

Wetlands International Annual Report and Accounts 2011



Index	Page
Acronyms	3
From the CEO	4
Introduction to the organisation	5
Annual report Wetlands International network	6
1. Report of the Supervisory Council and Board of Association	6
2. The Strategy of Wetlands International	7
2.1. Strategic Intent	7
2.2. Themes and Collective targets	8
3. Results	9
3.1. Results Collective Targets per theme	9
3.2. More results	22
4. Communications	24
5. Resource Development in practice	25
6. Functioning of the global organisation	27
7. Financial overview of the global organisation	29
8. Annual accounts	30
Annex 1: List of projects	46
Annex 2: List of Publications 2011	49
Annex 3: Accountability statement	52
Supervisory Council & Board of Association	55
Management board of Stichting Wetlands International	58
Members of the Association	59
Wetlands International's offices and their directors	60
Partnerships	64
Specialist Groups	65
Associate Experts	65
List of donors	66
Future outlook	67

Acronyms

AEWA	African–Eurasian Migratory Waterbird Agreement
AHFR	Ayer Hitam Forest Reserve (Malaysia)
ArcGIS	Arc Geographic Information Systems
BIOMAC	West African Marine and Coastal Biodiversity Network
CBF	Central Bureau for Fundraising (of the Netherlands)
CITES	Convention on International Trade in Endangered Species
CBD	United Nations Convention on Biological Diversity
CBO	Community Based Organisation
CDA	Chilika Development Authority (India)
CO ₂	Carbon Dioxide
CSN	Critical Site Network
CSR	Conservation Status Review
DIPECHO	Disaster Preparedness Programme of the European Commission's Humanitarian aid and Civil Protection Directorate General
EPA	United States Environmental Protection Agency
EA	Ecosystem Alliance
EC	European Commission
ERC	Ecosystem Restoration Concessions
EU	European Union
FIBA	International Foundation of Banc d'Arguin
GHG	Greenhouse Gas
GIS	Geographic Information Systems
ICFO	International Committee of Fundraising Organisations
INAT	Institut National Agronomique de Tunisie
IND	Inner Niger Delta
IT	Information Technologies
IUCN	International Union for Conservation of Nature
IWC	International Waterbird Census
IWRM	Integrated Water Resource Management
KKMN	National Mangrove Committee (Indonesia)
MPA	Marine Protected Area
Mt	Megatonne
NBA	Niger Basin Authority
NGO	Non-Governmental Organisation
OMVS	Senegal River Basin Organisation
OPIDIN	Inner Niger Delta flood prediction tool
PfR	Partners for Resilience Alliance
PRCM	West African Regional Marine and Coastal Conservation Program
REDD Countries	Reducing Emissions from Deforestation and Forest Degradation in Developing Countries
RSIS	Ramsar Site Information Service
RSPO	Round Table on Sustainable Palm Oil
RTRS	Round Table on Responsible Soy
SC	Supervisory Council
SLBP	Sustainable Livelihoods and Biodiversity Project (Nigeria)
UKP4	President's Special Working Group on Development Control (Indonesia)
UNFCCC	United Nations Framework Convention on Climate Change
UPEN Pahang	Pahang State Economic Planning Unit (Malaysia)
US	United States of North America
VCS	Verified Carbon Standard
WASH	Water supply, sanitation and hygiene
WHSRN	Western Hemisphere Shorebird Reserve Network
WPIAT	Wetland Pre-Impact Assessment Tool
WWF	World Wide Fund for Nature

From the CEO

2011 was a turbulent and challenging year politically and economically across the globe. While our funding and ability to work in some countries was affected, Wetlands International took some big strides forward, including starting to implement three new 5-year programmes in West and East Africa, South and Southeast Asia and Latin America. The three programmes are supported by DGIS funding from the Netherlands, and will enable restoration and wise use of wetlands, while improving the livelihoods and resilience of the poor and building capacity of local civil society groups. These programmes brought new partners from the humanitarian and water and sanitation sectors, leading to some innovations in approach, gave our offices the chance to build and lead national programmes and strengthened our own inter-office collaboration. Additionally, they provided a kick start to build a significant, permanent presence in Central America and East Africa.

It was noticeable in 2011 that the relevance and usefulness of our innovations and expertise in connecting science, policies and practice at different scales became more strongly apparent and recognised by others. Our new ten year outlook and Strategic Intent (2011-2020) was adopted in Edinburgh in February by our members with good enthusiasm. It since received very positive feedback from our stakeholders in all regions and it provided a very good basis on which to further explore and develop a branding strategy for the organisation, which will be finalised and taken forward in 2012.

With growing confidence in our distinctive approach and niche, we have become more active (and more sought after) in dialogue with other sectors, for example engaging in debate about “water grabs” and the role of environment in tackling the conflicts inherent in the energy-food-water nexus. From the Achievements section that follows you can see how our long term efforts in stakeholder engagement, field programmes and knowledge building like the Inner Niger Delta (Mali), Chilika and Loktak lakes (India) and the peat swamp forests of Indonesia resulted in policy changes at the basin and national levels. These examples have global significance and provide insights that are highly valuable in other places and regions. Most notably, our intense efforts over the last years on peatlands and CO2 emissions led to some very significant policy shifts in 2011 that provide barriers to unsustainable biofuel production and trade and powerful incentives for peatland conservation and restoration in both developed and developing countries.

While Wetlands International was very busy in developing and implementing its programmatic work, we also were active in terms of institutional development, defining and resourcing an implementation plan for the whole network and achieving the much sought after CBF seal of approval for good management in the Netherlands. We responded to feedback from our members by carrying out a thorough review of membership in order that we can address concerns and refresh and update our approach to membership in future years, in line with our brand, our ambitions and the expectations of our stakeholders.

Once again, I would like to thank all our members, partners, supporters and donors for your continued, vital support in helping the organisation to rise to the challenges we face in our mission to restore and sustain wetlands. Precious wetland biodiversity and millions of people are benefitting from this!

Jane Madgwick

Introduction to the organisation

Wetlands International is an independent, not-for-profit, global organisation supported by government and NGO membership from all continents of the world, a specialist expert network and volunteers. Through collaboration with governments, civil society organisations and corporates we are able to work in more than 100 countries.

Wetlands International's wants to sustain and restore wetlands, their resources and biodiversity and envisages a world where wetlands are treasured and nurtured for their beauty, the life they support and the resources they provide.

We work through a network of regional, country and project offices - in Europe, Africa, South, East and North Asia, Oceania, and Latin America; with our main office in the Netherlands.

The Wetlands International office in the Netherlands is registered as the *Stichting Wetlands International* and as part of this, guides and supports the work of the office network. Legal entities are established in each region to develop and implement our programmes and to nurture regional and national partnerships. By formal agreement, the network offices contribute to develop and implement the same global strategy, are accountable for performance against the collective targets and adhere to a common set of policies and operational standards.

The association, *Vereniging Wetlands International*, enables governmental and non governmental membership to the organisation and adopts the long term strategy of the organisation.

Annual Report Wetlands International

1. Report of the Supervisory Council and Board of Association

For Wetlands International 2011 was a significant year. Our future focus and direction was set out in the Strategic Intent 2011-2020, as a result of a rich dialogue between our office network and our stakeholders in all regions of the world. In this document, we defined the appropriate direction, focus and approach for the organisation to take in order to bring the biggest positive impact for wetlands. The Strategic Intent was discussed, enriched and formally adopted by the face-to-face General Members Meeting which took place in February 2011 in Edinburgh, Scotland, where we were kindly hosted by the Scottish Government. Following this, regional strategies were developed as well as an organisational development plan, to enable implementation.

The triennial face-to-face General Members Meeting was followed by the Symposium *Wetlands matter: valuing wetlands in a changing climate* in which besides the member delegates, also other representatives of governments, civil society and research centres from all regions of the world participated. During the year, members provided well taken advice on the brand strategy in development and they engaged in the review of and possibilities to update our membership. A second, electronic, General Members Meeting took place in which the Annual Plan and Budget 2012 as well as the Annual Report and Accounts of 2010 were adopted.

Furthermore, the Dutch CBF (Central Bureau for Fundraising) Seal of Approval was obtained by the *Stichting Wetlands International*; which is an acknowledgement of trustworthiness and management quality. The seal gives reassurance to potential donors and also enables the organisation to apply for non-allocated funds from the Dutch National Postcode Lottery.

Following an amendment of the Statutes of the *Stichting Wetlands International* in 2011 the number of members was reduced, to enable a stronger focus on governance and more active engagement of all members. The Supervisory Council has been reinforced with a new Chair and Vice Chair (also Chair and Treasurer of the Board of Association) and three new members. The Council and Board now include members with wetlands knowledge, a history of engagement with the organisation in different regions, excellent networks in the private sector, governments and NGOs, experience in conservation, development, governance, resource development, financial management and communications.

As is required by CBF regulations, all members have informed of any relevant (side) positions they hold. The Supervisory Council and Board of Association met twice during the year, joined by the Management Board. Progress, risks and opportunities in relation to the portfolio of programmes were discussed in addition to the financial situation and prospects of the organisation. The Annual Plan 2012 was adopted. Furthermore, the new Council and Board members attended the annual meeting of the Senior Management of the organisation including all Heads of Offices for a full day in the headquarters. And a delegation of the Council participated in the recruitment of the new Chief Operations Officer. In addition, several informal consultations between the Management Board and Council members contributed to a meaningful engagement with the organisation.

The Supervisory Council conducted a self-evaluation and has been actively ensuring continuity by adapting their retirement schedule.

The Council and Board take great interest in the substance of Wetlands International's work and its members plan to visit projects in the field in different regions. They note with pride the global results and outcomes as described in this Annual Report in relation to our strategic targets.

2. The Strategy of Wetlands International

2.1 The Strategic Intent

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 financing targets for the period of the strategy were defined.

2.2 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 CO2 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.”

Theme 5 – 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.”

3. Results

3.1. Results Collective Targets per theme

Wetlands International continued to make substantial progress towards securing the world's important wetland resources in 2011. We work with our many international partners in diverse regions towards our twelve Collective Targets spread over five themes – as we highlight below.

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.”

Achievements:

New alliances starting five-year programmes in 14 countries

Two new alliances were established in 2011 and the implementation started of five-year programmes on the wise use and restoration of ecosystems to support sustainable livelihoods for local people and to create more resilient communities.

Ecosystem Alliance

In the Ecosystem Alliance (EA), Wetlands International is working with IUCN and Both ENDS and their local partner networks in Argentina, Kenya, Senegal, Democratic Republic of Congo and Indonesia on the sustainable use of ecosystems where wetlands represent a major asset base for people's livelihoods. Together we work to improve the livelihoods of the poor and support the crafting of an inclusive economy, through participatory and responsible management of ecosystems. The alliance and its local partners focus on policy reform, development and implementation at national and sub-national levels. For example in the field of land-use planning, integrated river basin and wetland management, recognition and protection of local (community) rights of access and control over natural resources, participatory conservation and the promotion and adoption of corporate social responsibility policy and practice in developing countries. Specific achievements of this alliance are described under Collective Targets 7 and 12.

Partners for Resilience

In Partners for Resilience (PfR), Wetlands International works with partners Red Cross, CARE, Cordaid and the Red Cross/Red Crescent Climate Centre and their local offices and partners in Guatemala, Nicaragua, Mali, Kenya, Uganda, Ethiopia, India, Indonesia and the Philippines to strengthen community resilience in view of increased disaster risks, effects of climate change and environmental degradation. Together, the partners also run a global programme to support up-scaling of successful approaches used in country programmes. The specific achievements in 2011 per country programme are reported under Collective Target 10 that focuses on community resilience.

Integrated management of Tasik Chini Lake, Malaysia

Tasik Chini is the second largest natural lake in Malaysia, but over the years has suffered from poor resource planning and management, causing serious environmental degradation. The damming of Sungai Chini has impeded the seasonal migration of fish and degraded the peat swamp forest surrounding the lake. Our Malaysia team provided recommendations in the management plan for the Pahang State Economic Planning Unit (UPEN Pahang) and the Drainage and Irrigation Department to implement and monitor the planned development activities at Tasik Chini. This plan aims to ensure the sustainable use of Tasik Chini not only for eco-tourism, but also as the source of livelihoods for the Jakun tribe living in the area that for generations have relied on the surrounding forests.

Alternative livelihoods and Marine Protected Area (MPA) designation for Yawri Bay, Sierra Leone

Our team in Sierra Leone supported the Yawri Bay communities in developing alternative small-scale livelihood activities to counteract overfishing and destructive fishing practices (dynamite fishing), which have been degrading the natural richness of the bay. To counter these practices we launched and financed several small-scale, sustainable livelihood alternatives for local people. These include a rice mill, rehabilitation of classrooms as training centres, clearing of blocked canals to permit the irrigation of rice and building fish-smoking kilns. These improved smoking ovens reduce fish-smoking time from three days to one and use six times less wood – resulting in reduced deforestation and health hazards – compared to traditional fish-smoking techniques. Additionally, we began working with parliamentarians in Sierra Leone to designate Yawri Bay as the country's first Marine Protected Area.

Project: Pilot Project for Sustainable Coastal Zone Management in Sierra Leone 2008–2012

First steps of the Sustainable Livelihoods and Biodiversity Project (SLBP) in Nigeria's Niger Delta

The globally important wetland ecosystems of the Niger Delta have been degraded by human activities – including those associated with the oil industry – that change the structure, composition, integrity and health of the delta's wetlands. The consequences are severe for biodiversity and have resulted in a threat to the well-being of wetland-dependent communities, many of whom already live in poverty. Federal, state and local governments, the energy sector and local communities represented by civil society organisations all need to take account of actual and potential ecosystem values in development planning and implementation.

Through our collaborative partnership with Shell and intensive stakeholder engagement, the SLBP in the Niger Delta was designed to address these needs. In 2011 we confirmed the focus and objectives, built the knowledge base, set the policy framework and identified relevant partners and stakeholders for our work. We also designed an appropriate and effective operational project structure and initiated the establishment of the in-country logistical base.

Project: Sustainable Livelihoods and Biodiversity Project, Nigeria's Niger Delta 2010–2014

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.”

Achievements:

Protecting the West African manatee

The West African manatee (*Trichechus senegalesis*) is a large aquatic mammal occurring in rivers, estuaries and other coastal wetlands of West Africa, and is widely threatened across its range. Our work with the Senegal River Basin Organisation (OMVS) led to the modification of current and planned dams along the Senegal River, and reduced the risk of manatees becoming trapped. Not a single manatee was reported trapped in 2010 and 2011 in Matam, Senegal. Additionally, an early warning system for stranded manatees was set up along migration routes in the Senegal River.

Our advocacy efforts contributed to the development of national and transboundary policies, plans and projects to save the manatee by the Governments of Guinea Conakry, The Gambia, Senegal and Sierra Leone. A regional database on manatee sightings has also been established. Furthermore, in Sierra Leone the new Fisheries Act recognises the need to protect the species and sets out legal

consequences for killing manatees. In Senegal and Sierra Leone, two community reserves have been created for the manatee.

Project: Conservation of the West African Manatee 2008–2012

Critical Site Network (CSN) Tool shows key sites for waterbird conservation

The CSN Tool is an open-access online resource to support the conservation of 294 species of waterbirds and the important sites on which they depend in Africa, western Eurasia and northeast Canada. It is designed to help a range of different users, from site managers to national authorities, international organisations and the corporate sector, access information on waterbirds and the sites on which they depend. Launched in 2010, it was updated in 2011 with new functionalities. The CSN Tool was greatly appreciated by users within the region, for example by winning first prize of the [ESRI/SCGIS International Conservation Mapping Competition](#) in the category Best Interactive Web Map from over 100 entries representing countries and projects from around the world. [Visit the CSN Tool](#).

Project: Preparation of AEWA Site Projection Report 2011

Shorebird conservation in Patagonia

Migratory shorebirds average just two-thirds the size of a pigeon, yet they have some of the longest migration routes in the world, flying thousands of kilometres each year between their nesting and non-breeding grounds in North and South America, including Patagonia. In 2011, Wetlands International developed the first Recovery Plan for Shorebirds in Patagonia, in partnership with the Western Hemisphere Shorebird Reserve Network (WHSRN). Working with experts and government representatives in the WHSRN we can now identify and promote the designation of new reserves in Argentina and Chile.

Project: Plan de Recuperación para Aves Playeras en la Patagonia 2010–2011

Waterbird conservation in Hangzhou Bay, China

In China, we led the development of the Ecological Management Plan for the Hangzhou Bay Wetland Centre. The team carried out waterbird surveys along Hangzhou Bay, including in the Hangzhou Bay Wetland Centre area, and provided technical assistance and training for the managers and staff of the Wetland Centre in implementing the management plan. The implementation of the management plan resulted in the designation and establishment of Hangzhou Bay Wetland Centre within the National Wetland Park and the creation of a high-tide roost site and shallow-water feeding area. As a result the area saw 2.5 times more species in June 2011, compared to the 2006–2008 baseline, including 13 globally endangered species.

Project: Annual Review and Assessment of Ecological Management of Hangzhou Bay Wetland Centre 2012–2013

Conserving nature in the South Bug River Basin, Ukraine

Wetlands in the Ukraine and their biodiversity are being degraded by unsustainable water management and agricultural practices. To counter the lack of information on wetlands and their ecological networks, our Black Sea team collected new data on the distribution and status of protected animal and plant species in the South Bug River Basin. Based on this information, a series of eight new 'Zakaznik' protected areas were designated by local authorities, covering a total of more than 3,500 ha. New information on rare species was used in the 3rd edition of the Red (List) Data Book of Ukraine, supporting the strengthening of the protected areas network.

Project: Towards Integrating Wetland Biodiversity Conservation with Water and Agricultural Management in Ukraine. A Pilot in the South Bug River Basin 2009–2011

Strengthening the Ramsar Site Information Service (RSIS)

The RSIS and online searchable Ramsar Sites Database ensure high visibility and access to information on the Ramsar 'jewels in the crown' of the now over 2000 Wetlands of International Importance (Ramsar sites). It provides links to a range of information products which can support the further identification and designation of Ramsar sites and the application of designation criteria.

In 2011 we improved access to the available information on Ramsar sites to provide users with full access to not only all Ramsar information sheets and maps, but also to additional information such as species annexes, management plans and the Ecological Character Descriptions of Ramsar Sites. In addition, interested viewers now have access to better spatial information through downloadable ArcGIS files or through Google Earth. Finally, users can now also use a dynamic mapping tool, allowing them to generate their own tailor-made maps.

Project: Ramsar Site Information Service (RSIS)

Collective Target 3

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

Achievements:

Wetland inventory in the La Plata Basin

The wetland corridor of the Paraná and Paraguay River Basin constitutes the largest continuous wetland system in the world, stretching from the northern limit of the Pantanal to the Río de la Plata (3,500 km free of dams). However, this wetland corridor is facing major threats due to river modification, leading to biodiversity loss. Our Argentina team established a new partnership with the Argentine Secretary of Environment and Sustainable Development, the San Martín National University and wetland experts to prepare an inventory of the Paraná–Paraguay fluvial wetlands corridor (La Plata Basin). This inventory will form the basis for improving wetland management and conservation by the governments of seven provinces of Argentina. This is the first time that the theoretical framework developed for wetland inventory in Argentina has been put into practice.

Project: Inventario de los Humedales del corredor Fluvial Paraná-Paraguay 2011–2012

Enhancing management effectiveness of Chilika Lake, India

Chilika Lake is the largest coastal lagoon in India and the second largest in the world, as well as the largest non-breeding ground for migratory waterbirds on the Indian sub-continent. The lake sustains more than 150,000 fisherfolk and is the first Indian wetland of international importance designated under the Ramsar Convention. Our South Asia team prepared the Integrated Management Plan for Chilika Lake in consultation with stakeholders, building on the existing knowledge base. This plan is aimed at conserving the lake's biodiversity and ecological character. The team scrutinised the current management practices and identified measures to enhance the effectiveness of wetland management by the Chilika Development Authority.

Project: Integrated management planning for Chilika 2010–2011

West Africa's Network for Marine and Coastal Biodiversity (BIOMAC)

We coordinate BIOMAC within the Regional Programme for Marine and Coastal Area Conservation (PRCM) in West Africa, covering seven countries. Through BIOMAC, 10 national park agents from The Gambia and Senegal successfully completed a two-week dolphin monitoring course in Toubacouta, Senegal during May and June that included training in data collection techniques. These staff members continue to monitor and make inventories of dolphins in the Saloum Delta.

Project: West African Marine and Coastal Biodiversity Network (BIOMAC) 2008–2012

Collective Target 4

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

Achievements:

International Waterbird Census (IWC)

In mid-January each year, bird enthusiasts, wetlands specialists and conservation park agents all over the world participate in an annual bird count under the framework of the IWC. Wetlands International coordinates the census and provides support to the national coordinators. In 2011, we provided training to bird counters on the use of equipment and counting methodology before they were sent out in teams. For example, in the Senegal River Delta, Wetlands International partnered with tens of volunteers as well as park agents from the Djoudj National Park Bird Sanctuary to carry out the bird counting exercise. In Kenya, counts took place at Lakes Bogoria, Elmenteita, Naivasha, Oloidien, Nakuru and Magadi and some smaller wetlands around Nairobi.

Project: International Waterbird Census 1954 – ongoing

Strengthening the IWC in the Black Sea

The coastal wetlands of the Black Sea region are important for millions of waterbirds that over-winter each year in the region. In 2011, IWC long-term data, infrastructure and methodology were analysed for Ukraine, Georgia and Turkey. Based on this analysis, and using IWC methodology, the first simultaneous counts of migratory water birds were conducted at key Azov–Black Sea coastal wetlands in these three countries. In addition to publishing existing information on migratory waterbirds, our Black Sea team also strengthened the network of counters by conducting training and involving new, mainly young, people. This has led to an improvement in IWC methodology and organisational infrastructure and the extension of IWC counts into the migratory season. These extended counts provide us with new information on waterbirds and important wetlands, resulting in more scientifically sound data.

Project: Black Sea Stopover 2009–2011

Fifth edition of the African–Eurasian Migratory Waterbird Agreement (AEWA) Conservation Status Review (CSR)

Wetlands International periodically collates a technical report for AEWA management, summarising the conservation status of all waterbirds covered by the agreement. This serves as the sole reference for all the Contracting Parties. In 2011, for the first time, waterbird populations were assessed across their flyways instead of in arbitrary regional divisions. There were some improvements among the 533 biogeographic populations of 255 species assessed, primarily in Europe. We concluded that 40% more waterbird populations are declining than increasing. The main threats are climate change, biological resource use including not only hunting but also other forms of waterbird exploitation, by-catch, forestry and agriculture.

Project: Preparation of AEWA Conservation Status Review 5th edition 2011

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”

Achievements:

Inclusion of Sahelian floodplains in water management in Mali

The Niger River is the lifeline for the Sahelian zone and provides the necessary water for the annual flooding of the Inner Niger Delta in Mali, the livelihoods of its inhabitants, and biodiversity. However, upstream infrastructure to support food and energy security, plans to intensify agriculture within the delta and the prospect of climate change threaten this crucial water flow. In 2011, our Mali team and our research partners in the Netherlands and Mali provided knowledge and expertise and advised on the process of developing the 'Sustainable Development Plan for the Inner Niger Delta'. This plan now provides a blueprint for balancing water use for the multiple ecosystem services supporting the livelihoods of the 1.5 million people that depend on the delta for its fish and water for agriculture, cattle and household usage.

Project: Sustainable Development Plan for the Inner Niger Delta 2011–2020

Promoting the basin approach, biodiversity and civil society involvement in management of the South Bug River Basin, Ukraine

In the Ukraine, we promoted the inclusion of civil society and biodiversity conservation in decision-making on water management. Traditionally, there is little public involvement in policy development, and water issues do not include those relevant to biodiversity and the ecological network that is being developed. Throughout the South Bug River Basin we held 12 round-table meetings and a conference, involving many stakeholders, to prepare the Strategic Action Plan on Integrated Water Resources Management, Biodiversity Conservation and Sustainable Agriculture in the South Bug River Basin. This integrated plan was approved by the Basin Council – which includes local and regional authorities, water management sector, NGOs and other stakeholders – and is an innovative body equipped with tools and financing aimed at long-term sustainable water management in the basin.

Project: Towards Integrating Wetland Biodiversity Conservation with Water and Agricultural Management in Ukraine. A Pilot in the South Bug River Basin 2008–2011

Integrated water management in the Mujib River Basin, Jordan

In water-scarce Jordan, the biodiversity-rich Mujib Reserve suffers water shortages because the Mujib River dam supplies drinking water to the capital Amman and irrigation along the valley. We promoted dialogue between the government and civil society to assist the development of an integrated management plan for the Mujib Nature Reserve and a local water strategy. An assessment of the impact of the Mujib Dam on biodiversity in the Mujib River Basin in Jordan was also completed. As a result, the Jordanian Government has committed to develop an integrated river basin plan for the Mujib in the future covering not only the reserve but the entire Mujib River Basin.

Project: Engagement of Civil Society in Wetlands and Water Resources Management in the South and East Mediterranean 2009–2012

Monitoring protocol and civil society involvement, Sebou River Basin

By supporting our local partner, WWF Morocco, we promoted the conservation of the Sebou River Basin by establishing the Green Platform, composed of NGOs, local communities and research institutes, and a freshwater monitoring protocol together with the Sebou Basin Agency. This monitoring protocol serves as an important tool for guiding the different practices along the river basin, integrating biological and ecological indicators. It was adopted by the agency, making the basin the first in Morocco to adapt the EU Water Framework Directive to its local context.

Project: Engagement of Civil Society in Wetlands and Water Resources Management in the South and East Mediterranean 2009–2012

Water resource allocation decision-making tool for Lake Ichkeul, Tunisia

Lake Ichkeul is the last of a chain of shallow brackish to freshwater lakes, which once extended all along the North African seaboard. It is a key stop-over site for migratory birds. Infrastructure built around the

lake for water supply and irrigation is changing the lake's ecological character making it more brackish and less valuable for biodiversity. To improve the balance of water use, our Mediterranean team supported the Institut national agronomique de Tunisie (INAT) in developing a water resource allocation decision-making tool for the lake involving local communities, research institutes, NGOs and governmental decision-makers. The tool, using research models and scenarios, assures equitable use of water resources by local communities and biological diversity through a participative approach.

Project: Engagement of Civil Society in Wetlands and Water Resources Management in the South and East Mediterranean 2009–2012

Balanced water policy for Loktak Lake, India

The functioning of Loktak Lake in northeast India has long been affected by unsustainable water use for hydropower. This has led to degradation of the lake's unique ecology, affecting the habitat of a globally-endangered ungulate species and loss of livelihood support for local communities living in and around the lake. Over the past three years our South Asia team has developed the water policy for Loktak Lake in consultation with the hydropower company, State Government agencies, civil society organisations, fisherfolk and farmers, which the Steering Committee of Manipur State Government has now agreed to implement. The policy balances water use for hydropower production with the requirements of maintaining wetland biodiversity and supporting community livelihoods.

Project: Water Allocation Policy for Loktak Lake 2011–2013

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.”

Achievements:

Preventing transmission of water-related diseases in the Inner Niger Delta, Mali

Communities living in the Inner Niger Delta in Mali are among the most vulnerable in the world to waterborne disease. Our Mali team headed a consortium of international institutions developing best practices for sanitation, waste disposal and water supply from which communities in other rural districts, such as Macina, Kolongo, Kokry, Mopti, Konna and Youwarou also benefited. Furthermore, by implementing environmental solutions that prevent transmission of water-related diseases we protected 134,000 people from malaria, schistosomiasis and diarrhoea. We provided clean drinking water, improved management of solid and liquid waste, improved latrines, and the management of invasive weeds.

Project: WETwin 2009–2011

Water provision and wetland restoration in Lagunas de Guanacache, Argentina

The Ramsar site Lagunas de Guanacache is one of the poorest regions in the Mendoza Province of Argentina. Wetland restoration work by our Argentina Office provided a total of 400 households with improved access to water for their subsistence in pilot areas of this Ramsar site. This pilot work serves as the basis for future expansion and replication in other parts of the same Ramsar site.

Project: Conservación y restauración del Sitio Ramsar Lagunas de Guanacache, Desaguadero y del Bebedero 2010–2012

4. Theme – Climate

Collective Target 7

“At least 100 Mt of CO₂ emissions avoided by conserving and restoring wetlands”

Achievements:

Preventing peat fires and emissions in the Moscow Oblast, Russia

In 2011, a major peatland rehabilitation project was started in the Moscow Oblast (Province) with the objective of preventing peat fires and reducing emissions through hydrological restoration of 65,000 ha of degraded peatlands in former agricultural and peat mining areas. In the Oblast, 60% of the total of 151,600 ha of peatland was transformed by drainage for agriculture and other uses such as peat extraction. These peatlands are prone to fires, which in 2004 and 2010 resulted in smog events impacting on public health and economy, and causing significant carbon emissions. The project integrates peatland management for climate change mitigation (emission reduction), community development and biodiversity conservation. We established a partnership with the Succow Foundation, Greifswald University, the Russian Academy of Sciences and the Moscow Oblast authorities to provide technical and scientific advice and to develop and implement pilot and demonstration activities. In 2011, areas were identified for rehabilitation based on biophysical, socio-economic and legal assessments, and consultations with local authorities and communities were carried out. Together with partners we provided training in Germany for the Russian engineers involved.

Project: PeatRus – Restoring Peatlands in Russia for Fire Prevention and Climate Change Mitigation 2011–2015

Development of carbon projects for peat swamp forest conservation and rehabilitation

The Global Clinton Initiative gave us top-level recognition for our commitment to the restoration and conservation of the world’s wetlands, especially peatlands, for climate change mitigation. At the 2011 meeting we made this commitment in front of politicians, leaders of non-governmental organisations and other top-level invitees that came together to discuss the world’s most pressing challenges.

Establishing long-term restoration concessions

In Indonesia we identified and investigated over 10 potential sites for the establishment of long-term (60+ years) Ecosystem Restoration Concessions (ERC) in peat swamp forests, in collaboration with the private sector. ERCs would enable the management and rehabilitation of degraded tropical peatlands which – in addition to the benefits for wildlife, livelihoods and climate change mitigation – will generate carbon credits.

Identifying options for peatland conservation and restoration

Preliminary investigation of options for peatland rehabilitation projects in Brazil resulted in improved knowledge on occurrence of peatlands at some prospective sites. We held our first dialogue with the Brunei Government on options for collaboration on the sustainable management and conservation of Brunei’s peat swamp forests. In Malaysia, we commenced dialogue with relevant authorities in Sabah on potential carbon projects in peatlands and former oil palm plantations.

Measuring and accounting methodologies for carbon projects in peatlands

A multi-disciplinary expert team was established and commenced work on a greenhouse gas (GHG) monitoring, reporting and verification methodology for carbon projects in tropical peatlands compatible with the Verified Carbon Standard. In addition, we drafted a ‘Guideline for Community Engagement in Land Based Carbon Projects’ in line with the criteria and guidelines of the Climate, Community & Biodiversity Alliance. This alliance of NGOs promotes the development of land management activities that simultaneously deliver significant benefits for climate, local communities and biodiversity.

Project: Development of Carbon Projects for Peat Swamp Forest Conservation and Rehabilitation – ongoing

Indonesian Government regulations on peatlands, swamps and REDD+ Strategy

Our Indonesia office is recognised by a number of Ministerial bodies, including the President's Special Working Group on Development Control (UKP4), for its work on peatlands. Using this strong position to work with the government on promoting peatland conservation and rehabilitation, our Indonesia team provided crucial inputs to draft government regulations on peatlands and swamps that were in conflict with the Government Policy on Reduction of GHG Emissions. We pointed out that specific elements, such as the definition of 'degraded peatlands' according to a faulty drainage depth, need to be adjusted in the regulations. This would prevent the incorrect attribution of millions of hectares of peatland converted to oil palm and acacia plantations as 'undegraded', the legal possibility of further expansion of these plantations on peatlands, and accompanying emissions of more than 450 Megatonnes of CO₂. Furthermore, comprehensive input was provided to the open consultation process on Indonesia's National REDD+ Strategy to emphasise the need and options for addressing the disproportionately high emissions from peat swamp forest degradation.

Project: Ecosystem Alliance 2011–2015

Protection of the Ayer Hitam peat swamp forest, Malaysia

Our Malaysia team convinced the Johor State Government to permanently protect the last remaining peat swamp forest in Johor for its biodiversity and carbon storage functions. As a result, the Ayer Hitam Forest Reserve (AHFR) was gazetted as a State Park. This means that it is permanently protected by the State Government from being converted. Despite its small size of 3,797 ha, the AHFR is estimated to successfully sequester approximately 90,000 metric tons of CO₂ per year, based on a hydrological assessment of the site by our expert from the Indonesia team. The project has also triggered the State Government to look into more sustainable ways of managing the AHFR and surrounding areas.

Project: Ayer Hitam Restoration and Rehabilitation Project 2009–2012

Addressing palm oil production on peat

To prevent further expansion of palm oil production on peat and to promote more sustainable practices for existing plantations, Wetlands International continued to participate in the Round Table on Sustainable Palm Oil (RSPO – see also Collective Target 12) and its Peat Land Working Group. We led the science review on GHG emissions and other social and environmental impacts of oil palm plantations on peat soils and provided significant input to the 'Best Practice Manual for Existing Oil Palm Plantations on Peat'. We presented the results at the RSPO meeting in November 2011 in Kuala Lumpur, including recommendations for review of the RSPO Principles and Criteria to take account of the inherent unsustainability of plantations on peat, particularly in view of the enormous GHG emissions and soil subsidence that they cause.

In addition, we helped design an appropriate text providing formal guidance on implementation of the European Union's Renewable Energy Directive with regard to biofuels produced on peatlands that impact on previously undrained peat soils. Read more on this work under Collective Target 12.

Project: Ecosystem Alliance 2011–2015

Community-based mangrove restoration around the Pulau Dua Bird Sanctuary, Indonesia

Surrounding the Pulau Dua Nature Reserve in Sawah Luhur coastal village at Banten Bay, Wetlands International Indonesia rehabilitated 20 ha of degraded aquaculture ponds and 5 ha of buffer zone. Some 136,000 mangrove seedlings were planted by the local community under supervision and guidance from our Indonesia team, with a survival rate of more than 85% after the first year. The community now follows best practices on coastal aquaculture, which excludes the use of chemicals and introduces control on sediment removal to avoid GHG emissions and selective harvesting for commercial fishes only. This small-scale rehabilitation will offset about 10,000 tons of CO₂ by 2023 and serves as an example of Wetlands International becoming a carbon offsetter for the private sector. Furthermore, this community-based rehabilitation is an example to other pond owners in the area and is promoted to national and district governments.

The National Mangrove Committee (KKMN – see also Collective Target 9) chose our work as a showcase of coastal restoration combining poverty alleviation, and climate change adaptation and mitigation. The National Mangrove Working Group also chose it as a demonstration site integrating climate change adaptation for both human and bird populations, disaster risk reduction, poverty alleviation, for the protection of bird sanctuaries and villages against rises in sea level.

Project: The Banten Bay Carbon Offset Project – BBCOP 2008–2023

Collective Target 8

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

Achievements:

Inclusion of peatland degradation at the UNFCCC

Drained peatlands are currently responsible for some 6% of global anthropogenic CO₂ emissions. By rehabilitation and better management, peatlands can make a substantial contribution to reducing atmospheric GHG concentrations. Since 2005, Wetlands International has been the lead organisation in advocating for the recognition of peatland degradation in a new climate treaty by the UN Framework Convention on Climate Change (UNFCCC) and its Kyoto Protocol. The first tangible results of our policy interventions were achieved in Durban, South Africa, where Ministers of over 170 countries met in December 2011.

Incentive for emission reductions by rehabilitating drained peatlands in developed countries

Ministers agreed that from 2013 developed countries may choose to achieve their emission reduction targets by rehabilitating drained peatlands and count this towards meeting their GHG reduction commitments under the Kyoto Protocol. This is a great achievement, since emissions from peatlands in developed countries are at a similar level to that of forestry, but peatlands are found on only 0.5% of their land surface. In the 27 member states of the EU for instance, cropland management on organic soil is responsible for 77% of the emissions from all cropland. Accounting for emissions from drained peat soils is currently only voluntary, while we join countries and many environmental groups in calling for mandatory accounting.

Mandatory inclusion of organic (peat) soil emissions in accounting for REDD+

A second achievement for peat soils at the Durban conference was realised in REDD+, the mechanism for reducing emissions from tropical forests in developing countries. Peatlands in the tropics are also being drained and cut at an alarming rate which leads to massive and ongoing emissions. In Durban, Ministers adopted a decision which requires that countries that wish to participate in the REDD+ mechanism, must include organic (peat) soils and the activities that cause peatland degradation in their emissions baseline, when significant in terms of emissions. This baseline will be used to assess their emission reductions. This agreement will impact bilateral and multilateral investments in peatland conservation, restoration and more sustainable use in Indonesia and other tropical countries with significant peatlands.

Project: Ecosystems Alliance 2011–2015

Collective Target 9

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

Achievements:

Advocacy on Republic of Indonesia’s mangrove policies

Wetlands International Indonesia is an active member and Secretary of Indonesia’s National Mangrove Working Group. This status facilitates strategic influencing of governmental policymakers with regard to the restoration and conservation of mangroves. Indonesia’s Ministry of Forestry has allocated a special budget (known as DAK/Dana Alokasi Khusus) to restore 5,000 ha of coastal wetlands in 2012. To support the Ministry’s five-year target for 2013–2018 of 50,000 ha of restored coastal wetlands, our Indonesia team will develop an up-to-date coastal (mangrove) atlas from surveys of coastal areas of the islands of Java and Flores for future mangrove rehabilitation sites. The KKMN also chose our work around the Pulau Dua Bird Sanctuary as the showcase for mangrove restoration (see Collective Target 7).

Project: Mangrove Capital 2011–2014

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.”

Achievements:

Increasing community resilience to drought in the Inner Niger Delta, Mali

The Niger River flows through the extensive dry areas of the Sahel, providing a lifeline to people, their livestock and biodiversity along its course and in Mali’s Inner Niger Delta. Dam building and changing weather patterns due to climate change threaten the water flow of the river and the delta’s annual flooding. Through the development and availability of early warning tools (such as OPIDIN) by the Mopti regional committee, we increased the resilience of 10,000 community members to drought in the delta, and 60 villages are now better prepared on risk management. In addition, our Mali team developed and trained the regional committee to inform farmers, herders and fisherfolk about future flooding behaviour using these tools.

Project: Partners for Resilience 2011–2015; Afromaison 2010–2013

Building resilience in the Ewaso Ng’iro North River Basin

Cordaid, Netherlands Red Cross, Wetlands International and the Red Cross/Red Crescent Climate Centre worked closely together in the initial set up and carrying out of vulnerability assessments and capacity building initiatives within the Partners for Resilience (PfR) programme in Kenya. PfR will build resilience for 100,000–120,000 people who depend on the resources of the Ewaso Ng’iro North River Basin. Resilience means that communities will be able to bounce back after disasters, and prevent disasters becoming catastrophes.

Project: Partners for Resilience 2011–2015

Strengthening livelihood resilience in the Mahanadi Delta, India

The Mahanadi Delta in India covers a coastline of 200 km and is the ecological and socio-economic hub of the state of Orissa, supporting more than one-third of its population, 68% of which are farmers with a similar proportion of the population falling below the poverty line. Our South Asia office and its partners

Cordaid, NetCoast and CENDERT worked to equip 212 villages in the Mahanadi Delta – totalling 7,000 households – with a risk reduction plan, building on ecosystem management, disaster risk reduction and climate change adaptation approaches as a means of strengthening livelihood resilience. This is an innovative approach, as conventional intervention strategies for risk reduction in these villages, such as constructing embankments, barrages and dams for flood control, do not consider community livelihoods and natural infrastructure interactions in their design.

Project: Partners for Resilience 2011–2015

Bio-rights and green belts for coastal resilience in East Nusa Tenggara, Indonesia

Under Partners for Resilience, our Indonesia team has increased the resilience of communities in East Nusa Tenggara Province. This is one of Indonesia's most disaster prone areas – experiencing a tsunami, typhoons, flooding, landslides and droughts. We mobilised local communities in two villages to plant mangrove trees along their village as a coastal buffer against tsunamis and typhoons. We applied the 'Bio-rights' approach, in which local communities receive micro-credits for sustainable livelihood activities at a zero interest rate. In return the communities committed to participate in biodiversity conservation and environment rehabilitation activities. In addition, we worked with the local government on policies declaring a moratorium on mangrove conversion as well as promoting construction of more such 'green belts'. The initiative is currently extended to five other villages in two districts of East Nusa Tenggara.

Project: DIPECHO 2010–2011; Partners for Resilience 2011–2015

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.”

Achievements:

Downsized Guinean Fomi Dam good news for downstream Inner Niger Delta

The advocacy of our Mali team to the Guinean and Malian Governments, the Niger River Basin Authority and the African Development Bank has resulted in the significant re-design and reduction in scale of the planned Fomi Dam in the Upper Niger River in Guinea. Furthermore, a new commitment has been made to limit upstream off-takes and allow sufficient water flow to the delta from upstream dams. The water off-takes by dams and the Office du Niger extensive rice production area in Mali decrease water flow in the Niger River and impact downstream on the 1.5 million inhabitants of the Inner Niger Delta who need water for cattle, fisheries and agriculture.

Projects: Dams in the Niger River Basin 2010–2012; WETwin 2009–2011; OPIDIN 2009–2012

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.”

Achievements:

Denouncing deforestation for palm oil production in Sarawak, Malaysia

On World Wetlands Day, 2 February 2011, we presented our research on the rapid peatland-rainforest loss in the Malaysian state of Sarawak due to palm oil expansion. The study, carried out with the

satellite–remote-sensing company SARVISION, showed that the peat swamp forests of Sarawak will be lost within a decade if deforestation for palm oil continues at the current rate. All major global news agencies covered our story, followed by thousands of newspapers, websites and radio stations. This attention gave a boost to the discussion on the sustainability of palm oil production occurring within Malaysia, and at the RSPO (see also Collective Target 7). It also fed the discussions on the policies developed to tackle and account for the indirect impact on land use by biofuels, taking place in the US and EU.

Project: Ecosystem Alliance 2011–2015

Influencing biofuel policies inside and outside the EU

Biofuel production is leading to the loss of natural areas because of their conversion to feed stock production. It also has indirect land use impacts, like the loss of Amazon forests to cattle farms moving from their original lands due to expanding production of sugar cane-ethanol. As this process is now widely acknowledged, policymakers in Europe and the US are working on rules to only support bio-energy that truly has a net positive impact on the environment.

We closely analysed all studies and views presented by the European Commission regarding the policy development of these rules. By addressing shortcomings in some early studies we were able to provide input regarding the emissions from peatlands under palm oil production – which were accepted and used. Now not only the EU, but also the US Environmental Protection Agency (EPA) is using the very substantial emission figures we provided for palm oil production on peatlands. As a result, the EPA excluded palm oil from bio-energy subsidies. Policies regarding this in the EU are expected during 2012.

In June 2011, we analysed the seven certification schemes that certify ‘sustainable’ palm oil in the EU. We informed the European Commission about shortcomings in their interpretation of EU legislation on the issue of excluding the loss of wetlands and peatlands for biofuel production. Our issues were acknowledged by the Commission; while the Round Table on Responsible Soy (RTRS), one of the approved schemes, decided to improve its criteria in line with our remarks. This means that soy produced at the cost of wetlands and/or peatlands is excluded from EU biofuel support policies, even if produced in areas already in agricultural use.

Wetlands International also addressed the European Committee for Standardization concerning their development of criteria for sustainable biomass. We convinced the member states’ representatives to alter the final draft of the criteria by excluding biomass production that would affect so far undrained peat soil layers, even if these layers occurred in areas that were already drained at the surface. In practice, our intervention will halt the further loss of peatlands and peat-carbon due to biomass production for EU markets. This is a major step towards sustainable production in areas like Scandinavia, as well as Southeast Asia.

Project: Ecosystem Alliance 2011–2015

Wetland Pre-Impact Assessment Tool flags potential impacts of oil and gas operations on wetlands and proposes best practices

In a collaborative partnership, Wetlands International and Shell have developed a tool that helps identify sensitivities of wetlands that are influenced by oil and gas development. In 2011, the first working version of this tool was made operational within the IT environment of Shell Headquarters in the Netherlands.

The tool identifies the potential impact on wetlands, based on a desk-assessment of the type of wetland and its sensitivities, combined with the type of operation planned. These potential impacts are flagged for inclusion in the scope of work for the environmental impact assessment. Furthermore, the tool provides existing best practices in relation to such impacts or flags the need for their development.

Project: Wetland Pre-Impact Assessment Tool (WPIAT) 2010–2011

3.2 More results

Strengthening the management of Chinese Ramsar sites

Our Oceania and China Offices, in collaboration with Kiriganai Research Pty. Ltd., worked for two years to develop guidelines for management planning and monitoring of 41 Ramsar sites in China, with a surface area of 3,709,853 ha. Furthermore, guidelines for the construction and assessment of National Wetland Parks, and for wetland restoration were developed. These guidelines will be used by the Chinese Government in developing formal wetland management policies. In addition, two extension components enabled a pilot project to strengthen wetland management at the local level in Wuzhong County (Ningxia Hui Autonomous Region) and the trialling of the Australian Ecological Character Description Framework for Ramsar listed wetlands in China.

Project: Australia–China Environment Development Partnership: Wetland Policy, Guidelines and Capacity Building Project 2010–2011

Master Plan for the Pingtian Lake National Park, China

Pingtian Lake is located to the east of Chizhou city, China and covers a total area of 2083 ha. Local people depend on this biodiverse lake for fisheries and farming. Wetlands International China was responsible for the development of the Master Plan for the Pingtian Lake National Park, and held comprehensive field surveys and review workshops. Experts from the Anhui Normal University, China Academy of Sciences, Beijing Normal University and Nanjing University reviewed and approved the Master Plan. The local government is using the plan to apply for formal approval at the national level for the Wetland Park. It is expected to be approved and designated as a National Wetland Park (Pilot) by the State Forestry Administration in September 2012.

Project: Development of National Wetland Park Master Plan, Pingtian Lake, Anhui Province 2011

Asian Wetlands Symposium in Wuxi, China

Wetlands International China was one of the organisers and facilitators of the Asian Wetland Symposium on Human Well-being and Wetlands in Wuxi, China, October 2011. A total of 720 participants from 19 countries, including many officials from local governments in China, participated in the symposium. An outcome of the symposium was the Wuxi Declaration, in which participants called for a series of actions to be taken for wetland conservation and wise use. The Wuxi Declaration is one of the submissions to the Ramsar Convention on Wetlands' Conference of Parties in 2012.

Project: Asian Wetlands Symposium – Wuxi 2011

Inventory of Wetland Cultures and Technologies in Japan

Wetlands International Japan promoted the importance of wetland practices and cultural significance to wetland stakeholders, including civil society and the wider public by developing and publishing 'An Inventory of Wetlands Cultures and Technologies in Japan'. Our Japan team collected Japanese examples of wetlands wise use, conservation and restoration, and Communication, Education, Participation and Awareness (CEPA) raising on wetlands. Based on field research nationwide, workshops and a symposium, the booklet was published as '33 Examples of the Cultures and Technologies of Wetlands in Japan – Relationships with Local People and Communities'.

Project: Making of the 'Draft Inventory of Wetland Culture and Practice in Japan' 2010–2011

Assessing Wetlands – Livelihoods Interlinkages for the Ramsar Convention

Building on the results of the Wetlands and Livelihoods Project, our South Asia team supported the development of technical guidance for Ramsar Convention Contracting Parties on Assessing Wetlands – Livelihoods Inter-linkages. Contracting parties to the Ramsar Convention requested the Scientific and Technical Review Panel to provide additional guidance on an approach and methodology to assess how

wetlands and livelihoods were linked, and how intervention strategies could be developed to strengthen these linkages within the ambit of securing conservation and wise use of wetland ecosystems.

Project: none

The Economics of Ecosystems and Biodiversity TEEB – India

Our South Asia team played an important role in the design of The Economics of Ecosystems and Biodiversity TEEB – India assessments, which focus on wetland ecosystems as a priority. Following the TEEB work, the team also supported development of an assessment focusing on water and wetlands, with a distinct emphasis on the member countries of the Ramsar Convention on Wetlands.

Project: none

4 Communications

Communications policy in practice

In line with the communications strategy of Wetlands International; our work in 2011 focused on creating and strengthening relationships within our specific target audiences – including those dealing professionally with wetlands and their values within governments, science institutes, NGOs, corporations and donors. Besides serving our current networks, we invested strongly in connecting to new audiences who impact or have the ability to improve the condition of wetlands the most.

Serving our stakeholders

Our closest network includes our associate experts and experts within our specialist groups, our donors, partners and especially our members. Besides the direct working relations, these were provided with regular information, such as the Annual Review 2010, 6 global newsletters, 47 press releases and the opportunity to follow us via social media and our website, which is visited by tens of thousands of unique visitors each year.

Our contact database was further developed and refined. This database was augmented with hundreds of people who left their contact details after downloading our publications, dozens of media contacts and hundreds of NGO employees, specialists and members of government delegations whom we met. We maintained close relationships with these contacts through our main news releases and, where relevant, by providing our publications and policy views. A good example is the impressive network of NGOs and governments which we developed during the time of the climate summits in Durban.

Through social media, our press releases and newsletters, we are serving a much wider network of people than actively subscribed to receive our information. Their numbers multiplied, adding hundreds more in 2011; they now total around 8,000 people. We saw a modest increase in use of the website, with approximately 155,000 unique visitors in 2011.

Attention paid to our issues

At several moments in 2011 we were able to gain global media and online attention for specific issues. The most important were our analyses of the peatland loss in the Malaysian State of Sarawak as presented at the World Wetlands Day, 2 February 2011. The issue was picked up by literally thousands of online and offline media, reaching out to potentially millions of people. Besides this major global media success, many issues were regularly picked up by online and offline media. Examples are:

- The attention paid to the drought, food security and water management issues in Mali in December
- The success in having all remaining Indonesian peatlands saved under a two year conversion moratorium
- Our success at the climate summit in Durban in securing commitments for wetland loss to be addressed via an agreement on greenhouse gas emissions from land use.

5 Resource Development in practice

In 2011 an unprecedented €18.5 million was secured for 5 major programs for three to five years. This shift in resource development focus towards longer-term funding to provide program continuity parallels the development and roll-out of the 2011 – 2020 Strategic Intent, setting a collective vision and overarching strategy for the organisation worldwide.

The organisation continued to raise the majority of funds for projects and programmes from institutional sources, with over half from the Dutch government but also many others – including the German, Swedish, Canadian, Indian, and Indonesian governments, and the EU. From 2009 to 2011 private donations, from corporations and foundations, rose to 30% of the funding portfolio, largely thanks to a mature collaboration with Shell in which major joint projects were co-developed. Through the Association, the members continue to provide unrestricted funding which represents approximately 6% of the funding mix for the whole organisation, essential to enable the organisation to keep in close communication with governments and other partners, to engage in policy fora and to respond to emerging opportunities and issues.

2011 was a year of development and progress and launching of several new initiatives in the Network.

- The three consortium bids in which we participated in 2010 for funding from the Dutch Ministry of Foreign Affairs (MFS2) were successfully awarded in 2011; *Partners for Resilience, the Ecosystem Alliance* and the *Dutch WASH Alliance*. These three multi-region projects represent a significant collective fundraising effort that will provide €13million over the next 5 years for the Wetlands International network, as well as partnership-building with the Netherlands Red Cross, CARE Netherlands, and IUCN Netherlands among many others.
- €5 million in funding for 2011 – 2015 was also procured for the *Restoring Peatlands in Russia* project from the International Climate Initiative, through the German Federal Ministry for Environment, Natural Conservation and Nuclear Safety (BMU), and administered through the German government development bank (KfW). Wetlands International is providing technical guidance to the Russian government who will spend an estimated additional €100 million on peatland restoration and hydro-technical facilities for peatland rewetting.
- The new *Mangrove Capital* initiative in Indonesia, co-funded by the Adessium Foundation, was launched in 2011. Wetlands International is leading a consortium including engineering firm Deltares, Wageningen University, The Nature Conservancy, and local partners in this major applied research programme on the role of mangroves in sustainable coastal management.

The expectation is that participation in these inter-sectoral projects and coalitions will bring enormous leverage potential, and establish Wetlands International as a key technical partner, bringing an ecosystem perspective to the humanitarian, development and WASH sectors, and as a convener linking science, policy and practice. This is already happening, for example with Partners for Resilience partner CARE inviting us to join them in applying for funding from the Humanitarian Innovation Fund on a bio-rights pilot in Guatemala which builds on the existing project and partnership.

In 2011 exploration of opportunities with the corporate sector was stepped up and some prospective collaborations at the project level were initiated. Effort was also made to identify and pursue new donor opportunities. For the first time Wetlands International applied for funding from the Dutch National Postcode Lottery (NPL), both submitting an application for beneficiary status, and participating in a consortium with the Netherlands Red Cross and others for the Dream Fund for a *Great Green Wall* initiative in the Sahel region. Neither application was successful, which is common for this competitive fund particularly for first-time applicants. Feedback from the NPL was very encouraging though and will be applied to future applications to increase likelihood of success.

The responsibility for developing resources for the worldwide organisation continues to be a shared responsibility among the offices in the network, with dedication to pursuing opportunities, relationship-

building, and proposal development as a prominent activity of technical programme staff. Currently 68% of funding for the Wetlands International network comes through the office in the Netherlands. 43% of these funds is used for project implementation in other offices in the network. Building resource development capacity amongst the office network was made a priority in 2011 with support from the MAVA Foundation and Shell, including setting out a strategy to attain longer term funding and diversify the donor base.. A Resource Development Manager was brought into the Netherlands office team in December 2011 to coordinate the organisation's strategic efforts to raise revenues.

6 Functioning of the global organisation

The Wetlands International global strategy, 'The Strategic Intent', is largely implemented through projects supported by different donors and contributing to several of the themes and collective targets, 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 the year. It shows that several projects involve multiple offices, with the office in the Netherlands providing the role of guidance and support to the other implementing offices. Often, projects are implemented in alliance with other organisations to leverage impact and mutually benefit from each other's expertise.

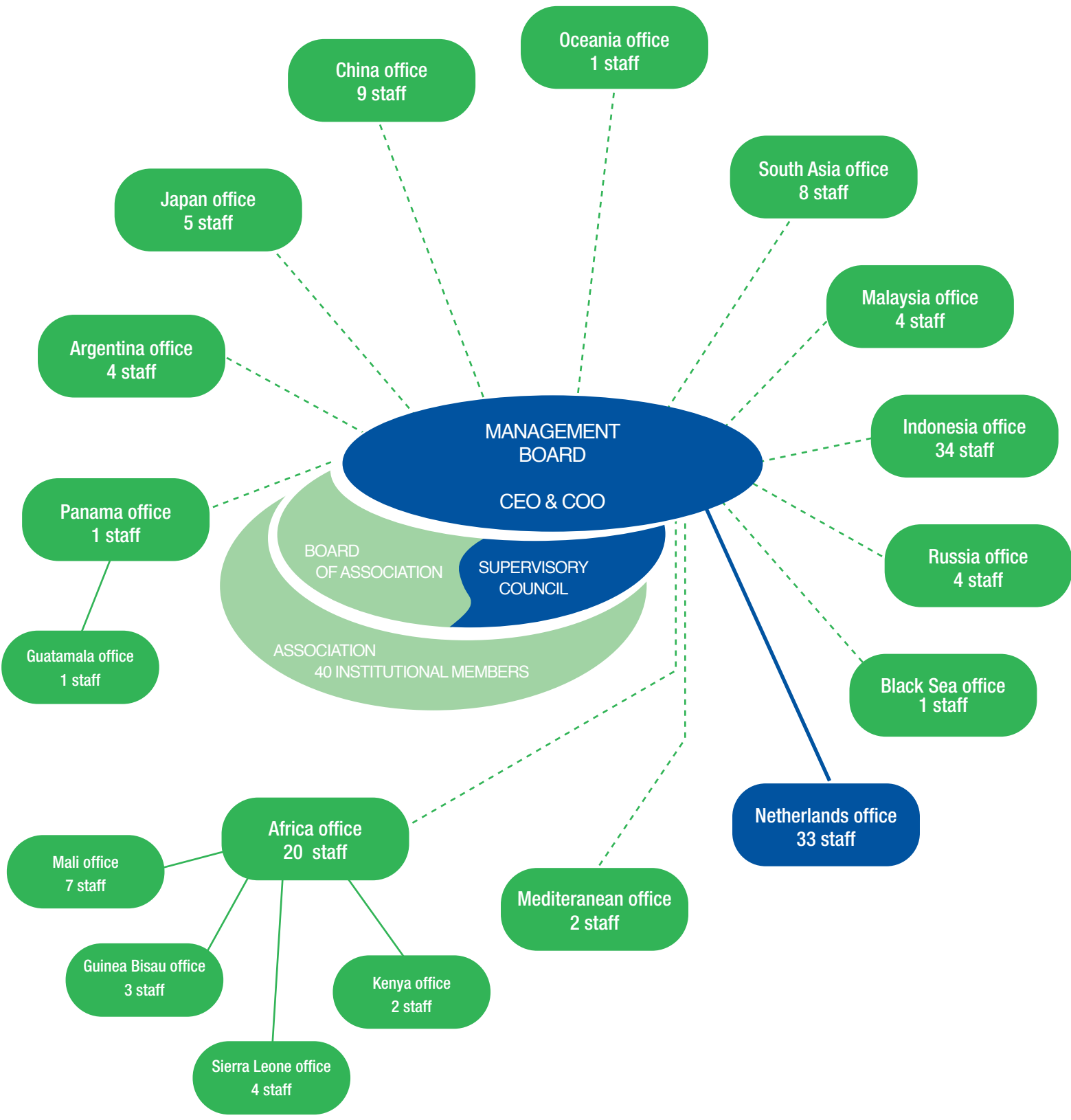
The Organisation Development Plan that was developed in previous years by the global network, with the aim to enhance organisational effectiveness and efficiency, saw its first full year of implementation. Investments in both systems and staff were made. Staff was recruited and various training courses took place on safety and security; internal and external communication as well as staff development. Mainly preparatory work for an information system was done, Intensified communication on organisational issues took place and expertise was hired to support the strengthening of the brand of Wetlands International. The Africa and Latin America offices as well as headquarters invested in resource development.

The Senior Management of the organisation, consisting of the Heads of Office from all over the world and the programme management team in the Netherlands, met twice for a week-long agenda to develop organisational strategy and policy, to evaluate achievements, discuss responses to emerging global issues of significance, participate in the brand development process, and to strengthen resource development and leadership capacities through professional training.

Wetlands International in the Netherlands had 33 members of staff by the end of 2011 and 10 volunteers during 2011. The team in the Netherlands was expanded with a Resource Development Manager and a Project Manager for the Mangrove Capital programme.

During the year, *Stichting Wetlands International* in the Netherlands obtained the Seal of Approval from the Central Bureau of Fundraising (CBF), the Dutch certifying institution for charities and member of the International Committee of Fundraising Organisations (www.icfo.org). The Seal was given after a positive assessment of the three principles of good governance, effective and efficient allocation of funds and relations with external stakeholders.

Evaluation and learning focused mostly on organisational aspects: an interactive evaluation process of the governance of *Stichting Wetlands International* took place as well as a review of the Membership that resulted in recommendations for broadening the membership base to help meet the challenges of the new Strategic Intent. The effectiveness of collaboration and internal communication within the global network was equally subject to evaluation and review, with a survey among all staff of the network and evaluations of the senior management team sessions mentioned above. This led to a decision and preparation for setting up Communities of Practice across the network and across projects to foster the sharing of knowledge and joint work among practitioners from different offices, in a particular area of work.



7 Financial overview of the global organisation

Global Project Income

In 2011, Wetlands International realised € 7.5M Euro for projects globally.

Funding for projects by governmental as well as private and corporate donors and partners was Wetland International's main source of income, next to the contribution by the members of the 'Vereniging Wetlands International'. The membership, consisting of 30 governmental and 11 non-governmental members throughout the world, generated an income of € 0.55M.

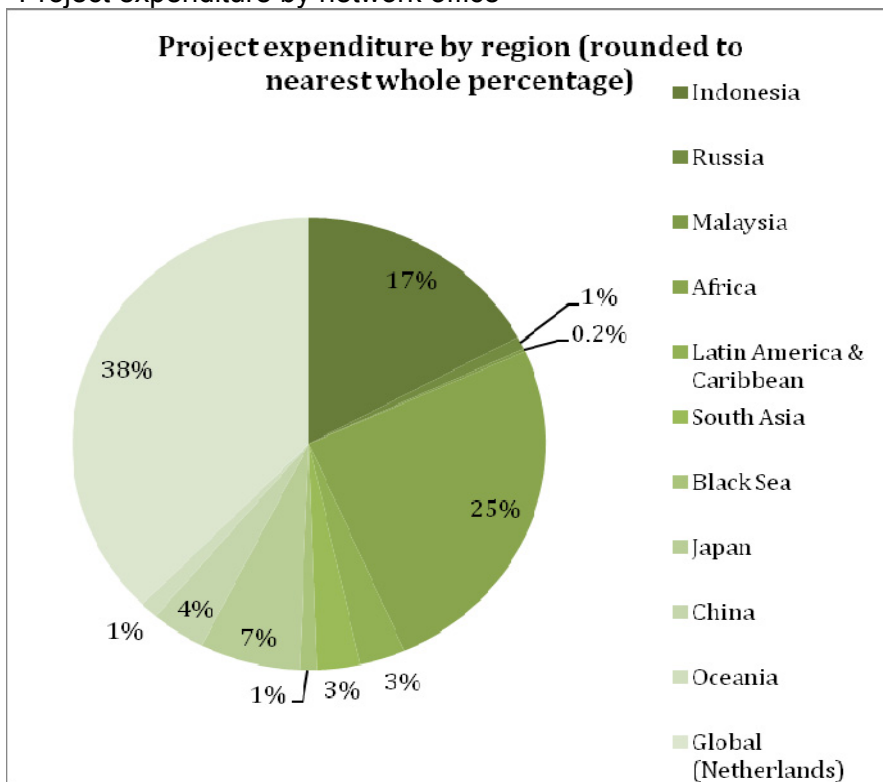
Although the global project income in 2011 (€ 7.5M) was lower than that in 2010 (€ 9.9M), 2011 was a year of development and progress. Five large new projects were initiated with a total contract value of €18.5 M and running for periods of 3 to 5 years. All projects are implemented in several parts of the world in a collaborative effort of Wetlands International offices and their partners.

The list of projects 2011 in Annex 1 gives an overview of all projects that were implemented by the entire global network of offices throughout the year, with details on the amounts funded, the project period, the name and types of donors, the themes of our Strategic Intent to which the project contributes, as well as the Wetlands International offices that participated in project implementation.

The list shows that Wetlands International implemented 86 projects worldwide. Of these projects, 44 were contracted by the 'Stichting Wetlands International' and 22 out of these were implemented by or together with other Wetlands International offices and their partners, in most cases through subcontracts.

Overall, the Foundation in the Netherlands continued to be important for fundraising for the entire organisation as 68% (2010: 70%) of project income was raised through this office. 43% of which was subcontracted to other offices in the global network.

'Project expenditure by network office'



Note: Global financial data are derived from the audited financial statements of the *Stichting Wetlands International* and the *Vereniging Wetlands International* combined with the data as provided by the offices from the Wetlands International global network. A financial consolidation of worldwide data for all the regional offices is not required under the legal entity structure and the global data are presented only for informative purposes. The audited financial statements of the *Stichting Wetlands International* and the *Vereniging Wetlands International* are presented hereafter.

Stichting Wetlands International Annual Accounts 2011



Introduction

The financial position of the *Stichting Wetlands International* (the Foundation) is sound at the end of 2011. Although the 2011 accounts show a negative result of € -49K, this has been a year of development and progress. The result can be explained by investment in institutional development in combination with a lower project income due to the small proportion of the secured portfolio that could be implemented during calendar year 2011.

In 2011, contracts were signed for 5 new major projects of 3 to 5 years, with a total value of € 18,500K. These major acquisitions confirm the growth strategy as set by the Management Board and the Supervisory Council.

Despite these major acquisitions, however, the 2011 Annual Accounts show a lower turnover than 2010 because the majority of the activities and achievements related to large subcontracts with Wetlands International offices and southern partners in December 2011 were implemented in calendar year 2012. Therefore, those incomes and expenses cannot be reported for 2011.

Institutional investments were made in multiple ways. In the beginning of 2011, the two largest multi-year, multi-region programmes, Wings over Wetlands (WoW) and the Wetlands and Livelihoods programmes (WLP) were completed. For a proper closure of the WLP, a greater amount of non-project funds than was anticipated needed to be invested in 2011. Furthermore, considerable, partly unanticipated, investments for recruitment of new staff and employment of interim staff needed to be made in 2011 (and 2012) to take account of staff departures and to establish a strong team that can sustain the growth of the organisation. This was an investment that has enabled the organisation to engage high quality, experienced staff in the positions of COO, Executive Assistants (2), Resource Development Manager (new position); Financial Controller and, in 2012, Communication and Advocacy Manager. This explains the increased percentage of 15.6% (2010: 11.3%) for Management and Administration as calculated according to the RJ650 Guideline. Salaries of all staff, including the Management Board, fit in the Wetlands International salary scale system, based upon a benchmark study of similar organisations done in 2008/9. For the members of the Management Board the salaries fall within the limit set by the Dutch Ministry of Foreign Affairs for grant receiving organisations.

The accounts show the total expenses for each of the organisation's five main themes, for which the results have been described in the result chapter of this Annual Report 2011. In total 82.3% (2010 84.5%) of the total income was spent on the objectives.

Alongside governmental income for projects, Wetlands International raises funds from private foundations and from the corporate sector; rather than directly from the general public. The costs of fundraising were 8.2 % of the income raised.

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

Annual Accounts *Stichting Wetlands International* 2011

Balance sheet as per 31 December in Euros

	2011	2010
ASSETS		
Tangible fixed assets (1)	326,560	410,466
Debtors and other receivables (2)	2,235,283	1,126,980
Cash and Banks (3)	<u>576,860</u>	<u>588,105</u>
	2,812,143	1,715,085
Total assets	<u><u>3,138,702</u></u>	<u><u>2,125,551</u></u>
LIABILITIES		
Continuity reserve (4)	275,851	325,622
Other reserves	0	0
Provisions (5)	0	0
Short-term debts (6)	2,862,851	1,799,929
Total liabilities	<u><u>3,138,702</u></u>	<u><u>2,125,551</u></u>

Statement of Income and Expenditure (in Euros)

	2011	budget 2011	2010
Income			
- Income from own fundraising (7)	1,949,540	2,050,000	1,788,251
- Revenue activities third parties (8)	271,915	15,000	6,189
- Governmental grants (9)	2,898,029	3,895,000	5,109,614
- Other income (10)	<u>458,578</u>	<u>355,000</u>	<u>424,002</u>
Total revenue	5,578,062	6,315,000	7,328,056
Expenses			
- Expenses on objectives (11)			
1. Local livelihoods	813,185	1,750,000	1,014,155
2. Biodiversity	1,262,346	900,000	1,735,471
3. Water	855,335	1,000,000	1,446,380
4. Climate	758,099	1,240,000	1,999,048
5. Greening the economy	<u>899,858</u>	<u>500,000</u>	<u>0</u>
	4,588,822	5,390,000	6,195,054
- Costs of generating funds			
Cost of fundraising	159,568	95,000	99,090
Cost of obtaining government grants	<u>0</u>	<u>200,000</u>	<u>209,237</u>
	159,568	295,000	308,327
- Management & administration			
Cost of management & administration	879,443	630,000	<u>824,747</u>
Total Expenses	5,627,833	6,315,000	7,328,128
Result	<u><u>-49,771</u></u>	<u><u>0</u></u>	<u><u>-72</u></u>
Result appropriation			
	2011	budget 2011	2010
Decrease continuity reserve	<u>-49,771</u>	<u>0</u>	<u>-72</u>
	<u>-49,771</u>	<u>0</u>	<u>-72</u>
Percentages			
- Percentage costs of fundraising (costs of fundraising in percentage of income own fundraising)	8.2%	4.6%	5.5%
- Percentage costs of Management & administration (costs of management & administration in percentage of total expenses)	15.6%	10.0%	11.3%
- Percentage of revenue spent on objectives (expenses on objectives in percentage of total revenue)	82.3%	85.4%	84.5%
- Percentage of expenditure spent on objectives (expenses on objectives in percentage of total expenditure)	81.5%	85.4%	84.5%

Cashflow Statement (in Euros)

	2011	2010
Cash flow from operating activities		
Result	-49,771	-72
Depreciation	112,834	117,240
Cash flow	<u>63,063</u>	<u>117,168</u>
Changes in work capital		
- Change in receivables	-1,108,303	-443,304
- Change in short-term debts	<u>1,062,922</u>	<u>-200,648</u>
	-45,381	-643,952
- Change in continuity reserve	0	0
- Change in other reserves	0	0
- Change in provisions	<u>0</u>	<u>-62,000</u>
Cash flow from operating activities	17,682	-588,784
Cash flow from investing activities		
Investments in fixed assets	<u>-28,928</u>	<u>-166,143</u>
Cash flow from investing activities	-28,928	-166,143
Change in cash & banks	<u><u>-11,246</u></u>	<u><u>-754,927</u></u>
Cash & banks		
- as per 1 January	588,105	1,343,033
- as per 31 December	<u>576,860</u>	<u>588,105</u>
Change in cash & banks	<u><u>-11,245</u></u>	<u><u>-754,928</u></u>

**Explanatory Notes to the Balance sheet
As per 31 December (in Euros)****(1) Tangible fixed assets**

	Furniture	Computers	Equipment	Total
Balance 1 January 2011				
Purchase value	529,480	142,631	36,834	708,945
Accumulated depreciation	174,796	104,842	18,840	298,478
Bookvalue 1-1-2011	<u>354,684</u>	<u>37,789</u>	<u>17,994</u>	<u>410,467</u>
Investments	0	28,928	0	28,928
Depreciation 2011	93,125	13,663	6,046	112,834
Balance 31 December 2011				
Purchase value	529,480	171,559	36,834	737,873
Accumulated depreciation	267,922	118,505	24,886	411,313
Bookvalue 31-12-2011	<u>261,558</u>	<u>53,054</u>	<u>11,948</u>	<u>326,560</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.

(2) Debtors and other receivables

	12/31/11	12/31/10
Debtors	63,747	82,970
Doubtful debtors	<u>-29,634</u>	<u>-16,654</u>
Total debtors	34,114	66,316
Project funds to be received	473,289	845,306
Prepaid installments to subcontractors	1,429,005	0
Other receivables	<u>298,875</u>	<u>215,358</u>
Total	<u><u>2,235,283</u></u>	<u><u>1,126,980</u></u>

(3) Cash & banks

	12/31/11	12/31/10
Current accounts EUR	476,586	108,777
Current accounts GBP	-8	4,436
Current accounts USD	132	123,308
Current account Argentina	2,368	2,380
Deposit accounts	67,696	319,606
Deposit account for rent	<u>30,087</u>	<u>29,598</u>
Total	<u><u>576,860</u></u>	<u><u>588,105</u></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.

(4) Continuity reserve

	12/31/11	12/31/10
Balance 1 January	325,622	325,695
Result	-49,771	-73
Balance 31 December	<u>275,851</u>	<u>325,622</u>

The result in the Foundation's annual account is subtracted from the continuity reserve

(5) Provisions

	Projects	Reorganisation	Total 2011	Total 2010
Balance 1 January	0	0	0	62,000
Additions	0	0	0	0
Withdrawals	0	0	0	-62,000
Balance 31 December	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

There were no mutations in provisions during the financial year of 2011.

(6) Short term debts

	12/31/11	12/31/10
Projects to be executed	1,894,391	784,223
Subcontractors commitments	261,556	357,226
Current Account with Association Wetland International	157,825	167,356
Trade creditors	163,196	170,767
Argentina funds	2,370	2,382
Taxation & Social security	83,362	49,713
Holiday allowance	58,098	64,761
Unused annual leave	67,530	56,086
Other short term debts	174,523	147,415
	<u>2,862,851</u>	<u>1,799,929</u>

Project to be executed relates to funds received from donors for projects still to be executed.
Subcontract commitments are contracted amounts due to subcontractors for the execution of projects.

There is no interest on the current account, neither any securities or repayment obligations related.

Holiday allowance: this represents the reservation of holiday allowances built up in 2011 and which are to be paid in May 2012.
Unused annual leave: the outstanding liability regarding unused holiday of staff.

Explanatory Notes to the Statement of Income and Expenditure (in Euros)**(7) Income from own fundraising**

	12/31/11	12/31/10
Project income from non-government institutions	1,948,485	1,779,877
Sales publications	1,054	8,374
Gift and donations	0	0
Total	<u>1,949,540</u>	<u>1,788,251</u>

(8) Revenu activities third parties

	12/31/11	12/31/10
Grants third parties	271,915	6,189
Total	<u>271,915</u>	<u>6,189</u>

(9) Governmental grants

	12/31/11	12/31/10
Governmental institutions	2,868,029	5,059,614
Contribution EL&I	30,000	50,000
Total	<u>2,898,029</u>	<u>5,109,614</u>

(10) Other income

	12/31/11	12/31/10
Contributions from other WI offices	0	46,631
Interest received	14,538	467
Contribution from Association Wetlands International	254,812	360,000
Additional contribution from Association Wetlands International	200,000	0
Result on exchange rates	-10,771	16,904
	<u>458,578</u>	<u>424,002</u>

Contribution from Association Wetlands International

	12/31/11	12/31/10
Organisation subsidy	254,812	360,000
Subsidy biodiversity projects *	45,188	-
	<u>300,000</u>	<u>360,000</u>

* In 2011 subsidy biodiversity projects has been included in projectincome.

(11) Specification and allocation of costs by objective
(in Euro's)

Purpose Expenses	Objective					Generating Funds			Managmt & Adm.	Actual 2011	Budget 2011	Actual 2010
	T1	T2	T3	T4	T5	Own FR	Gov. Grants	Interest				
Purchase & acquisitions	10,781	16,738	11,341	10,051	11,931	0	0	0	0	60,842	0	69,738
Subcontractors	460,891	715,526	484,820	429,679	510,049	0	0	0	0	2,600,965	3,450,000	4,232,379
Publicity & communication	5,306	8,237	5,581	4,946	5,871	0	0	0	0	29,941	190,000	76,474
Personnel costs	180,118	279,540	189,413	167,906	199,279	117,302	0	0	727,655	1,861,214	1,485,000	1,879,991
Travelling & hotelexpenses	54,763	85,014	57,604	51,054	60,602	5,542	0	0	34,380	348,958	655,000	383,977
Housing Costs	14,754	22,898	15,516	13,754	16,324	9,609	0	0	59,605	152,460	160,000	158,144
Office & General expenses	75,652	117,447	79,579	70,528	83,720	20,003	0	0	6,931	453,859	260,000	412,449
Depreciation & interest	10,919	16,947	11,483	10,179	12,081	7,111	0	0	50,871	119,592	115,000	114,976
Total	813,185	1,262,346	855,335	758,099	899,858	159,568	0	0	879,443	5,627,833	6,315,000	7,328,128

Wetlands International works on 5 themes. As regards the accounting of nondirect support cost, including depreciation, Wetlands International applies the guideline of the VFI: '*Aanbeveling Toepassing van Richtlijn 650 voor Kosten Beheer en Administratie*'. Indirect costs are attributed to the four objectives pro rata of the staff time spent.

Employee costs

	12/31/11	12/31/10
Wages & salaries	1,404,108	1,444,738
Social security costs	224,054	219,016
Pension costs	80,514	78,209
	1,708,676	1,741,963
Other personnel costs	131,323	80,712
External staff	65,801	107,576
Total	1,905,801	1,930,251
	12/31/11	12/31/10
Personell: number of employees	33	32
Personell: fte	29.8	29.2

Remuneration board members

Name	J. Madgwick	Frank van der Valk
Function	CEO	COO
Contract		
- sort	indefinite	indefinite
- hours/week	36	36
- part-time percentage	100	100
- period	1- Jan. / 31 Dec.	1-Jan. / 1-Oct.
Remuneration		
- Yearly income		
gross salary	105,209	58,328
holiday allowance	5,693	4,666
end of year allowance	-	-
variable income	-	-
Total income 2011	110,902	62,994
- Social security (employers costs)	5,897	4,484
- Taxable allowances	-	-
- Pension costs (employers costs)	5,372	5,599
- Other future remunerations	-	-
- End of contract pay	-	-
Total remuneration 2011	122,172	73,077
Total remuneration 2010	119,338	98,755

Remuneration council members

Supervisory Council members receive no remuneration.
They received reimbursement of costs for a total of € 12,078 (2010: € 15,383).

Budget 2012

	2012
Income	
- Income from own fundraising	4,848,393
- Income from third party campaigns	0
- Governmental subsidies	4,549,328
Other income	25,000
Total revenue	9,422,721
Expenses	
Expenses on objectives	
1. Local livelihoods	1,756,791
2. Biodiversity	788,203
3. Water	1,200,179
4. Climate	1,354,634
5. Greening the economy	3,262,025
	8,361,832
Costs of generating funds	
- costs of fundraising	120,000
- costs of obtaining government grants	200,000
	320,000
Management & administration	
- costs of management & administration	740,889
Total expenses	9,422,721
Result	0

Percentages

- Percentage costs of fundraising	2.5%
(costs of fundraising in percentage of income own fundraising)	
- Percentage costs of Management & administration	7.9%
(costs of management & administration in percentage of total expenses)	
- Percentage of revenue spent on objectives	88.7%
(expenses on objectives in percentage of total revenue)	
- Percentage of expenditure spent on objectives	88.7%
(expenses on objectives in percentage of total expenditure)	

Contingent liabilities and commitments:

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 01-01-2014

In relation to the office rent, a bank guarantee of € 35,000 is held.

Off balance project commitments

New for Wetland International were projects started in 2011 with long term (5 years) commitments. The commitments for the remaining project period after reporting date (31-12-2011) are presented in the tabel underneath.

Project / Donor	Donor			Subcontractors		
	Contractvalue	Unconditioned receivables / debts	Conditioned receivables	Total contracted	Contracted 2011	To be contracted
Mangrove Capitol (Adessium)	600,000	-171,264	410,000	252,757	87,376	165,381
Partners for Resilience (DGIS)	6,210,861	-388,926	5,377,400	5,754,430	2,240,185	3,514,245
Ecosystem Alliance (DGIS)	6,358,768	-696,201	5,756,230	3,961,170	3,305,531	655,639
Wash Alliance (DGIS via RAIN foundation)	382,000	136,821	95,000	294,000	92,329	201,671
Restoring Peatlands in Russia (KfW)	5,000,000	84,161	4,915,839	1,750,425	766,569	983,856
Total	18,551,629	-1,035,409	16,554,469	12,012,782	6,491,990	5,520,792

General Accounting Principles

The financial statements are prepared according to the following principles:

General

The annual accounts 2011 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 of the transaction. Assets and liabilities denominated in foreign currency are converted at the exchange rate at the year-end. Income and expenditure is accounted for in the year the obligations are related to. Costs are determined in accordance with the accounting policies applied to the balance sheet. During the course of long-term projects (project period of more than 1 year) advance payments to subcontractors are included in project costs, if and to the extent of services provided by subcontractors in the reporting year. 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.

Provisions

The company had provisions formed for project contingencies and employee benefits reorganisation costs.

Project income

This represents project income recognised in the year for work completed 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

Relating the execution of global/international projects financed by its donors, the Dutch based Foundation Wetlands International is often cooperating 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 relating 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. With final salary pension plans an obligation (provision) for (upcoming) past service is included if future salary increases have already defined as at balance sheet date.

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

Results reported against 5 themes

It should be noted that the results of the organisation are reported against the Collective Targets grouped under five 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.

INDEPENDENT AUDITOR'S REPORT

To: the Board and Supervisory Council of Stichting Wetlands International

Report on the financial statements

We have audited the accompanying financial statements 2011, from page 30 up to and including page 37, of Stichting Wetlands International, Wageningen, which comprise the balance sheet as at December 31, 2011, 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 Guideline for annual reporting 650 "Fundraising Institutions" of the Dutch Accounting Standards Board. 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. 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 entity'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 entity'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 with respect to the financial statements

In our opinion, the financial statements, from page 30 up to and including page 37, give a true and fair view of the financial position of Stichting Wetlands International as at December 31, 2011 and of its result for the year then ended in accordance with Guideline for annual reporting 650 "Fundraising Institutions" of the Dutch Accounting Standards Board.

Ede, 12 September 2012

BDO Audit & Assurance B.V.
on its behalf,



J.C. Lankhuijzen RA

Vereniging Wetlands International Annual Accounts 2011



Annual accounts *Vereniging Wetlands International*

Introduction

In this section, both the accounts for the *Vereniging Wetlands International* (the Association) as well as the consolidated figures of the group consisting of *Vereniging Wetlands International* and *Stichting Wetlands International* (the Foundation) 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 *Stichting Wetlands International's* work, most substantial information on results and finances are presented in the *Annual Accounts of Stichting Wetlands International*.

The *Vereniging Wetlands International's* finances mainly consist of the income from membership dues, the subsidy to the *Stichting Wetlands International*, in line with the *Vereniging Wetlands International* statutory objective, and the implementation of the Financial Reserves Policy, see below. Because of the investments which the *Stichting Wetlands International* needed to make to its institutional development and in line with the above mentioned Reserves Policy, the subsidy to the *Stichting Wetlands International* was increased, i.e. €500 K¹ instead of €300 K.

Financial Reserves Policy

Association and Foundation have adopted the following Reserves Policy (Decisions GMM 10.4 and SC 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.

¹ Of which 41,5K contributed directly to the implementation of the 'International Waterbird Census' project.

Consolidated Balance sheet *Vereniging Wetlands International* and *Stichting Wetlands International* 2011

Balance sheet as per 31 December in Euros

	2011	2010
ASSETS		
Tangible fixed assets (1)	326,560	410,466
Debtors and other receivables (1)	2,238,883	1,126,980
Cash and Banks (2)	<u>1,392,546</u>	<u>1,395,302</u>
	3,631,430	2,522,283
Total assets	<u><u>3,957,989</u></u>	<u><u>2,932,749</u></u>
LIABILITIES		
Continuity reserve (3)	1,190,026	1,196,683
General Members Meeting Reserve (4)	32,784	75,000
Short-term debts (5)	2,735,178	1,661,066
Total liabilities	<u><u>3,957,989</u></u>	<u><u>2,932,749</u></u>

Consolidated Statement of Income and Expenditure (in Euros)

	2011	budget 2011	2010
Income			
- Income from own fundraising (6)	1,949,540	2,050,000	1,788,251
- Income from third-party campaigns (7)	243,910	32,000	23,601
- Governmental grants (8)	3,418,792	4,048,000	5,537,679
- Other income (9)	<u>16,502</u>	<u>55,000</u>	<u>76,487</u>
Total revenue	5,628,744	6,185,000	7,426,018
Expenses			
- Expenses on objectives (11)			
1. Local livelihoods	813,185	1,750,000	1,014,155
2. Biodiversity	1,262,346	900,000	1,735,471
3. Water	855,335	1,000,000	1,446,380
4. Climate	758,099	1,240,000	1,999,048
5. Greening the economy	899,858	500,000	0
	4,588,822	5,390,000	6,195,054
- Costs of generating funds (11)			
Cost of fundraising	159,568	95,000	99,090
Cost of obtaining government grants	<u>0</u>	<u>200,000</u>	<u>209,237</u>
	159,568	295,000	308,327
- General Members Meeting 2011	42,216	75,000	0
- Management & administration			
Cost of management & administration	887,010	630,000	825,014
Total Expenses	<u><u>5,677,615</u></u>	<u><u>6,390,000</u></u>	<u><u>7,328,395</u></u>
Result	<u><u>-48,871</u></u>	<u><u>-205,000</u></u>	<u><u>97,623</u></u>
Result appropriation			
	2011	budget 2011	2010
Increase/decrease continuity reserve	-6,656	135,000	72,623
Increase/decrease General Members meeting reserve	<u>-42,216</u>	<u>-40,000</u>	<u>25,000</u>
	<u><u>-48,871</u></u>	<u><u>95,000</u></u>	<u><u>97,623</u></u>

Consolidated Cashflow Statement (in Euros)

	2011	2010
Cash flow from operating activities		
Result	-48,871	97,623
Depreciation	112,834	117,240
Cash flow	<u>63,963</u>	<u>214,863</u>
Changes in work capital		
- Change in receivables	-1,111,903	-443,209
- Change in short-term debts	<u>1,074,113</u>	<u>-46,366</u>
	-37,790	-489,575
- Change in provisions	<u>0</u>	<u>-62,000</u>
Cash flow from operating activities	26,172	-336,712
Cash flow from investing activities		
Investments in fixed assets	<u>-28,928</u>	<u>-166,143</u>
Cash flow from investing activities	-28,928	-166,143
Change in cash & banks		
	<u>-2,756</u>	<u>-502,855</u>
Cash & banks		
- as per 1 January	1,395,302	1,898,158
- as per 31 December	<u>1,392,546</u>	<u>1,395,303</u>
Change in cash & banks	<u>-2,756</u>	<u>-502,855</u>

Explanatory Notes to the Consolidated Accounts**General Accounting principles**

The financial statements are prepared according to the following principles:

The annual accounts 2011 have been drawn up according to generally accepted accounting principles in the Netherlands. The accounts follow the basic outline as described in RJ650

Assets and liabilities in the balance sheet are valued at nominal value.

Transactions in foreign currencies are recorded using the rate of the transaction. Assets and liabilities denominated in foreign currency are converted at the exchange rate at the year-end.

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

Principles of consolidation

The consolidated financial statements include the financial statements of the *vereniging and the stichting*

All inter company transactions, balances and gains or losses on transactions between subsidiaries are eliminated as part of the consolidation process.

Annual Accounts Vereniging Wetlands International 2011

Balance sheet as per 31 December in Euros

	2011	2010
ASSETS		
Debtors and other receivables (1)	161,426	167,355
Cash and Banks (2)	815,687	807,197
	977,112	974,552
Total assets	<u>977,112</u>	<u>974,552</u>
LIABILITIES		
Continuity reserve (3)	914,175	871,060
General Members Meeting Reserve (4)	32,784	75,000
Short-term debts (5)	30,152	28,492
Total liabilities	<u>977,112</u>	<u>974,552</u>

Statement of Income and Expenditure (in Euros)

	2011	budget 2011	2010
Income (6)			
- Income from own fundraising	0	0	0
- Income from third-party campaigns	17,184	17,000	17,412
- Governmental grants	520,763	453,000	428,065
- Other income (7)	12,735	0	12,485
Total revenue	<u>550,682</u>	<u>470,000</u>	<u>457,962</u>
Expenses			
- Contribution to Foundation Wetlands Int.	300,000	300,000	360,000
- Additional contribution to Foundation Wetlands Int. from reserves	200,000		
- General Members Meeting 2011	42,216	75,000	0
- Management & administration			
Cost of management & administration	7,567	0	267
Total Expenses	<u>549,783</u>	<u>375,000</u>	<u>360,267</u>
Result	<u>900</u>	<u>95,000</u>	<u>97,695</u>
Result appropriation			
	2011	budget 2011	2010
Increase continuity reserve	43,115	135,000	72,695
Withdrawal from General Members meeting reserve	-42,216	-40,000	25,000
	<u>900</u>	<u>95,000</u>	<u>97,695</u>

Budget 2012

	2012	2011
Income		
- Income from own fundraising	0	0
- Income from third party campaigns	17,000	17,000
- Governmental subsidies	430,000	453,000
Other income		0
Total revenue	<u>447,000</u>	<u>470,000</u>
Expenses		
- Contribution to Foundation Wetlands Int.	300,000	300,000
- General Members Meeting 2011	0	75,000
Management & administration		
- costs of management & administration	0	0
Total expenses	<u>300,000</u>	<u>375,000</u>
Result	<u>147,000</u>	<u>95,000</u>
Result appropriation		
Increase continuity reserve	112,000	135,000
Increase General Members meeting reserve	35,000	-40,000
	<u>147,000</u>	<u>95,000</u>

General Accounting Principles for Vereniging Wetlands International

The financial statements are prepared according to the following principles:

The annual accounts 2011 have been drawn up according to generally accepted accounting principles in the Netherlands. The accounts follow the basic outline as described in RJ650

Assets and liabilities in the balance sheet are valued at nominal value.

Transactions in foreign currencies are recorded using the rate of the transaction. Assets and liabilities denominated in foreign currency are converted at the exchange rate at the year-end.

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

Explanatory Notes to the Balance sheet

As per 31 December (in Euros)

(1) Debtors and other receivables

	12/31/11	12/31/10
Memberships contributions		
- Governmental contributions < 2010	0	83,780
- Governmental contributions 2010	66,835	121,906
- Governmental contributions 2011	81,335	0
- NGO contributions 2009	-	22
- NGO contributions 2010	0	1,540
- NGO contributions 2011	228	0
Provision	-148,398	-207,248
Total debtors	0	0
Current Account with Foundation Wetlands Int.	157,825	167,355
Interest to be received	3,600	0
Total	<u>161,426</u>	<u>167,355</u>

In 2010 the General Members Meeting decided to change the accounting policy regarding membership contributions in arrears. Contributions outstanding for more than 2 years are amortized.

For contributions outstanding 2 years or less, 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

	12/31/11	12/31/10
Current account EUR	16,850	146,117
Deposit accounts	798,837	661,080
Total	<u>815,687</u>	<u>807,197</u>

(3) Continuity reserve

	12/31/11	12/31/10
Balance 1 January	871,060	798,366
Result appropriation	43,115	72,694
Balance 31 December	<u>914,175</u>	<u>871,060</u>

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

(4) General Members meeting reserve

	12/31/11	12/31/10
Balance 1 January	75,000	50,000
Dotation	0	25,000
Withdrawal	-42,216	0
Balance 31 December	<u>32,784</u>	<u>75,000</u>

For 2011 no amount is added to this reserve in order to cover the costs of the, relatively expensive tri-annual face-to-face General members meeting in the years that they take place (next in 2014).

Given the balance of € 32,784 no amount is added to the reserve.

(5) Short term debts

	12/31/11	12/31/10
Memberships dues received in advance	30,152	28,492
Unknown received donor funds	0	0
	<u>30,152</u>	<u>28,492</u>

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

(6) Income

Income consists of received membership contributions from NGO members and Governmental members.

	12/31/11	12/31/10
Governmental members 2008	-	2,570
Governmental members 2009	-	18,160
Governmental members 2010	44,200	393,704
Governmental members 2011	476,563	13,631
	520,763	428,065
NGO members 2010	-	17,412
NGO members 2011	17,184	-
	17,184	17,412
	<u>537,947</u>	<u>445,477</u>

(7) Other income

	12/31/11	12/31/10
Interest income	12,735	12,485
	<u>12,735</u>	<u>12,485</u>

INDEPENDENT AUDITOR'S REPORT

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

Report on the financial statements

We have audited the accompanying financial statements 2011, from page 39 up to and including page 44, of Vereniging Wetlands International, Wageningen, which comprise the consolidated and company balance sheet as at December 31, 2011, 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 Guideline for annual reporting 650 "Fundraising Institutions" of the Dutch Accounting Standards Board. 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. 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 entity'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 entity'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 with respect to the financial statements

In our opinion, the financial statements, from page 39 up to and including page 44, give a true and fair view of the financial position of Vereniging Wetlands International as at December 31, 2011 and of its result for the year then ended in accordance with Guideline for annual reporting 650 "Fundraising Institutions" of the Dutch Accounting Standards Board.

Ede, 12 September 2012

BDO Audit & Assurance B.V.
on its behalf,



J.C. Lankhuijzen RA

no.	Project name	project expenditure global organisation Total (EUR)	project expenditure in 2011 Foundation NL only (EUR)	project period	donor	partner(s)	LIVELIHOOD	BIODIVER	WATER	CLIMATE	GREENING	Global Black Sea	Russia	western	Panama	Argentina	Senegal	Mali	Kenya	China	Japan	Indonesia	Malaysia	India	Oceania	
32	AEWA Site protection report	32,720	32,720	Jan 2011 - Feb 2012	UNEP/AEWA			100				•														
33	Wild birds and avian influenza ToR	1,124	1,124	Apr 2011 - Mar 2012	Ministry of Japan			100				•														
34	Convention on Migratory Species, Flyways working group	35,997	35,997	Jan 2011 - June 2011	UNEP/CMS			100				•														
35	Flyway training kit development	48,693	48,693	Nov 2010 - Apr 2011	UNEP AEWA and Min of ELI, Dutch gvt			100				•														
36	Waterbird Population Estimate no. 5	2,156	2,156	March 2012	Ramsar Secretariat			100				•														
37	Wings over Wetlands GEF flyways <i>Enhanced conservation of migratory waterbirds and their critical sites in the African Eurasian flyway</i>	148,014	148,014	2006 - 2010	BFN, German gvt through AEWA secretariat		50	50				•														
38	Global Wetlands Observing System (GWOS) <i>facilitating meeting</i>	9,952	9,952	December 2011	Ramsar secretariat			100				•														
39	Communication, Education, Participation and Awareness Action Plan CEPA <i>Establishing a network of educational wetland centres in European Russia to promote wetland conservation</i>	46,227		Nov 2011 - Dec 2013	Netherlands Embassy in Russia (Matra)	Wetland Link Int., Russian PNAs: Bryansky Les Biosphere Reserve and National Parks of Sebezhsy, Smolensk	25	25	25		25															
40	Water allocation policy for Loktak Lake <i>Project aims to develop a water allocation policy for Loktak Lake balancing human needs with ecological requirements of water in Manipur River Basin</i>	26,667		2010-2013	Planning Commission, Government of India	Loktak Development Authority			100																•	
41	Economic Valuation of Gulf of Khmbhat mangroves <i>Economic valuation of mangrove ecosystem services to support management planning and decision making</i>	3,802		2011-13	Ministry of Environment and Forests				50		50														•	
42	Integrated Management Planning for Chilika Lake, India <i>Formulation of management planning framework for Chilika</i>			2010-11	Ramsar Convention Secretariat	Chilika Development Authority		50	50																•	
43	SUSCLAM (Tomini Bay Sustainable Coastal Livelihoods and Management) <i>Improvement of the management of the marine and coastal resources, while improving the livelihoods of resilient communities reliant in Central Sulawesi, Gorontalo and North Sulawesi.</i>	436,123		2007 - Mar 2012	CIDA	IUCN ARO, Lestari Canada, WIIP	30		30	40															•	
44	Linking and Learning to Strengthen Capacity and Collaboration on DRR in NTT province <i>Enhance collaboration between and among communities and local institutions to mitigate impact of hazards and increase preparedness for natural disasters</i>	98,894		1 July 2010 to 30 September 2011	DG ECHO	Care & Cordaid	40		30	30															•	
45	Development of National Wetland Park Master Plan, Pingtian Lake, Anhui province	37,000		January-September, 2011	Chizhou City government	Institute of Planning, survey of Anhui Province	50	50																	•	
46	Organization of Asian Wetlands Symposium-Wuxi	25,000		March-October, 2011	JICA, KNCF,SEKISUI, OECC, MOE-JAPAN, WWF	Ramsar Center Japan, State Forest Administration China, City government of Wuxi	30	50	20																•	
47	Wetlands Newsletter <i>bi-monthly published 6 issues in 2011 and totally 18,000 copies distributed to relevant organizations and individuals</i>	20,000		January - December 2011	State Forestry Administration; Anhui - Yunnan - Guangdong - Fujian - Heilongjiang Provincial Forest Bureaus; Shanghai Municipal Forest Bureau Guangdong Zhanjiang Mangrove NNR Jiangsu Dafeng Milu NNR			50	25	25															•	
48	Inventory of La Plata basin wetlands	11,825		July 2011 - November 2012	GEF - SAYDS	SAYDS, UNSAM, UBA		100																		•
49	Neotropical Waterbird Census Programme	23,374		August 2011 - March 2012	Canadian Wildlife Service	Local Partner NGOs		100																		•
50	Biodiversity conservation in rice fields	4,325		April 2009 - June 2011	Funds for the Americas - Argentina			100																		•
51	Tasik Chini BMP <i>With the increased intensity of development in Malaysia, and the loss of ecologically sensitive wetlands, Tasik Chini is a priority for intervention to develop an institutional framework and capacity of key stakeholders to manage Tasik Chini based on the Integrated Catchment Management (ICM) principles. Includes development of capacity and increase of livelihood options for poor local communities of Tasik Chini</i>	2,435		Jan 2011 - Dec 2011	Department of Drainage and Irrigation, gvt of Malaysia	Sustainable Development Network Malaysia (SUSDEN)	50	50																	•	
52	Raising science base monitoring system on the coastal area <i>Coordination and data collection and analysis of coastal area survey of MOEJ project "Monitoring Sites 1000". Project report was printed for submission to MOEJ.</i>	299,312		April 2010-March 2011	Biodiversity Center Japan, MOE			100																	•	
53	Raising science base monitoring system on the inland water area <i>Coordination and data collection and analysis of inland water area survey of MOEJ project "Monitoring Sites 1000". Project report was printed for submission to MOEJ.</i>	99,711		April 2010-March 2011	Biodiversity Center Japan, MOE			100																	•	
54	Organizing International Workshop on Rice Paddy and Wetland Conservation <i>Organized International Workshop on Rice Paddy and Wetland Conservation held in Takashima, Japan in August, 2010</i>	29,931		July 2010-January 2011	Wildlife Division, Nature Conservation Bureau, MOE Japan		40	30		30															•	
55	REDDIN <i>Rehabilitation of degraded ecosystems of the Inner Delta . Research action</i>			Dec 2009 - Dec 2013	Swedish Embassy, Mali				50	50															•	
56	Pilot Project <i>Sustainable coastal and marine zone management and biodiversity conservation in Sierra Leone. Small scale pilot activities, capacity building and communications efforts in proposed new MPA sites.</i>	260,786		june 2008-june 2012	PRCM	UICN-WWF-FIBA	40	50		5	5														•	
57	LAMANTIN <i>Conservation of the West African Manatee :Conserver le lamantin ouest africain et ses habitats, en se basant sur des données scientifiques les plus fiables, et en tenant compte de l'environnement, des caractères socio-économiques et culturels de son aire de répartition</i>	201,675		june 2008-june 2012	PRCM	UICN-WWF-FIBA	20	80																	•	
58	BIOMAC <i>West African Marine and Coastal Biodiversity Network (BIOMAC):The coordination of species and habitat conservation efforts in coastal and marine ecosystems of the subregion for improved effectiveness</i>	130,529		june 2008-june 2012	PRCM	UICN-WWF-FIBA		85	5	10															•	
59	Canary Current Large Marine Ecosystem <i>Following the WAMI project, Wetlands International Africa is implementing the CCLM programme on Mangrove : Countries covered by CCLME are : Gambia, Guinea, Guinea Bissau and Senegal . GThe general objective of the project is to ratify regional conservation plan for the mangroves of the CCLME region and implement pilot mangrove restoration actions in pilot sites</i>	98,714		Dec 2011 - 2014	UNEP	IUCN Senegal	15	75	10																•	
60	Biorights developments (Ramsar)			Jan 2009 - Oct 2011	Ramsar secretariat			100				•														
61	Surveillance of Influenza A viruses	14,521	14,521	July 2011 - March 2013	Erasmus University			100				•														
62	Promoting Integrated peatlands management Russia <i>Develop methodologies for peatlands management and enhance awareness and knowledge on peatland functions and values</i>	2,904	2,904	Feb 08 - Jan 11	Min of ELI, Dutch gvt - BBI Matra			100				•	•													
63	Transboundary wetland conservation in Russia, Belarus, Ukraine <i>Foster cooperation between the three countries for joint conservation and management of transboundary wetlands</i>	2,150	2,150	Nov 08 - Nov 10	Min of ELI, Dutch gvt - BBI Matra			100				•	•	•												
64	Surveillance of Influenza A viruses	18,686	18,686	July 2011 - March 2013	Erasmus University			100				•														
	SUBTOTAL governmental subsidies	4,624,350	2,868,029																							

no.	Project name	project expenditure global organisation Total (EUR)	project expenditure in 2011 Foundation NL only (EUR)	project period	donor	partner(s)	LIVELIHOOD	BIODIVER	WATER	CLIMATE	GREENING	Global	Black	Sea	Russia	Western	Panama	Argentina	Senegal	Mali	Kenya	China	Japan	Indonesia	Malaysia	India	Oceania
	3rd PARTY INCOME																										
	% income from governmental subsidies	62%	56%																								
65	We are the World <i>Community based nature conservation in the Inner Niger Delta</i>	162,065	162,065	June 2010 - June 2013	IUCN NL		40	50	10			•						•									
66	Restoring Peatlands in Russia.	84,161	84,161	Jul 2011 - Jul 2015	KFW		25		25		50	•															
67	Shrimp Aquaculture Assessment to ASC And GlobalGap Standards - First Step to Bring Indonesian Small-Scale Shrimp Aquaculture up to Standards. <i>Assessing the selected small scale shrimp farming sites (in Gresik /east Java, Bireun/ Aceh and Tarakan/East Kalimantan) using criteria and indicators of Shrimp Aquaculture Dialogue standards (ShAD) and GlobalGAP standards</i>	26,843		Dec 2010-Nov 2011	Oxfam Novib via WWF Indonesia	WWF Indonesia-Telapak-ON-IUCN NL	40	10		10	40													•			
68	Responsible Shrimp Culture Improvement Program (RSCIP) Indonesia <i>Assessing the selected small scale shrimp farming sites (in Banyuwangi/east Java, Bone/ South Sulawesi and Mahakam Delta/East Kalimantan) using criteria and indicators of Shrimp Aquaculture Dialogue standards (ShAD) and GlobalGAP standards</i>	143,253		Jan 2011 to Dec 2011	IUCN NL (all fund shared with WWF Indonesia & Telapak)	WWF Indonesia-Telapak-ON-IUCN NL	40	10		10	40													•			
69	Banten Bay Carbon Offset Project <i>The project aims at offsetting 10,000 ton CO2 eq by 2023, through mangrove rehabilitation in degraded brackishwater ponds areas</i>			2009-2023 (15 years)	Accio Natura Spain	local CBO in Banten Bay and WIIP	30	10		40	20													•			
70	Ecosystem Assessment and Manganese Mining mapping activities in Noebesa Village , Timor Island (Amanuban Tengah District, TTS, NTT Province). <i>Obtain information on potential impacts on environmental and humanitarian disaster</i>	30,000		Aug - Oct 2011 (3 months)	Cordaid	Oisca, Bina Swadaya	30	20		20	30													•			
71	Management and restoration of Guanacache lagoons for people	32,657		Dec 2010 - March 2012	FVSA - Coca Cola	FARN, Mendoza local partners	50		50									•									
72	Plan playeros Patagonia	2,317		July 2010 - February 2011	Manomet inc.	WHSRN			100									•									
73	Making of "draft inventory of wetland culture and practice in Japan" <i>Development of inventory of culture and practices on wetlands through interviewing local people, worksheet questionnaire and holding discussion session of experts. Draft inventory was published.</i>	39,908		April 2010-March 2011	Japan Fund for Global Environment (JFGE)		60	20			20												•				
74	Attorney of "Wetland School Network Programme Popularized in Asian Countries along the East Asian-Australasian Waterbird Flyway" <i>Attorney work to support the China office for grant application, payout applications, and reporting for JFGE grant.</i>	2,694		June 2010-Mar 2011	Japan Fund for Global Environment (JFGE)		40	20			40											•	•				
75	Research on developing reparative method for tidal flat micrio environment as a basis for benthos habitat	15,963		April 2010-Mar 2011	Water Resourse Management Foundation				100														•				
76	Development of guidebook for citizen based participatory reserch in Western Japan <i>Development and printing of guidebook for participatory tidal-flat survey and conducting participatory survey event for Western Japan.</i>	19,954		April 2010-Mar 2011	Keidanren Nature Conservation Fund (KNCF)				80		20												•				
77	Management of web-site: Ramsar Site inside Japan for common use <i>Development of introductory pages for the 4 new Ramsar Sites and maintainance of esisting pages for 33 sites and other contents on the committee's web-site.</i>	2,694		April 2010-Mar 2011	Domestic Ramsar Committee for Relevant Municipalities		50				50												•				
78	Australia-China Environment Development Partnership (ACEDP) China <i>Wetland management policy, guidelines and capacity building</i>	110,000		Mar 2010 - Mar 2012	AusAid	Kiri-ganai Research		70	15		15											•				•	
79	Great Sandy Strait Knowledge Gaps <i>Knowledge gaps for management of a Ramsar site</i>	23,000		Feb 2011 - Mar 2011	Australian Gvt			90	10																	•	
80	Indigenous Employees' Conference <i>Networking with Indigenous natural resource managers</i>	7,000		Feb 2011 - Mar 2011	Australian Gvt		100																			•	
81	East Asian Australasian Flyway (EAAF) Network Assessment <i>assessment of 45 sites of international Importance for migratory waterbirds</i>	7,300		July 2011 - July 2012	EAAF Secretariat	BirdLife		70	30																	•	
82	Workshop Flyways	1,450	1,450	Jan - Dec 2011	SOVON				100			•															
83	LCA white and black peat impact	2,700	2,700	Dec 2010 - May 2011	Qunatis/Epagma					100		•															
84	Improve quality of water resources and ecosystems	10,612	10,612	Aug 2011 -July 2012	IFC				100			•															
85	Responsible Peat	4,227	4,227		RHP					100																	
86	RSPO	6,700	6,700							80	20																
	SUBTOTAL third parties	735,498	271,915																								
	% income from third parties	10%	5%																								
	GRAND TOTAL	7,456,058	5,088,429.00																								
	% of income from total		68%																								

Annex 2 List of publications

Title	Authors	ISBN	Available from:	Link to website
ENGLISH				
Strategic Intent 2011-2020	Wetlands International		Netherlands Office	www.wetlands.org/strategy
State of the Art Information on Mangrove Ecosystems in Indonesia	Muhammad Ilman, Iwan Tri Cahyo Wibisono, Nyoman Suryadiputra		Indonesia Office	www.indonesia.wetlands.org
Water sharing in the Upper Niger Basin	Eddy Wymenga, Leo Zwarts, Bakary Kone		Netherlands Office, Mali Office	www.wetlands.org
Impact of oil palm plantations on peatland conversion in Sarawak 2005-2010	Sarvision		Netherlands Office	www.wetlands.org/sarawak
Wintering Waterbird Census in the Azov-Black Sea Coastal Wetlands of Ukraine, Georgia and Turkey	Vasiliy Kostushyn, Yuriy Andryushenko, Irakli Goradze, Alexander Abuladze, Jimsher Mamuchadze, Kiraz Erciyas	-	Black Sea office	www.blacksearegion.wetlands.org
Analysis of information sources on waterbird migration in the Azov-Black Sea region of Ukraine: bibliography, count results and ring recoveries	Vasiliy Kostushyn, Iosif Chernichko, Anatoliy Poluda and Raisa Chernichko	-	Black Sea office	www.blacksearegion.wetlands.org
Results of the Autumn 2010 Migratory Waterbird Counts in the Azov-Black Sea Coastal Wetlands of Ukraine, Georgia and Turkey	Vasiliy Kostushyn, Josef Chernichko, Irakli Goradze, Jimsher Mamuchadze, Ramaz Gokhelashvili, Ferdi Akarsu, Raisa Chernichko, Elena Diadicheva and Svetlana Vinokurova	-	Black Sea office	www.blacksearegion.wetlands.org
FRENCH				
L'Intention Stratégique 2011-2020	Wetlands International		Senegal Office, Mali Office, Sierra Leone Office, Guinea Bissau Office, Kenya Office	www.wetlands.org/strategy

INDONESIAN

Belajar Bersama Menuju Masyarakat Siaga Bencana: Refleksi dan Pembelajaran Masyarakat Terhadap Program Pengurangan Resiko Bencana Berbasis Komunitas Provinsi NTT <i>(Learning Together Towards Community Resilience: Reflection and Community Learning on Community Based Disaster Risk Reduction in NTT Province)</i>	Anna Arifin, Herman Kelen, Wahyudi, Rido Hambadima, Itha Kleden, Lesti Leneng, dan Dinno Goa		Indonesia Office	www.indonesia.wetlands.org
Kajian Ekosistem dan Tutupan Lahan di Desa Noebesa Kecamatan Amanuban Tengah Kabupaten Timor Tengah Selatan <i>(Ecosystem Mapping and Land Cover Analysis in Noebesa Village, Amaduban Tengah Sub District, Timor Tengah Selatan District)</i>	Iwan Tri Cahyo Wibisono, Aswin Rahadian, Suhada Asdini, Nicholas Joshian Schaduw, Tyas Ayu Lestari		Indonesia Office	www.indonesia.wetlands.org
Burung Air di Semenanjung Banyuasin Taman Nasional Sembilang Kabupaten Banyuasin Propinsi Sumatera Selatan <i>(Waterbirds in Banyuasin Peninsula of Sembilang National Park, Banyuasin District, South Sumatra Province)</i>	Ferry Hasudungan, Yus Rusila Noor dan Agus Sriyadi Budi Sutito		Indonesia Office	www.indonesia.wetlands.org
Lokakarya Nasional "Assesmen Tambak Udang Skala Kecil di Indonesia: Sebuah Analisa Kesenjangan terhadap Global GAP dan ASC". <i>(National Workshop on "Assessment of Small Scale Shrimp-Farming in Indonesia: A Gap Analysis for Global GAP and ASC Standard")</i>	Responsible Shrimp Culture Improvement Program (RSCIP) Consortium: Telapak, Wetlands International, WWF-Indonesia, Oxfam Novib, IUCN Netherlands		RSCIP Consortium members	

JAPANESE

33 Examples of the Cultures and Technologies of Wetlands In Japan - Relationships with Local People and Communities (Japanese & English)	Tatsuichi Tsujii and Koichi Sasagawa (eds)	978-4-990423-8-6-5	Japan Office	www.japan.wetlands.org/
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SPANISH

Intencion Estrategica 2011-2020	Wetlands International		Argentina Office, Panamá Office	www.wetlands.org/strategy
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Conservación de los recursos acuáticos y la biodiversidad en arrozceras del noreste de Argentina (<i>Conservation of water resources and biodiversity in rice fields of northeastern Argentina</i>)	Daniel E. Blanco, Victoria M. de la Balze	978-987-24710-6-4	Argentina Office	www.lac.wetlands.org
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Macroinvertebrados como bioindicadores en arrozceras de Argentina (<i>Macroinvertebrates as bioindicators in rice fields from Argentina</i>)	Wetlands International Argentina Office, Centro Neotropical en Entrenamiento de Humedales de Perú (CNEH-PERU)		Argentina Office	www.lac.wetlands.org
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Peces comunes en las arrozceras del noreste de Argentina (<i>Common fish in rice fields of northeastern Argentina</i>)	Wetlands International Argentina Office, Laboratorio de Teledetección y Ecoinformática - Universidad de San Martín (UNSAM)		Argentina Office	www.lac.wetlands.org
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Aves como bioindicadores en arrozceras de Argentina (<i>Birds as bioindicators in rice fields in Argentina</i>)	Wetlands International Argentina Office		Argentina Office	www.lac.wetlands.org
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UKRAINIAN

Guidance on waterbird monitoring methodology: Field Protocol for waterbird counting (Ukrainian & English)	Simon Delany	-	Black Sea office	www.blacksearegion.wetlands.org
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Methodical Recommendations on Integrated Resource Management, Wetland Biodiversity, Econet Development and Organic Agriculture	Genadii Marushevskii (ed.)	-	Black Sea office	www.blacksearegion.wetlands.org
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Strategic action plan on integrated water resources management, biodiversity conservation and sustainable agriculture in the Southern Bug River Basin	Genadii Marushevskii (ed.)	-	Black Sea office	www.blacksearegion.wetlands.org
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Annex 3 Accountability statement

Management and supervision

Wetlands International is an independent, not-for-profit, global organisation that consists of a network of offices in 18 countries worldwide that are linked by Agreement regarding the implementation of the overarching Strategic Intent as well as by adherence to a joint set of policies and operational standards including the use of the name and logo. Most offices work at regional or national level, but the foundation, *Stichting Wetlands International*, legally registered in the Netherlands has a global role of guidance and support to these offices in the network. The Association, *Vereniging Wetlands International*, enables governmental and non-governmental membership to the organisation and determines the long-term strategy of the organisation, which is guiding the activities of all offices in the network.

Stichting Wetlands International (the Foundation) 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 Statutes of the foundation specify that its executive management and the supervision thereof are in the hands of the Management Board and the Supervisory Council, respectively.

Because of the combination of the following factors, *Stichting Wetlands International*' and the *Vereniging Wetlands International* (the Association) are considered a Group in financial-administrative sense:

- members of the Supervisory Council are selected by the Supervisory Council itself. 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 determines 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 SC. Their term is defined by their individual employment contracts.

Tasks of the Management Board and the Supervisory Council are defined in the statutes of *Stichting Wetlands International*. The Statutes are further elaborated on in the Rules and Regulations, and include a profile of the members of the Supervisory Council.

The Supervisory Council exerts its supervision mainly through three routes. Firstly by discussing and approving important decisions of the Management Board as specified in the Statutes, such as the Annual Plan and Budget. Secondly, by monitoring progress and developments in the work of 'Stichting Wetlands International' on the basis of biannual and specific reports by the Management Board. And thirdly through the annual performance assessment of the Management Board.

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

The Supervisory Council annually assesses its own performance.

Optimal use of resources to realize the objectives of ‘Stichting Wetlands International’ 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. After 5 years the Strategic Intent is updated, following an extensive review process involving all main stakeholders. For the monitoring of each of these collective targets Lead persons are appointed.

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 for *Stichting Wetlands International* 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 biannually. 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 accounts, are presented.

Implementation of the Strategic Intent happens by means of 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. Project proposal development is an ongoing activity of the technical staff. Proposals are accepted on the basis of content and viability by the Management Board before funding is sought from donors.

Implementation of projects is often done by the joint efforts of several Wetlands International offices on the basis of contracts between *Stichting Wetlands International* and the other Wetlands International offices concerned. Field visits and technical advice on the implementation are key monitoring activities. 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

For Wetlands International, the following are considered the main interested parties:

- a. the national Wetlands International offices
- b. the members of the Association
- c. donor organisations
- d. a network of experts
- e. partner organisations
- f. beneficiaries of its project

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. 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 (www.wetlands.org). 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.

At least once a year, all Heads of the global network of Wetlands International offices come together for a week, alongside the senior thematic lead officers, to discuss progress towards the goal of the Strategic Intent as well as the effective functioning of the global organisation. Besides this, online surveys are used to gather input from staff throughout the global network on a variety of issues.

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

Supervisory Council & Board of Association

As per 31 December 2011, the Supervisory Council of the Foundation and the Board of the Association of Wetlands International had the following members during 2011.

Supervisory Council / Board of Association - members

Member	Supervisory Council	Board of Association	Main position	Other positions
Mr Jan Ernst de Groot	Chair <i>Appointed: Jul 2011</i> <i>Retirement: Feb 2014</i>	Chair	General Counsel and Managing Director External Affairs, TNT-Express	<ul style="list-style-type: none"> - Chair of the Dutch Coal Dialogue - Board, Salzburg Global Seminar - Recommending Committee, Platform Biodiversity Ecosystems and Economy, VNO NCW - IUCN - Member of the National Taskforce on Biodiversity and Natural Resources - Advisory Council, Landschap Noord-Holland
Mr Harry Dijkma	Member (Vice Chair) <i>Appointed: Jul 2011</i> <i>Retirement: Feb 2014</i>	Treasurer	Consultant	<ul style="list-style-type: none"> - Chair of the Supervisory Board of RegioCollege Zaandam, vocational education - Vice Chair of the Board of Het Flevolandschap and De 12 Landschappen (nature preservation) - Member of the Supervisory Board of Development Corporation Almere Lelystad Airport - Member of the Supervisory Board of SME Venture Capital Cy Flevoland - Member of the Supervisory Board of Afvalzorg NV, Haarlem - Treasurer of the RDIJ-award Foundation - Founder of Flevoland Development Company OMFL - Member of the Board of Corrosia! Art and Culture - Various other positions ex officio as a former member of the Provincial Executive
Mr Idrissa Doucouré	Member <i>Retirement: Feb 2014</i>	Secretary	Chief Executive Officer, CREPA, Burkina Faso	-
Mr Hazel Shokellu	Member	Member	Ass. Director for Network and Capacity	-

Member	Supervisory Council	Board of Association	Main position	Other positions
Thompson	<i>Retirement: Jun 2013</i>		Development, BirdLife International, UK	-
Mr Yoshihiro Natori	Member <i>Retirement: Feb 2014</i>	Member	Executive Coordinator, Nagao Natural Environment Foundation, Japan	-
Ms. Noelle Aarts	Member <i>Appointed: Feb 2011</i> <i>Retirement: Feb 2014</i>	Member	- Associate Professor Communication Strategies, Wageningen University - Associate Professor Strategic Communication (LOGEION chair), Amsterdam School of Communications Research, University of Amsterdam	-
Mr Gonzalo Castro de la Mata	Member <i>Appointed: Dec 2011</i> <i>Retirement: Jun 2013</i>	Member	Founder and Chair of the Board, Ecosystem Services LLC	- Steering Committee, Verified Carbon Standard (VCS-AFOLU) - Chair, Peru LNG Project (Ex-Im Bank, USA)
Ms Kathy Mackinnon	Member <i>Appointed: Dec 2011</i> <i>Retirement: Nov 2014</i>	Member	Consultant	- Vice-Chair, IUCN World Commission on protected Areas (Biodiversity and Climate Change) - Member, Cambridge Conservation Science Group, University of Cambridge
Retired during 2011				
Ms Gordana Beltram	Chair <i>Retirement: Jul 2011</i>	Chair	Director, Skocjan Regional Parc, Slovenia	-
Mr Baz Hughes	Acting Chair of the Finance and Operations Committee <i>Retirement: Jul 2011</i>	Acting Treasurer	Head of Species Conservation, WWT, UK	Chair, Threatened Waterfowl Specialist Group
Mr Paul	<i>Retirement: Jul 2011</i>	Member	Commissioner,	-

Member	Supervisory Council	Board of Association	Main position	Other positions
Mafabi			Ministry of Water and Environment, Uganda	
Mr Cees van Woerkum	<i>Retirement: Feb 2011</i>	Member	Head, Section on Communication Science, Wageningen University, the Netherlands	-
Mr Sergio Lasso Barreto	Member <i>Retirement: Feb 2011</i>	Secretary	Ministry of Environment, Ecuador	-
Mr Siddarth Kaul	Member <i>Retirement: Feb 2011</i>	Member	Director, Ministry of Environment and Forests, India	Member of the Governing Body, Wetlands International South Asia Soc., India
Mr Kevin Erwin	Member <i>Retirement: Feb 2011</i>	Member	President & CEO, KLERwin Consulting Ecologists Inc, USA	-
Ms Maria Carolina Hazin	Member <i>Retirement: Feb 2011</i>	Member	UNESCO, Brasil	-

Observers

Ms Atty Bruins (Alternate for Mr Rob van Brouwershaven)	Observer (Permanent Observer of the Host Country)	Observer	Manager, Nature and Biodiversity Department, Ministry of Economic Affairs, Agriculture and Innovation	-
Mr Nick Davidson	Observer	Observer	Deputy Secretary General, Secretariat of the Ramsar Convention on Wetlands	-

Counsellors of Honour

Luc Hoffmann
Chris Kalden
Geoffrey Matthews
Michael Moser
Max Finlayson
Stewart Morrison

Management Board of the Foundation Wetlands International – members

Ms Jane Madgwick Chief Executive Officer, Wetlands International, the Netherlands

Other positions:

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

Mr Frank van der Valk
(until Oct 15, 2011)

Chief Operations Officer, Wetlands International, The Netherlands

*Ms Josje Reinartz was
appointed as the new COO per
1 January 2012*

Members of the Association

Government members

Argentina, Secretaría de Ambiente y Desarrollo Sustentable
Austria, Federal Ministry of Agriculture, Forestry, Environment
Belgium, Ministry of Environment and Nature
Benin, Agence Beninoise pour l'Environnement
Bulgaria, Ministry of Environment
China, State Forestry Administration
Denmark, National Forest and Nature Agency
Ecuador, Ministerio de Medio Ambiente
Estonia, Ministry of the Environment
Finland, Ministry of Agriculture and Forestry
Germany, Ministry of Environment
Greece, Ministry of Environment, Energy and Climate Change
Hungary, Ministry for Rural Environment
India, Ministry of Environment and Forests
Indonesia, Ministry of Forestry
Ireland, National Parks and Wildlife Service
Japan, Ministry of the Environment
Kenya Wildlife Service
Latvia, Ministry of Environmental Protection and Regional Development
Macedonia, Ministry of Urban Planning, Construction and Environment
Malaysia, Ministry of Natural Resources and Environment
The Netherlands, Ministry of Agriculture, Nature and Food Quality
Norway, Directorate for Nature Management
Pakistan, Ministry of Environment, Public Affairs, Forestry and Wildlife
Poland, Ministry for Environmental Protection and Natural Resources
Slovakia, Ministry of the Environment
Slovenia, Ministry for Environment and Spatial Planning
Sweden, Environmental Protection Agency
Switzerland, Federal Office for the Environment
Tunisia, Ministry of Agriculture

NGO members

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

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Partnerships (of *Stichting Wetlands International*)

African-Eurasian Waterbird Monitoring Partnership

Avian Influenza Task Force (Scientific Task Force Avian Influenza and Wild Birds)

CAN (Climate Action Network)

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 Bio Fuels Coalition

MedWet

Mediterranean Wetlands Observatory

Migratory Birds for People Programme: Staatsbosbeheer (NL) and Wetlands Link International (WLI - UK)

Netherlands Water Partnership (NWP)

Nile Basin Initiative

Wings Over Wetlands Partnership for Conservation of Migratory Birds and their Habitats: Birdlife

International, AEWA, Ramsar Convention, UNEP-WCMC

Partners for Resilience (PFR) partnership: Red Cross, Cordaid, RCCC and CARE

Regional Program for Conservation of the Coastal and Marine Zone of West Africa (PRCM): WWF, IUCN, CSRP and FIBA

Royal Dutch Shell

Reducing Emissions from Deforestation and Degradation (REDD) – platform Netherlands

Schokland Treaty: 15 partners from private sector, NGOs, donors and the government of the Netherlands

Vexcel Canada, Synoptics (NL) and Remote Sensing Solutions GmbH (GER)

Dutch WASH Alliance: consortium of Simavi, Akvo, AMREF Netherlands, ICCO, RAIN, WASTE & 6 thematic partners

Partos

European Habitat Forum: alliance of major European NGOs (IUCN, WWF, BirdLife International, CEEWEB, etc.) with interest in the EU Biodiversity Policy

Specialist Groups

Specialist Groups for Wetlands International and IUCN Species Survival Commission

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

Associate Experts

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Arina Schrier
Bart Fokkens
Delmar Blasco
Derek Scott
Gerard Boere
Jan Veen
John Howes
Joost van der Ven
Mike Moser
Mike Ounsted
Pablo Yorio
Rebecca d’Cruz
Roberto Schlatter
Sansanee Choowaew
Simon Delany
Tim Dodman
Tim Jones

List of Donors

Intergovernmental organisations

East Asian-Australasian Flyway Partnership (EAAFP)
European Commission - European Union
Global Environment Facility (GEF)
International Forum Committee (World Water Forum 6)
Ramsar Convention Secretariat
The Regional Program for Conservation of the Coastal and Marine Zone of West Africa (PRCM)
United Nations Environment Programme (UNEP)
World Bank (WB)

National governments

Argentina Ministry of Environment and Sustainable Development (SAyDS)
Australian Agency for International Development (AusAID)
Australian Government
Canadian International Development Agency (CIDA)
Canadian Wildlife Service (CWS)
Chizhou City Government (China)
Embassy of Sweden in Mali
Embassy of the Kingdom of the Netherlands in Moscow
Embassy of the Kingdom of the Netherlands in Dakar
India Ministry of Environment and Forests
Japan Fund for Global Environment (JFGE)
Japan International Cooperation Agency (JICA)
Japan Ministry of Environment (MoEJ)
Kreditanstalt für Wiederaufbau (KfW)
Loktak Development Authority (India)
Malaysian Government
Municipalities of Japan
Swedish International Development Cooperation Agency (SIDA)
The German Federal Agency for Nature Conservation (BfN)
The Netherlands Ministry of Economic Affairs, Agriculture and Innovation (ELI)
The Netherlands Ministry of Foreign Affairs (DGIS)

Private sector, NGOs and research institutes

Acció Natura
Adessium Foundation
Biodiversity Centre of Japan
Coca Cola
Danone
Erasmus University
Fondo para las Américas – Argentina
Fundación Vida Silvestre Argentina
IUCN
Keidanren Nature Conservation Fund (KNCF)
Manomet Centre for Conservation Science (USA)
MAVA Foundation
Oxfam Novib
RAIN Foundation
Red Cross
Sovon (the Netherlands)
Stichting RHP (the Netherlands)

Mission:

To sustain and restore wetlands, their resources and biodiversity

Future outlook

Looking into 2012 and beyond, Wetlands International is focused on achieving and where possible exceeding the targets we set ourselves in our Strategic Intent, while keeping an eye open for the need to react and address emerging issues that have strong relevance to wetlands.

Focusing on a limited number of places where we are present for the long-term, we will seek to demonstrate how wetlands can be managed to safeguard biodiversity while providing a range of ecosystem services. We will continue our leading role amongst NGOs in the sphere of wetland carbon and seek to magnify and replicate our successes in bringing ecosystem approaches into decision-making for water management in some major river and lake basins.

In this, we will highlight the critical lifeline role that wetlands play in water scarce environments - and contribute to tools and mechanisms that help to bring these issues to the fore in decision-making. Through new initiatives, we will further strengthen our work on mangroves and other coastal ecosystems in collaboration with a wide range of private and public sector partners.

In particular, in 2012 we will start to implement our brand strategy, strengthen our office network in programme and resource development and enhance our abilities to collaborate, to identify and share our innovations and to manage and communicate knowledge. We will also work to increase the portfolio of corporate engagements increasing our influence in 'greening the economy' so as to enable Wetlands International to achieve greater impact and reach.

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