has not increased in line with costs over the past number of years. Securing and maintaining unrestricted income remains a key challenge, and will continue to be a focus in 2017 and for the foreseeable future. A statement of financial activities is set out on page 20.

### **Financial reserves**

BirdLife holds financial reserves to be applied to future activities in a number of categories:

- Unrestricted – available to be applied, at the discretion of the trustees, to any of BirdLife's charitable purposes.
- Restricted – to be applied to the specific purpose(s) intended by the donor.
- Endowment – Endowment funds are restricted funds that are to be retained for the benefit of the Charity as a capital fund. Permanent endowments require the capital to be maintained and only the income and capital growth can be utilised. With expendable endowments the capital may also be utilised.

The Trustees review BirdLife's reserves and endowments regularly. BirdLife aims to maintain 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.

The charity has a reserves policy with a target of holding unrestricted reserves (made up of unrestricted funds and expendable endowment funds) of 2 to 3 months of planned expenditure (which amounts to £2.7m to £4.1m based on 2016 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 2016 total reserves were £11.6 million (2015: £11.3 million). Of this £7.1 million is restricted funds and not available for general purposes (2015: £5.7 million), and £5.0 million is

endowment funds (2015: £4.7 million). The remaining negative funds of £0.5 million (2015: positive £0.9 million) represent the unrestricted reserves of the charity. The Trustees recognise that the reserves remain below the minimum target set by them in the policy, and have put in place various cost reduction plans to target a breakeven result in 2017, with a view of rebuilding reserves over the three year period to 2020. Following a successful application to the Charity Commission in 2017 to convert the Rare Bird Club fund from permanent to expendable, BirdLife has total expendable endowment funds of £2.0m, all of which are unrestricted and available for general purposes (at the Trustees discretion). Effectively the available free reserves of the charity are £1.5m, giving flexibility going forwards. Further details of this change are set out in Note 28.

### Going concern

The Trustees consider that BirdLife is still in a strong position even though 2016 resulted in deficit, and is well placed to manage the business risks the organisation faces. This position is supported by good relationships with key funders, strong cash flow, a solid pipeline, proven ability to secure new funding, alongside the redesignation of the Rare Bird Club fund. The Trustees therefore have a reasonable expectation that the organisation has sufficient resources to continue in operational existence for the foreseeable future and believe that there are no material uncertainties that call into doubt the ability of BirdLife International to continue as a going concern. Planning processes, including financial projections, take into consideration the current economic climate and its potential impact on the various sources of income and planned expenditure.

The Trustees are monitoring the current financial position of the organisation very closely while reserves are below policy levels. Additional Council meetings are being held every 2 months and extra reporting on the finances and fundraising positions are reviewed on a monthly basis by the Trustees and Finance Committee. The organisation will continue to be disciplined in managing costs with cost cutting measures being implemented during 2017. This along with an increased focus on fundraising and a strong income pipeline will ensure the organisation at least breaks even in 2017 and produces surpluses going forward to replenish reserves to policy levels over the three year period to 2020.

The 2018 budgeting process is being accelerated to ensure the organisation has enough time to fully assess the 2018 financial risks, fundraise for any underfunded areas, and cut costs where required.

### 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.

The Trustees consider the following to be the main risks and uncertainties the organisation faces:

### Funding

*Risk:* Reduced income leads to a series of deficits on core funds.

*2016 update:* another deficit incurred in 2016 mean reserves are below the level set out in our policy.

*Action:* In 2017 the organisation must at least break even, and generate surpluses in future years. As discussed earlier, the organisation is taking steps to broaden its pool of funders and expand the funding pipeline in to the future. Trustees will continue to monitor the financial and fundraising situation closely in 2017 and 2018.

*Risk:* Inability to cover operational costs from project funding due to funder restrictions

*2016 update:* This continues to be an ongoing issue for the organisation and was a factor in the 2016 deficit result

*Action:* Working closely with funders to ensure they understand the organisation so operational costs can be covered

*Risk:* Non-compliance with donor imposed restrictions resulting in claw backs

*2016 update:* Some instances of this during 2016 (any claw backs have been fully accounted for in 2016)

*Action:* Ensure project staff fully understand donor rules and ensure adequate oversight on project spend from finance staff

*Risk:* Major changes in external operating environment. Major political and economic events have the potential to negatively impact on the organisation, both financially and programmatically.

*2016 update:* A number of global political events occurred in 2016 (Brexit, US election) that directly affected the organisation, it resulted in volatile currency exchange rates and reduction in available funding

*Action:* Monitor such future events and react to any changes

*Risk:* Legal compliance. As a global organisation we operate in many countries under many different jurisdictions. Failure to keep abreast with changes in local legislation could compromise our ability to continue operating in these locations.

*2016 update:* No significant issues arose in 2016

*Action:* Monitor any changes to ensure we remain compliant

### Employees

*Risk:* Retention of key employees

*2016 update:* Cost cutting measures may result in key position losses

*Action:* Directors to monitor the situation closely and ensure any cuts are communicated properly.

**Key competitive advantage:** *Network of National Grassroots NGOs*

*Risk:* Another International NGO seeks to create a network of national NGOs using the BirdLife model (perhaps by incorporating parts of the BirdLife network).

*2016 update:* Chief Executive and Directors maintaining watching brief on other key NGOs activity

*Action:* Council need to be kept up to date and ready to respond if appropriate

**Key competitive advantage:** *Science Programme*

*Risk:* Important data loss (destruction) from electronic (or other) systems by error, sabotage or other means

*2016 update:* No specific issues to report

*Action:* Information Management Team continue to monitor arrangements.

### **Reputation**

*Risk:* BirdLife name linked to a corporate scandal. (BirdLife becomes known for supporting environmentally damaging corporates), resulting in a loss of support.

*2016 update:* No specific issues to report. Corporate engagement continues to be on the agenda of recent Council meetings.

*Action:* Corporate Working Group supporting due diligence processes for specific engagements.

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.

### **Fixed assets and investments**

The movements in tangible fixed assets during the year are set out in note 11 to the accounts. Fixed asset investments are disclosed in note 12 to the accounts.

### **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, vii) Oil and Gas.

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 a tailored US Dollar 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 Sterling-based main portfolio.

During 2016, the level of invested assets closed around 10% higher than at the beginning of the year, with the combined portfolio at £5.2 million (2015: £4.7 million).

### **Subsidiary holding**

The Charity had one wholly owned subsidiary; BirdLife Services Ltd. This has remained dormant since 2001, as disclosed in note 24.

### **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.

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.

## **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.

The Trustees' Annual report and Strategic Report therein has been approved by the Board of Trustees on 16<sup>th</sup> October 2017 and signed on their behalf by:



**Nick Prentice**  
Treasurer

## 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 2016 which comprise the Consolidated Statement of Financial Activities, the Group and Company Balance Sheets, the Consolidated Cash Flow Statement and the related notes numbered 1 to 28. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (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 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 and the company's members 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 surround 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 2016 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 matter prescribed by the Companies Act 2006

In our opinion based on the work undertaken in the course of our audit

- 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; and
- the Trustees' Annual Report and Strategic report have been prepared in accordance with applicable legal requirements.

### Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and parent company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic report or the trustees' annual report.

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.



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

Date: 24 October 2017



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

For the year ended 31 December 2016

	Notes	Unrestricted funds £	Restricted funds £	Endowment funds £	Total 2016 £	Total 2015 £
<b>Income and endowments from:</b>						
<i>Donations and legacies</i>						
Partner membership contributions	27	836,170	-	-	836,170	709,383
Subscriptions		87,929	-	-	87,929	163,388
Other donations and legacies		486,275	396,922	-	883,197	1,052,870
<i>Other trading activities</i>						
Event income		86,340	669,783	-	756,123	668,613
Trading activities		10,158	-	-	10,158	5,903
Income from investments	4	34,863	411	162,703	197,977	156,124
<i>Income from charitable activities</i>						
Partner organisations	27	691,824	350,993	-	1,042,817	1,258,530
Governmental institutions		5,730	3,088,923	-	3,094,653	1,662,634
Trusts and foundations		518,348	6,381,311	-	6,899,659	5,984,173
Corporations		-	2,175,860	-	2,175,860	1,988,464
Other income		21,932	14,709	-	36,641	49,853
<b>Total income</b>	<b>5</b>	<b>2,779,569</b>	<b>13,078,912</b>	<b>162,703</b>	<b>16,021,184</b>	<b>13,699,935</b>
<b>Resources expended</b>						
Expenditure on raising funds	6	1,064,995	90,050	46,001	1,201,046	881,070
<i>Expenditure on charitable activities</i>						
Preventing Extinctions	6	236,303	1,225,850	-	1,462,153	881,081
Important Bird and Biodiversity Areas		688,985	3,219,350	-	3,908,335	2,594,393
Migratory Birds and Flyways		200,268	1,281,960	-	1,482,228	1,552,606
Marine		175,400	475,127	-	650,527	893,181
Invasive Alien Species		86,307	151,196	-	237,503	699,510
Forests of Hope		407,534	841,314	48,630	1,297,478	1,208,134
Climate Change		128,296	224,214	-	352,510	234,442
Local Engagement & Empowerment		270,421	542,857	-	813,278	739,968
Capacity Development		372,747	1,430,597	-	1,803,344	1,764,210
Conservation Science		582,613	566,317	-	1,148,930	960,071
Conservation Policy		343,368	1,626,810	-	1,970,178	1,630,354
<b>Total resources expended</b>	<b>5</b>	<b>4,557,237</b>	<b>11,675,642</b>	<b>94,631</b>	<b>16,327,510</b>	<b>14,039,020</b>
Net gains/(losses) on investments		-	-	616,027	616,027	102,644
<b>Net income/(expenditure) before transfers</b>	<b>16</b>	<b>(1,777,668)</b>	<b>1,403,270</b>	<b>684,099</b>	<b>309,701</b>	<b>(236,441)</b>
Transfers between funds	16	274,756	-	(274,756)	-	-
<b>Net income/(expenditure) after transfers</b>		<b>(1,502,912)</b>	<b>1,403,270</b>	<b>409,343</b>	<b>309,701</b>	<b>(236,441)</b>
<b>Net movement in funds</b>		<b>(1,502,912)</b>	<b>1,403,270</b>	<b>409,343</b>	<b>309,701</b>	<b>(236,441)</b>
<b>Total funds brought forward</b>		<b>937,417</b>	<b>5,696,850</b>	<b>4,702,322</b>	<b>11,336,589</b>	<b>11,573,030</b>
<b>Total funds carried forward</b>		<b>(565,495)</b>	<b>7,100,120</b>	<b>5,111,665</b>	<b>11,646,290</b>	<b>11,336,589</b>

## Balance Sheets

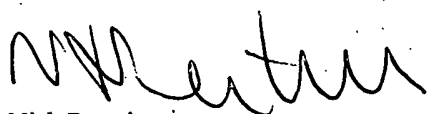
As at 31 December 2016

Company registration number: 2985746

	Notes	Group		Company	
		2016 £	2015 £	2016 £	2015 £
<b>Fixed assets</b>					
Tangible assets	11	48,364	32,529	48,364	32,529
Investments	12	5,260,487	4,674,317	5,260,489	4,674,319
		<u>5,308,851</u>	<u>4,706,846</u>	<u>5,308,853</u>	<u>4,706,848</u>
<b>Current assets</b>					
Debtors	13	2,790,625	1,874,371	2,790,808	1,874,554
Cash at bank and in hand		5,493,334	6,247,612	5,493,149	6,247,427
		<u>8,283,959</u>	<u>8,121,983</u>	<u>8,283,957</u>	<u>8,121,981</u>
<b>Creditors: Amounts falling due within one year</b>	14	<u>(1,946,520)</u>	<u>(1,492,240)</u>	<u>(1,946,520)</u>	<u>(1,492,240)</u>
<b>Net current assets</b>		<u>6,337,439</u>	<u>6,629,743</u>	<u>6,337,437</u>	<u>6,629,741</u>
<b>Net assets</b>		<u>11,646,290</u>	<u>11,336,589</u>	<u>11,646,290</u>	<u>11,336,589</u>
<b>Funds</b>					
<b>Income Funds</b>					
Restricted funds	17	7,100,120	5,696,850	7,100,120	5,696,850
Unrestricted funds		<u>(565,495)</u>	<u>937,417</u>	<u>(565,495)</u>	<u>937,417</u>
		<u>6,534,625</u>	<u>6,634,267</u>	<u>6,534,625</u>	<u>6,634,267</u>
<b>Endowment funds</b>					
Expendable endowment	16	844,742	804,441	844,742	804,441
Permanent endowments	16	4,266,923	3,897,881	4,266,923	3,897,881
		<u>5,111,665</u>	<u>4,702,322</u>	<u>5,111,665</u>	<u>4,702,322</u>
		<u>11,646,290</u>	<u>11,336,589</u>	<u>11,646,290</u>	<u>11,336,589</u>

The deficit for the financial year dealt with in the financial statements of the parent charitable company was (£1,502,912) (2015: (£375,138))

The accounts on pages 23 to 48 were approved by the Trustees on 16<sup>th</sup> October 2017 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 2016**  
**Consolidated Cash Flow Statement**  
For the year ended 31 December 2016

	Notes	2016 £	2015 £
<b>Cash flows from operating activities</b>	21	<u>(872,144)</u>	<u>(477,268)</u>
<b>Cash flows from investing activities</b>			
Purchase of tangible fixed assets		(28,693)	(12,331)
Purchase of investments		(1,491,417)	(1,284,572)
Proceeds of realisation of investments		<u>1,637,976</u>	<u>1,447,260</u>
<b>Net cash flow from investing activities</b>		117,866	150,357
<b>Increase/(Decrease) in cash</b>	22	<u>(754,278)</u>	<u>(326,911)</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 Charity information

BirdLife International is a company limited by guarantee (company number 2985746) and a UK registered charity (charity number 1042125), which is incorporated and domiciled in the UK. The address of the registered office is The David Attenborough Building, Pembroke Street, Cambridge, CB2 3QZ, United Kingdom.

### 2 Going concern

BirdLife International, like many charities, is facing uncertainties from the current difficult fundraising environment. The current funding model (based largely on restricted project grants) means that at any point in time the amount and allocation of future funding is hard to forecast with any certainty. The organisations planning processes and financial projections have taken into account these issues and its potential impact on income and expenditure. In the unlikely event that the organisation is unable to reach its fundraising targets, cost cutting measures can be implemented in order to scale down operations to ensure at least a breakeven position is achieved. After making enquires, 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 15 and 16.

### 3 Accounting policies

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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.

#### *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 2016. 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 16.

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. Income from government and other grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

## Notes to accounts

### 3 Accounting policies (continued)

#### f) Resources expended and cost allocation

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

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 Charity SORP (FRS 102); 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.

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 9. 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%

## Notes to accounts

### 3 Accounting policies (continued)

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.

#### *n) Financial instruments*

The charity has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at the present value of future cash flows (amortised cost). Financial assets held at amortised cost comprise cash at bank and in hand, short term cash deposits and the group's debtors excluding prepayments. Financial liabilities held at amortised cost comprise the group's short and long term creditors excluding deferred income and taxation payable. No discounting has been applied to these financial instruments on the basis that the periods over which amounts will be settled are such that any discounting would be immaterial.

Investments, including bonds and cash held as part of the investment portfolio, are held at fair value at the Balance Sheet date, with gains and losses being recognised within income and expenditure. Investments in subsidiary undertakings are held at cost less impairment.

#### *o) Cash at bank and in hand*

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

#### *p) Critical judgements and estimations*

In the application of the charity's accounting policies, Trustees are required to make judgements, estimates, and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects the current and future periods.

In the view of the Trustees, no assumptions concerning the future or estimation uncertainty affecting assets and liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

Notes to accounts

4 Investment income

	2016 £	2015 £
Income from fixed asset investments	162,703	144,300
Income from other restricted fund bank accounts	411	-
Interest from unrestricted fund bank accounts	34,863	11,824
	<u>197,977</u>	<u>156,124</u>

This can be analysed as follows:

	2016 £	2015 £
BirdLife Fund	26,617	25,221
Rare Bird Club Fund	44,503	40,804
Harapan Fund	80,468	68,056
Other endowment funds	11,115	10,219
Other restricted funds	411	-
Unrestricted funds	34,863	11,824
	<u>197,977</u>	<u>156,124</u>

The investment portfolio is predominantly held in European, North American, United Kingdom and Socially Responsible investment trusts (see note 12). Investments are held for capital growth rather than for Investment Income.

## Notes to accounts

## 5 Consolidated Statement of Financial Activities Comparatives for the year ended 31 December 2015

	Unrestricted funds £	Restricted funds £	Endowment funds £	Total 2015 £
<b>Incoming and endowments from:</b>				
<i>Donations and legacies</i>				
Partner membership contributions	709,383	-	-	709,383
Subscriptions	163,388	-	-	163,388
Other donations and legacies	318,942	733,928	-	1,052,870
<i>Other trading activities</i>				
Event income	148,679	519,934	-	668,613
Trading activities	5,903	-	-	5,903
Investment income	11,824	-	144,300	156,124
<i>Income from charitable activities</i>				
Partner organisations	621,753	636,777	-	1,258,530
Governmental institutions	12,474	1,650,160	-	1,662,634
Trusts and foundations	777,029	5,207,144	-	5,984,173
Corporations	-	1,988,464	-	1,988,464
Other	20,615	29,238	-	49,853
<b>Total income</b>	<b>2,789,990</b>	<b>10,765,645</b>	<b>144,300</b>	<b>13,699,935</b>
<b>Resources expended</b>				
Expenditure on raising funds	703,312	131,388	46,370	881,070
<i>Expenditure on charitable activities</i>				
Preventing Extinctions	92,848	788,233	-	881,081
Important Bird and Biodiversity Areas	368,269	2,226,124	-	2,594,393
Migratory Birds and Flyways	212,071	1,340,535	-	1,552,606
Marine	171,451	721,730	-	893,181
Invasive Alien Species	152,546	546,964	-	699,510
Forests of Hope	147,841	994,821	65,472	1,208,134
Climate Change	82,901	151,541	-	234,442
Local Engagement & Empowerment	192,380	547,588	-	739,968
Capacity Development	325,739	1,438,471	-	1,764,210
Conservation Science	568,399	391,672	-	960,071
Conservation Policy	239,609	1,390,745	-	1,630,354
<b>Total resources expended</b>	<b>3,257,366</b>	<b>10,669,812</b>	<b>111,842</b>	<b>14,039,020</b>
Net gains/(losses) on investments	-	-	102,644	102,644
<b>Net income/(expenditure) before transfers</b>	<b>(467,376)</b>	<b>95,833</b>	<b>135,102</b>	<b>(236,441)</b>
Transfers between funds	92,238	-	(92,238)	-
<b>Net income/(expenditure) after transfers</b>	<b>(375,138)</b>	<b>95,833</b>	<b>42,864</b>	<b>(236,441)</b>
<b>Net movement in funds</b>	<b>(375,138)</b>	<b>95,833</b>	<b>42,864</b>	<b>(236,441)</b>
<b>Total funds brought forward</b>	<b>1,312,555</b>	<b>5,601,017</b>	<b>4,659,458</b>	<b>11,573,030</b>
<b>Total funds carried forward</b>	<b>937,417</b>	<b>5,696,850</b>	<b>4,702,322</b>	<b>11,336,589</b>



## 6 Analysis of total resources expended

	Direct Costs £	Support Costs £	Governance Costs* £	2016 Total £	2015 Total £
Cost of generating funds	896,562	270,161	34,323	1,201,046	881,070
Charitable expenditure					
Preventing Extinctions	1,110,440	317,390	34,323	1,462,153	881,081
Important Bird and Biodiversity Areas	3,012,863	861,149	34,323	3,908,335	2,594,393
Migratory Birds and Flyways	1,126,052	321,853	34,323	1,482,228	1,552,606
Marine	479,229	136,975	34,323	650,527	893,181
Invasive Alien Species	158,015	45,165	34,323	237,503	699,510
Forests of Hope	993,180	269,975	34,323	1,297,478	1,208,134
Climate Change	247,458	70,729	34,323	352,510	234,442
Local Engagement & Empowerment	605,802	173,153	34,323	813,278	739,968
Capacity Development	1,375,787	393,234	34,323	1,803,344	1,764,210
Conservation Science	866,804	247,803	34,323	1,149,930	960,071
Conservation Policy	1,505,536	430,319	34,323	1,970,178	1,630,354
Total resources expended	12,377,728	3,537,906	411,876	16,327,510	14,039,020

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

\*Governance costs are allocated evenly to each activity and includes elements of direct and support costs.

### Analysis of expenditure by cost type

	Direct Costs £	Regional Support £	Global Support £	Governance Costs £	Total 2016 £	Total 2015 £
Staff costs	4,661,162	1,118,334	691,010	366,447	6,836,953	5,579,087
Support grants	5,054,911	-	-	-	5,054,911	3,993,529
Travel & conferences	1,229,270	195,188	17,532	45,429	1,487,419	1,031,981
Professional services	1,182,992	203,224	252,416	-	1,638,632	1,807,158
Office accommodation	60,063	240,686	278,247	-	578,996	566,299
Equipment & supplies	190,123	43,664	59,076	-	292,863	198,073
Communications	156,695	82,940	40,339	-	279,974	223,493
Event costs	218,369	15,867	-	-	234,236	268,227
Audit	1,519	17,217	37,500	-	56,236	51,583
Foreign exchange losses	(459,205)	115,160	(270,380)	-	(614,425)	(28,721)
Other costs	81,829	152,264	247,622	-	481,715	348,311
Total	12,377,728	2,184,544	1,353,362	411,876	16,327,510	14,039,020

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.

## 7 Net incoming resources

The net incoming resources to funds is stated after charging:

	2016 £	2015 £
Auditors' remuneration:		
UK charity audit	37,500	37,000
Grant funder audits	3,645	3,845
International offices*	15,091	10,738
Depreciation of tangible fixed assets	12,689	21,984

\*Paid to firms other than Crowe Clark Whitehill LLP

## 8 Trustees' remuneration and related party transactions

The trustees received £Nil remuneration (2015 - £Nil) except for the reimbursement of certain travel and subsistence costs to attend Board meetings and committee meetings. The total amount reimbursed was £18,166 to 7 trustees (2015 - £14,636 to 11 trustees).

In total trustees made donations of £28,815 during the year (2015 - £24,715).

## 9 Employee information

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

	2016 Number	2015 Number
<i>Analysed by primary function</i>		
Charitable activities	151	141
Generating funds	15	10
Support activities	25	22
Management and administration of charity	5	4
	<u>196</u>	<u>177</u>
	2016 Number	2015 Number
<i>Analysed by geographical region</i>		
Africa	31	26
Americas	11	10
Asia	42	39
Europe	98	88
Middle East	5	5
Pacific	9	9
	<u>196</u>	<u>177</u>

## 9 Employee information (continued)

	2016 £	2015 £
The costs for employing staff were:		
Wages and salaries	5,790,604	4,742,727
Social security costs	585,582	464,933
Pension costs (see note 19)	460,767	371,427
	<u>6,836,953</u>	<u>5,579,087</u>

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

	2016 Number	2015 Number
£60,000 to £69,999	4	1
£70,000 to £79,999	4	3
£80,000 to £89,999	2	1
£90,000 to £99,999	-	1
£100,000 and over	2	1
	<u>12</u>	<u>7</u>

11 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 11 employees amounted to £73,950 (2015 – 7 employees £50,660).

The increase in the number of employees falling into this bracket from 2015, is primarily due to the exchange rate fluctuations experienced during 2016.

Key management personnel as defined by the trustees are the Chief Executive and Management Team. The total cost of key management personnel during the year was £1,095,438, for 13 employees (2015 – 11 employees £826,183).

Termination payments amounting to £45,000 were made during the period.

## 10 Grants and awards

Grants and awards to the value of £5,054,911 (2015: £3,993,529) 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.

	2016 £	2015 £
<b>SAVE Brazil</b>		
<i>Migratory Birds and Flyways</i>	54,497	21,244
<i>Important Birds and Biodiversity Areas</i>	48,150	15,228
<i>Conservation Policy</i>	2,199	9,580
<i>Local Engagement &amp; Empowerment</i>	733	-
<i>Capacity Development</i>	-	26,998
<i>Preventing Extinctions</i>	-	12,295
<i>Forests of Hope</i>	-	4,161
<i>Marine</i>	-	2,464
<b>NATURAMA (Burkina Faso)</b>		
<i>Local Engagement &amp; Empowerment</i>	45,643	13,130
<i>Migratory Birds and Flyways</i>	11,267	70,790
<i>Capacity Development</i>	9,013	15,978
<i>Preventing Extinctions</i>	2,253	2,242
<b>Royal Society for the Protection of Birds (UK)</b>		
<i>Important Bird and Biodiversity Areas</i>	70,923	8,958
<i>Marine</i>	63,170	320,968
<i>Local Engagement &amp; Empowerment</i>	20,849	-
<i>Preventing Extinctions</i>	18,300	55,142
<i>Conservation Policy</i>	4,399	13,211
<i>Capacity Development</i>	1,750	71,660
<i>Conservation Science</i>	-	502
<b>Société d'Ornithologie de Polynésie (MANU) (French Polynesia)</b>		
<i>Local Engagement and Empowerment</i>	11,944	18,196
<i>Invasive Alien Species</i>	10,306	80,694
<i>Preventing Extinctions</i>	-	14,132
<b>Ligue pour la Protection des Oiseaux (France)</b>		
<i>Important Bird and Biodiversity Areas</i>	37,942	87,282
<i>Conservation Policy</i>	13,622	12,747
<i>Migratory Birds and Flyways</i>	1,131	1,289
<i>Forests of Hope</i>	-	129
<b>University of East Anglia (UK)</b>		
<i>Preventing Extinctions</i>	135,461	104,524
<i>Conservation Science</i>	135,461	104,524
<b>Grupo Jaragua (Dominican Republic)</b>		
<i>Important Bird and Biodiversity Areas</i>	93,611	54,487
<i>Capacity Development</i>	14,861	12,674
<i>Forests of Hope</i>	-	32,590
<i>Preventing Extinctions</i>	-	568
<i>Migratory Birds and Flyways</i>	-	413

**10 Grants and awards (continued)**

	2016 £	2015 £
<b>IUCN (Switzerland)</b>		
<i>Important Bird and Biodiversity Areas</i>	211,725	59,407
<i>Preventing Extinctions</i>	19,739	1,129
<i>Capacity Development</i>	12,017	13,532
<i>Conservation Policy</i>	8,389	-
<i>Marine</i>	4,935	-
<b>Aves Argentinas</b>		
<i>Migratory Birds and Flyways</i>	74,909	22,521
<i>Marine</i>	18,583	20,433
<i>Conservation Policy</i>	10,701	4,528
<i>Important Bird and Biodiversity Areas</i>	10,638	1,088
<i>Capacity Development</i>	3,567	1,526
<i>Preventing Extinctions</i>	3,339	386
<b>Asity Madagascar</b>		
<i>Important Bird and Biodiversity Areas</i>	99,693	1,001
<i>Preventing Extinctions</i>	52,744	-
<i>Conservation Policy</i>	24,457	-
<i>Capacity Development</i>	15,033	12,726
<i>Marine</i>	13,186	-
<i>Conservation Science</i>	1,361	-
<b>BirdLife South Africa</b>		
<i>Capacity Development</i>	90,050	45,365
<i>Important Bird and Biodiversity Areas</i>	38,124	8,840
<i>Migratory Birds and Flyways</i>	1,561	2,114
<i>Marine</i>	1,070	6,163
<i>Forests of Hope</i>	312	423
<b>Guyra Paraguay</b>		
<i>Local Engagement and Empowerment</i>	73,964	-
<i>Important Bird and Biodiversity Areas</i>	45,799	652
<i>Forests of Hope</i>	35,287	-
<i>Migratory Birds and Flyways</i>	34,261	7,565
<i>Conservation Policy</i>	4,102	2,600
<i>Capacity Development</i>	1,367	4,568
<i>Preventing Extinctions</i>	697	-
<b>Burung Indonesia</b>		
<i>Forests of Hope</i>	86,302	6,697
<i>Migratory Birds and Flyways</i>	17,717	1,338
<i>Conservation Policy</i>	17,528	3,242
<i>Marine</i>	7,251	1,083
<i>Important Bird and Biodiversity Areas</i>	3,626	2,167
<i>Preventing Extinctions</i>	3,253	842
<b>UNEP WCMC (UK)</b>		
<i>Important Bird and Biodiversity Areas</i>	193,824	1,666
<i>Conservation Policy</i>	16,513	13,165
<i>Migratory Birds and Flyways</i>	2,064	1,833

**10 Grants and awards (continued)**

	2016	2015
	£	£
<b>American Bird Conservancy</b>		
<i>Preventing Extinctions</i>	146,771	-
<i>Important Bird and Biodiversity Areas</i>	112,768	-
<i>Conservation Policy</i>	58,092	-
<i>Marine</i>	34,172	-
<b>Viet Nature (Vietnam)</b>		
<i>Conservation Policy</i>	41,474	48,588
<i>Forests of Hope</i>	27,373	38,897
<i>Capacity Development</i>	14,902	12,496
<i>Preventing Extinctions</i>	7,465	9,132
<i>Migratory Birds and Flyways</i>	6,636	9,001
<i>Important Birds and Biodiversity Areas</i>	-	3,247
<i>Marine</i>	-	1,624
<b>Other Institutions</b>		
<i>Important Birds and Biodiversity Areas</i>	691,585	441,977
<i>Conservation Policy</i>	453,070	350,121
<i>Capacity Development</i>	327,679	300,931
<i>Migratory Birds and Flyways</i>	305,426	389,543
<i>Forests of Hope</i>	181,153	249,339
<i>Preventing Extinctions</i>	159,208	106,736
<i>Local Engagement &amp; Empowerment</i>	82,159	145,163
<i>Marine</i>	73,750	77,968
<i>Climate Change</i>	25,925	7,306
<i>Invasive Alien Species</i>	10,018	52,769
<i>Conservation Science</i>	6,216	6,876
<b>Other Individuals</b>		
<i>Capacity Development</i>	190,049	296,137
<i>Migratory Birds and Flyways</i>	-	8,278
<i>Important Birds and Biodiversity Areas</i>	20,986	-
<i>Conservation Policy</i>	10,861	-
	<hr/>	<hr/>
	5,054,911	3,993,529

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

## 11 Tangible fixed assets – group and company

	Equipment £	Total £
<b>Cost</b>		
At 1 January 2016	101,768	101,768
Additions	28,693	28,693
Disposals	(3,645)	(3,645)
At 31 December 2016	<u>126,816</u>	<u>126,816</u>
<b>Depreciation</b>		
At 1 January 2016	69,239	69,239
Disposals	(3,476)	(3,476)
Charge	12,689	12,689
At 31 December 2016	<u>78,452</u>	<u>78,452</u>
<b>Net book value</b>		
At 31 December 2016	<u>48,364</u>	<u>48,364</u>
At 31 December 2015	<u>32,529</u>	<u>32,529</u>

## 12 Investments

	Group and company	
	2016 £	2015 £
Market value at 1 January	4,674,317	4,636,433
Additions at cost	1,491,417	1,284,572
Disposals proceeds	(1,637,976)	(1,447,260)
Investments Income	162,703	144,298
Management Charges	(46,001)	(46,370)
Net gains/(losses) arising on revaluations during year	<u>616,027</u>	<u>102,644</u>
<b>Market value at 31 December : Group</b>	<u>5,260,487</u>	<u>4,674,317</u>
Add: Shares in subsidiary undertaking	<u>2</u>	<u>2</u>
<b>Total market value at 31 December : Company</b>	<u>5,260,489</u>	<u>4,674,319</u>
<b>Analysis of investments:</b>		
Investments managed from UK	<u>5,260,489</u>	<u>4,674,319</u>
	<u>5,260,489</u>	<u>4,674,319</u>

## 12 Investments (continued)

	Group		Company	
	2016 £	2015 £	2016 £	2015 £
Shares in group undertaking	-	-	2	2
Other investments	5,260,487	4,674,317	5,260,487	4,674,317
	<u>5,260,487</u>	<u>4,674,317</u>	<u>5,260,489</u>	<u>4,674,319</u>

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 24.

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

	2016		2015	
	£	%	£	%
Main Portfolio: GBP denominated				
- Equities	1,827,277	68.6	1,792,274	69.3
- Bonds	609,080	22.9	554,333	21.5
- Cash	225,793	8.5	238,901	9.2
	<u>2,662,150</u>	<u>100</u>	<u>2,585,508</u>	<u>100</u>
Harapan Endowment: USD denominated				
- Equities	1,277,052	49.1	1,081,585	51.8
- Bonds	1,108,174	42.6	850,980	40.7
- Cash	213,111	8.2	156,244	7.5
	<u>2,598,337</u>	<u>100</u>	<u>2,088,809</u>	<u>100</u>
Total	<u>5,260,487</u>		<u>4,674,317</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.



### 13 Debtors

	Group		Company	
	2016	2015	2016	2015
	£	£	£	£
Amounts owed by group undertaking	-	-	183	183
Amounts due from funders	2,503,689	1,682,982	2,503,689	1,682,982
Other debtors	59,266	44,679	59,266	44,679
Prepayments	188,192	146,710	188,192	146,710
Other taxation and social security	39,478	-	39,478	-
	<u>2,790,625</u>	<u>1,874,371</u>	<u>2,790,808</u>	<u>1,874,554</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.

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

	2016	2015
	£	£
Trade creditors	274,177	84,120
Other taxation and social security	132,317	77,923
Other creditors	155,066	214,318
Accruals	1,246,059	1,096,716
Deferred income	138,901	19,163
	<u>1,946,520</u>	<u>1,492,240</u>

Deferred income is analysed as follows:

	2016	2015
	£	£
Balance at 1 January	19,163	22,000
Amount released to incoming resources	(19,163)	(22,000)
Amount deferred in the year	138,901	19,163
Balance at 31 December	<u>138,901</u>	<u>19,163</u>

### 15 Financial instruments

	2016	2015
	£	£
Financial assets measured at amortised cost	2,503,689	1,682,982
Financial liabilities measured at amortised cost	274,177	84,120
Financial assets at fair value	5,260,489	4,674,319

## 15 Financial instruments (continued)

The entity's income, expense, gains and losses in respect of financial instruments are summarised below:

	2016 £	2015 £
Total interest income for financial assets held at amortised cost	-	-

## 16 Capital funds – group and company

	Balance at 1 January 2016 £	Incoming resources £	Resources expended £	Gains/(losses) and transfers £	Balance at 31 December 2016 £
<b>Expendable endowment funds:</b>					
BirdLife Fund	804,441	26,617	(7,892)	21,576	844,742
<b>Permanent endowment funds:</b>					
Rare Bird Club Fund*	1,399,181	44,503	(13,196)	(228,590)	1,201,898
Harapan Fund	2,086,025	80,468	(70,253)	509,435	2,605,675
Sundry Funds	412,675	11,116	(3,296)	38,855	459,350
<b>Total</b>	<b>4,702,322</b>	<b>162,704</b>	<b>(94,637)</b>	<b>341,276</b>	<b>5,111,665</b>

Net gains and transfers are represented above by:

	£
Transfer to unrestricted income funds	(274,751)
Gain on revaluation of investments	616,027
<b>Total</b>	<b>341,276</b>

Details of the nature of each endowment fund are as follows:

- BirdLife Fund – An expendable endowment fund.
- Rare Bird Club Fund – Following the approval from the Charity Commission this is now an expendable fund.
- 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 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 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 £274,751 (2015 - £157,710) was withdrawn from the BirdLife and Rare Bird Club funds to contribute towards operating costs.

\*Following approval by the Charity Commission on 6 September 2017, the Rare Bird Club Fund has been reclassified as an expendable endowment. There is, therefore, an increase in the free reserves of the charity of £1,201,898, as detailed in the Trustees' Report and in note 28.

## 17 Restricted income funds – group and company

The income funds of the charity can be analysed as follows:

	Balance at 01-Jan 2016	Incoming resources	Expenditure, gains/(losses) and transfers	Balance at 31-Dec 2016
	£	£	£	£
<b>Global and Multi-Regional Programmes</b>				
Important Bird and Biodiversity Areas	748,513	1,642,590	(1,756,360)	634,743
Preventing Extinctions	617,222	1,151,409	(905,890)	862,741
Marine	269,766	614,513	(363,773)	520,506
Migratory Birds and Flyways	158,571	460,856	(263,024)	356,403
Conservation Science	125,979	637,433	(431,405)	332,007
Forests of Hope	90,918	424,318	(285,778)	229,458
Capacity Development	90,205	832,033	(767,854)	154,384
Local Engagement & Empowerment	61,359	307,446	(331,851)	36,954
Conservation Policy	11,158	220,311	(167,873)	63,596
Climate Change	1,827	141,699	(143,525)	1
Global and Multi-Regional Programmes - Other	79,785	-	(79,785)	-
	<u>2,255,303</u>	<u>6,432,608</u>	<u>(5,497,118)</u>	<u>3,190,793</u>
<b>Africa</b>				
Important Bird and Biodiversity Areas	350,777	1,088,339	(769,965)	669,151
Capacity Development	208,530	319,858	(310,159)	218,229
Migratory Birds and Flyways	200,091	58,684	(152,385)	106,390
Forests of Hope	-	(272,175)	272,175	-
Africa – Other	81,265	128,959	(134,663)	75,561
	<u>840,663</u>	<u>1,323,665</u>	<u>(1,094,997)</u>	<u>1,069,331</u>
<b>Americas</b>				
Migratory Birds and Flyways	226,404	204,487	(375,290)	55,601
Important Bird and Biodiversity Areas	100,005	431,251	(335,581)	195,675
Forests of Hope	85,395	70,300	(56,498)	99,197
Americas - Other	53,268	27,362	(94,521)	(13,891)
	<u>465,072</u>	<u>733,400</u>	<u>(861,890)</u>	<u>336,582</u>
<b>Asia</b>				
Forests of Hope	474,762	912,534	(847,002)	540,294
Important Bird and Biodiversity Areas	203,154	183,683	(227,896)	158,941
Conservation Policy	116,815	291,451	(284,171)	124,095
Preventing Extinctions	100,019	126,087	(49,713)	176,393
Migratory Birds and Flyways	53,547	395,625	(343,405)	105,767
Local Engagement & Empowerment	49,309	89,976	(136,957)	2,328
Capacity Development	49,306	81,796	(124,507)	6,595
Marine	46,106	154,695	(132,064)	68,737
Asia – Other	18,490	24,539	(37,352)	5,677
	<u>1,111,508</u>	<u>2,260,386</u>	<u>(2,183,067)</u>	<u>1,188,827</u>
<b>Europe &amp; Central Asia</b>				
Important Bird and Biodiversity Areas	69,255	132,446	(121,072)	80,629
Migratory Birds and Flyways	69,256	194,493	(155,434)	108,315
Conservation Policy	569,576	1,397,103	(1,143,211)	823,468
Europe & Central Asia - Other	90,088	114,885	(132,394)	72,579
	<u>798,175</u>	<u>1,838,927</u>	<u>(1,552,111)</u>	<u>1,084,991</u>
<b>Middle East</b>				
Middle East - Other	25,360	31,104	(53,128)	3,336
	<u>25,360</u>	<u>31,104</u>	<u>(53,128)</u>	<u>3,336</u>
<b>Pacific</b>				
Invasive Alien Species	-	298,415	(151,196)	147,219
Pacific – Other	200,769	160,407	(282,135)	79,041
	<u>200,769</u>	<u>458,822</u>	<u>(433,331)</u>	<u>226,260</u>
<b>BirdLife total</b>	<u>5,696,850</u>	<u>13,078,912</u>	<u>(11,675,642)</u>	<u>7,100,120</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 13.

## 18 Analysis of net assets between funds

	Tangible fixed assets £	Investments £	Net current assets £	2016 Total £
<b>Endowment funds</b>				
BirdLife Fund	-	844,742	-	844,742
Rare Bird Club Fund	-	1,201,898	-	1,201,898
Harapan Fund	-	2,605,675	-	2,605,675
Sumatra Fund	-	197,734	70,824	268,558
Helmut Sick Fund	-	190,792	-	190,792
<b>Restricted funds</b>	-	-	7,100,120	7,100,120
<b>Unrestricted funds</b>	48,364	219,648	(833,507)	(565,495)
	<u>48,364</u>	<u>5,260,489</u>	<u>6,337,437</u>	<u>11,646,290</u>

	Tangible fixed assets £	Investments £	Net current assets £	2015 Total £
<b>Endowment funds</b>				
BirdLife Fund	-	804,441	-	804,441
Rare Bird Club Fund	-	1,399,181	-	1,399,181
Harapan Fund	-	2,088,810	(2,785)	2,086,025
Sumatra Fund	-	199,447	63,198	262,645
Helmut Sick Fund	-	150,030	-	150,030
<b>Restricted funds</b>	-	-	5,696,850	5,696,850
<b>Unrestricted funds</b>	32,529	32,410	872,478	937,417
	<u>32,529</u>	<u>4,674,319</u>	<u>6,629,741</u>	<u>11,336,589</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.

## 19 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 £460,767 (2015 – £371,427). Pension contributions payable to the funds at the year-end were £ Nil (2015 – £Nil).

## 20 Indemnity insurance

An indemnity insurance premium amounting to £5,645 (2015 - £5,915) 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.

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

	2016 £	2015 £
Net income/(expenditure) for the reporting period (as per the Statement of Financial Activities)	309,701	(236,441)
Adjustments for:		
Depreciation on tangible fixed assets	12,689	21,984
Losses on disposal of tangible fixed assets	169	2,234
(Increase) in debtors	(916,254)	(78,587)
Increase in creditors	454,280	14,114
(Gain) on investments	(732,729)	(200,572)
Net cash (outflow)/inflow from operating activities	<u>(872,144)</u>	<u>(477,268)</u>

## 22 Analysis of net funds and reconciliation of net cash flow to movement in net funds

Group	2016 £	2015 £
Net funds, being cash at bank and in hand, at 1 January	6,247,612	6,574,523
(Decrease)/Increase in cash in the year	<u>(754,278)</u>	<u>(326,911)</u>
Net funds, being cash at bank and in hand, at 31 December	<u>5,493,334</u>	<u>6,247,612</u>

## 23 Operating lease commitments

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

	2016	2015
	£	£
Commitments expiring within one year	16,157	3,040
Commitments expiring in 2 – 5 years	85,957	71,365
Commitments expiring after 5 years	172,179	172,179

Of the above commitments £115,390 (2015: £115,390) relates to the lease of the Head Office premises in Cambridge (UK) due to expire after 5 years.

## 24 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 2016. The net assets of BirdLife Services Limited at the year-end were £2.

## 25 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	1,059	146
Ippan Shadan Houjin BirdLife International Asia Division	1,537	681
BirdLife International (Asia) Limited	341	(1,176)

## 26 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 of the Trustees of BirdLife International acts on the board of directors of the organisation.

## 27 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 FRS 102, disclosure of transactions with the Partners is made on the basis that the information is of interest to the Partnership. The tables on pages 46, 47 and 48 show the levels of contributions to the Secretariat from various Partners, and payments from the Secretariat to the Partners.

## 28 Events after the balance sheet date

On 6 September, 2017, the Charity Commission approved a Trustees Resolution dated 14 July 2017 to treat the Rare Bird Club Fund as an Expendable Endowment. This increases unrestricted funds by £1,201,898 to £1,481,145, subject to the Trustees deciding to spend the expendable endowments. The net assets of the charity would therefore be analysed as shown in the table below.

	Tangible fixed assets £	Investments £	Net current assets £	2016 Total £
<b>Unrestricted funds</b>	48,364	219,648	(833,507)	(565,495)
<b>Expendable endowment funds</b>				
BirdLife Fund	-	844,742	-	844,742
Rare Bird Club Fund	-	1,201,898	-	1,201,898
<b>Total funds available for the furtherance of BirdLife's general charitable objectives</b>	48,364	2,266,288	(833,507)	1,481,145
<b>Restricted funds</b>	-	-	7,100,120	7,100,120
<b>Permanent endowment funds</b>				
Helmut Sick Fund	-	190,792	-	190,792
Sumatra Fund	-	197,734	70,824	268,558
Harapan Fund	-	2,605,675	-	2,605,675
<b>Total restricted funds</b>	-	2,994,201	7,170,944	10,165,145
<b>Total funds</b>	48,364	5,260,489	6,337,437	11,646,290

# Contributions from BirdLife Partners

Country/Territory	Partner	2016			2015		
		Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
		£	£	£	£	£	£
Argentina	Aves Argentinas (AOP)	1,789	-	1,789	1,529	-	1,529
Australia*	BirdLife Australia	8,790	28,128	36,918	5,978	-	5,978
Austria	BirdLife Austria	3,062	2,527	5,590	2,117	-	2,117
Bahamas	Bahamas National Trust	3,249	-	3,249	900	-	900
Belgium	Natuurpunt	76,418	-	76,418	63,761	-	63,761
Belgium	Natagora	12,878	54	12,931	16,353	-	16,353
Belize	Belize Audubon Society (BAS)	372	-	372	320	-	320
Bolivia	Asociacion Civil Armonia (ACA)	294	-	294	312	-	312
Bulgaria*	Bulgarian Society for the Protection of Birds (BSPB)	919	-	919	566	-	566
Burkina Faso*	Fondation des Amis de la Nature (NATURAMA)	382	-	382	296	-	296
Canada	Nature Canada (NC)	3,202	-	3,202	2,695	-	2,695
Canada	Bird Studies Canada (BSC)	5,968	109,978	115,946	2,458	50,342	52,800
Cyprus	BirdLife Cyprus	636	191	827	606	-	606
Czech Republic	Czech Society for Ornithology (CSO)	2,388	-	2,388	1,834	-	1,834
Denmark	Dansk Ornitologisk Forening (DOF)	14,418	-	14,418	17,131	-	17,131
Ecuador*	Aves y Conservacion	745	-	745	-	-	-
Estonia	Eesti Ornitoloogiahühing (EOU)	707	-	707	545	-	545
Ethiopia	Ethiopian Wildlife & Natural History Society (EWNHS)	381	-	381	318	-	318
Falkland Islands	Falklands Conservation	342	-	342	327	-	327
Finland	BirdLife Suomi-Finland	11,201	-	11,201	9,209	-	9,209
France	Ligue pour la Protection des Oiseaux (LPO)	35,229	-	35,229	27,807	-	27,807
French Polynesia*	Societe' d'Ornithologie de Polynesie "Manu"	366	-	366	318	-	318
Germany	Nature and Biodiversity Conservation Union (NABU)	59,802	14,270	74,073	49,742	10,296	60,038
Ghana	Ghana Wildlife Society (GWS)	1,144	-	1,144	-	-	-
Gibraltar	Gibraltar Ornithological and Natural History Society (GONHS)	342	-	342	327	-	327
Greece	Hellenic Ornithological Society (HOS)	1,562	-	1,562	716	-	716
Hong Kong (China)	Hong Kong Birdwatching Society (HKBWS)	1,393	-	1,393	1,190	-	1,190
Hungary	Hungarian Ornithological and Nature Conservation Society (MME)	4,711	1,571	6,283	4,180	1,465	5,645
India	Bombay Natural History Society (BNHS)	2,727	-	2,727	2,347	-	2,347
Ireland	BirdWatch Ireland	6,134	27	6,161	2,282	-	2,282
Israel	Society for the Protection of Nature in Israel (SPNI)	9,593	14,892	24,485	-	8,564	8,564
Italy	Lega Italiana Protezione Uccelli (LIPU)	21,347	-	21,347	18,756	3,162	21,918
Japan	Wild Bird Society of Japan (WBSJ)	3,607	8,021	11,628	3,222	2,738	5,960
Jordan*	Royal Society for the Conservation of Nature (RSCN)	375	-	375	314	-	314
Kenya	Nature Kenya	367	-	367	312	-	312
Latvia	Latvijas Ornitologijas Biedriba (LOB)	358	-	358	312	-	312
Lebanon*	Society for the Protection of Nature in Lebanon (SPNL)	349	-	349	322	-	322
Luxembourg	Natur & Umwelt	4,559	-	4,559	2,342	-	2,342
Malaysia	Malaysian Nature Society (MNS)	1,851	-	1,851	1,519	-	1,519



Contributions from BirdLife Partners (continued)

Country/Territory	Partner	2016			2015		
		Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
		£	£	£	£	£	£
Malta	BirdLife Malta	3,447	-	3,447	716	-	716
Netherlands*	Vogelbescherming Nederland (VBN)	144,604	(202,221)	(57,617)	117,149	182,923	300,072
New Zealand	Forest and Bird	16,013	-	16,013	8,583	-	8,583
Nigeria	Nigerian Conservation Foundation (NCF)	361	-	361	311	-	311
Norway	Norsk Ornitologisk Forening (NOF)	9,210	3,697	12,907	6,508	2,979	9,487
Palau	Palau Conservation Society (PCS)	372	-	372	330	-	330
Palestine*	Palestine Wildlife Society (PWLS)	348	-	348	303	-	303
Panama	Sociedad Audubon de Panama (PAS)	685	-	685	-	-	-
Paraguay	Guyra Paraguay (GP)	678	-	678	618	-	618
Philippines	Haribon Foundation (HF)	366	-	366	312	-	312
Poland	Polish Society for the Protection of Birds (OTOP)	778	-	778	716	-	716
Portugal*	Sociedade Portuguesa para o Estudo das Aves (SPEA)	1,819	-	1,819	1,631	-	1,631
Romania	Romanian Ornithological Society (SOR)	683	-	683	742	-	742
Seychelles	Nature Seychelles	762	-	762	-	-	-
Sierra Leone	Conservation Society of Sierra Leone (CSSL)	404	-	404	304	-	304
Singapore*	Nature Society (Singapore)	972	-	972	857	-	857
Slovakia	Slovak Ornithological Society / BirdLife Slovakia (SOS)	748	-	748	706	-	706
Slovenia	Društvo Za Opazovanje in Proučevanje Ptice Slovenije (DOPPS)	781	34	815	700	-	700
South Africa	BirdLife South Africa (BLSA)	1,196	15,661	16,857	1,101	5,074	6,175
Spain	Sociedad Española de Ornitología (SEO)	14,995	-	14,995	10,038	2,057	12,095
Sweden	Sveriges Ornitologiska Förening (SOF)	17,244	-	17,244	14,537	-	14,537
Switzerland	Schweizer Vogelschutz (SVS)	54,859	19,639	74,497	46,734	14,514	61,248
Taiwan	Chinese Wild Bird Federation (CWBF)	-	-	-	922	-	922
Thailand	Bird Conservation Society of Thailand (BCST)	-	-	-	496	-	496
Tunisia	Association Les Amis des Oiseaux (AAO)	1,133	-	1,133	-	-	-
Uganda*	Nature Uganda (NU)	374	-	374	366	-	366
UK*	Royal Society for the Protection of Birds (RSPB)	812,607	183,146	995,754	773,216	292,859	1,066,075
USA*	Audubon	113,889	96,651	210,540	99,663	59,804	159,467
Zimbabwe	BirdLife Zimbabwe (BLZ)	366	-	366	314	-	314
		<u>1,503,656</u>	<u>296,266</u>	<u>1,799,922</u>	<u>1,331,136</u>	<u>636,777</u>	<u>1,967,913</u>

## Payments to BirdLife Partners

Country/Territory	Partner	2016 £	2015 £
Argentina	Aves Argentinas (AOP)	121,738	50,483
Australia*	BirdLife Australia	-	341
Austria	BirdLife Austria	-	40,672
Bahamas	Bahamas National trust	1,371	11,633
Belize	Belize Audubon Society	-	644
Bolivia	Asociacion Civil Armonia (ACA)	540	19,432
Burkina Faso*	Fondation des Amis de la Nature (NATURAMA)	68,176	102,140
Canada	Nature Canada (NC)	-	8,237
Canada	Bird Studies Canada	-	3,880
Cyprus	BirdLife Cyprus	38,579	40,493
Czech Republic	Czech Society for Ornithology (CSO)	-	2,272
Ecuador*	Aves y Conservacion	22,805	15,930
Ethiopia	Ethiopian Wildlife & Natural History Society (EWNHS)	18,554	47,186
France	Ligue pour La Protection des Oiseaux (LPO)	52,696	101,447
French Polynesia*	Societe d'Ornithologie de Polynesie "Manu"	22,250	113,023
Germany	Nature and Biodiversity Conservation Union (NABU)	19,222	10,104
Ghana	Ghana Wildlife Society (GWS)	18,602	30,989
Greece	Hellenic Ornithological Society (HOS)	6,754	3,306
Hong Kong	Hong Kong Bird Watching Society (HKBWS)	11,596	23,788
Hungary	Hungarian Ornithological and Nature Conservation Society (MME)	-	-
India	Bombay Natural History Society (BNHS)	53,249	28,287
Ireland	Birdwatch Ireland	13,786	15,715
Israel	Society for the Protection of Nature in Israel	1,746	-
Italy	Lega Italiana Protezione Uccelli (LIPU)	59,778	75,594
Jordan*	Royal Society for the Conservation of Nature (RSCN)	3,293	-
Kenya	Nature Kenya	49,477	36,221
Latvia	Latvijas Ornitologijas Biedriba (LOB)	15,074	12,767
Lebanon*	Society for the Protection of Nature in Lebanon (SPNL)	63,601	31,459
Malaysia	Malaysian Nature Society (MNS)	25,900	22,639
Malta	BirdLife Malta	39,516	58,010
Netherlands	Vogelbescherming Nederland (VBN)	5,301	1,198
New Caledonia	Société Calédonienne d'Ornithologie (SCO)	-	29,687
New Zealand	Forest and Bird	28,784	51,046
Nigeria	Nigerian Conservation Foundation (NCF)	6,012	16,797
Palau	Palau Conservation Society (PCS)	20,170	14,046
Palestine*	Palestine Wildlife Society (PWLS)	-	1,410
Panama	Sociedad Audubon de Panama (PAS)	-	650
Paraguay	Guyra Paraguay (GP)	195,477	15,385
Philippines	Haribon Foundation (HF)	38,241	42,437
Poland	Polish Society for the Protection of Birds (OTOP)	72,142	83,699
Portugal*	Sociedade Portuguesa para o Estudo das Aves (SPEA)	14,888	3,653
Seychelles	Nature Seychelles	168	1,404
Sierra Leone	Conservation Society of Sierra Leone (CSSL)	5,010	9,071
Slovakia	Slovak Ornithological Society / BirdLife Slovakia	19,135	17,049
Slovenia	Društvo Za Opazovanje in Proučevanje Ptice Slovenije (DOPPS)	71,422	75,249
South Africa	BirdLife South Africa (BLSA)	167,505	62,906
Spain	Sociedad Espanola de Ornitología (SEO)	52,908	21,993
Tunisia	Asociacion "Les Amis des Oiseaux"	15,550	29,045
Uganda*	Nature Uganda (NU)	6,703	42,483
Ukraine	Ukrainian Society for the Protection of Birds (USPB)	-	-
UK*	Royal Society for the Protection of Birds (RSPB)	166,458	470,441
USA*	Audubon	29,855	11,226
Zimbabwe	BirdLife Zimbabwe (BLZ)	13,961	7,880
		<b>1,677,146</b>	<b>1,915,447</b>

\*Partner organisations that had representatives on the board of directors of BirdLife International during 2016.

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](http://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](mailto: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](http://www.birdlife.org) and donating on line or telephone +44 (0) 1223 277318.

We need your help and support both now and in the future. A legacy pledge in your will to Birdlife International or a BirdLife Partner is a simple and effective way of helping us to create a world richer in wildlife, that's more beautiful and inspiring than it is today. With your help we can provide real hope for nature and people. For more information on how to write BirdLife into your will or to obtain your free legacy pack, then please e-mail [howtohelp@birdlife.org](mailto:howtohelp@birdlife.org) or telephone +44 (0) 1223 277318.