



# Wetlands International

Annual Report and Accounts 2013



**Wetlands**  
INTERNATIONAL





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# Acronyms

<b>BSJV</b>	Brunei Shell Joint Venture
<b>BEE</b>	Biodiversity, Ecosystems and Economy platform
<b>CBD</b>	Convention on Biological Diversity
<b>CEO</b>	Chief Executive Officer
<b>CEPA</b>	Centres for communication, education, participation and awareness about wetland values and options for wise use
<b>CLUA</b>	Climate and Land Use Alliance
<b>CO<sub>2</sub></b>	Carbon Dioxide
<b>COP</b>	Conference of the Contracting Parties
<b>CT</b>	Collective target
<b>DRR</b>	Disaster Risk Reduction
<b>DFID BRACED</b>	UK Department for International Development - Building Resilience and Adaptation to Climate Extremes and Disasters Programme
<b>EU</b>	European Union
<b>Ha</b>	Hectare
<b>HFAII</b>	Hyogo Framework for Action
<b>ILUC</b>	indirect land use change emissions
<b>IWC</b>	International Waterbird Census
<b>MFSII</b>	Medefinancierings stelsel ('cofinance scheme')
<b>m<sup>3</sup></b>	cubic meters
<b>Mt</b>	Megatonne
<b>NGO</b>	Non-Governmental Organisation
<b>OECD</b>	The Organisation for Economic Co-operation and Development
<b>OPIDIN</b>	Inner Niger Delta flood prediction tool
<b>PfR</b>	Partners for Resilience Alliance
<b>Q&amp;A</b>	Questions and Answers
<b>REDD</b>	Reducing Emissions from Deforestation and Forest Degradation in Developing Countries
<b>RJ 650</b>	Richtlijn Jaarverslaggeving (Guidelines for Annual Reporting of fundraising organisations)
<b>RPP</b>	Responsibly Produced Peat Foundation
<b>RSPO</b>	Round Table on Sustainable Palm Oil
<b>TEEB</b>	The Economics of Ecosystems and Biodiversity
<b>UN</b>	United Nations
<b>UNFCCC</b>	United Nations Framework Convention on Climate Change
<b>UNSAM</b>	University of San Martín
<b>UBA</b>	University of Buenos Aires
<b>UNISDR</b>	United Nations office for Disaster Risk Reduction
<b>WASH</b>	Water supply, sanitation and hygiene
<b>IBA</b>	International Bird Area
<b>WBCSD</b>	World Business Council for Sustainable Development



# From the CEO

The “red thread” for our work in 2013 was our increasing connection, dialogue and influence with other civil society organisations, business and industry. As you glance through the Achievements section in the report, you will see many concrete examples of this, with on-ground and policy results evident from the local to global scale. Through our major programmes we have demonstrated how wetlands play a vital role in securing biodiversity, strengthening livelihoods, increasing community resilience natural hazards like floods and droughts and reducing greenhouse gas emissions.

Following the UN theme of International Year for Water Cooperation, Wetlands International kicked off 2013 by convening a seminar on the role of wetlands as natural water infrastructure “*Get the Solutions Flowing*”, together with the City of Rotterdam and the World Business Council for Sustainable Development. We brought together businesses, civil society groups, researchers, communications specialists and government and the event yielded a number of key messages and an Action Plan that included priorities for water security, businesses and cities as well as drawing attention to the need for behaviour change in terms of organisational thinking and attitudes. These issues and suggested actions were taken forward during the set of Water events during the year that aimed amongst other things, to clarify how water should feature in the post 2015 Sustainable Development Agenda. As a result, many inter-sectoral collaborations for Wetlands International were sparked and strengthened, including with water engineers and knowledge institutes in the Dutch Building with Nature consortium and with river basin organisations for the Senegal and Niger Rivers, to incorporate natural water infrastructure thinking and values in their plans and strategies.

In 2013 I signed a new collaboration agreement together with Shell’s CEO, to build on our initial six years of collaboration. As part of this, we jointly committed to continue our joint working in a number of key wetlands systems (including in the Arctic, Nigeria, Iraq, Brunei and Canada) so as to minimize impacts and seek positive benefits for people and nature. Some of the tools and approaches we have jointly developed with Shell businesses have wider application in the oil and gas sector and beyond. Additionally, we finalized our collaboration agreement with Permian Global, a limited liability partnership company, which is the investment advisor to the Permian Fund designed to provide returns to its investors through the sale of carbon credits generated through tropical forest and peatland conservation and restoration projects. And following definition of our role in “*Greening the Economy*” and adoption of a Corporate Engagement Policy, we started to work with corporate engagement as a key strategy to achieve our mission, resulting in a number of promising private sector collaborations.



Jane Madgwick, CEO

The establishment of a European Association of NGOs was another milestone for Wetlands International in 2013. We aim, through this Association, to play a special role in Europe bringing together the science, policy, and practice nexus on the sustainable management and restoration of rivers and wetlands. Through the Association, we will connect the knowledge and experience of different NGO’s and grass roots networks dealing with wetland issues and so act as an effective vehicle to better influence policies and their implementation in Europe. Additionally, as a globally operating organisation, we are well placed to address specific impacts of European policies on the rest of the world.

# Report of the Supervisory Council and Board of Association

## Report 2013

The year 2013 showed significant progress to attain the organisation's mid-term strategic objectives. Major programmes were implemented, bringing achievements which have real relevance on the ground to people and nature. The Supervisory Council was pleased to see important improvements in financial control and perspective through improved operational insight and an increased ability for pro-active outreach and dialogue with partners, members and donors. Tangible highlights include the establishment of a European association and a refreshed brand and visual identity to boost the visibility of the organisation and its activities. Also, corporate engagement was integrated into the work of the organisation in a structured way and within a clear policy framework approved by the Supervisory Council.

In February, the Council participated in the celebration of World Wetlands Day in a joint event with the World Business Council for Sustainable Development (WBCSD) and Rotterdam City. Throughout the year the Supervisory Council and its individual members were involved in the identification and pursuit of resource development opportunities in various areas including U.S. donors and building on the relationship with the Japanese government and engaging in the upcoming IUCN World Parks Congress.

During 2013, the Supervisory Council convened twice. The meetings were attended by the Management Board and the Secretary. In June the Supervisory Council held its meeting in St. Louis, Senegal. During a fieldtrip the Council and Management Board learned about the project in the Ndiael Basin and visited Djoudj National Park, with a delegation of the Wetlands International Africa staff, representatives from the local communities and authorities. The Council also participated in a meeting with all local stakeholders, organised by Wetlands International. In November, the Council held its second meeting of the year. The Association's annual General Members Meeting was held online, in December.

The Supervisory Council's activities during the year were primarily involved with the execution of its supervisory role. In addition, the Chair and other members of the Supervisory Council served as a sounding board for the Executive Board. In its capacity as the CEO's employer, the Council evaluated the CEO and her performance during the year. The Supervisory Council discussed the annual accounts for 2013 and the annual plan for 2014. Following additional action and clarification of findings by the external auditor, the Council/Board approved the accounts and the 2014 Plan.

2013 saw the departure of two valued Council members, Hazell Shokellu Thompson and Yoshihiro Natori. The Council expresses its gratitude for their long service on the Council/Board and their very valuable contributions to the organisation and its objectives. The Council welcomed Dan Martin as a new member.

## Composition

The Supervisory Council and the Board of Association consist of seven members. In accordance with the established profile, the members come from diverse backgrounds in order to provide the Council and Board with the range of expertise, experience and diversity necessary to fulfil their duties.

The members are appointed in their capacity as individuals, not as representatives of other entities.

In accordance with the guidelines of the Dutch Central Bureau on Fundraising (CBF) and the Dutch Good Governance Code for Charities and Cultural Organisations ("Code Wijffels"), we have established that during 2013 none of the individual Council members held primary or additional occupations that could have given rise to conflicts of interest with their supervisory role with regard to Wetlands International.

For the Council's/Board's composition and scheme of resignation as of 31 December 2013 please refer to the overview on page 67.

In 2013 the Supervisory Council assessed and discussed its own performance, as is required annually.

On behalf of the Supervisory Council, I would like to thank the Management Board and all of Wetlands International employees for their continued hard work towards Wetlands International's objective of safeguarding and restoring wetlands for people and nature. We look forward to continue the progress and achieve the set milestones during 2014.

Ede, May 2014

For the Supervisory Council/Board of Association

**Jan Ernst de Groot, Chair**

# Strategy of Wetlands International

The goal of Wetlands International is that:

**"Wetlands are wisely used and restored for the role they play in improving human well-being and local livelihoods, conserving biodiversity, sustaining the water cycle and reducing climate change and its impacts."**

Wetlands International, as a specialist institution, makes a unique contribution towards achieving our goal. However it is clear that this requires the support and engagement of many other actors as well as innovative approaches that can bring about lasting and timely results.

To this end we seek to bring together expertise from different disciplines in development and the environment to secure wetlands and the ecosystem services they provide. For example when wetlands are restored to reduce greenhouse gas emissions, the location and design of interventions should also maximise the benefits for biodiversity and local livelihoods and ensure the hydrological integrity of the wetland system. When these are set as joint objectives from the outset, then wetland management can be truly sustainable.

Linked to our over-arching goal statement, we have developed a number of long-term goals for protecting and enhancing key wetland ecosystem services. For these goals, we have Collective Targets, which will guide the work of the Wetlands International network over five years, 2011-2015.

These Collective Targets have emerged from regional and global analyses of the conditions of wetlands, ongoing trends, specific threats and opportunities in the coming years, together with a consideration of our past achievements, current and potential partnerships and specific niche. These were developed through a participative process with our stakeholders in each region of the world and globally.

These goals and Collective Targets are documented in the Strategic Intent 2011-2020. Additionally, we set out the main strategies for achieving our goals and targets. Four main 'ways of working' were defined - characterising a distinct approach that makes us effective and defines our organisational niche:

- Mobilising the best available expertise and knowledge
- Raising awareness of the critical issues
- Enabling society to take action
- Influencing policies and practices

Regional strategies were also developed to enable a different emphasis and focus according to the particular threats and opportunities in different parts of the world. In 2011 many projects and initiatives were in progress to address the specific outcomes set out in the Collective Targets. At the same time, we started to form inter-office teams so we can better coordinate and collaborate across the network and achieve greater synergies.

Finally, our organisational and financial targets for the period of the strategy were defined.



## Chapter 3

# Themes and Collective targets

### 1. Theme-Sustainable livelihoods

#### Collective Target 1

*"Wise use and restoration of 20 wetlands is linked with the development of sustainable livelihoods, resulting in a strengthened asset base for at least 200,000 people."*

### 2. Theme-Biodiversity

#### Collective Target 2

*"Species-oriented and ecological network initiatives result in improved status of selected wetland biodiversity groups, including waterbirds and freshwater fish."*

#### Collective Target 3

*"The status of wetland biodiversity is improved in at least 10 globally significant wetland ecoregions."*

#### Collective Target 4

*"Decisions for the conservation and management of waterbird populations and wetlands on which they depend are influenced by timely analyses on the status and trends of waterbirds."*

### 3. Theme-Water

#### Collective Target 5

*"In five major basins implementation of water resource management plans safeguard and restore the role that wetlands play in water supply and regulation."*

#### Collective Target 6

*"Ecologically sustainable drinking water and sanitation programmes are implemented in the country programmes of five WASH initiatives, resulting in improved ecological status of wetlands."*

### 4. Theme-Climate

#### Collective Target 7

*"At least 100 Mt of CO<sub>2</sub> emissions avoided by conserving and restoring wetlands."*

#### Collective Target 8

*"UNFCCC policies provide incentives for reducing wetland emissions in both developed and developing countries and include biodiversity safeguards."*

#### Collective Target 9

*"Investments in wetland protection and restoration are made through five government-led climate change adaptation and/or disaster risk reduction plans."*

#### Collective Target 10

*"In the catchments of 10 significant wetlands, community resilience to natural hazards, including those that are exacerbated by climate change is increased through improved environmental management."*

### 5. Theme-Greening the Economy

#### Collective Target 11

*"In at least five cases changes or adjustments will be achieved in the design and/or delivery of major development schemes which threaten significant wetlands or water resources, so as to avoid or reduce impacts on biodiversity and livelihoods."*

#### Collective Target 12

*"Industry standards, regulations and community practices are improved for at least three production systems to prevent the loss of wetlands and their values, such as for water, climate regulation and biodiversity."*





Tana Delta, Kenya



Reforestation in Guatemala to prevent landslide



# Achievements

Amongst the many results achieved during the year, we present the highlights. While some of the outcomes mentioned are the fruits of many years of intensive work, others are steps achieved towards future significant outcomes.

## Collective Target 1

**Wise use and restoration of 20 wetlands is linked with the development of sustainable livelihoods, resulting in a strengthened asset base for at least 200,000 people.**

- Through our Partners for Resilience programme, 24,000 people in 6 countries diversified and strengthened their livelihoods in a context of disaster risk reduction through a variety of approaches such as the introduction of seed banks, promotion of improved agricultural practices and integrated farming systems, improved water availability through renovation of water ponds, making available drought resistant crop varieties, installation of green filters (re-use of waste water) for vegetable gardens and increased community access to formal credit institutions.
- In Gambia and Guinea Bissau, 250 households improved their income and nutrition through micro credit schemes,

milling machines, water pumps to develop vegetable gardens and solar salt production linked with the restoration of 15 ha of mangroves. We provided technical advice to communities and linked them to micro-credit institutions.

- In Argentina, 100 Households improved access to water for pasture irrigation for about 2,000 livestock, mainly goats, in a context of extreme drought and water crisis. To this effect, we coordinated a wetland restoration project that accumulated around 750,000 m<sup>3</sup> of water in the small dams built in gullies of the Ramsar Site "Guanacache lagoons". We also provided technical advice at community level.
- In Malaysia, ecotourism was promoted as an alternative source of income for the community and the state instead of solely fishing and mangrove harvesting. As a result, mangroves are better conserved, bringing benefits for coastal protection as well as breeding grounds for fish and other invertebrates that support local livelihoods.



Acacia planting in the Inner Niger Delta

## Linking climate change adaptation to disaster risk reduction and access to clean drinking water

"Now all the villagers of Samberi in the Inner Niger, Mali, have access to clean drinking water, thanks to the efforts Wetlands International and partners", said Ms. Dikore starting her speech with all smiles. Located on the banks of the river, the village of Samberi was dying slowly, as a result of the shifting sand dunes that have swallowed its crop fields, grazing lands, much of the houses and even the school. The action plan for disaster risk reduction and adaptation to climate change of Samberi, made fixing sand dunes through re-vegetation its first priority. This dune fixation has now saved the village school, homes, restored agricultural and pastoral lands through the physical efforts of all villagers, men and women. As the entry point as well as compensation for this hard work, improved wells that supply drinking water all year round, were supplied to village. Ms. Dikore concluded: "All my life, no one resident of Samberi would have believed that protecting the environment and improving our lives with year round available drinking water was a possibility in this village. Today we all live in that prosperity."



Communities restoring the Guanacache lagoons in Argentina

**Collective Target 2**  
**Species-oriented and ecological network initiatives result in improved status of selected wetland biodiversity groups, including waterbirds and freshwater fish.**

- In our Arctic to Africa project with Arcadia, we trained our project staff in planning complex conservation strategies (Miradi's Open Standards for Conservation). We completed gap-filling surveys identifying unknown sites of conservation priority and performed a situation analysis resulting in a strategy for the conservation of breeding priority species in the Nenetsky Okrug in Russia. In Africa we established a Working Group with relevant park administrations, water authorities and ministries of both Senegal and Mauretania, that will develop a joint strategy for conservation of waterbirds and their habitats in the Senegal Delta in 2014. First restoration activities in Djoudj National Park resulted in 1,000 ha of rewetted areas important for migratory birds and ecotourism. [Read](#) and see more.

**Collective Target 3**  
**The status of wetland biodiversity is improved in at least 10 globally significant wetland ecoregions.**

- The State of Iraq nominated the Marshlands of Southern Iraq as a World Heritage Site. We contributed to this through the production of an independent comparative analysis on biological diversity and institutional management of these Marshlands compared to six other wetlands in the world, which is required for nomination. Final establishment as a World Heritage site will be a recognition of the importance of and an incentive for conservation and restoration of biodiversity and people's livelihoods in this largest wetland area of the Middle East.

- The Minimum Standards Law for Wetlands Conservation and Wise Use, promoted by our staff in Argentina, was approved by the Senate of Argentina by the end of 2013. We also contributed to the Argentina Wetland Inventory, a baseline for decision makers to implement the new Standard Law. We led this with the Secretary of the Environment and the universities of San Martín (UNSAM) and Buenos Aires (UBA).
- We identified the main threats existing in Fujin National Wetland Park, China, monitoring methods and indicators. Built up the integrated monitoring concept plan. We supported the project implementing agency with technical inputs for a monitoring system.
- We developed the management plan for the Vembanad Kol wetlands, the largest Ramsar site in India, based on detailed assessments and stakeholder consultations. We are presently working with the state government and the Ministry of Environment and Forests to ensure implementation of various recommendations.
- In India, wetlands are now adequately addressed and linked with the Convention on Biological Diversity (CBD) national targets, which will play an instrumental role in guiding investment planning. This was a result of our



Great Egret in the bay of Panama



work to highlight the cross cutting role of wetlands and water management in national targets, as member of a technical committee, with the Ministry of Environment and Forests of India.

- In December 2013, the Supreme Court of Panamá reinstated the protected status of the Bay of Panamá Wetland Wildlife Refuge, which is a Ramsar Site, a globally significant International Bird Area (IBA) and key site along the flyway and part of the [Western Hemisphere Shorebird Reserve Network](#). This 93-mile-long, five-million-acre area is a stopover site for two million migrating shorebirds a year. It was threatened that the protected status would be removed altogether, as the wetlands surrounding the protected area are being landfilled and converted for industrial development, luxury housing and golf courses. This is the result of our active campaigning together with the Panamanglar network of 20 national and international NGOs and 19 community-based organisations, under the slogan "The mangroves are in danger and so are you!". Read more on Panamanglar's [website](#), [Facebook](#), [Twitter](#) and [YouTube](#) channel.

#### Collective Target 4

#### Decisions for the conservation and management of waterbird populations and wetlands on which they depend are influenced by timely analyses on the status and trends of waterbirds.

- More countries than ever (132) contributed this year to the International Waterbird Census (IWC), including new contributors in Central America, the Caribbean and Europe.
- We organised the first ever meeting of European and Central Asian IWC national coordinators, with 37 coordinators representing countries as far apart as Ireland and Azerbaijan. Improvements in data flow of the African-Eurasian IWC counts resulted in a 46% increase in the number of countries submitting their counts in the most recent year, providing better coverage and improved insight into status of waterbirds, in turn influencing national policy decisions. Information from the census has provided scientific insights into the rapid climate driven shifts in wintering distributions of three diving duck species, which is of both political and socio-economic importance and will affect wetland management decisions in Northern Europe.
- We supported 30 countries across Africa and Central Asia to develop long-term strategies and action plans for biodiversity monitoring, especially waterbirds. National coordinators trained volunteers on counting methods, identification and the importance of waterbird monitoring. In addition, 35 African sites managers along



Waterbird survey in Saudi Arabia



Wetlands in the Ndiel Basin in Senegal

the west coast of Africa from 20 different countries were trained and exchanged experiences on the flyway approach to conservation. This included ecotourism development policies; opportunities and partnerships along the migration route for cross-border cooperation between sites and networking along the East Atlantic Flyway.

We support the Commission with scientific information about the availability of water resources.

**Collective Target 5**  
**In five major basins, implementation of water resource management plans safeguard and restore the role that wetlands play in water supply and regulation.**

- In the Inner Niger Delta, Mali, the development of the Flood Prediction Tool (OPIDIN) and the dissemination of the resulting information resulted in farmers, fishers and herders to adapt their farming, fishing, cattle breeding, boat transport strategies to the flooding of 2013, which is the engine of socio-economic development and ecological integrity. The livelihoods of 500,000 farmers, fishers and herders of the area were assisted in this way. We contributed not only to the tool development, but also significantly to development of the information and its active communication through local radios, bulletins and atlases of inundation maps.
- The "Selingue and Markala Water Commission" was able, to some extent, to reach the equitable sharing of scarce resources of the Upper Niger between upstream and downstream stakeholders as a result of our advocacy. 60 institutions, government, civil society, private sectors and local water users, now meet regularly and agree on how to meet the meeting water needs of different stakeholders.

- We provided information and knowledge for a Q&A booklet on constructed wetlands in Malaysia and how they function. It encourages the implementation of natural remediation techniques to improve water quality of lakes.
- We developed a management planning framework for Kanwar Taal, one of the largest floodplain wetlands of the Indo-Gangetic region in India, with particular focus on improvement of water regimes and connectivity of the wetlands, to counteract regional water scarcity and sustain the fisheries and other valuable wetland products. This is a key step towards securing resources for implementation of the plan with the state government of Bihar and Ministry of Environment and Forests.
- In the Tana Basin, Kenya, we facilitated the establishment of a partnership of international and national government, civil society and academic institutions to assess the options for development in the Tana Delta. Commitments to carry out a TEEB assessment have been gained, the first for a major wetland in Africa. This will enable the different development options and their effects on the environment, society and economy of the region to become transparent. The Tana Delta is threatened by upstream hydropower development, local intensification of agriculture and the development of a regional economic corridor to the Horn of Africa. For the first time in 20 years water has reached the Bassin Ndiel in the Senegal Delta, an internationally important wetland for waterbirds and a key natural resource for





Environmentally sustainable drinking water and sanitation in Uganda



Community-led reforestation to prevent landslides in Sololá, Guatemala



local communities. The site's water supply was long ago diverted for drinking water supply. In 2013, a water channel was re-established close to the wetland and a channel to the site itself was restored through our work with a local community based organisation. This outcome has the potential to be a real game changer in the basin and region.

and strategically relocated to avoid any contamination of present water sources. Indigenous species around the lake are now reappearing, indicating that the services and values of the wetland are returning.

- Wetlands International has been invited to join a group that will advise the European Union Member states on Natural Water Retention Measures. In 2012 the EU published the Water Blueprint Communication (to which Wetlands International contributed) where Natural Water Retention Measures were highlighted as a key concept that should be developed into a guidance to assist Member States in managing risks related to flood, drought and water quality. These measures provide enormous potential for driving the improved conservation and restoration of wetlands in river basins. Over the past 3 years Wetlands International, has led communications and advocacy work on river restoration in the European Union for the RESTORE project, a consortium of 6 organisations. This has included the strategic guidance and communications work for key events (e.g. the European River Restoration Conference), website development, social media coverage and contributions to key publications such as Rivers by Design, eventually leading to this invitation.

**Collective Target 6**  
**Ecologically sustainable drinking water and sanitation programmes are implemented in the country programmes of 5 WASH initiatives, resulting in improved ecological status of wetlands.**

- In Mali, Uganda and Bangladesh, we work to improve household water and sanitation in harmony with the environment. In Rwambu catchment, Uganda, for example, water supply for drinking and household needs was in very short supply, due to bad management of the wetland, including agricultural expansion. We addressed this with the local community, the RAIN Foundation and our local partner Joint Effort to Save the Environment (JESE) by introducing and applying so-called Nature-Based Solutions. This resulted in the wetland currently recovering and growing, which means a higher capacity to filter and recharge the groundwater and reduced walking distance for women and children to fetch water. We achieved this by agreements on demarcation and zoning of separated, best located places in the wetland to fetch water, feed cattle, catch fish and harvest medicinal plants and reeds. Also, farming within the wetland area was banned and affected families compensated with alternative livelihood options higher up in the catchment. Soil erosion was addressed uphill by stacking stones at farmer's fields, trees were planted to recharge the water table, leaky latrines were replaced by functional ones

**Collective Target 7**  
**At least 100 Mt of CO<sub>2</sub> emissions avoided by conserving and restoring wetlands.**

- Wetlands International and Permian Global, an investor in tropical forest and peatland conservation for carbon credits, signed a Strategic Cooperation Agreement. The two entered into a long-term cooperation with an Indonesian company, Pt Rimba Makhmur Utama, to manage a 60 year ecosystem restoration concession of 108,000 ha of peat swamp forest in Central Kalimantan. This is expected to result in several million tons CO<sub>2</sub> emission reductions and carbon sequestration per year. In Malaysia, Permian Global and Wetlands International signed a Memorandum of Understanding with the Sabah Forestry Department to implement a number of feasibility studies for REDD+ projects.
- In Russia, we are cooperating with Russian and German expert organisations and Russian governmental institutions on the restoration of over 70,000 ha of peatlands in Moscow Province, Tver and Nizhny Novgorod, with the aim to reduce fire risks and contribute to climate change mitigation and biodiversity conservation. Our inputs involve peatland inventory, advice on ecological rewetting techniques and impact (GHG, fire risk and biodiversity) monitoring. Ecological rewetting has started in a number of pilot projects and is expected to be upscaled by the Russian government in the coming years.
- Five large Dutch companies signed a letter of intent pledging to invest substantial funding in CO<sub>2</sub> emission reduction projects. This was done under the Biodiversity, Ecosystems and Economy (BEE) platform organized by IUCN-Netherlands and VNO-NCW, the largest business organisation of the Netherlands. Wetlands International is a member of the platform and advisor on REDD+ project development.
- In consultation with the State government of Johor, Malaysia, we generated interest to investigate possibilities for alternative income generation such as carbon financing through a corporate fund to conserve the natural environment of the Johor peat lands. Agreements have been made with the local University to study the area in order to come up with concrete recommendations to the State.
- The Indonesian Moratorium on further development of peatlands was extended until 2015. Wetlands International contributed significantly to these national discussions. We accepted the invitation to join the

Indonesian Government One Map policy, to ensure an appropriate consolidation of mapping data for Indonesian land use planning and for the Moratorium.

Much of our emission reduction work has been achieved with companies. See section on Collective Target 12.

**Collective Target 8**  
**UNFCCC policies provide incentives for reducing wetland emissions in both developed and developing countries and include biodiversity safeguards.**

- We advocated at many different levels for actions in wetlands for emission reduction, building on the 2011 approval of “*wetland drainage and rewetting*” as a new accounting activity under the Kyoto Protocol as well as the UNFCCC decision that REDD+ projects include “*all significant pools and gases*”, so that wetlands are included in emission reduction calculations. We gave input into the Durban Platform for Enhanced Action as well as the Subsidiary Body for Scientific and Technological Advice of the UNFCCC. Our approaches to the restoration of eroding mangrove mud coasts were received with great interest by stakeholders at the UNFCCC Adaptation Knowledge Days and the Nairobi Working Group.

**Collective Target 9**  
**Investments in wetland protection and restoration are made through 5 government-led climate change adaptation and/or disaster risk reduction plans.**

- Based on our advice, the Ministry of Marine Affairs and Fisheries constructed a coastal defense to protect the

eroding coast line of Demak district in Central Java, one of the most severely degraded coasts of Indonesia. Wetlands International and Deltares designed this defense together with the Ministry based on Building with Nature principles, where engineering measures and mangrove rehabilitation are combined as an alternative to conventional hard-infrastructure approaches, watch video [here](#). Based on this successful pilot, the Indonesian government allocated new funds for another area to implement this coastal defense, with the intention to upscale the approach across Western Indonesia in the longer term. Together with Deltares, we hosted Indonesian government officials in the Netherlands to learn more about this hybrid approach and how it is applied in the Netherlands. Wetlands International and the Indonesian Ministry of Marine Affairs and Fisheries consolidated the fruits of their joint work into an agreement on future cooperation including joint fund raising in relation to sustainable coastal defense.

- During a global meeting in Geneva hosted by the UN office for Disaster Risk Reduction (UNISDR), we shared the PfR experiences and presented our publications “*working with nature for DRR*” and “*Building with Nature for coastal resilience*”. This was an excellent opportunity to advocate our policy messages on the key role of wetlands and integrated water management and to put forward our recommendations for the revised Hyogo Framework for Action HFAII: Building Resilient Nations and Communities, to be agreed by member states in 2015.
- In India, through the development of risk assessments and risk reduction plans for 212 villages in the States of Orissa and Bihar, we were successful in influencing provincial



**Firewood efficient cooking stoves reduce deforestation and improve family**

“I am really happy with my new cooking stove”, says Nicalasa Ofelia Itzep Tamup, mother of two little children from the Xatinap V community in Guatemala, “It serves me a lot, in savings from firewood. It is nice that it does not cause as much smoke, so my eyes do not hurt any longer when cooking”. In addition to the health benefits, the new firewood efficient cooking stoves provided to 60 families help to reduce deforestation by almost 8 hectares per year. “We are very thankful for these new firewood efficient cooking stoves”, adds Deputy Mayor José Francisco Álvarez Coxaj of Xatinap V, part of the Santa Cruz del Quiché Municipality in the Department of Quiché. “They will benefit our community, especially Mother Earth, the trees, and support the conservation of water, which is most important for our community.” In an area prone to disasters, the reduced deforestation means disaster risk reduction, as deforestation and landslides go hand in hand. Partners for Resilience country programme for Guatemala. [Read more](#) or watch the video in [Spanish](#) and [English](#).





Local women building permeable structures in Indonesia



Restoring a severely eroded coastline in Indonesia



and state level water management planning. Additionally, we managed to leverage 2.9 million euro from National and State Government programmes to implement the over 200 village level DRR action plans.

- Thanks to Wetlands International, the Government of Senegal finally has a national policy for the management of wetlands, 40 years after the country signed the Ramsar Convention. This will help to ease conflicts of interest between conservation efforts and pressures for production, food security and residential areas. The policy sets an institutional framework and a basis for strategic direction in the sustainable management of wetlands. We were heavily involved in the production of the policy document.

**Collective Target 10**  
**In the catchments of 10 significant wetlands, community resilience to natural hazards, including those that are exacerbated by climate change is increased through improved environmental management.**

- The community in Timbul Sloko in Central Java, Indonesia, has seen their village and its surroundings slowly disappear into the sea as a result of human induced coastal erosion. Currently, local communities, the Ministry of Marine Affairs and Fisheries, Wetlands International

and Deltares are implementing a Building with Nature programme, combining sustainable engineering and mangrove rehabilitation to stabilize the coastline. Aware of the precarious situation, encouraged by the ongoing Building with Nature programme mentioned above under Collective Target 9, and convinced they do not want their village to drown again, the community demarcated a 100 ha coastal belt as a protected area, working with government on the right legal status needed.

- We provided Radio production tools and staff training to Kasumai Community Radio, Guinea-Bissau, that broadcasts programmes on the functions of wetlands, human activities that either destroy or sustain wetlands, thus motivating for behaviour change.
- As part of our Partners for Resilience (PFR) programme in 6 countries, 248,000 people are now covered with risk reduction plans at community level. Also, 150,000 people have been reached with ecological disaster risk reduction (eco-DRR) activities. When cyclone Phalin struck in India, one of the villages where PFR is working was well prepared and people could be quickly evacuated, a committee was in place to manage relief and rehabilitation funds and villagers were quickly organised to rehabilitate their destroyed betel plantations such as to ensure their income generation. Many more examples of how PFR works on community resilience can be found [here](#).
- The risk of land- and mudslides and vulnerability to hail, heavy rains and winds impacts have been reduced, forest and soil conservation implemented and consequently livelihoods improved for more than 300 families in 4 villages in the Masá sub-basin in the Sololá Department of Guatemala. In the rainy season heavy weather, such as hail and heavy rains and winds, can tear off the roofs of homes, and damage crops and the heavy rain floods people's homes. A root cause of the problem is the replacement of the forest by monocultures of coffee and maxán leaves. To counter these threats, Wetlands International, CARE and community representatives have strengthened the capacity and social organisation of the communities, raised awareness and trained Local Coordinators for Disaster Risk Reduction. Together they created maps defining the hazards and vulnerabilities and set up local response plans. In exchange of microcredits for their basic needs, the communities implemented these plans including adjusting of slopes, construction of living and lifeless barriers, wind breaking rows of alder and pine trees, river clean-up campaigns, and the construction and improvement of the drainage system, ditches, and infiltration holes. The microcredits were used to develop local infrastructure including shelters and to boost livelihood activities. All these measures have built the communities' resilience.



Promoting bee-keeping as forest conservation strategy in Guatemala



Chilika Lake, India

**Collective Target 11**

**In at least 5 cases changes or adjustments will be achieved in the design and/or delivery of major development schemes which threaten significant wetlands or water resources, so as to avoid or reduce impacts on biodiversity and livelihoods.**

- Armed with data from the biodiversity surveys conducted in Brunei, we were able to demonstrate to Brunei Shell Joint Venture (BSJV) how their "footprint" impact on the surrounding environment. As a result, Shell is now looking to commit to restoration work on the degraded areas. We also managed to get the government support for conservation and sustainable management of peatlands.
- The first Minimum Standard Law for wetland conservation and wise use was approved by the Senate of Argentina, thanks to our advice and lobby work.
- Following our technical advice, the Management plan for the islands of the Tigre District in Parana Delta region, Argentina, was developed and approved by the local council in March 2013.
- In India, inland wetlands have been identified as a priority ecosystem type for the TEEB (The Economics of Ecosystems & Biodiversity) India initiative. We were able to influence this as one of the three lead authors of the TEEB India scoping report.

**Collective Target 12**

**Industry standards, regulations and community practices are improved for at least 3 production systems to prevent the loss of wetlands and their values, such as for water, climate regulation and biodiversity.**

- Working with Shell, we contributed to the development of a Biodiversity Action Plan for Shell's development of the Majnoon Oil Field in southern Iraq that overlaps with the Hawizeh Marshes, Iraq's only Ramsar site. Based on this plan and direct workshops with Shell's design and engineering teams, Shell was convinced to include important ecosystem principles in the design of their operations in Iraq. Our involvement in field design is still ongoing. This project provides a good opportunity to help avoid and minimise Shell's negative impacts on wetlands due to early engagement by thinking along. If designed carefully, it even has the potential for a Net Positive Impact.
- Wetlands International has introduced an ecosystem approach to Shell's oil and gas operations through which ecosystem functions and services will be included during planning, operations and reclamation after closure of activities. In 2013, we conducted base line studies for the Russian Arctic and for the Oil Sands Operations in Canada. These will be developed into practical applications to enhance the inclusion of wetland values into Shell's operations.



- The Round Table on Sustainable Palm Oil (RSPO), of which Wetlands International has been an active Member, contributing to various working groups, adopted in 2013 new Principles and Criteria conducive to CO<sub>2</sub> emission reduction. This involves avoidance of peatlands in new plantation developments; the requirement to minimize emissions; and an obligation of public reporting on GHG emissions and reduction. We believe this will lead to substantial improvements within the palm oil sector.
- A certification system was created for the European industry that produces growing media for horticulture made with peat, a substantial industry that impacts on peatlands in especially northern and western Europe. We contributed to this through dialogue with producer associations. The system is governed by the Responsibly Produced Peat Foundation (RPP), a multi-stakeholder initiative we helped to establish and to which we are a board member. The system ensures protection of HCV areas and focus on already degraded peatlands. Certification requires companies to ensure peatlands rehabilitation and to deliver the areas in a better ecological state than before extraction started, creating a win-win for both industry (continued access to peatlands) and conservation.
- By being a member of the Round Table on Responsible Soy, we managed to bring the issue of wetland degradation due to quick soy expansion to the table. We corrected the definition of wetlands within the Soy Standard and its review now considers wetland ecosystems better. As part of the RTRS pesticides group, we contributed to the prohibition of use of certain pesticides by mid-2017, after which certain highly polluting pesticides shall be eliminated.

### Other

A network of wetland centres for communication, education, participation and awareness about wetland values and options for wise use (Wetland CEPA) was established in European Russia. Selected CEPA activities piloted, with outreach to 20,000 local people and visitors of wetland centres. The basis has been established for cooperation on wetland conservation through a viable network of 7 centres, which developed their Wetland CEPA Programme and Action Plan setting priorities and requirements for their future activities.



Natural rubber tapped from Jelutung trees



Augering tropical peat  
in Brunei



# Communications and Advocacy

After having agreed on a new brand strategy for the organisation, we worked on a new visual identity to better reflect what we stand for. In the first half of 2013 a new logo was finalized, followed by the development of a whole new look and feel of the organisation. Towards the end of the year we proceeded in making new stationery and new templates for communication products to prepare for the official launch planned for beginning 2014.

## Coverage of our work in media

- In 2013 we gained increased visibility for our work. We wrote 55 news stories - 25 of which were blogs authored by staff or invited contributors. The widely syndicated environment column Earth Talk brought our message on the importance of wetlands to millions of readers.
- Our joint statement urging developed countries to move more quickly on climate finance, and in particular the role of ecosystem conservation and rehabilitation in creating resilience to climate change impacts, at the 19<sup>th</sup> Conference of the Parties (COP) to the UN Framework Convention on Climate Change in Warsaw, was picked up by Bloomberg.
- We were quoted in a Scientific American article on avian flu outbreak.
- Our successful work in India to save Kashmir's Wullar Lake was featured in the New York Times.
- A study we co-authored showing that three species of waterbirds (Tufted Duck, Goosander and Goldeneye) are shifting their wintering grounds northwards along the North-West Europe flyway in response to increasing temperatures was featured by the BBC.
- Our experience in the global hotspot of Mali was widely quoted in the press: an article in Foreign Policy Magazine cited our work on ecological restoration in Mali; journalist Fred Pearce writing for Yale Environment 360 mentioned our work on dams; our successes in Mali conserving migratory waterbirds and the Inner Niger Delta ecosystem by using Bio-rights micro-credits was featured in a Thomson Reuters article.
- Our work on mangroves was well received by the press. Our press releases on the response of mangroves to sea level rise and on the different amounts of carbon stored by mangroves in diverse parts of the world was picked up by several news outlets. Our "hybrid engineering" approach to the restoration of mangrove mud coasts for coastal protection was featured on Deutsche Welle.

- Our nature-based solutions to transform the WASH (drinking water supply, sanitation and hygiene) sector made headlines at Stockholm World Water Week.
- Our reactions to the extension of the moratorium on deforestation in Indonesia were picked up by Thomson-Reuters.

## Outreach of our advocacy actions

Our advocacy work over the last seven years at the UN climate convention culminated in successfully ensuring that the framework for activities aimed at reducing emissions from deforestation and forest degradation takes into account the emissions of below-ground biomass - in particular from peatlands.

2013 was the UN International Year of Water Cooperation which coincided with discussions on the shape of the post 2015 development agenda. The water sector cooperated strongly to promote the idea of a water goal in this agenda. Wetlands International promoted the inclusion of conserving and restoring wetlands as a key strategy to achieve a global water goal. We organized and participated in multiple events and meetings that have helped to shape thinking. These include our own World Wetlands Day event, "Get the Solutions Flowing" (with Rotterdam City and the World Business Council for Sustainable Development), played facilitation roles in the UN Post-2015 Development Agenda Consultation on Water (February, Geneva), a Round table leader in the World Water Day celebrations (March, Den Haag), a Presenter and Panelist in the High Level International Water Conference (August, Tajikistan), a keynote speaker in a "Sharing Water-Engaging Business" seminar that called for companies to commit to the real value of water in business decision making (co-organised with WBCSD and OECD), a speaker and panelist in the International Conference Water Security and Peace (November, The Hague). These communication and advocacy efforts have helped to position the organisation amongst others in this fast developing field.

- We co-organised a well-attended event with the Russian Federation at the UNFCCC climate summit in Warsaw to highlight the importance of high carbon ecosystems such as steppe, tundra and peatlands. We developed an information sheet on Restoring Peatlands in Russia, with focus on preventing peat fires and mitigating climate change. We developed three policy submissions to the UNFCCC on the climate change mitigation potential of peatlands in a new climate agreement, and specifically within the agriculture agenda, and through the Clean Development mechanism. All materials and submissions have been downloaded thousands of times from our website.
-



Students learn about the impact of urban development on wetlands in Panamá

- We co-organised the European River Restoration Conference in Vienna that brought together leading policy makers, scientists and restoration practitioners to improve the state of Europe’s rivers in order to achieve many EU policy objectives. Our video interviews of key participants brought additional attention to the issue of river restoration. During the conference we helped to secure commitments among five European river basins to do more river restoration. UK Channel 4 used a selection of gathered case studies as background information to the recent national floods.
- For the 11<sup>th</sup> annual Roundtable on Sustainable Palm Oil (RSPO) meeting we introduced a draft Grower’s Manual, to support the implementation of the RSPO standards related to peatlands. Besides to participants of the meeting, the Grower’s manual was viewed 2,500 times on our website.
- We released a publication on Impacts of soybean production on wetlands and water in Argentina and distributed this globally and in Argentina. The publication has been viewed 6000 times thus far.
- We attended the Global Platform on Disaster Risk Reduction and highlighted the important role that functional, healthy wetland ecosystems can play in mitigating the impact of natural hazards and extreme weather events. At the event we released three publications highlighting the importance of nature for disaster risk reduction, including hands-on guidance to better integrate the management of ecosystems and natural resources in disaster risk reduction work.
- Our report “*The response of mangrove soil surface elevation to sea level rise*” published together with The Nature Conservancy was viewed over 4,000 times from our website.

- We highlighted the advantages of integrated ecosystem-based approaches to climate change adaptation and disaster risk reduction at two UNFCCC special events on adaptation.
- As part of the consideration for policy options on biofuels in the EU, we sent a policy brief to the EU parliament and ministers, offering recommendations to effectively address indirect land use change emissions (ILUC) from peatlands.

### Web and social media analytics

- Our website had 130.529 unique visitors by the end of December 2013.
- Our overall outreach increased through Twitter and LinkedIn and in June we started a Facebook page to further support this. By the end of December we had 2,500 followers on Twitter, over 3,000 members in our LinkedIn group and over 400 likes for our Facebook page.



Guanacache lagoons in Argentina



# Resource Development

The major focus in 2013, as in 2012, was on programme and resource development to secure longer-term funding towards achieving the goals set out in the Strategic Intent. A resource development action plan was developed early in 2013 laying out our priority strategies for funding for major programme areas, leveraging current partnerships and donors, expanding the donor base, and developing strategies for flexible, core funding. Partnerships to leverage funding were strengthened, and there were a few wins, and a few disappointments from proposal submissions. Mid-way through 2013, projections revealed a gap in projected income versus expenses, particularly for covering core organisational costs in the headquarters. A major effort was undertaken that included seeking efficiency gains on spending from funds in the current project portfolio, and reducing expenses, reported elsewhere in this report, and for targeted fundraising for filling the gap, while at the same time focusing efforts on 'big ticket' funding for major programmes in 2014 and beyond. This had the consequence that cultivation of some of the medium and longer term funding prospects went slower than expected, but the future outlook remains promising.

## Programme and resource development for major focus areas

In a consultative process involving the Global Board and senior technical staff, 5 major programme areas were defined, with the idea that these would both enable large-scale organisational impact and attract major financing (multi-million Euros per theme in the next 3 - 5 years). Thematic leads were identified for 4 of the 5, which enabled significant progress in defining those focus areas, and identifying and cultivating partners and donor prospects, as well as cultivation of donors (corporates, US foundations, bi- and multi-laterals), using the programmes to capture donor interest in Wetlands International.

### Climate-smart landscapes

The most successful fundraising in 2013 linked wetlands and climate, with funding secured for multi-year projects on climate-smart landscapes, mostly focusing on South East Asia, from CLUA (a multi-donor funding initiative of several major US foundations), the Dutch government Partners for Water Fund, and Permian Global.

### Coastal resilience

In addition, for climate mitigation and coastal resilience: small but critical leverage funding was secured for our coastal resilience programme, from Waterloo Foundation, Stichting Otter Fonds, the Indonesian government and others, with likelihood of access to major funding in 2014 and beyond through joining the Ecoshape Consortium for Building with Nature, and strengthening ties with the Indonesian Ministry of Marine Affairs and Fisheries.

While a major bid to the Dutch Sustainable Water Fund was unsuccessful, we plan to resubmit in 2014, as well as seek other sources.

### Community resilience

For community resilience, 2013 was the year for strengthening relationships with the other Partners for Resilience partners as a means to leverage funding opportunities. This led to invitations to join consortia, and co-develop proposals and seek funding. We submitted two bids to the Dutch National Postcode Lottery - one of which was successful, led by the Netherlands Red Cross, for work in the Philippines building on the PfR Alliance, while the other with CARE for work in the Sahel was not. We will continue to refine our approach and will seek NPL funding again in 2014. A Red Cross-led consortium for British government funding (DfID BRACED) was unsuccessful, but other opportunities arose which will be pursued in 2014 - for example, with Red Cross in Horn of Africa, and with Cordaid in Guatemala.

### Wetlands and water

For wetlands as natural water infrastructure, the Get the Solutions Flowing event in January raised our profile and furthered promising partnerships with river basin organisations in Africa, the WBCSD, the Green Rhine Corridor initiative and partners, the City of Rotterdam, Ecosystem Alliance and Dutch WASH Alliance partners, and others, but has not resulted yet in major programme funding. Concepts submitted to private foundations for core programme funding were not successful. Additional prospects were identified for cultivating in 2014.

### Short-term funding to fill critical gaps in 2013

Less funding was captured than anticipated in 2013, partly because of this shift in strategy mid-year, to address budget gaps in 2013 at the same time as seeking longer-term funding. Despite plans to the contrary, this shifted attention away from the longer-term, big ticket donors, impeding progress, and while there are good prospects, we had anticipated to be farther along in the process of securing funding. 2014 will require renewed focus on coordinated efforts to secure large-scale programme funding, as two sources of current funding representing 34% of the network funding end in 2015, with the closing of the projects or programmes which those donors are funding (the 3 MFSII Alliances, and phase I of Mangrove Capital funded by a private anonymous donor).

### Adjusting the financing model

We recognise the need for more flexible funding to cover core organisational costs to allow us to respond, adapt and grow. In 2013 we continued work on roll-out of a corporate engagement strategy and a member and supporter strategy. Progress on corporate engagement is also mentioned under Greening the Economy, but this is notable as it represents a new emphasis in the funding and implementation strategy for the



organisation. Corporates with potential to be donors, supporters or partners were identified and dialogue/ engagement given new priority. A larger roll-out of the supporter strategy, to fund the organisation's mission and programme focus, rather than specific projects, focusing on major donors (corporates and/or high net worth individuals) is planned for 2014, and a team was formed to develop a plan, materials, identify prospects and key advisors or "door-openers".

### **Positioning and visibility**

Visibility and positioning of the organisation is also seen as vital for successful fundraising, and in the last quarter of 2013 planning was underway for an event in February 2014 to launch the new visual identity, raise visibility of the organisation in The Netherlands, and cultivate current and new donors and partners. In addition, a European Association was formed, with founding NGO members, for enabling expanded advocacy in Europe, and a successful application was submitted to the EU for core funding for the Association.



Central Java, Indonesia



# Functioning and management of the global organisation

## The global organisation

Wetlands International is an independent global organisation consisting of 15 offices, which share the name and brand “Wetlands International”, safeguard one reputation, implement a joint Strategic Intent and a common set of organisational policies and acknowledge by agreement one Supervisory Council. The Foundation Wetlands International (registered in the Netherlands as Stichting Wetlands International) and a number of other offices have an independent legal status in their country of operation, while other offices operate under hosting agreements and are in the process of becoming independent legal entities. Jointly, this network of offices needs to guard the unity, main objectives and global interests of the Association Wetlands International (registered in the Netherlands as Vereniging Wetlands International). Therefore several mechanisms and safeguards have been put in place.

All offices and the Foundation Wetlands International in the Netherlands are legally bound by agreements that stipulate the requirements an entity needs to comply with, in order to be part of the Wetlands International network. To ensure compliance to these requirements, the CEO (or its representative) is a qualitate qua member of the local boards of those offices that have acquired an independent legal status. This ensures that the global interests of Wetlands International are being taken into account by each national office. Other board members, with a different skill set, experience and network are better placed to represent local and regional interests and advise the local management team on opportunities and threats in the country or region. Furthermore, the CEO, mandated by the Supervisory Council, can, in exceptional and excessive cases, resort to a decisive vote in the appointment or dismissal of Heads of Office.

To strengthen the decision-making capacity of the global organisation, a Global Board was installed in 2012, consisting of the Management Board and (a representation of) all Heads of Offices. This Global Board is responsible for strategic priority setting and decision-making on themes, projects and institutional issues. It ensures that key agreements and planning and monitoring tools that concern all offices are in place. This includes the Annual Plan, Annual Report and Accounts, a common set of policies, tools and guidelines, organisational development needs and last but not least - every 5 years - a new Strategic Intent. Final approval of all plans, tools and agreements is required by the Supervisory Council or by the General Members Meeting of the Association Wetlands International, like the approval of the Strategic Intent.

In October 2013, the Senior Management of the organisation, consisting of the Management Board (MB), all Heads of the

Offices (HoO) as well as heads of programme who play a global support role, met for its annual meeting to discuss strategic priorities including annual planning, resource development and the priorities for joint work between offices. At that same occasion the Global Board had its annual face-to-face session. Additional e-meetings were organised to discuss and address the organisation’s precarious resource-situation.

## The Foundation and the Association

The Association Wetlands International enables governmental and non-governmental membership to the organisation and adopts the long-term strategy of the organisation, which is guiding the activities of all offices in the network.

The Foundation Wetlands International complies with the principles of management, supervision and accountability as laid out by the “Code Wijffels” that describes good governance of charities in the Netherlands. The Articles of Association of the Foundation specify that its executive management and the supervision thereof be in the hands of the Management Board and the Supervisory Council, respectively. The specific role of the Foundation is to guide and support the office network.

Because of the combination of the following factors, the Foundation Wetlands International and the Association Wetlands International are considered a Group in financial-administrative sense:

- The Supervisory Council itself selects members of the Supervisory Council. They are appointed for a three-year period and can be reappointed twice at most.
- Members of the Supervisory Council of the Foundation are also members of the Board of the Association, and as such appointed by the Association’s General Members Meeting.
- The Supervisory Council appoints, assesses and dismisses the Chief Executive Officer; and
- The Association’s General Members Meeting adopts the global strategy, which, in accordance with its Statutes, is then implemented by the Foundation.

As a consequence, the organisation needs to present consolidated financial accounts in its Annual Report.

The Management Board comprises of the Chief Executive Officer and the Chief Operations Officer, for whom the profiles are determined by the Supervisory Council. Their term is defined by their individual employment contracts. The MB is entrusted with the implementation of the strategy and with the day-to-day management.

Tasks of the Management Board and the Supervisory Council are defined in the Articles of Association of the Foundation Wetlands International. The Articles of Association are further elaborated on in the Rules and Regulations, and include a profile of the members of the Supervisory Council.

The Supervisory Council is a non-executive body and exerts its supervision mainly through three routes. Firstly by discussing and approving important decisions of the Management Board as specified in the Articles of Association, such as the Annual Plan and Budget. Secondly, by monitoring progress and developments in the work of Foundation Wetlands International on the basis of bi-annual and specific reports by the Management Board. And thirdly through the annual performance assessment of the Management Board and the Chief Executive Officer.

All Wetlands International offices, by agreement, follow global strategic decisions taken by the Management Board and the Supervisory Council.

### **Optimal use of resources to realise the objectives effectively and efficiently**

The Strategic Intent is the main guiding document for the organisation. It sets out the directions and strategies 10 years ahead, and also defines 12 specific collective targets for a 5-year period. For the monitoring of these targets indicators are developed. All offices are accountable for performance against these 12 collective targets. Lead persons are appointed for each collective target. After 5 years the Strategic Intent is updated, following an extensive review process involving all main stakeholders.

Regional and nationally, five year strategies, managed by national Wetlands International offices, set out the regional and national contributions to the Strategic Intent. The ambitions of the Strategic Intent have been translated into an Annual Plan that specifies the results to be achieved that year, funding to be attained and expenditure for different cost categories. After approval of the Annual Plan and Budget, the Management Board is responsible for the implementation. The Management Board monitors progress and reports this to the Supervisory Council bi-annually. Each year, the overall Annual Report, prepared by the Management Board for the Supervisory Council, is made available on the website. In the Annual Report progress towards achieving the goal and collective targets, the functioning of the organisation, adaptations made in response to new insights, as well as the audited Annual Accounts, are presented.

The Strategic Intent is largely implemented through projects that vary in lengths from less than 1 year to up to 5 years. Each project contributes to one or several collective targets of the Strategic Intent, as such ensuring an integral approach to the wise use and restoration of wetlands. Annex 1 provides an overview of all projects that were implemented during 2013. The total project income for the whole network was €10.4 M in 73 projects, often implemented jointly by several offices from the network.

Project proposal development is an on-going activity of the technical staff. Proposals are accepted on the basis of content,

viability and efficiency by the Management Board before funding is sought from donors.

Implementation of projects is often done by joint efforts of several Wetlands International offices and other partner organisations on the basis of contracts. Field visits and technical advice on the implementation are key monitoring activities of the Foundation. Frequency of project reporting varies from quarterly to annually according to size, complexity and donor requirements. Annual audited accounts as well as external project evaluations are considered good practice to be followed as much as possible, ensuring a significant coverage of total funds by evaluation. External evaluations are discussed by the Management Board in order to determine the follow-up actions to be taken. Evaluations can be outcome oriented or process oriented

### **Optimal relationships with interested parties**

Wetlands International always works in partnership and engages with the following interested parties:

- a. The government and NGO members of the Association
- b. Donor organisations
- c. Selected corporates
- d. A specialist expert network
- e. Scientific institutes
- f. Civil society organisations Beneficiaries of its projects

Wetlands International does the utmost to ensure that the information it provides is true and reliable. Wetlands International external communications are guided by its communications policy. The Global Brand is a reference for all actions of all staff. Overall the organisation ensures that essential information regarding its functioning, such as the Strategic Intent, annual plans and annual reports are available on the [website](#).

Members are specifically informed through the annual members meeting and are regularly provided with progress updates and publications. Donors, partners and project beneficiaries are mainly informed as specified and needed within projects. The partnership policy stipulates clear principles and why and how relationships should be developed and managed. Wetlands International considers as partnerships relationships where it works with the partner organisation(s) on the basis of equity to achieve jointly formulated objectives, with distinct contributions from each partner. Partnerships with the corporate sector are guided by a Steering Committee in which senior management of both organisations participate.

In general, publications are made available electronically for free on the website. The communications department ensures the relevance, accessibility and readability of information through the website (see also relevant section Communications and Advocacy).

The organisation has established an official complaints procedure, which is available on the website. There is also a general email address [info@wetlands.org](mailto:info@wetlands.org), handled by the support team, who distribute incoming messages, for handling by relevant staff.



### Organisational highlights in 2013

The 5 year Partners for Resilience programme conducted a mid-term review. This was an internal learning exercise where staff from the 9 participating countries and 5 international humanitarian, development and environmental organisations visited each other for critical reflections and learnings. The review confirmed the strength of the innovative approach, but indicated that application on the ground needs intensified support, both technically as well as from continued exchange of experiences. Where possible, more focus and scaling down of programmes have taken place. Besides this internal review, an overall impact assessment study, involving Wageningen and Groningen Universities, was started up and will run into 2015.

The Community of Practice on coastal resilience was evaluated by a student from Wageningen University, showing that members greatly value the connectedness the Community brings and a clear desire to continue and intensify this way of collaboration. Challenges were also discussed and solutions proposed notably integration of the Community into daily work (finding time and include it in project proposals); making the webinars more attractive with storytelling, external experts and improved technology.

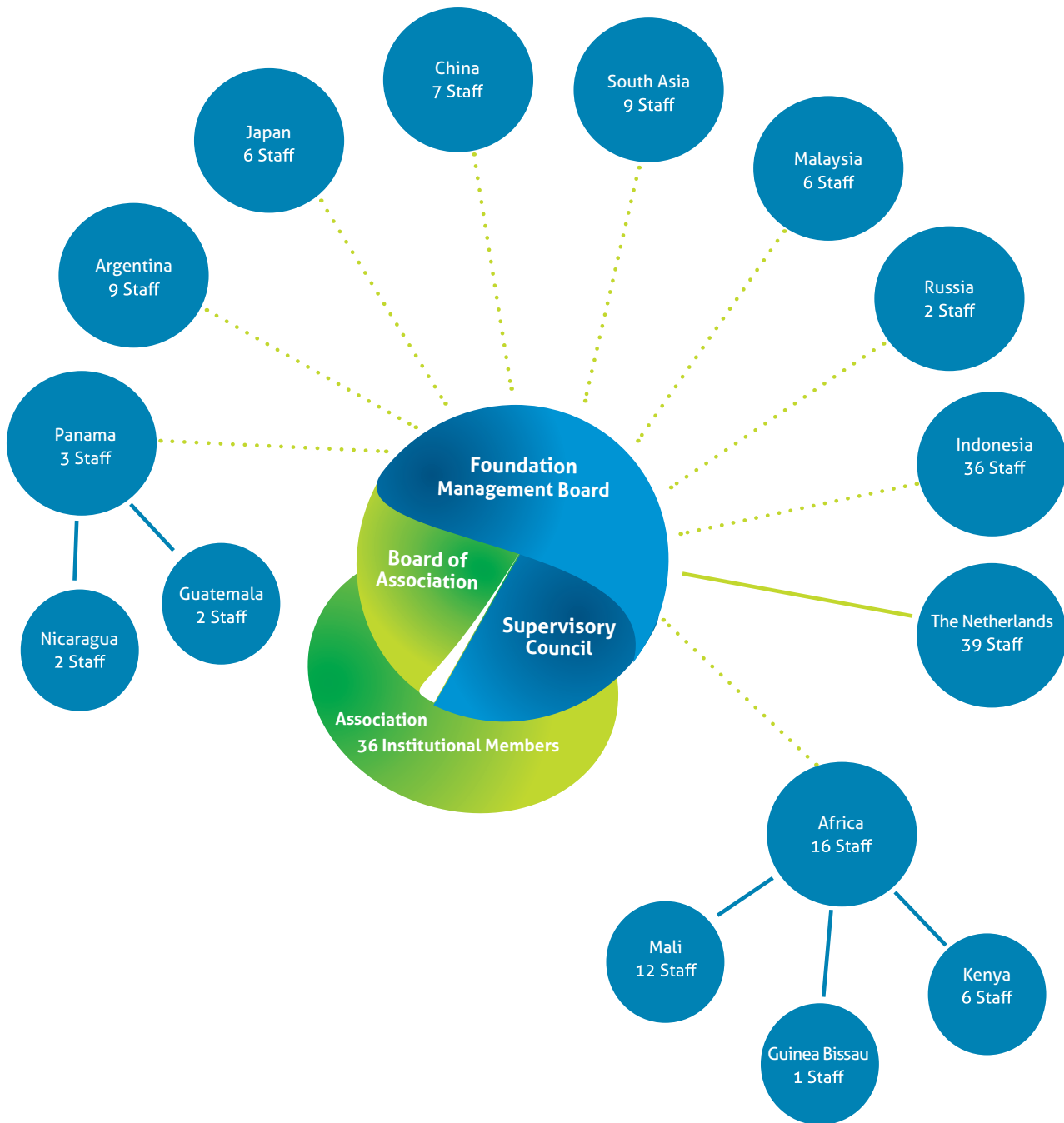
A new ICT system for project management and administration went live mid-year. The system allows for closer monitoring of individual projects and provides better management information, including on resource development. A new financial system, linked to the project system, was still in preparation and will go live in 2014. In parallel and linked to the project administration system, various procedures and templates were developed to streamline our project management cycle, including roles and authorities. This led to better insight and increased efficiency in operations. In 2013 the technical teams in the head office in Ede were re-grouped to facilitate more integrated (across specialism) strategy development and to enable better project development and implementation throughout the global network organisation.

The Foundation in the Netherlands had 39 members of staff by the end of 2013 and 3 volunteers supported the organisation during the year.



Mangrove forest, bay of Jiquilisco, El Salvador

# Organogram







Mangrove restoration for coastal protection, Indonesia





# Foundation Wetlands International

Annual Accounts 2013



**Wetlands**  
INTERNATIONAL



# Introduction

The financial position of Foundation Wetlands International improved in 2013 with a positive result of € 173K compared to reported losses in 2012 (-91K) and 2011 (-49K). This positive development was influenced by a strict reduction program on organisational cost and an overall positive result on project execution. This resulted in lower cost compared to budget for generating funds (119K realized vs 181K budget) and cost for management & administration (824K realized vs 922K budget). The result on the execution of projects is composed of incidental situations especially during the start and/or end phase of projects. During these phases the organisation is often confronted with the cost of unexpected claimable (positive effect) or non-claimable (negative effect) extra activities to obtain a project or to finalise it at the satisfaction of a donor. During fiscal year 2013 the combined result of these incidental effects resulted in a positive balance.

Starting fiscal year 2012 project accounting was brought in full compliance with RJ650 regulations. This resulted in an incidental increase of income in that year (12M in 2012 compared to 5.5M in 2011). In 2013 an income of 9.5M was realized which is in line with the organisation's development.

Wetlands International raises funds from governmental organisations (39% of total income) and private foundations and corporate organisations (57% of total income) sometimes by direct own fundraising and sometimes through third party fundraising. Other income is generated mainly through Wetlands International Association (4%). In 2013 no income was generated by fund raising from the general public.

During 2013 new contracts and extension of earlier acquired contracts were signed. The most relevant contracts acquired through own fundraising are a framework agreement with Shell for 4 years (2013-2016) with a base program for USD 350K per year, with the Waterloo Foundation (GBP 80K) and with CLUA (USD 250K). A new major contract with governmental funding and acquired in 2013 is the SPCC-project funded by NORAD (NOK 12.000K). Besides these major projects several smaller but not less relevant contracts were acquired with donors like UNEP, UNWTO, OPIDIN, Stichting Otter, governments of Canada and Japan and the RAMSAR secretariat.

The accounts show the total expenses for each of the organisation's *Collective Target's*. In total 88% (2012 93%) of the total income was spent on the objectives.

# Annual Accounts Foundation

## Balance sheet as per 31 December in Euros

	2013	2012
<b>Assets</b>		
Tangible fixed assets <sup>(1)</sup>	218.688	216.543
Debtors and other receivables <sup>(2)</sup>	6.328.359	5.092.932
Cash and Banks <sup>(3)</sup>	2.201.681	1.513.623
	8.530.040	6.606.555
<b>Total assets</b>	<b>8.748.728</b>	<b>6.823.098</b>
<b>Liabilities</b>		
Continuity reserve <sup>(4)</sup>	358.601	185.131
Subsidies <sup>(5)</sup>	95.697	0
Other reserves	0	0
Provisions <sup>(6)</sup>	0	0
Short-term debts <sup>(7)</sup>	8.294.430	6.637.967
<b>Total liabilities</b>	<b>8.748.728</b>	<b>6.823.098</b>

## Statement of Income and Expenditure (in Euros)

	2013	budget 2013	2012
<b>Income</b>			
- Income from own fundraising <sup>(8)</sup>	3.661.707	2.084.965	2.205.571
- Revenue activities third parties <sup>(9)</sup>	668.873	2.870.393	3.036.433
- Governmental grants <sup>(10)</sup>	4.759.696	5.899.642	6.240.911
- Other income <sup>(11)</sup>	345.659	644.000	573.390
<b>Total revenue</b>	<b>9.435.936</b>	<b>11.499.000</b>	<b>12.056.305</b>
<b>Expenses</b>			
- Expenses on objectives <sup>(13)</sup>			
1. Local livelihoods	832.627	1.557.043	1.677.729
2. Biodiversity	2.224.916	3.445.885	3.712.975
3. Water	1.556.061	1.778.000	1.915.812
4. Climate	2.309.537	2.042.102	2.200.385
5. Greening the economy	1.395.794	1.571.127	1.692.904
	8.318.935	10.394.157	11.199.805
- Costs of generating funds <sup>(13)</sup>			
Cost of fundraising	119.383	181.636	134.899
Cost of obtaining government grants	0	0	0
	119.383	181.636	134.899
- Management & administration			
Cost of management & administration	824.147	921.507	812.321
<b>Total Expenses <sup>(13)</sup></b>	<b>9.262.465</b>	<b>11.497.300</b>	<b>12.147.026</b>
<b>Result</b>	<b>173.470</b>	<b>1.700</b>	<b>-90.721</b>
<b>Result appropriation</b>			
Increase (+)//Decrease (-) continuity reserve	173.470	1.700	-90.721
	173.470	1.700	-90.721
<b>Percentages</b>			
- Percentage costs of fundraising (costs of fundraising in percentage of income own fundraising)	3,3%	8,7%	6,1%
- Percentage costs of Management & administration (costs of management & administration in percentage of total expenses)	8,9%	8,0%	6,7%
- Percentage of revenue spent on objectives (expenses on objectives in percentage of total revenue)	88,2%	90,4%	92,9%
- Percentage of expenditure spent on objectives (expenses on objectives in percentage of total expenditure)	89,8%	90,4%	92,2%



## Cashflow Statement (in Euros)

	2013	2012
<b>Cash flow from operating activities</b>		
Result	173.470	-90.721
Depreciation	106.837	118.978
Cash flow	<u>280.308</u>	<u>28.257</u>
<b>Changes in work capital</b>		
- Change in work receivables	-1.235.427	-2.857.650
- Change in short-term debts	<u>1.656.462</u>	<u>3.775.116</u>
	421.036	917.466
- Change in continuity reserve	0	0
- Change in subsidy fixed assets	95.697	
- Change in other reserves	0	0
- Change in provisions	<u>0</u>	<u>0</u>
Cash flow from operating activities	797.041	945.723
<b>Cash flow from investing activities</b>		
Investments in fixed assets	<u>-108.982</u>	<u>-8.961</u>
Cash flow from investing activities	-108.982	-8.961
<b>Change in cash &amp; banks</b>	<b><u>688.059</u></b>	<b><u>936.762</u></b>
Cash & banks		
- as per 1 January	1.513.623	576.860
- as per 31 December	<u>2.201.681</u>	<u>1.513.623</u>
<b>Change in cash &amp; banks</b>	<b><u>688.059</u></b>	<b><u>936.763</u></b>

## Explanatory Notes to the Balance sheet as per 31 December (in Euros)

(1) Tangible fixed assets	Furniture	Computers	Equipment	Total
Balance 1 January 2013				
Purchase value	529.480	180.176	36.834	746.490
Accumulated depreciation	<u>362.867</u>	<u>136.166</u>	<u>30.914</u>	<u>529.947</u>
Bookvalue 1-1-2013	<u>166.613</u>	<u>44.010</u>	<u>5.920</u>	<u>216.543</u>
Investments	1.592	105.703	1.687	108.982
Desinvestments (bookvalue)	0	0	0	0
Depreciation 2013	82.192	18.657	5.988	106.837
Balance 31 December 2013				
Purchase value	531.072	285.879	36.521	855.472
Accumulated depreciation	<u>445.060</u>	<u>154.823</u>	<u>36.902</u>	<u>636.784</u>
Bookvalue 31-12-2013	<u>86.013</u>	<u>131.057</u>	<u>1.619</u>	<u>218.688</u>

Fixed assets are used for office operations. The other assets are largely for direct use for the foundation's goals and to a small extent for office operations. The Foundation does not hold any shares, bonds or other assets for reasons of financial investment.

The investment in computers relates to replacement of obsolete hardware (desktops & laptops) and extension of server capacity.

The tangible fixed assets are valued on the basis of the historic costs price or acquisition value, decreased by linear depreciation on the expected term. For office equipment and investments on the building the depreciation is 20 percent per period, while for hardware and software the depreciation is 33 percent per period.

Fixed assets financed by projects and in use by Wetlands International staff are activated starting financial year 2013.

The counter value of these assets is accounted for under 'subsidized fixed assets' which are decreased in line with the depreciation of the assets.

(2) Debtors and other receivables	31/12/2013	31/12/2012
Debtors	2.208	179.742
Doubtful debtors	-2.199	-47.027
Total debtors	<u>10</u>	<u>132.715</u>
Project funds to be received	6.180.295	4.660.177
Current Account with Association Wetland International	0	205.341
Subcontractor receivables	18.406	34.584
Other receivables	<u>129.649</u>	<u>60.115</u>
Total	<u>6.328.359</u>	<u>5.092.933</u>

(3) Cash & banks	31/12/2013	31/12/2012
Cash	3.103	3.396
Current accounts EUR	1.577.091	1.200.026
Current accounts GBP	230	102
Current accounts USD	204.293	2.895
Current account Argentina	<u>8.244</u>	<u>2.636</u>
Total Current accounts	<u>1.789.859</u>	<u>1.205.658</u>
Deposit accounts	377.683	273.950
Deposit account for rent	<u>31.037</u>	<u>30.619</u>
Total Deposits	<u>408.720</u>	<u>304.569</u>
Total	<u>2.201.681</u>	<u>1.513.623</u>

Foreign currency accounts are related to projects funded in foreign currency.

The balance of liquid assets in foreign currencies is valued at the closing rate at the end of the financial year.

Any exchange rate differences are accounted for in the result.

Apart from the 'deposit for rent' all liquidities are immediately available.

## Cashflow Statement (in Euros)

<b>(4) Continuity reserve</b>		<b>31/12/2013</b>	<b>31/12/2012</b>	
Balance 1 January		185.131	275.852	
Result		173.470	-90.721	
Balance 31 December		<u>358.601</u>	<u>185.131</u>	
<i>The result in the Foundation's annual account is added to the continuity reserve.</i>				
<b>(5) Subsidies</b>		<b>31/12/2013</b>	<b>31/12/2012</b>	
Balance 1 January		0	0	
Assets financed by projects		96.023	0	
Depreciation subsidized assets		-326	0	
Balance 31 December		<u>95.697</u>	<u>0</u>	
<i>Subsidized tangible assets are amortized in line with other tangible assets.</i>				
<b>(6) Provisions</b>				
	Projects	ICT Investments	Total 2013	Total 2012
Balance 1 January	0	0	0	0
Additions	0	0	0	0
Withdrawals	0	0	0	0
Balance 31 December	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<i>There were no mutations in provisions during the financial year of 2013.</i>				
<b>(7) Short term debts</b>		<b>31/12/2013</b>	<b>31/12/2012</b>	
Projects to be executed		459.504	423.465	
Subcontractors commitments		7.134.367	5.729.739	
Current Account with Association Wetland International		376.706	0	
Trade creditors		105.442	128.598	
Argentina funds		8.244	2.636	
Taxation & Social security		6.112	71.006	
Holiday allowance		84.292	75.658	
Unused annual leave		60.859	78.806	
Finance investments in ICT to be made		0	78.652	
Carry over balances subsidy Association		39.524	0	
Other short term debts		19.380	49.407	
		<u>8.294.430</u>	<u>6.637.968</u>	
<i>Projects to be executed relates to funds received from donors for projects still to be executed.</i>				
<i>Subcontract commitments are contracted amounts due to subcontractors for the execution of projects.</i>				
<i>There is no interest on the current account, neither any securities or repayment obligations related.</i>				
<i>Holiday allowance: this represents the reservation of holiday allowances built up in 2013 and which are to be paid in May 2014.</i>				
<i>Unused annual leave: the outstanding liability regarding unused holiday of staff.</i>				

## Explanatory Notes to the Statement of Income and Expenditure (in Euros)

<b>(8) Income from own fundraising</b>		<b>31/12/2013</b>	<b>31/12/2012</b>
Project income from non-government institutions		3.661.351	2.203.952
Sales publications		356	1.619
Gift and donations		0	0
Total		<u>3.661.707</u>	<u>2.205.571</u>
<b>(9) Revenue activities third parties</b>		<b>31/12/2013</b>	<b>31/12/2012</b>
Grants third parties		668.873	3.036.433
Total		<u>668.873</u>	<u>3.036.433</u>
<b>(10) Governmental grants</b>		<b>31/12/2013</b>	<b>31/12/2012</b>
Governmental institutions (projects)		4.722.533	6.233.038
Organisational contribution Dutch Min. Foreign Affaires		9.425	7.873
Organisational contribution Norwegian Min. Foreign Affaires		14.000	0
Organisational contribution Others		13.738	0
Total		<u>4.759.696</u>	<u>6.240.911</u>
<b>(11) Other income</b>		<b>31/12/2013</b>	<b>31/12/2012</b>
Contributions from other WI offices		27.618	0
Contribution from Association Wetlands International		277.707	550.944
Interest received		650	1.670
Extraordinary income		58.272	15.202
Result on exchange rates		-18.587	5.575
		<u>345.659</u>	<u>573.390</u>
<b>(12) Contribution from association Wetlands International</b>		<b>31/12/2013</b>	<b>31/12/2012</b>
Organisation subsidy		277.707	550.944
Subsidy biodiversity projects *		104.293	105.358
		<u>382.000</u>	<u>656.303</u>

\* Reported under income from 'Governmental grants'<sup>(10)</sup>



(13) Specification and allocation of costs by objective (in euro's)													
Purpose	Objective					Generating Funds			Managmt & Adm.		Actual 2013	Budget 2013	Actual 2012
	T1	T2	T3	T4	T5	Own FR	Gov. Grants	Interest					
Purchase & acquisitions	5,066	13,536	9,467	14,051	8,492	0	0	0	0	0	50,611	98,345	103,903
Subcontractors	580,489	1,551,162	1,084,851	1,610,157	973,116	0	0	0	0	0	5,799,776	8,090,072	8,547,253
Publicity & communication	5,773	15,427	10,789	16,014	9,678	0	0	0	0	0	57,682	43,400	45,852
Personnel costs	115,411	308,398	215,687	320,127	193,472	94,898	0	0	0	0	1,903,108	2,177,040	2,300,067
Travelling & hotel expenses	31,230	83,452	58,365	86,626	52,354	1,891	0	0	0	0	13,054	326,972	400,121
Housing Costs	8,163	21,813	15,256	22,643	13,684	6,659	0	0	0	0	45,970	134,188	147,735
Office & General Expenses	80,964	216,350	151,311	224,579	135,727	11,424	0	0	0	0	78,865	899,220	420,858
Depreciation & interest	5,530	14,778	10,335	15,340	9,271	4,511	0	0	0	0	31,143	90,910	119,729
<b>Total</b>	<b>832,627</b>	<b>2,224,916</b>	<b>1,556,061</b>	<b>2,309,537</b>	<b>1,395,794</b>	<b>119,383</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,262,465</b>	<b>11,497,300</b>	<b>12,147,026</b>

Wetlands International works on 5 themes. As regards the accounting of non-direct support cost, including depreciation, Wetlands International applies the guideline of the Vfi: 'Aanbeveling Toepassing van Richtlijn 650 voor Kosten Balans en Administratie'. In the 2013 accounts the allocation of costs to objectives was refined which resulted in a slight change in the allocation of expense categories 'Personnel costs' and 'Office & General expenses'. For comparison reasons the 2012 actuals have been recalculated accordingly and therefore vary from the 2012 accounts in these expense categories only. Total costs allocated remain unchanged.

Employee costs	31/12/2013	31/12/2012
Wages & salaries	1.821.117	1.685.598
Social security costs	290.204	230.922
Pension costs	116.981	111.510
	2.228.302	2.028.030
Other personnel costs	78.675	178.725
External staff	24.663	152.888
<b>Total</b>	<b>2.331.639</b>	<b>2.359.643</b>
<b>Remuneration board members</b>		
Name	J. Madgwick	J. Reinartz
Function	CEO	COO
Contract		
- sort	indefinite	temporary (ending 31-12-2014)
- hours/week	36	36
- part-time percentage	100	100
- period	1- Jan. / 31 Dec.	1-Jan. / 31-Dec.
Remuneration		
- Yearly income		
gross salary	107.275	80.833
holiday allowance	5.923	6.467
end of year allowance	-	-
variable income	-	-
<b>Total income 2013</b>	<b>113.198</b>	<b>87.300</b>
- Social security (employers costs)	9.067	9.068
- Taxable allowances	-	-
- Pension costs (employers costs)	7.007	7.778
- Other future remunerations	-	-
- End of contract pay	-	-
<b>Total remuneration 2013</b>	<b>129.272</b>	<b>104.145</b>
<b>Total remuneration 2012</b>	<b>124.425</b>	<b>99.718</b>
<i>Compliance with 'Wet Normering bezoldiging Topfunctionarissen in de publieke en semipublieke sector (WNT)' (= Dutch Legislation on Norms for remuneration of Top officials in public and semipublic sector).</i>		
<i>The organisation is in compliance with WNT since no employees are rewarded by salary and or by other benefits for an amount above the maximum threshold for 2013 of € 228.599. Members of the supervisory council receive no remuneration but only reimbursement of costs for a total of € 8.381 (8.361 in 2012).</i>		

## Budget 2014

	2014 (version 0.5)	2013
<b>Income</b>		
- Income from own fundraising	3.243.682	2.084.965
- Income from third party campaigns	592.514	2.870.393
- Governmental subsidies	4.226.054	5.899.642
Other income	606.250	644.000
<b>Total revenue</b>	<b>8.668.500</b>	<b>11.499.000</b>
<b>Expenses</b>		
Expenses on objectives		
1. Local livelihoods	760.400	1.557.043
2. Biodiversity	2.031.913	3.445.885
3. Water	1.421.079	1.778.000
4. Climate	2.109.194	2.042.102
5. Greening the economy	1.274.715	1.571.127
	7.597.301	10.394.157
Costs of generating funds		
- costs of fundraising	165.301	181.636
- costs of obtaining government grants	0	0
	165.301	181.636
Management & administration		
- costs of management & administration	938.098	921.507
<b>Total expenses</b>	<b>8.700.700</b>	<b>11.497.300</b>
<b>Result</b>	<b>-32.200</b>	<b>1.700</b>
<b>Percentages</b>		
- Percentage costs of fundraising (costs of fundraising in percentage of income own fundraising)	5,1%	8,7%
- Percentage costs of Management & administration (costs of management & administration in percentage of total expenses)	10,8%	8,0%
- Percentage of revenue spent on objectives (expenses on objectives in percentage of total revenue)	87,6%	90,4%
- Percentage of expenditure spent on objectives (expenses on objectives in percentage of total expenditure)	87,3%	90,4%
<b>Contingent liabilities and commitments</b>		
As at the balance sheet date there are three contracts known to the Board:		
1a. Contract for office rent until 31-05-2014		
1b. Contract for office rent until 31-05-2014		
2. Contract for copying machine until 01-01-2017		
In relation to the office rent, a bank guarantee of € 35,000 is held.		



# General Accounting Principles

The financial statements are prepared according to the following principles:

## General

The annual accounts 2013 have been drawn up according to generally accepted accounting principles in the Netherlands and RJ 650 for Fundraising organisations. Assets and liabilities in the balance sheet are valued at nominal value. Cash and bank balances are freely disposable, unless stated otherwise.

Transactions in foreign currencies are recorded using the rate at the time of the transaction. Assets and liabilities denominated in foreign currency are converted at the exchange rate at the year-end. Income and expenditure are accounted for in the year the obligations are related to. Costs are determined in accordance with the accounting policies applied to the balance sheet. The accounting of project commitments is in full compliance with RJ650 regulations since 2012. Consequently the total value of a contract with a subcontractor is charged as project cost in the reporting year the contract is entered into. Loss on projects is taken upon recognition. At the end of the related project period all projects are settled against actual costs in accordance with the contract of the related donor.

Accounting principles for the different elements of balance sheet and statement of income and expenditure are explained in the notes.

## Provisions

Provisions are made for obligations existing at balance sheet date for contingencies not related to normal operational activities. No such provisions were deemed necessary at reporting date.

## Project income

This represents project income recognised in the year for work completed, contracts engaged in and services delivered.

## Project costs

These are the direct project costs incurred in respect of project income recognised.

## Deferred project income

This relates to project advances received or to be received that are deferred from an income statement perspective, taking into account any necessary provision for losses on projects.

Joint operating agreements with local Wetlands organisations  
In relation to the execution of global/international projects financed by its donors, the Dutch based Foundation Wetlands International seeks cooperation with local Wetlands organisations. In case Foundation Wetlands International acts as the main contractor of a donor, cash amounts are transferred (under the terms and conditions of the donor) by the Foundation towards these local Wetlands organisations. This cash flow and all related project income and expenses are fully recorded in the annual accounts of Foundation Wetlands International, including

the expenses paid by the local Wetlands organisations. The aforementioned local Wetlands organisations also have their own locally obtained and financed activities, without concern of the Dutch Foundation. Foundation Wetlands International has no legal obligations regarding these local projects obtained by the local Wetlands organisations. From a practical point of view the Dutch based Foundation Wetlands International can be qualified as the *'franchisor'* of the local Wetlands organisations (the *'franchisees'*).

## Use of estimations

During the process of compiling the annual accounts the management of the organisation makes, in accordance with general accepted accounting policies, some estimations and assumptions which are contributory to the included amounts. The actual results can deviate from these estimations.

## Pensions

Pension obligations are valued according to the *"valuation to pension fund approach"*. This approach accounts for the contribution payable to the pension provider as an expense in the statement of revenue and expenditure. Based on the administration agreement it is assessed whether and, if so, which obligations exist in addition to the payment of the annual contribution due to the pension provider as at balance sheet date. These additional obligations, including any obligations from recovery plans of the pension provider, result in expenses for the Foundation and are included in a provision on the balance sheet. Since the Foundation has committed itself and its employees to a *'fixed premium pension scheme'* and not to a *'final salary pension scheme'* an obligation (provision) for (upcoming) past service is not applicable.

## Results reported against 5 themes

It should be noted that the results of the organisation are reported against the Collective Targets grouped under 5 themes in the Strategic Intent 2011-2020. Up till and including 2010, results were reported under 4 main objectives as stipulated in the Strategic Intent 2005 - 2014.

## Allocation of cost to objectives

As regards the accounting of non-direct support cost, including depreciation, Wetlands International applies the guideline of VFI: *'Aanbeveling Toepassing van Richtlijn 650 voor Kosten Beheer en Administratie'*.

In the 2013 accounts the allocation of costs to objectives was refined which resulted in a change in the allocation of expense categories *'Personnel costs'* and *'Office & General expenses'*. The comparative figures for 2012 have been recalculated accordingly.

### INDEPENDENT AUDITOR'S REPORT

To: the Board and Supervisory Council of Stichting Wetlands International, Wageningen.

We have audited the accompanying financial statements 2013, from page 31 up to and including page 38, of Stichting Wetlands International, Wageningen, which comprise the balance sheet as at 31 December 2013, the statement of income and expenditure for the year then ended and the notes, comprising a summary of the accounting policies and other explanatory information.

#### *Management's responsibility*

Management is responsible for the preparation and fair presentation of these financial statements and for the preparation of the management board report, both in accordance with the Guidelines for annual reporting of the Dutch Accounting Standards Board, especially Guideline 650 "Fundraising Institutions" and the Policy rules implementation Senior Officials in the Public and Semi-Public Sector (Standards for Remuneration) Act (WNT). Furthermore management is responsible for such internal control as it determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

#### *Auditor's responsibility*

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing as well as the Policy rules implementation WNT, including the Audit Protocol WNT. This requires that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

In making those risk assessments, the auditor considers internal control relevant to the foundation's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the foundation's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

#### *Opinion*

In our opinion, the financial statements, from page 31 up to and including page 38, give a true and fair view of the financial position of Stichting Wetlands International, Wageningen, as at 31 December 2013 and of its result for the year then ended in accordance with the Guidelines for annual reporting of the Dutch Accounting Standards Board, especially Guideline 650 "Fundraising Institutions" and the Policy rules implementation WNT.

Amsterdam, 12 June 2014

Dubois & Co. Registeraccountants

Signed on original:  
A.P. Buteijn RA and P.A.J.M. Bonants RA

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Flower in the mangroves  
of bay of Panama





# Association Wetlands International

Annual Accounts 2013



**Wetlands**  
INTERNATIONAL



# Introduction

In this section, both the accounts for the Association Wetlands International as well as the consolidated figures of the group consisting of Association Wetlands International and Foundation Wetlands International are presented. The consolidated figures are a simple addition of both individual accounts after removal of cross-posts. As all implementation activities are executed in the Foundation Wetlands International's work, most substantial information on results and finances are presented in the Annual Accounts of Foundation Wetlands International.

The Association Wetlands International's finances mainly consist of the income from membership dues, the subsidy to the Foundation Wetlands International, in line with the Association's statutory objective, and the implementation of the Financial Reserves Policy, see below.

Because of the investments which the Foundation Wetlands International needed to make to its institutional development and in line with the above-mentioned Reserves Policy, the subsidy to the Foundation Wetlands International was increased, i.e. €382K instead of €300K.

## Financial Reserves Policy

Association and Foundation have adopted the following Reserves Policy (Decisions General Managers Meeting 10.4 and Supervisory Council 39.5):

- a. Association and Foundation aim for a combined Continuity reserve of 100% of annual operational costs, to be held mainly in the Association's account;
- b. this will be built up by reserving 5% of annual operational costs in the budget as of 2011 plus any surpluses occurring;
- c. the Association will also reserve €35,000 annually for the tri-annual General Members Meetings as of 2011.

Two main reasons underpin the necessity for Wetlands International to hold a significant continuity reserve. In the first place, it faces a significant continuity risk as it is largely dependent upon projects funding, while it needs to maintain a significant organisational structure, including employment of permanent staff and long-term investments and obligations for its office. In the second place, in view of the considerable reliance on funding by the corporate sector, having a respectable continuity reserve is also necessary to ensure the organisation's independence and hence reputation.

# Consolidated Balance sheet Association and Foundation Wetlands International

Balance sheet as per 31 December (in Euros)

	2013	2012
<b>Assets</b>		
Tangible fixed assets	218.688	216.543
Debtors and other receivables	6.362.078	4.970.500
Cash and Banks	2.748.326	2.478.637
	9.110.404	7.449.138
<b>Total assets</b>	<b>9.329.092</b>	<b>7.655.681</b>
<b>Liabilities</b>		
Continuity reserve	1.207.430	959.929
General Members Meeting Reserve	102.784	67.784
Other reserves (subsidiaries)	95.697	0
Provisions	0	0
Short-term debts	7.923.181	6.637.967
<b>Total liabilities</b>	<b>9.329.092</b>	<b>7.665.681</b>

Consolidated Statement of Income and Expenditure Association Wetlands International (in Euros)

	2013	budget 2013	2012
<b>Income</b>			
- Income from own fundraising	3.661.707	2.084.965	2.205.571
- Income from third-party campaigns	581.992	2.886.393	2.948.487
- Governmental grants	5.235.908	5.729.642	6.768.763
- Other income	76.980	654.000	36.153
<b>Total revenue</b>	<b>9.556.587</b>	<b>11.355.000</b>	<b>11.958.974</b>
<b>Expenses</b>			
- Expenses on objectives			
1. Local livelihoods	832.627	1.557.043	1.677.729
2. Biodiversity	2.224.916	3.445.885	3.712.975
3. Water	1.556.061	1.778.000	1.915.812
4. Climate	2.309.537	2.042.102	2.200.385
5. Greening the economy	1.395.794	1.571.127	1.692.904
	8.138.935	10.394.157	11.199.805
- Costs of generating funds			
Cost of fundraising	119.383	181.636	134.899
Cost of obtaining government grants	0	0	0
	119.383	181.636	134.899
- General Members Meeting 2012-2013	0	0	0
- Management & administration			
Cost of management & administration	835.769	932.907	819.368
<b>Total Expenses</b>	<b>9.274.087</b>	<b>11.508.700</b>	<b>-12.154.072</b>
<b>Result</b>	<b>282.501</b>	<b>-153.700</b>	<b>-195.098</b>
<b>Result appropriation</b>			
Increase/decrease continuity reserve	247.501	-188.700	-230.098
Increase/decrease General Members meeting reserve	35.000	35.000	35.000
	282.501	-153.700	-195.098



## Consolidated Cashflow Statement (in Euros)

	2013	2012
<b>Cash flow from operating activities</b>		
Result	282.501	-195.098
Depreciation	106.837	118.978
Cash flow	<u>389.338</u>	<u>-76.120</u>
Changes in work capital		
- Change in receivables	-1.391.578	-2.731.618
- Change in short-term debts	<u>1.285.213</u>	<u>3.902.790</u>
	-106.364	1.171.172
- Change in continuity reserve	0	0
- Change in other reserves	95.697	0
- Change in provisions	<u>0</u>	<u>0</u>
Cash flow from operating activities	378.671	1.095.052
<b>Cash flow from investing activities</b>		
Investments in fixed assets	<u>-108.982</u>	<u>-8.961</u>
Cash flow from investing activities	-108.982	-8.961
<b>Change in cash &amp; banks</b>	<u>269.689</u>	<u>1.086.091</u>
Cash & banks		
- as per 1 January	2.478.637	1.392.546
- as per 31 December	2.748.326	2.478.637
<b>Change in cash &amp; banks</b>	<u>269.689</u>	<u>1.086.091</u>

# Annual Accounts Association Wetlands International 2013

## Balance sheet as per 31 December (in Euros)

	2013	2012
<b>Assets</b>		
Tangible fixed assets	0	0
Debtors and other receivables <sup>(1)</sup>	410.425	82.910
Cash and Banks <sup>(2)</sup>	546.645	965.015
	957.070	1.047.924
Total assets	<u>957.070</u>	<u>1.047.924</u>
<b>Liabilities</b>		
Continuity reserve <sup>(3)</sup>	848.829	774.799
General Members Meeting Reserve <sup>(4)</sup>	102.784	67.784
Short-term debts <sup>(5)</sup>	5.457	205.341
Total liabilities	<u>957.070</u>	<u>1.047.924</u>

## Statement of Income and Expenditure Association Wetlands International (in Euros)

	2013	budget 2013	2012
<b>Income</b>			
- Income from own fundraising	0	0	0
- Income from third-party campaigns <sup>(6)</sup>	17.412	16.000	17.412
- Governmental grants <sup>(6)</sup>	476.212	480.000	527.853
- Other income <sup>(7)</sup>	9.027	10.000	13.707
<b>Total revenue</b>	<b>502.652</b>	<b>506.000</b>	<b>558.972</b>
<b>Expenses</b>			
- Contribution to Foundation Wetlands Int.	382.000	650.000	656.303
- General Members Meeting 2013	0	0	0
- Management & administration			
Cost of management & administration	11.621	11.400	7.046
<b>Total Expenses</b>	<b>393.621</b>	<b>661.400</b>	<b>663.349</b>
<b>Result</b>	<b>109.030</b>	<b>-155.400</b>	<b>-104.377</b>
<b>Result appropriation</b>			
	<b>2013</b>	<b>budget 2013</b>	<b>2012</b>
Increase continuity reserve	74.030	-190.400	-139.377
Withdrawal from General Members Meeting reserve	0	0	0
Addition to General Members Meeting reserve	35.000	35.000	35.000
	109.030	-155.400	-104.377

## Budget 2014 Association Wetlands International

	2014	2013
<b>Income</b>		
- Income from own fundraising	0	0
- Income from third party campaigns	17.000	16.000
- Governmental subsidies	483.000	480.000
Other income	8.000	10.000
<b>Total revenue</b>	<b>508.000</b>	<b>506.000</b>
<b>Expenses</b>		
- Contribution to Foundation Wetlands Int.	492.100	650.000
- General Members Meeting 2011	0	0
- Management & administration		
- Costs of management & administration	8.000	11.400
<b>Total expenses</b>	<b>500.100</b>	<b>661.400</b>
<b>Result</b>	<b>7.900</b>	<b>-155.400</b>
<b>Result appropriation</b>		
	<b>2014</b>	<b>2013</b>
Increase continuity reserve	-27.100	-190.400
Increase General Members meeting reserve	35.000	35.000
	7.900	-155.400



## Explanatory Notes to the Balance sheet as per 31 December (in Euro)

(1) Debtors and other receivables	31/12/2013	31/12/2012
<b>Memberships contributions</b>		
- Governmental contributions 2011	13.631	0
- Governmental contributions 2012	29.431	29.054
- Governmental contributions 2013	65.790	96.114
- NGO contributions 2012	-1.040	0
- NGO contributions 2013	250	-2.580
Provisions doubtful debtors	-75.957	-42.862
<b>Total debtors</b>	<b>32.105</b>	<b>79.726</b>
Current Account with Foundation Wetlands Int.	376.706	0
Interest to be received	1.614	3.183
<b>Total</b>	<b>410.425</b>	<b>82.910</b>

Contributions outstanding for more than 1 year are amortized.

For contributions outstanding 2 years or more, the policy is maintained to institute a provision for 100% because in practice it is impossible for the Association to enforce such payments.

(2) Cash & banks	31/12/2013	31/12/2012
Current account EUR	48.088	152.054
Deposit accounts EUR	498.557	812.961
<b>Total</b>	<b>546.645</b>	<b>965.015</b>

All liquidities are available on demand.

(3) Continuity reserve	31/12/2013	31/12/2012
Balance 1 January	774.799	914.176
Result 2013	74.030	-139.377
<b>Balance 31 December</b>	<b>848.829</b>	<b>774.799</b>

The result in the Association's annual account is added/subtracted from the continuity reserve, in accordance with the organisation's reserves policy as annexed. For 2013 an extra subsidy of € 82.000 was granted to the foundation.

(4) General members meeting reserve	31/12/2013	31/12/2012
Balance 1 January	67.784	32.784
Dotation	35.000	35.000
Withdrawal	0	0
<b>Balance 31 December</b>	<b>102.784</b>	<b>67.784</b>

Yearly a fixed amount is added to this reserve in order to cover the costs of the relatively expensive face-to-face General members meeting in the years (once every three years) that they take place (next in 2014).

(5) Short term debts	31/12/2013	31/12/2012
Other liabilities	5.457	0
Unknown received donor funds	0	0
Current Account with Foundation Wetlands Int.	0	205.341
<b>Total</b>	<b>5.457</b>	<b>205.341</b>

## Explanatory Notes to the Statement of Income and Expenditure (in Euros)

(6) Income	31/12/2013	31/12/2012
Income consists of received membership contributions from NGO members and Governmental members.		
Governmental members 2012	15.423	44.157
Governmental members 2013	460.789	483.696
	476.212	527.853
NGO members 2012	0	0
NGO members 2013	17.412	17.412
	17.412	17.412
<b>Total</b>	<b>493.624</b>	<b>545.265</b>

(7) Other income	31/12/2013	31/12/2012
Interest income	9.027	13.707
	9.027	13.707





Peat swamp forest, Indonesia



# General Accounting Principles

## General

The annual accounts 2013 have been drawn up according to generally accepted accounting principles in the Netherlands and RJ 650 for Fundraising organisations. Assets and liabilities in the balance sheet are valued at nominal value. Cash and bank balances are freely disposable, unless stated otherwise.

Transactions in foreign currencies are recorded using the rate at the time of the transaction. Assets and liabilities denominated in foreign currency are converted at the exchange rate at the year-end. Income and expenditure are accounted for in the year the obligations are related to. Costs are determined in accordance with the accounting policies applied to the balance sheet. Accounting principles for the different elements of balance sheet and statement of income and expenditure are explained in the notes.

## Provisions

The organisation has formed a provision for the for the tri-annual General Members Meetings.

## Use of estimations

During the process of compiling the annual accounts the management of the organisation makes, in accordance with general accepted accounting policies, some estimations and assumptions which are contributory to the included amounts. The actual results can deviate from these estimations.

## Principles of consolidation

The consolidated financial statements include the financial statements of the Association and the Foundation. All intercompany transactions, balances and gains or losses on transactions between these organisations are eliminated as part of the consolidation process.



### INDEPENDENT AUDITOR'S REPORT

To: the Board and General Members' Meeting of Vereniging Wetlands International, Wageningen.

We have audited the accompanying financial statements 2013, from page 41 up to and including page 49, of Vereniging Wetlands International, Wageningen, which comprise the consolidated and company balance sheet as at 31 December 2013, the consolidated and company statement of income and expenditure for the year then ended and the notes, comprising a summary of the accounting policies and other explanatory information.

#### *Management's responsibility*

Management is responsible for the preparation and fair presentation of these financial statements and for the preparation of the management board report, both in accordance with the Guidelines for annual reporting of the Dutch Accounting Standards Board, especially Guideline 650 "Fundraising Institutions", and the Policy rules implementation Senior Officials in the Public and Semi-Public Sector (Standards for Remuneration) Act (WNT). Furthermore management is responsible for such internal control as it determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

#### *Auditor's responsibility*

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing, as well as the Policy rules implementation WNT, including the Audit Protocol WNT. This requires that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

In making those risk assessments, the auditor considers internal control relevant to the association's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the association's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

#### *Opinion*

In our opinion, the financial statements, from page 41 up to and including page 49, give a true and fair view of the financial position of Vereniging Wetlands International, Wageningen, as at 31 December 2013 and of its result for the year then ended in accordance with the Guidelines for annual reporting of the Dutch Accounting Standards Board, especially Guideline 650 "Fundraising Institutions", and the Policy rules implementation WNT.

Amsterdam, 12 June 2014

Dubois & Co. Registeraccountants

Signed on original:  
A.P. Buteijn RA and P.A.J.M. Bonants RA

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# List of Projects 2013

#	Project name	Project Expenditure 2013 Global Organisation (EUR)	Project Expenditure 2013 Foundation only (EUR)	Total Project Budget (EUR)	Start Date	End Date	Donor	Partners	Location
<b>Own fundraising</b>									
1	<b>Shell Base Program</b> Enhance the conservation and sustainable use of wetlands by Shell and its affiliates as well as strengthen the capacity of Wetlands International, in 2013 this included guidance on how to use the Biodiversity and Ecosystems Service concepts in the organisation.	147,190	147,190	4,300,000	1/1/2014	12/31/2014	Shell		Global
2	<b>East-Talotinsky</b> Extended baseline study for the East-Talotinsky lease of Shell. (Develop and test a practical Ecosystems Approach for Baseline Surveys, using East Talotinsky as a case.)	18,810	18,810		4/1/2012	4/4/2014	Shell		Arctic, East Talotinsky
3	<b>Niger Delta</b> A Sustainable Livelihoods and Biodiversity Project to sustain and restore wetlands in the Niger Delta. Environmental degradation and poverty are closely linked in the delta. An integrated approach is needed to restore the wetland ecosystem services that directly sustain communities and contribute to the conservation of biodiversity.	1,819,329	1,819,329	1,866,977	1/1/2013	1/1/2016	Shell		
4	<b>Iraq Majnoon</b> To achieve sustainable operations and exploitation in the Majnoon oil field development in Iraq and sustainable management of wetland resources To support Shell in sustainably managing and contributing to the restoration of the marshes the Majnoon field, in particular the Al Hawizeh Ramsar site. To raise awareness of the global and national importance of the Hawizeh Marshes and the need for wise use through outreach and communication with all stakeholders. To strengthen Iraqi institutions and contribute to capacity building.	309,273	309,273	373,917	1/1/2010	12/31/2013	Shell		Iraqi Marshlands, South Iraq
5	<b>Peatland ecosystem rehabilitation.</b>	156,937	156,937	889,323	4/1/2010	3/31/2014	Permian Global		Indonesia, Malaysia, Brunei
6	<b>Shell Base Program</b> of the partnership between Shell and Wetlands International. Provides support to deliver: - relationship management and coordination - knowledge development - opportunity identification and development - communication and advocacy - organizational development	294,257	294,257	384,326	1/1/2013	1/1/2016	Shell	Shell	global
7	<b>Biodiversity and Livelihood Advisory Committee Uganda.</b>	1,531	1,531				Total		
8	<b>Organisational Development of Wetlands International.</b>	25,183	25,183	720,250	8/1/2010	6/30/2013	MAVA Foundation		
9	<b>IWC</b> Strengthening the International Waterbird Census in the African-Eurasian Flyway through technical development and capacity building.	137,625	137,625	344,451	3/1/2012	8/31/2014	MAVA Foundation		
10	<b>Responsible Peat</b> Representation in the board of a to-be-established Foundation for Responsible Peat. WI represents the conservation sector in the establishment and monitoring of an industry-led certification mechanism for responsible peat in Europe.	2,402	2,402	4,227	1/1/2013	12/31/2013	RHP Foundation		North West Europe
11	<b>Mangrove Capital</b> We envision a future in which mangroves contribute to coastal resilience, and sound mangrove management creates a basis for economic prosperity. Recognition of the importance of mangroves for long-term sustainable development is critical to their protection. The initiative addresses key knowledge gaps and advocates best practice. We focus on the sustainability of shrimp farming and ecosystem-based strategies for coastal defence. Translate knowledge into practical tools (policy briefs, decision support systems, online mapping applications and scenario analyses). We engage private sector and government and encourage them to use the tools to improve mangrove management and to maximize benefits for vulnerable local communities.	116,419	116,419	676,000	9/1/2011	8/31/2014	Adessium		Indonesia

#	% of funds to theme					offices by which the project is implemented															
	Sustainable livelihoods	Biodiversity	Water	Climate	Greening the Economy	Argentina	China	Guatemala	Guinee Bissau	Indonesia	India	Japan	Kenya	Mali	Malaysia	Netherlands	Panama	Russia	Senegal	Nicaragua	
1					100											*					
2					100											*		*			
3	50				50								*			*			*		
4	5	10	10		75											*					
5				100					*						*	*					
6					100	*	*		*	*	*	*	*	*	*	*	*	*	*	*	*
7	100																				
8					100	*	*		*	*	*	*	*	*	*	*	*	*	*	*	*
9		100																		*	
10		30		20	50											*					
11				80	20				*							*					



#	Project name	Project Expenditure 2013 Global Organisation (EUR)	Project Expenditure 2013 Foundation only (EUR)	Total Project Budget (EUR)	Start Date	End Date	Donor	Partners	Location
12	<b>From Arctic to Africa</b> The project supports the flyway-scale conservation of migratory waterbirds by developing long-term conservation and wise use strategies, identifying internationally important sites, training site managers and facilitating twinning between key sites.	608,421	608,421	717,080	8/1/2012	7/31/2015	Arcadia Fund		
13	<b>GWOS</b> A study with the aim to develop a Global Wetlands Observing System, bringing together available information on the status and values of wetlands and water in a way that can support policy processes and decision making. It is meant to be a flexible open information hub.	20,521	20,521	25,000	12/5/2012	4/26/2013	Synchronicity Earth		
14	<b>IWC</b> Coordination of the International Waterbird Census development, and Asian Waterbird Census.	35,512	35,512	36,028	1/1/2013	12/31/2014	Association of Wetlands International		Global
15	<b>Mangrove Capital</b> This project is an extension of phase I. concerning a global review of the fishery enhancement function of mangroves; a small scale hybrid engineering experiment; and a further cost benefit analysis of various coastal management options in Java.	95,561	95,561	113,627	4/1/2013	4/30/2014	Stichting Otter Fonds	The Nature Conservancy, Wageningen University, Deltares	Global, Central and East Java
16	<b>GWOS part 2.</b> A study with the aim to develop a Global Wetlands Observing System, bringing together available information on the status and values of wetlands and water in a way that can support policy processes and decision making. It is meant to be a flexible open information hub.	57,479	57,479	53,000	6/10/2013	10/31/2013	Synchronicity Earth		
17	<b>Mitigating Impacts from Pulp and Paper</b> Bring forward evidence on peatland subsidence to address the unsustainability of pulp and paper plantations on peatlands, limit their impact and prevent their expansion.	1,557	1,557	188,947	12/1/2013	5/31/2015	Climate and Land Use Alliance - Indonesia programme	Deltares Indonesia	Indonesia
18	<b>Advisory Services on Sylviculture</b> application on man-made island.	17,087		22,705	1/12/2012	31/12/2013	PT MUARA WISESA SAMUDRA	KPAPPD / Local NGO	Banten, Indonesia
19	<b>Ramsar Site Reserva Villavicencio.</b>	10,020		33,121	9/1/2011	7/1/2013	Danone Argentina	Mendoza local partners	Mendoza (Argentina)
20	<b>Develop Biodiversity Action Plan for Brunei Shell</b> Petroleum concession areas; Develop peat fire prevention communication plan and conduct hydrological study.	438,712	20,365	1,224,062	11/1/2012	4/30/2014	Brunei Shell Petroleum Bhd.	BSJV, Brunei	Seria, Brunei
21	<b>Rasau 3D Seismic Survey</b> Participated in an environmental impact assessment, conduct survey on biodiversity and provide inputs in habitat study.	26,490		47,279	5/9/2013	12/31/2013	Environmental Resources Management (M) Private Limited	BSJV, Brunei	Seria, Brunei
22	<b>Management and restoration of Guanacache lagoons for people.</b>	50,850		50,850	4/1/2013	1/31/2014	AVINA Americas	TECONA and Mendoza local partners	Mendoza (Argentina)
23	<b>OSAS</b> Socio-environmental Observatory of Soy.	21,646		36,076	5/1/2013	8/1/2015	IUCN Netherlands Committee	Proyungas, Probioma, Guyra Paraguay, ICV	Argentina, Bolivia, Brazil and Paraguay
24	<b>Promotion of Wetland ESD</b> Organise wetland education trainings and exchange activities for teachers from wetland school network to increase capacity building for teachers;at the same time, develop wetland education materials to support teachers in wetland education implementation.	21,401		21,401	2013-4-30	2014-4-30	Japan Fund for Global Environment		Wuxi, China
	<b>Subtotal income from own fundraising</b>	4,434,215	3,868,373						
	<b>% income from own fundraising</b>	43%							

#	% of funds to theme					offices by which the project is implemented														
	Sustainable livelihoods	Biodiversity	Water	Climate	Greening the Economy	Argentina	China	Guatemala	Guinee Bisseu	Indonesia	India	Japan	Kenya	Mali	Malaysia	Netherlands	Panama	Russia	Senegal	Nicaragua
12	20	80														*	*	*	*	
13		100														*				
14		100				*	*			*	*				*	*	*	*		
15				100						*						*				
16		100														*				
17				50	50					*						*				
18				100						*										
19		40	30		30	*														
20		30	30	40																
21		100																		
22	50		50			*														
23		30			70	*														
24	20	20	20	20	20															

#	Project name	Project Expenditure 2013 Global Organisation (EUR)	Project Expenditure 2013 Foundation only (EUR)	Total Project Budget (EUR)	Start Date	End Date	Donor	Partners	Location
<b>Governmental subsidies</b>									
25	<b>Engage civil society in water management</b> Building the capacities of civil society in Tunisia, Morocco and Jordan to dialogue with their governments about improved water and wetlands management.	-14,325	-14,325	1,250,000	4/1/2007	4/30/2012	CIDA		Tunesia, Morocco, Jordan
26	<b>RESTORE</b> is a partnership for sharing knowledge and promoting best practice on river restoration in Europe.	21,951	21,951	113,553	9/1/2010	12/31/2013	EU/Environment Agency	Environment Agency	Europe
27	<b>WETWIN</b> Enhancing the role of wetlands in integrated water resources management for twinned river basins in EU, Africa and South America. Aim is to improve community service functions while conserving good ecological status.	46,518	46,518	150,751	1/1/2008	12/31/2011	European Union		
28	<b>Partners for Resilience</b> 5 year program on Ecosystem & Climate Smart Disaster Risk Reduction (with focus on community resilience) implemented in 9 countries in Asia/C-America/Africa in partnership with Red Cross, Cordaid, CARE & RC Climate Centre through their national/local partners & offices.	1,732,137	1,732,137	6,219,861	1/1/2011	12/31/2015	DGIS/Nederlands Rode Kruis	Cordaid, CARE NL, Red Cross Climate Centre	Mali, India, Nicaragua, Guatemala, Philippines, Indonesia, Kenya, Uganda, Ethiopia
29	<b>Ecosystem Alliance</b> 5 year collaboration in more than 16 countries. It unites a broad network of international and local NGOs to help local communities manage and use ecosystems in a sustainable way, among others to face climate change. The Ecosystem Alliance seeks to give local communities a voice in the international arena where many decisions relevant to their natural environment are taken. It seeks to support and improve the livelihoods of the poor and to create a green and inclusive economy, through participatory and responsible management of ecosystems.	1,022,765	1,022,765	6,878,769	1/1/2011	12/31/2015	DGIS / IUCN Nederlands Committee	IUCN-NL (Alliance Lead) and Both Ends	WI works in: Argentina, Indonesia, Kenya, Senegal, DRC, Netherlands (Global).
30	<b>WASH Alliance</b> 5 year programme of a consortium of six Dutch NGOs working together supporting partners in 8 countries in Africa and Asia to implement sustainable WASH programs; WI is a thematic partner advising on the Environmental Sustainability focus of the programme in partnership with RAIN Foundation.	165,473	165,473	742,000	1/1/2011	12/31/2015	DGIS/ Rainwater Harvesting Implementation Network Foundation (RAIN)	Wetlands International Mali, Kenya and South Asia offices	Working with WASH partners in 3 countries: Mali (Inner Niger Delta, Koulikorro, , Uganda, Bangladesh
31	<b>IMPACT2C</b> Political discussions on the European goal to limit global warming to 2°C demands that discussions are informed by the best available science on projected impacts and possible benefits. IMPACT2C enhances knowledge, quantifies climate change impacts, and adopts a clear and logical structure, with climate and impacts modelling, vulnerabilities, risks and economic costs, as well as potential responses, within a pan-European sector based analysis. IMPACT2C utilises a range of models within a multi-disciplinary international expert team and assesses effects on water, energy, infrastructure, coasts, tourism, forestry, agriculture, ecosystems services, and health and air quality-climate interactions.	42,064	42,064	92,613	10/1/2011	9/30/2015	European Union	ACMAD, ENEA, IWMI, PIK, Helmholtz, KNMI, WUR, BCAS, Alterra	Niger Basin and Nile Basin with a focus on Inner Niger Delta in Mali
32	<b>Mekong KfW.</b>	-6,750	-6,750				KfW		
33	<b>Avian Influenza</b> Coordination of the Asia-Pacific Working Group for Migratory Waterbirds and Avian Influenza, a working group of the East Asian-Australasian Flyway Partnership. WI & FAO jointly coordinate. Funding supported annually by MOE Japan for the period 2012-2013. More on <a href="http://www.wetlands.org/Whatwedo/Ouractions/tabid/2661/mod/601/articleType/ArticleView/articleid/3462/Default.aspx">http://www.wetlands.org/Whatwedo/Ouractions/tabid/2661/mod/601/articleType/ArticleView/articleid/3462/Default.aspx</a> .	7,865	7,865	11,023	10/1/2012	6/30/2013	Ministry of the Environment Japan	EAAF Partnership, FAO	Asia
34	<b>Sustainable Peat for People and Climate (SPPC)</b> The purpose of the Project is to enhance sustainability of Indonesia's and Malaysia's extensive lowland peat swamp landscapes by creating awareness, capacity and willingness of the key interest groups (government, palm oil and pulp & paper sectors, science sector and civil society organisations) and influencing relevant international policy platforms (e.g. RSPO, UNFCCC) to address the socio-economic, ecological and climate impacts of current unsustainable policies and practices that affect these landscapes.	1,110,858	1,110,858	1,621,906	1/1/2013	12/31/2015	Norad	Deltares, UGM, FAO, FORDA, PusAir and FRIM	Lowland peatlands in Indonesia and Malaysia

#	% of funds to theme					offices by which the project is implemented															
	Sustainable livelihoods	Biodiversity	Water	Climate	Greening the Economy	Argentina	China	Guatemala	Guinee Bissau	Indonesia	India	Japan	Kenya	Mali	Malaysia	Netherlands	Panama	Russia	Senegal	Nicaragua	
25			100													*					
26			100													*					
27		20	80											*		*					
28	30		20	50				*		*	*		*	*	*	*	*				*
29	30		20	30	20	*				*			*			*				*	
30			100								*		*	*		*				*	
31			100											*		*					
32				100												*					
33		100														*					
34	20			60	20					*					*	*					



#	Project name	Project Expenditure 2013 Global Organisation (EUR)	Project Expenditure 2013 Foundation only (EUR)	Total Project Budget (EUR)	Start Date	End Date	Donor	Partners	Location
34	<b>Sustainable Peat for People and Climate (SPPC)</b> The purpose of the Project is to enhance sustainability of Indonesia's and Malaysia's extensive lowland peat swamp landscapes by creating awareness, capacity and willingness of the key interest groups (government, palm oil and pulp & paper sectors, science sector and civil society organisations) and influencing relevant international policy platforms (e.g. RSPO, UNFCCC) to address the socio-economic, ecological and climate impacts of current unsustainable policies and practices that affect these landscapes.	1,110,858	1,110,858	1,621,906	1/1/2013	12/31/2015	Norad	Deltares, UGM, FAO, FORDA, PusAir and FRIM	Lowland peatlands in Indonesia and Malaysia
35	<b>Ramsar 2013 Sites Information Service Maintenance Contract.</b>	91,068	91,068	91,068	1/1/2013	12/31/2013	Ramsar Convention Secretariat		International
36	<b>IWC/AEWA Strengthening the International Waterbird Census in the African-Eurasian Flyway</b> through technical development and capacity building. AEWC cofunding to MAVA.	106,532	106,532	120,791	3/1/2013	12/31/2013	Swiss FOEN, French Ministry of Ecology and Sustainable Development		African-Eurasian Flyway
37	<b>OPIDIN</b> is a tool developed for the Inner Niger Delta to predict the level and the timing of the flood peak as well as the maximal flood extent. It is used as an early warning system.	17,100	17,100	17,100	1/1/2013	11/30/2013		Deltares, WI Mali, A&W, Frerotte Consultancy	Inner Niger Delta
38	<b>Flyway Working Group</b> Coordination of the Convention on Migratory Species (CMS) 2013-14, including development of a review of the COP10 resolutions, a programme of work for the WG, organisation of a meeting of the WG and preparations for the 2014 COP Net HQ contribution to 2013 budget gap: 8,625 eur.	11,276	11,276	17,400	3/1/2013	11/30/2014	UNEP / CMS Secretariat	CMS, Ramsar, National governments representatives, IGOs, NGOs	Global
39	<b>Clima East</b> Assisting the Eastern Neighbourhood Partnership Countries and Russia in approaches to climate change mitigation and adaptation.	25,062	25,062	25,062	4/15/2013	6/30/2016	UNDP / EU East Clima		
40	<b>Iraqi Marshes</b> A global comparative analysis of the Iraqi Marshlands on (1) biological diversity to assess the Outstanding Universal Value as a World Heritage Site, and (2) institutional management to suggest weaknesses of the current management structure by comparison for the long-term conservation of the Iraqi Marshlands.	45,312	45,312	60,000	6/1/2013	12/15/2013	UNEP		Iraq
41	<b>Destination flyways</b> Working with UNWTO as a lead to develop a 3-5 year proposal to promote sustainable tourism along four flyways in the African Eurasian, Central Asian and East Asian - Australasian Flyways. In the current preparatory phase, WI assesses three projects sites (Chongming Island in China, Chilika Lake in India, Djoudj/Senegal Delta in Senegal).	19,399	19,399	40,331	1/1/2013	5/31/2014	UNWTO	BirdLife International, CMS, AEWA, Ramsar, EAAFP	China, India, Senegal
42	<b>AFROMAISON</b> aims to propose concrete strategies for integrated natural resources management in Africa in order to adapt to the consequences of climate change. AFROMAISON will propose sustainable solutions for communities and authorities in their operational management and strategic policy of natural (water) resources, and help them in their fight against climate change.	54,154	54,154	142,020	4/1/2011	3/20/2014	EU / Antea	ICRAF, INR and UKZN (South Africa), OSS (Tunisia), IHE (Netherlands), PIK (Germany), IWMI, UniGe/GRID, ZIE (Burkina Faso), CIRAD (Fr)	Inner Niger Delta
43	<b>AEWA Conservation Status Report 6<sup>th</sup> edition.</b>	7,983	7,983	70,523					
44	<b>Avian Influenza</b> Coordination of the Asia-Pacific Working Group for Migratory Waterbirds and Avian Influenza, a working group of the East Asian-Australasian Flyway Partnership. WI & FAO jointly coordinate.	1,556	1,556	7,335	10/1/2013	5/31/2014	Ministry of the Environment Japan	EAAF Partnership, FAO	Asia-Pacific
45	<b>Selingue and Markala Commission.</b>	49,000		49,000	12/31/2012	12/31/2013	Dutch Embassy/ Mali	DNH/Mali	Mali

#	% of funds to theme					offices by which the project is implemented															
	Sustainable livelihoods	Biodiversity	Water	Climate	Greening the Economy	Argentina	China	Guatemala	Guinee Bissau	Indonesia	India	Japan	Kenya	Mali	Malaysia	Netherlands	Panama	Russia	Senegal	Nicaragua	
34	20			60	20					*					*	*					
35		100														*					
36		100														*					
37			100											*		*					
38		100														*					
39				100																	
40		90	10													*					
41		100					*			*						*			*		
42	20	70		20										*		*					
43		100																			
44		100														*					
45		100										*									

#	Project name	Project Expenditure 2013 Global Organisation (EUR)	Project Expenditure 2013 Foundation only (EUR)	Total Project Budget (EUR)	Start Date	End Date	Donor	Partners	Location
46	<b>Mangroves for the Future Small Grants Facility.</b> Implement the fund in Gorontalo and rth Suawesi (Indonesia). 10 grantees (mostly from local NGOs) will be provided with small grant funds (@ 20,000 USD each) to support mangrove/coastal restoration combined with livelihoods supports to local coastal communities.	18,929		396,178	1/10/2013	31/7/2015	Danida	IUCN ARO	
47	<b>Q&amp;A to constructed wetlands</b> Publish a book related to constructed wetland for further promotion.	556		10,727	4/1/2013	12/31/2013	National Hydraulic Institute Malaysia	NAHRIM	Seri Kemban-gan
48	<b>Development of the Senegalese Wetlands National Policy.</b>	161,466		200,463	May 2013	June 2014	Gov. Senegal	Direction des Parcs Nationaux	Senegal
49	<b>Institutional support</b> for the office related to his activities in Senegal.	123,773		300,000	Jan-12	12/31/2013	Dutch Embassy/ Senegal		Senegal
50	<b>Dispatching a specialist to WI SC.</b>	6,234		6,234	6/1/2012	1/31/2013	Ministry of the Environment, Japan		Indonesia, Netherlands
51	<b>Ramsar COP11 booth exhibition</b> Setting up a booth to introduce Japanese Ramsar Sites through distribution of leaflets and display of posters during Ramsar COP11.	6,683		6,683	6/25/2012	8/10/2012	Ministry of the Environment, Japan		Romania
52	<b>Neotropical Waterbird Census Programme.</b>	13,585		40,756	8/1/2011	3/31/2014	Canadian Wildlife Service	Local partner NGOs	South America
53	<b>Inventory of Argentina's wetlands (regions and subregions).</b>	1,453		14,271	3/1/2012	11/30/2013	Ramsar Convention Secretariat	SAyDS, UN-SAM, UBA	Argentina
54	<b>Wetland inventory of the fluvial corridor Parana-Paraguay.</b>	4,359		30,583	7/1/2011	3/1/2013	PNUD - SAyDS Argentina	SAyDS, UN-SAM, UBA	La Plata basin (Argentina)
55	<b>International workshop on wetlands conservation &amp; management under climate change</b> Highlight the role of wetland ecosystems in climate change mitigation and adaption, to bring different stakeholders together, to share international and national experiences on the values of wetland ecosystem services for climate change adaptation and mitigation efforts, as well as to develop policy recommendations.	24,857		25,000	2013-9-1	11/30/2013	German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety	GIZ	Dongying, China
56	<b>Fujian Wetlands Park biodiversity conservation</b> The aim of the project is to protect effectively the wetland biodiversity under the responsibility of the Fujian Municipal Government, to improve the local ecosystem, and hence to promote the sustainable socio-eco mic development.	13,500		90,550	2013-7-10	2018-6-30	Fujian Municipality	DFS	Fujian, China
57	<b>Building on Training Network of Wetland Biodiversity Conservation in northwest China</b> Improve capacity on wetland biodiversity conservation and management for managers and staff in northwest China.	23,669		23,669	4/1/2013	4/1/2014	Ministry of Environment, China		Ningxia, China
58	<b>The bimonthly newsletter: 'Newsletter for Wetlands'</b> 6 issues and totally 18000 copies have been printed and distributed to related agencies, organizations, nature reserves, universities and personnels.	23,669		23,669	1/1/2013	12/31/2013	SFA, local government, China		Beijing, China
59	<b>Improve local livelihood through active involvement of local community in mangrove conservation.</b>	5,519		35,183	8/19/2013	3/31/2015	GEF Small Grants Programme	KEJORA Johor	Sg Belungkor, Johor
60	<b>Canary Current Large Marine Ecosystem (CCLME)</b> Following the WAMI project, Countries covered: Gambia, Guinea, Guinea Bissau and Senegal. Ratify regional conservation plan for the mangroves of the CCLME region and implement pilot mangrove restoration actions in pilot sites.	84,160		265,146	1/1/2011	Dec 2014	UNEP	IUCN Senegal	Senegal
61	<b>Wetland centre network</b> of educational wetland centres in European Russia to promote wetland conservation through the development and implementation of a CEPA (Communication, Education, Participation and Awareness) Action Plan.	122,443		230,000	11/15/2011	12/31/2013	The Netherlands Embassy in Moscow/ Matra Programme	WLI	Russia

#	% of funds to theme					offices by which the project is implemented																
	Sustainable livelihoods	Biodiversity	Water	Climate	Greening the Economy	Argentina	China	Guatemala	Guinee Bissau	Indonesia	India	Japan	Kenya	Mali	Malaysia	Netherlands	Panama	Russia	Senegal	Nicaragua		
46	50	25	25							*												
47			100										*									
48	20	20	20	20	20													*				
49	20	20	20	20	20																	
50	50	30	10		10						*											
51	50	50								*												
52		100				*																
53		100				*																
54		100				*																
55		60		40			*															
56	50	50					*															
57		100					*															
58		100					*															
59	50	20		30									*									
60	20	20	20	20	20																	
61	20	20	20	20	20													*				



#	Project name	Project Expenditure 2013 Global Organisation (EUR)	Project Expenditure 2013 Foundation only (EUR)	Total Project Budget (EUR)	Start Date	End Date	Donor	Partners	Location
62	Management of Domestic Ramsar Committee for Relevant Municipalities website.	1,957		1,957	4/1/2012	3/31/2013	Domestic Ramsar Committee for Relevant Municipalities		Japan
63	Poster exhibition of Domestic Ramsar Committee for Relevant Municipalities at Ramsar COP11.	797		797	5/1/2012	8/31/2012	Domestic Ramsar Committee for Relevant Municipalities		Romania
64	Learning and exchange event of Domestic Ramsar Committee for Relevant Municipalities.	6,766		6,766	5/1/2012	3/31/2013	Domestic Ramsar Committee for Relevant Municipalities		Japan
65	The making of an "inventory for the culture and technology of wetlands" in Eastern Asia (mainly in Monsoon Region).	44,184		44,184	4/1/2012	3/31/2013	Japan Fund for Global Environment		Asia
	<b>Subtotal income from government subsidies</b>	<b>5,245,558</b>	<b>4,508,000</b>						
	<b>% income from government subsidies</b>	<b>51%</b>							
<b>Third party income</b>									
66	<b>Ruoergai</b> Based on the summary of successes and lessons learnt on restoration of Ruoergai wetlands, policy recommendation on eco-compensation and management of Ruoergai wetlands were proposed.	14,201		14,201	2013-1-25	2013-6-30	WWF-China		Ruoergai, Maqu, Luqu, China
67	<b>We are the World</b> Community based nature conservation in the Inner Niger Delta.	16,567	16,567	300,000	6/1/2010	9/1/2013	IUCN Netherlands Committee		Inner Niger Delta Mali
68	<b>Peatrus</b> With this peatland rewetting project in the Russian Federation, the project partners aim to contribute to the restoration and sustainable management of degraded peatlands in European Russia in order to reduce fire incidents and greenhouse gas (GHG) emissions resulting from peatland drainage.	605,128	605,128	5,000,000	7/15/2011	7/14/2015	KfW		Central Russia
69	<b>DEWFORA</b> Reduce vulnerability and strengthen preparedness to droughts in Africa by advancing drought forecasting, early warning and mitigation practices.	23,939	23,939	51,669	4/1/2011	2/20/2014	Deltares	PIK, CSIR, GFZ Helmholtz, EU JRC UNESCO-IHE, NBCBN-RE, FEUP, ECMWF, Waternet, CIHAEM, IGAD, WRNA, Nile forecast Center, UPM	Niger Basin with focus on Upper Niger and Inner Niger Delta
70	<b>Biorights CARE/HIF.</b>	14,368	14,368	22,560	2/1/2012	10/31/2013	CARE Nederland		Guatemala
71	<b>ICI Peat Climate Global</b> Global advocacy related to climate change mitigation and peatlands.	3,309	3,309	13,006	5/8/2012	6/15/2013	Michael Succow Foundation	Greifswald University, FAO	global
72	<b>Red list of birds</b> Assessing population size and trends of birds in Europe Net.	3,165	3,165	16,871	12/13/2011	12/12/2014	BirdLife International		Europe
73	<b>Building with Nature - GHG footprint.</b>	10,000	10,000	10,000			Ecoshape		
	<b>Subtotal third party income</b>	<b>690,677</b>	<b>676,475</b>						
	<b>% income from third parties</b>	<b>7%</b>							
	<b>Grand total</b>	<b>10,370,450</b>	<b>9,052,848</b>						

#	% of funds to theme					offices by which the project is implemented															
	Sustainable livelihoods	Biodiversity	Water	Climate	Greening the Economy	Argentina	China	Guatemala	Guinea Bissau	Indonesia	India	Japan	Kenya	Mali	Malaysia	Netherlands	Panama	Russia	Senegal	Nicaragua	
62	50	30	10		10						*										
63	50	50									*										
64	50	30	10		10						*										
65	50	30	10		10						*										
66		100					*														
67	50	50											*		*				*		
68				100											*		*				
69	10		40	50									*		*						
70	100														*	*					
71				100											*						
72		100													*						
73				100											*						

# List of Publications 2013

## Available from Headquarters

Publication title	Authors	Link to website
Practical guidance for implementing RSPO Principles & Criteria in relation to peatlands		<a href="http://www.wetlands.org/WatchRead/Currentpublications/tabid/56/mod/1570/articleType/ArticleView/articleId/3552/Default.aspx">http://www.wetlands.org/WatchRead/Currentpublications/tabid/56/mod/1570/articleType/ArticleView/articleId/3552/Default.aspx</a>
The Economics of Ecosystems and Biodiversity for Water and Wetlands	Russi D., ten Brink P., Farmer A., Badura T., Coates D., Förster J., Kumar R. and Davidson N.	<a href="http://www.wetlands.org/WatchRead/Currentpublications/tabid/56/mod/1570/articleType/ArticleView/articleId/3442/Default.aspx">http://www.wetlands.org/WatchRead/Currentpublications/tabid/56/mod/1570/articleType/ArticleView/articleId/3442/Default.aspx</a>
La Economía de los Ecosistemas y la Biodiversidad relativa al agua y los humedales	Russi D., ten Brink P., Farmer A., Badura T., Coates D., Förster J., Kumar R. and Davidson N.	<a href="http://www.wetlands.org/WatchRead/Currentpublications/tabid/56/mod/1570/articleType/ArticleView/articleId/3509/Default.aspx">http://www.wetlands.org/WatchRead/Currentpublications/tabid/56/mod/1570/articleType/ArticleView/articleId/3509/Default.aspx</a>
Rivers by Design		<a href="http://www.wetlands.org/WatchRead/Currentpublications/tabid/56/mod/1570/articleType/ArticleView/articleId/3471/Rivers-by-Design.aspx">http://www.wetlands.org/WatchRead/Currentpublications/tabid/56/mod/1570/articleType/ArticleView/articleId/3471/Rivers-by-Design.aspx</a>
Building with nature for coastal resilience		<a href="http://www.wetlands.org/WatchRead/Currentpublications/tabid/56/mod/1570/articleType/ArticleView/articleId/3475/Building-with-nature-for-coastal-resilience.aspx">http://www.wetlands.org/WatchRead/Currentpublications/tabid/56/mod/1570/articleType/ArticleView/articleId/3475/Building-with-nature-for-coastal-resilience.aspx</a>
Working with Nature for DRR		<a href="http://www.wetlands.org/WatchRead/Currentpublications/tabid/56/mod/1570/articleType/ArticleView/articleId/3477/Working-with-Nature-for-DRR.aspx">http://www.wetlands.org/WatchRead/Currentpublications/tabid/56/mod/1570/articleType/ArticleView/articleId/3477/Working-with-Nature-for-DRR.aspx</a>
Integrating ecosystems in resilience practice	Merijn van Leeuwen, Marianne Rense, Alejandro Jiménez, Pieter van Eijk, Marie-Jose Vervest	<a href="http://www.wetlands.org/WatchRead/Currentpublications/tabid/56/mod/1570/articleType/ArticleView/articleId/3479/Integrating-ecosystems-in-resilience-practice.aspx">http://www.wetlands.org/WatchRead/Currentpublications/tabid/56/mod/1570/articleType/ArticleView/articleId/3479/Integrating-ecosystems-in-resilience-practice.aspx</a>
L'intégration des écosystèmes dans les pratiques de la résilience	Merijn van Leeuwen, Marianne Rense, Alejandro Jiménez, Pieter van Eijk, Marie-Jose Vervest	<a href="http://www.wetlands.org/WatchRead/Currentpublications/tabid/56/mod/1570/articleType/ArticleView/articleId/3538/Default.aspx">http://www.wetlands.org/WatchRead/Currentpublications/tabid/56/mod/1570/articleType/ArticleView/articleId/3538/Default.aspx</a>
Putting community resilience into practice		<a href="http://www.wetlands.org/WatchRead/Currentpublications/tabid/56/mod/1570/articleType/ArticleView/articleId/3483/Putting-community-resilience-into-practice.aspx">http://www.wetlands.org/WatchRead/Currentpublications/tabid/56/mod/1570/articleType/ArticleView/articleId/3483/Putting-community-resilience-into-practice.aspx</a>
Environmental Sustainability In purifying water and keeping it clean		<a href="http://www.wetlands.org/WatchRead/Currentpublications/tabid/56/mod/1570/articleType/ArticleView/articleId/3589/Default.aspx">http://www.wetlands.org/WatchRead/Currentpublications/tabid/56/mod/1570/articleType/ArticleView/articleId/3589/Default.aspx</a>
Environmental Sustainability In the storage, management and use of water		<a href="http://www.wetlands.org/WatchRead/Currentpublications/tabid/56/mod/1570/articleType/ArticleView/articleId/3588/Default.aspx">http://www.wetlands.org/WatchRead/Currentpublications/tabid/56/mod/1570/articleType/ArticleView/articleId/3588/Default.aspx</a>
Restoring Peatlands in Russia		<a href="http://www.wetlands.org/WatchRead/Currentpublications/tabid/56/mod/1570/articleType/ArticleView/articleId/3492/Restoring-Peatlands-in-Russia.aspx">http://www.wetlands.org/WatchRead/Currentpublications/tabid/56/mod/1570/articleType/ArticleView/articleId/3492/Restoring-Peatlands-in-Russia.aspx</a>
The response of mangrove soil surface elevation to sea level rise	Anna McIvor, Tom Spencer, Iris Möller and Mark Spalding	<a href="http://www.wetlands.org/WatchRead/Currentpublications/tabid/56/mod/1570/articleType/ArticleView/articleId/3517/Default.aspx">http://www.wetlands.org/WatchRead/Currentpublications/tabid/56/mod/1570/articleType/ArticleView/articleId/3517/Default.aspx</a>



## Available from the Indonesian office

Publication title	Authors
Redesain Kondisi Ekologis Pertambakan Berdasarkan Prinsip-prinsip Aquaculture Stewardship Council dan Estimasi Cadangan Karbon Mangrove. Studi kasus Wilayah Pertambakan Sungai Bara Kecamatan Tanjung Palas Tengah, Kabupaten Bulungan, Provinsi Kalimantan Utara	Ilman, M., A. Rahadian dan R.S. Gumilang
Redesain Kondisi Ekologis Pertambakan Berdasarkan Prinsip-prinsip Aquaculture Stewardship Council dan Estimasi Cadangan Karbon Mangrove Studi kasus Wilayah Pertambakan di Desa Wringin Putih dan Sekitarnya di kabupaten Banyuwangi	Ilman, M., R.S.Gumilang dan A. Rahadian
Kajian Pemetaan Ekosistem Pesisir dan Daratan: Studi Kasus beberapa Lokasi Desa binaan WI IP, di Kabupaten Ende dan Kabupaten Sika, Provinsi Nusa Tenggara Timur. PFR report	Gumilang, R.S., Y.R. Noor, dan A. Rahadian
Peran Ekosistem Mangrove Sebagai Pelindung Bencana Pesisir di Kawasan Pesisir Teluk Maumere, Kabupaten Sikka. PFR report	Ragil, S.G, A. Rahadian, B.P. Eko dan Kuswantoro
Kajian Dinamika Biofisik dan Perubahan Bentang Alam Pesisir Teluk Banten sebagai Dasar Implementasi Hybrid Engineering Dalam Upaya Rehabilitasi dan Pengurangan Resiko Bencana. PFR report	Rahadian, A.,
Identifikasi Morfometri dan Pemetaan Ekosistem Danau Bowo: Desa Tou Timur Kecamatan Kota Baru Kabupaten Ende Provinsi Nusa Tenggara Timur. PFR report	Rahadian, A., R.S. Gumilang dan Y.R. Noor
Buku Peta: Kawasan Pertambakan dan Ekosistem Mangrove di Desa Wringin Putih, Banyuwangi Lampiran Laporan Redesain Kondisi Ekologis Pertambakan Berdasarkan Prinsip-Prinsip Aquaculture Stewardship Council dan Estimasi Cadangan Karbon Mangrove	Rahadian, A.
Buku Peta Kawasan Pertambakan dan Ekosistem Mangrove di Pertambakan Sungai Bara, Bulungan Lampiran Laporan Redesain Kondisi Ekologis Pertambakan Berdasarkan Prinsip-Prinsip Aquaculture Stewardship Council dan Estimasi Cadangan Karbon Mangrove	Rahadian, A.
Memadukan ekosistem dalam praktek resiliensi: Kriteria untuk Ekosistem-cerdas Pengurangan Resiko Bencana dan Adaptasi Perubahan Iklim	
Poster Lestarian Danau Bowo 50 x 70 cm	Triana
Peta A0: Peta Situasi Pesisir Desa Sawah Luhur dan Cagar Alam Pulau Dua - Teluk Banten	Rahadian, A.
Peta A0: Segment Sebaran Ekosistem Mangrove dan Kerapatan Vegetasi Pulau Flores	Rahadian, A
Peta A0: Morfometri dan Rona Ekosistem Danau Bowo	Rahadian, A.
Peta-peta Persebaran Perkebunan Kelapa Sawit dan stok karbon di Lahan Gambut Jambi, Sumsel dan Kalteng (peta A0)	
Warta Konservasi Lahan Basah / Wetlands newsletters Vol 21 no 1-4	
Community Vulnerability and Capacity Assessment in the Context of Disaster Risk Reduction Case Studies of Villages in Kabupaten Sikka, Kabupaten Ende and Kota Serang. Wetlands International – Indonesia Programme. Bogor.	Tyas Ayu Lestari, Ragil Satriyo Gumelar, Aswin Rahadian, and Ita Sualia
KAJIAN EKOSISTEM MANGROVE Kondisi Sosial Ekonomi dan Kondisi Ekologi Studi Kasus di RPH Cemara, Kawasan Segara Anakan dan Resort Kukur TN Alas Purwo	Sutaryo, D., Hafsari, A., A. Riharno, B dan Zen, L.Z
Peran dan Manfaat Ekosistem Mangrove	Sualia, I dan Triana
Analisis Kebijakan: Pengelolaan Ekosistem Mangrove Kaitan dengan Pengembangan Tambak di Kabupaten Bulungan, Kalimantan Utara	Sualia, I
Analisis Kebijakan: Perlindungan Pesisir Berbasis Mangrove	Sosanto, A. dan Etwin
Analisis Kebijakan: Sertifikasi Udang dan Pengembangan Tambak Berkelanjutan	Sualia, I, Etwin, I.N.N. Suryadiputra
Membangun Bersama Alam untuk Ketahanan Pesisir	
Policy Brief: Perlindungan Pesisir Berbasis Ekosistem Mangrove	Susanto, A.
Ekosistem esensial lahan basah Teluk Pangpang, Kab. Banyuwangi, Jawa Timur	BKSDA Jawa Timur

## Available from the Indonesian office

Publication title	Authors
Pendekatan Hybrid Engineering untuk Perlindungan Pesisir, Desa Timbulloko, Kab. Demak, Jawa Tengah (50x70cm)	Triana
Ekosistem esensial lahan basah Teluk Pangpang, Kab. Banyuwangi, Jawa Timur (A3)	BKSDA JATIM
Melestarikan Mangrove - Melestarikan Fungsi dan Manfaatnya (A0)	
Mainstreaming Role of Mangrove Ecosystem in Supporting Coastal Aquaculture Through Government Policy and Shrimp Certification Scheme (A0)	

## Available from the Argentina office

Publication title	Authors	Link to website
Biocombustibles en Argentina. Impactos de la producción de soja sobre los humedales y el agua (Biofuels in Argentina. Impacts of soybean production on wetlands and water) (ISBN 978-987-24710-8-8)	Lorena Herrera, José Luis Panigatti, María Barral and Daniel Blanco	<a href="http://lac.wetlands.org/Publicaciones/Nuestraspublicaciones/tabid/3079/mod/1570/articleType/ArticleView/articleId/3522/Default.aspx">http://lac.wetlands.org/Publicaciones/Nuestraspublicaciones/tabid/3079/mod/1570/articleType/ArticleView/articleId/3522/Default.aspx</a>
Manual para la gestión ambiental de la pesca artesanal y las buenas prácticas pesqueras en la cuenca del río Paraná, Argentina (Manual for artisanal fishing environmental management and good environmental fishing practices in Paraná river basin, Argentina) (ISBN 978-987-24710-9-5)	Claudio Baigún	
Valoración socio-económica de los bienes y servicios del humedal del Delta del Paraná (Socio-economic valuation of the goods and services of Parana Delta wetlands) (ISBN 978-987-29811-0-5)	Carlos Galperín, Verónica Fossati and María Victoria Lottici	<a href="http://lac.wetlands.org/Publicaciones/Nuestraspublicaciones/tabid/3079/mod/1570/articleType/ArticleView/articleId/3535/Default.aspx">http://lac.wetlands.org/Publicaciones/Nuestraspublicaciones/tabid/3079/mod/1570/articleType/ArticleView/articleId/3535/Default.aspx</a>
Una mirada sobre los conflictos y la problemática de la tenencia de la tierra en el Delta del Paraná (A review on the conflicts and the problems of land tenure in the Parana Delta) (ISBN 978-987-29811-1-2)	Natalia Machain, Carmen Penedo, Daniel Blanco, Marta Andelman, Ana Di Pangraccio, Jorge Daneri, Diego Rodríguez and Melania Peirano	<a href="http://lac.wetlands.org/Publicaciones/Nuestraspublicaciones/tabid/3079/mod/1570/articleType/ArticleView/articleId/3536/Default.aspx">http://lac.wetlands.org/Publicaciones/Nuestraspublicaciones/tabid/3079/mod/1570/articleType/ArticleView/articleId/3536/Default.aspx</a>
Inventario de los humedales de Argentina. Sistemas de paisajes de humedales del Corredor Fluvial Paraná-Paraguay (wetland inventory of the Parana-Paraguay fluvial corridor) (ISBN 978-987-29340-0-2)	Laura Benzaquén, Daniel E. Blanco, Roberto F. Bó, Patricia Kandus, Guillermo F. Lingua, Priscilla Minotti, Rubén D. Quintana, Sara Sverlij and Laura Vidal.	<a href="http://lac.wetlands.org/Publicaciones/Nuestraspublicaciones/tabid/3079/mod/1570/articleType/ArticleView/articleId/3494/Inventario-de-los-humedales-de-Argentina.aspx">http://lac.wetlands.org/Publicaciones/Nuestraspublicaciones/tabid/3079/mod/1570/articleType/ArticleView/articleId/3494/Inventario-de-los-humedales-de-Argentina.aspx</a>

### Available from the Malaysia office

Publication title	Authors	Link to website
Q&A To Constructed Wetlands (ISBN 978-976-0250-17-5)	Lee Shin Shin Bashirah binti Mohd Fazli, Dr. Siam bin Suratman and Dr. Pauziah Hanum bini Abdul Ghani	

### Available from the Russia office

Publication title	Authors	Link to website
Methodology for creating visitor centres in nature reserves, national parks and other nature areas: designers work experience (ISBN 978-5-906219-05-03)	Ilyina, L. V. and Ye. O. Pylenkova	<a href="http://russia.wetlands.org/AboutUs/Library/tabid/621/mod/1570/articleType/ArticleView/articleId/3540/Default.aspx">http://russia.wetlands.org/AboutUs/Library/tabid/621/mod/1570/articleType/ArticleView/articleId/3540/Default.aspx</a>
Japanese localization of WWD 2014 poster	Original poster produced by the Ramsar Secretariat	

### Available from the Panama office

Publication title	Authors	Link to website	Note
Manglares de Panamá - Importancia, Mejores Prácticas y Regulaciones Vigentes (Mangroves of Panamá - Importance, Best Practices and Effective Regulations) (ISBN 978-9962-651-86-4)	Autoridad Nacional del Ambiente (ANAM), Autoridad de los Recursos Acuáticos de Panamá (ARAP)	<a href="http://lac.wetlands.org/panama">lac.wetlands.org/panama</a>	Note: This is the Spanish version we translated from the original English booklet
La integración de los ecosistemas en la práctica de la resiliencia (The Integration of Ecosystems in Resilience Practice)	Merijn van Leeuwen, Marianne Rense, Alejandro Jiménez, Pieter van Eijk, Marie-Jose Vervest	<a href="http://lac.wetlands.org/rrd">lac.wetlands.org/rrd</a>	Note: Our consultant is one of the editors and Wetlands International staff member Julio Montes de Oca is co-editor or "Revisor de contenido" of this publication. Partners for Resilience financed its revision and printing
Cambio Climático - Guía popular (Climate Change - popular guide)	Marcio Baca, Cony Silva, Marjorie Soto Franco, Maya Schaerer, Eduardo Rodríguez Herrera (Eds.), Julio Montes de Oca Lugo, Carina Bachofen, Graciela Medina, Sandra Zúñiga, Josefa Solari, Ansia Álvarez Estrada, Leonel Altamirano (co-Eds.)	<a href="http://lac.wetlands.org/rrd">lac.wetlands.org/rrd</a>	
Construir con la naturaleza para la resiliencia costera		<a href="http://www.wetlands.org/WatchRead/Currentpublications/tabid/56/mod/1570/articleType/ArticleView/articleId/3495/Default.aspx">http://www.wetlands.org/WatchRead/Currentpublications/tabid/56/mod/1570/articleType/ArticleView/articleId/3495/Default.aspx</a>	



# Supervisory Council & Board of Association

As per 31 December 2013, the Supervisory Council of the Foundation and the Board of the Association of Wetlands International had the following members.

## Members of Supervisory Council of the Foundation and the Board of the Association

Accession, or reappointment in	Members	Resignation, resp. reappointment in	Supervisory Council	Board of Association	Main position	Other positions
2011	Mr Jan Ernst de Groot (1 <sup>st</sup> term)	2014	Chair	Chair	Managing Director and General Counsel External Affairs, TNT-Express	<ul style="list-style-type: none"> <li>- Chairman of the Supervisory Council, HIVOS</li> <li>- Member of the Board of Directors, Salzburg Global Seminar</li> <li>- Member of the Advisory Board, Landschap Noord-Holland</li> <li>- Member of the Advisory Board, Staatsbosbeheer</li> <li>- Ambassador, Platform Biodiversity Ecosystems and Economy, VNO NCW - IUCN</li> </ul>
2011	Mr Harry Dijkema (1 <sup>st</sup> term)	2015	Member (Vice Chair)	Treasurer	Supervisor public/private organisations & Advisor	<p>Supervisory Board:</p> <ul style="list-style-type: none"> <li>- Member, Afvalzorg NV te Nauerna, Assendelft and Member of the Auditing Committee</li> <li>- Chair, RegioCollege Zaandam, vocational education</li> <li>- Member, Beheer Flevoland Participaties BV</li> <li>- Member, OMALA (Development Corporation Almere Lelystad Airport)</li> <li>- Member, Medrie, Zwolle</li> <li>- Member, Omroep Flevoland, Lelystad</li> <li>- Chair, Het Flevolandschap</li> </ul> <p>Executive Board:</p> <ul style="list-style-type: none"> <li>- Vice-Chair, Prins Bernhard Cultuurfonds Flevoland</li> <li>- Secretary to the Board, De.12Landschappen</li> <li>- Treasurer, RDIJ-award Foundation</li> <li>- Treasurer, Corrosia! Expo en Theater de Roestbak, almere Haven</li> <li>- Vice-Chair, VVD Kamercentrale Flevoland</li> <li>- Member, Committee of Recommendation La Mascotte, opera- en operettevereniging Emmeloord</li> </ul>

Accession, or reappointment in	Members	Resignation, resp. reappointment in	Supervisory Council	Board of Association	Main position	Other positions
2011	Prof Dr Noelle Aarts (1 <sup>st</sup> term)	2014	Member	Member	- Associate Professor Communication Strategies, Wageningen University - Professor Strategic Communication (LOGEION chair), Amsterdam School of Communications Research, University of Amsterdam	-
2011	Dr Gonzalo Castro de la Mata (2 <sup>nd</sup> term)	2016	Member	Secretary	- Founder and Chair of the Board, Ecosystem Services LLC - Member, World Bank Inspection Panel	- Advisor to the Board on Accreditation, Green Climate Fund. - Steering Committee, Verified Carbon Standard (VCS-AFOLU) - Chair, Peru LNG Project (Ex-Im Bank, USA)
2011	Dr Kathy Mackinnon (1 <sup>st</sup> term)	2015	Member	Member	Deputy Chair IUCN World Commission on Protected Areas	- Board Member , Botanic Gardens Conservation International - Member, Cambridge Conservation Science Group, University of Cambridge
2012	Mr Dan Martin (1 <sup>st</sup> term)	2015	Member	Member	Consultant to private foundations; political activist	- Chairman, Phelps Stokes Fund - Treasurer, Environmental Film Festival - Board member, Costa Rica-USA Foundation - Vice Chairman, Amigos of Costa Rica - Board member, Conservación Osa - Board member, Micronesia Conservation Trust - Secretary, Nature Turkiye Foundation Life Trustee, Knox College
<b>Retired during 2013</b>						
2004	Mr Yoshihiro Natori		Member	Member	Executive Coordinator, Nagao Natural Environment Foundation, Japan	President, Wetlands International Japan
2007	Mr Hazel Shokellu Thompson		Member	Member	Assistant Director for Network and Capacity Development, BirdLife International, UK	-

Accession, or reappointment in	Members	Resignation, resp. reappointment in	Supervisory Council	Board of Association	Main position	Other positions
<b>Observers</b>						
2012	Ms Marie-Josée Jenniskens (Alternate for Drs Rob van Brouwershaven		Observer (Permanent Observer of the Host Country)	Observer	Manager, Nature and Biodiversity Department, Ministry of Economic Affairs, Agriculture and Innovation	-
2006	Mr Nick Davidson		Observer	Observer	Deputy Secretary General, Secretariat of the Ramsar Convention on Wetlands	-

### Councillors of Honour

Luc Hoffmann  
Chris Kalden  
Michael Moser  
Max Finlayson  
Stewart Morrison



# Management Board of the Foundation

## Name

## Function

[Ms Jane Madgwick](#)

### Other positions

Chief Executive Officer, Wetlands International, the Netherlands  
Member of the Governing Body, Wetlands International South Asia Soc., India  
Council member, Wetlands International, Malaysia  
Council member, Fundacion para la Conservacion y el Uso Sustentable de los Humedales, Argentina  
Chair, Wetlands International - European Association, the Netherlands

[Ms Josje Reinartz](#)

Chief Operations Officer, Wetlands International, the Netherlands

# Members of the Association

## Countries

Argentina	Germany	Netherlands
Austria	Greece	Norway
Belgium	Hungary	Pakistan
China	India	Slovakia
Denmark	Indonesia	Slovenia
Ecuador	Ireland	Sweden
Estoria	Kenya	Switzerland
Finland	Malaysia	

## NGOs (Non Governmental Organisations)

Federation of Associations for Hunting and Conservation of the EU (FACE)  
BirdLife Denmark / Danish Ornithological Society  
German Association for Game Protection / Deutscher Jagdschutz-Verband  
Greek Biotope / Wetlands Centre (EKBY)  
National Association of Regional Game Councils (Ireland)  
BirdLife Netherlands / Vogelbescherming Nederland  
Nigerian Conservation Foundation  
Swedish Birdlife / Sveriges Ornitologiska Förening  
BirdLife Switzerland / Schweizer Vogelschutz (SVS)  
Royal Society for the Protection of Birds (RSPB), (United Kingdom)  
British Association for Shooting and Conservation (BASC) (United Kingdom)

# Offices and their directors

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### Africa

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# Partnerships

- African-Eurasian Waterbird Monitoring Partnership
- Avian Influenza Task Force (Scientific Task Force Avian Influenza and Wild Birds)
- Bogor Agricultural University, Indonesia
- Climate Action Network
- Coalition of NGOs cooperating on European Biofuels
- Deltares
- Dutch WASH Alliance: consortium of Simavi, Akvo, AMREF Netherlands, ICCO, RAIN, WASTE & 6 thematic partners
- East Asian - Australasian Flyway Partnership (EAAFP)
- Ecosystem Alliance: Both Ends, IUCN NL
- Ecosystem Climate Alliance (ECA): Australian Orangutan Project, Environmental Investigation Agency (EIA), Forests of the World, Global Witness, Humane Society, Rainforest Action Network (RAN), Rainforest Foundation Norway, Rainforest Foundation UK and the Wilderness Society
- European Habitat Forum: alliance of major European NGOs (IUCN, WWF, BirdLife International, CEEWEB) with interest in the EU Biodiversity Policy
- Food and Agriculture Organisation
- Indonesian Government Centre for Marine Resource Survey
- Indonesian Ministry of Forestry
- Mangroves for the Future
- Mediterranean Wetlands Observatory
- MedWet
- Migratory Birds for People Programme: Staatsbosbeheer (NL) and Wetlands Link International (WLI - UK)
- Michael Succow Foundation
- Ministry of Marine Affairs and Fisheries, Indonesia
- Netherlands Water Partnership
- Nile Basin Initiative
- Partners for Resilience: Red Cross, Cordaid, RCCC and CARE
- Partos
- Permian Global
- Reducing Emissions from Deforestation and Degradation (REDD) - platform Netherlands
- Regional Program for Conservation of the Coastal and Marine Zone of West Africa (PRCM): WWF, IUCN, CSRP and FIBA
- Schokland Treaty: 15 partners from private sector, NGOs, donors and the government of the Netherlands
- Shell
- The Nature Conservancy
- Total Exploration and Production Uganda
- Wageningen University
- Wings Over Wetlands Partnership for Conservation of Migratory Birds and their Habitats: Birdlife International, African Eurasian Waterbird Agreement Secretariat, Ramsar Convention Secretariat and UNEP-WCMC

# Associate Experts

Alan Johnson  
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Arina Schrier  
Bart Fokkens  
Delmar Blasco  
Derek Scott  
Gerard Boere  
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Mike Ounsted

Rebecca d’Cruz  
Pablo Yorio  
Roberto Schlatter  
Sansanee Choowaew  
Simon Delany  
Steven de Bie  
Tim Dodman  
Tim Jones  
Tunde Ojei  
Bob Waisfzys  
Szabolcs Nagy  
Bernard Mercer

# Specialist Groups

Cormorant Specialist Group  
Crane Specialist Group  
Divers and Loons Specialist Group  
Duck Specialist Group  
Flamingo Specialist Group  
Freshwater Fish Specialist Group  
Goose Specialist Group  
Grebe Specialist Group

Heron Specialist Group  
Stork, Ibis & Spoonbill Specialist Group  
Swan Specialist Group  
Threatened Waterfowl Specialist Group  
Wader Specialist Group  
Waterbird Harvest Specialist Group  
Wetland Restoration Specialist Group  
Woodcock & Snipe Specialist Group

All of the above Specialist Groups except the ones on Waterbird Harvest and Wader and Wetland Restoration, are coordinated jointly by Wetlands International and the IUCN Species Survival Commission.

# Donors

## Intergovernmental organisations and international initiatives

European Union  
Humanitarian Innovation Fund  
Global Environment Facility (Small Grants Programme)  
Ramsar Convention Secretariat  
United Nations Environment Programme (UNEP)  
United Nations Development Programme (UNDP)  
World Tourism Organisation (UNWTO)

## Governments

CIDA  
Canadian Wildlife Service  
China Ministry of Environment  
China Fujin City Government  
Danida  
Embassy of the Kingdom of the Netherlands in Bamako  
Embassy of the Kingdom of the Netherlands in Dakar  
Embassy of the Kingdom of the Netherlands in Moscow/  
Matra Programme  
French Ministry of Ecology and Sustainable Development  
German Federal Ministry for the Environment,  
Nature Conservation and Nuclear Safety  
Japan Fund for Global Environment (JFGE)  
Japan Ministry of the Environment  
Kreditanstalt für Wiederaufbau (KfW)  
National Hydraulic Institute Malaysia  
Netherlands Ministry of Foreign Affairs (DGIS)  
Norwegian Agency for Development Cooperation (Norad)  
Senegal Government  
Swiss Federal Office of the Environment (FOEN)

## Private sector

### Corporations

Antea  
Permian Global  
PT MUARA WISESA SAMUDRA  
Danone Argentina  
Environmental Resources Management (M) Private Limited

## Trusts & Foundations

MAVA Foundation  
RHP Foundation  
Adessium Foundation  
Arcadia Fund  
AVINA Americas  
Synchronicity Earth  
Stichting Otter Fonds  
Ecoshape  
Climate and Land Use Alliance - Indonesia programme

## Non-governmental organisations

BirdLife International  
Deltares  
CARE Nederland  
IUCN National Committee of the Netherlands  
Michael Succow Foundation  
WWF China



# Corporate Social Responsibility

Wetlands International strives to act in her daily operations in a sustainable and socially responsible way. In our office in the Netherlands, we stimulate our employees to use public transport and all flights booked are compensated for their CO<sub>2</sub> emission. In 2013 300,652 ton CO<sub>2</sub> emission has been compensated with Gold standard credits according to the Golden Standard of the Climate Neutral Group. This is a reduction of almost 80 tons due less flight bookings. Besides offsetting CO<sub>2</sub> emission, we also work to reduce our ecological footprint. With the launch of our new visual identity we have tried to publish as much as possible our revised

communication materials online and only essential stationary material has been printed. We have increased the use of e-meetings and online seminars. This contributed to a reduction in the amount of air travel needed.

We also take corporate social responsibility (CSR) principles into account when evaluating and ordering facilitation suppliers for our office, like paper and catering. We have an automatic saving light system. Our office waste is separated for recycle purposes.



Mudskipper, Indonesia

# Future outlook

We started 2014 with a fresh and modern logo and visual identity linked to a brand strategy that was developed in 2012-2013. The brand process has been invigorating for the organisation and it symbolises our intentions to contribute to shaping a world that is fit for both nature and people.

We learned from the brand strategy consultations that the appreciation for the work of our organisation is widespread and deep. However, we suffer from being poorly visible - and our stakeholders urge us to reach higher ambitions in terms of bringing our experience forward to influence others. In 2014 we plan to step up our efforts to document and communicate our achievements and innovations - and to engage in dialogue with those who we believe should or could be allies in our mission - with a view to gaining resources to extend and upscale our impact in the coming years. The success of our resource development efforts will be critical. We need to make significant steps in broadening our donor base and acquiring commitments for multi-year funding that enables us not only to implement wetland solutions on the ground, but also to use our knowledge and experience in policy and lobby work at different scales. While we see many prospects for developing our role and influence in all regions, reaching out to these opportunities with a limited staff resource remains a challenge. We therefore aim to maximise our chances through working ever more closely with our members, allies and individual champions of our work.

We look forward to engage and consult our members and stakeholders in the process of reviewing and refreshing our Strategic Intent for the period 2015-2025 and the setting of new targets for 2015-2020. This will provide an opportunity to reflect on our past achievement, strengths and weaknesses, to reset our compass and to leverage further engagement and support of partners, members and donors. The Global Members Meeting to be held in Rotterdam in September 2014 will be a key moment in this respect.

## Stay in touch

Receive our news:  
[www.wetlands.org](http://www.wetlands.org)

For more information:  
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 Wetlands International

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