



Wetlands International

Annual Review and Accounts 2015



Wetlands
INTERNATIONAL

Table of contents

Acronyms	3
From the CEO	4
Acknowledgements	6
1. Report from the Supervisory Council and Board of Association	7
2. Strategy of Wetlands International	8
3. Achievements	10
4. Resource Development	17
5. Functioning and management of the global organisation	18
6. Financial overview of the global organisation	21
Annual accounts	23
Annex 1: List of projects	45
Annex 2: List of publications	51
Web and social media analytics	54
Supervisory Council & Board of Association	55
Management Board of the Foundation	57
Members of the Association	57
Our offices	58
Partnerships	61
Corporate Social Responsibility	63
Associate Experts	64
Specialist Groups	64
Donors	65

Acronyms

CBD	Convention on Biological Diversity
CBF	Central Bureau Fundraising
CEO	Chief Executive Officer
EU	European Union
FTE	Fulltime employee
IUCN	International Union for the Conservation of Nature
IWC	International Waterbird Census
NGO	Non-Governmental Organisation
NPL	Nationale Postcode Loterij
OPIDIN	Inner Niger Delta flood prediction tool
REDD	Reducing Emissions from Deforestation and Forest Degradation in Developing Countries
RPP	Responsibly Produced Peat Foundation
RTRS	Round Table on Responsible Soy Cultivation
RSPO	Roundtable for Responsible Palm Oil
TEEB	The Economics of Ecosystems and Biodiversity
UN	United Nations
UNCCD	United Nations Convention to Combat Desertification
UNEP	United Nations Environmental Program
UNFCCC	United Nations Framework Convention on Climate Change
VCA	Verified Conservation Area
WASH	Water supply, sanitation and hygiene

From the CEO

2015 was a momentous year for the planet! The Sustainable Development Goals (SDGs), the Paris Climate Agreement and Sendai Framework for Disaster Risk Reduction, set a new basis for action. These three frameworks are potentially triggers for increased investment in improving the status and condition of wetlands, which are the fastest declining ecosystems in the world.

In February, as the Chair in the Partnerships for Environment and Disaster Risk Reduction (PEDDR), Wetlands International was active in advising the political negotiations in Sendai. This Agreement heralded greater recognition of the need to address wetland degradation as a root cause of water-related risks, such as floods and droughts. In urbanizing coasts and deltas these risks are daunting. During that week in Japan, we played a key role in the shaping and launch of the Delta Coalition, now supported by twelve governments, which will be one of the important mechanisms to help to share knowledge and promote policies and practice for such integrated risk management solutions on the ground. The need to connect policies on disaster risk together with climate and development was a call that gained momentum during the year finding some place to land in the final formulation of the SDGs and the Paris Agreement. In Paris, a new five-year 'strategic partnership' was launched by Dutch Minister Ploumen, including Wetlands International and four other Dutch-based humanitarian and development NGOs working with the Dutch government to promote "Integrated Risk Management" as a means to build community resilience in disaster-prone developing countries.

It was my privilege to address the 12th Conference of Parties of the Ramsar Convention on Wetlands in Uruguay in May 2015 on the topic of "Wetlands and the SDGs". Those who formulated the Ramsar Convention back in the early 1970's were clear to frame wetland conservation and management as a contribution to sustainable development. But until recently this contribution has been largely ignored. Now, Wetlands International is championing the case that urgent and significant action to address the "wetland deficit" is needed for the SDGs to succeed. There is clear evidence that safeguarding and restoring wetlands will help to reduce CO₂ emissions, protect cities and shores, maintain biodiversity, combat desertification, and provide clean water and food. This evidence forms the basis for a business case for public and private investment in wetlands. Wetlands International collaborates in the design and implementation of on-ground solutions, drawing on our experience from programmes in all regions of the world. At the Paris COP21, we drew together our allies from Ramsar, the UN Conventions on Biological Diversity (CBD) and on Combatting Desertification (UNCCD) to raise commitments to treat peatlands as hotspots for climate mitigation and to mobilise knowledge and support for countries to take action. Country delegates from Russia, Indonesia and Mongolia were amongst those speaking on their positive experiences of working with Wetlands International to this end.

Early in 2015, we published our new Strategic Intent 2015-2025. This document makes a strong case for Wetlands International's



Senior management team and local partners in the Saloum Delta, Senegal

mission and our niche in the global policy arena as well as in delivering solutions where it matters most. The document is packed with illustrations and examples of landscapes and cityscapes, to bring our vision alive. It's a Strategy designed to engage our key audiences in government, private sector and civil society, emphasizing our role as a broker of knowledge and facilitator of effective solutions to return wetland values and functions for a sustainable and secure world.

This new Strategic framework took its' place immediately as a basis for our planning and reporting across our network of offices – which has enabled us to set out our Annual Plan 2016 and to report our Achievements for 2015 according to the five Streams of work and goals that we defined. In this new Strategy we signaled our ambition to achieve impact at scale. Therefore for each Stream of work, we have considered how we can best acquire and leverage partnerships and finance that can affect major policy change and landscape scale outcomes over time. These Stream Implementation Strategies are the result of a collective effort of our office network. With our sights on long term outcomes at scale, we set about grouping projects from different regions, under a clear narrative, forming "umbrella" programmes that could drive our work forward. These "Big Idea programmes" were prioritized by the Heads of Office towards the end of 2015 and we started to mobilise them. Amongst others, we decided to launch a campaign on wetlands and waterbirds in early 2016, linked with the 50th anniversary of the International Waterbird Census. Please see our online summary "Results 2015" which also includes a note of our main goals in 2016.



Acknowledgements

During the year, our leadership team changed with 3 longstanding senior staff members leaving. We would like to acknowledge and thank them all and wish them all the best!

Bakary Kone served as National Coordinator and Head of Office for Wetlands International Mali for more than 17 years. He worked with local communities, governments and all other stakeholders in the Niger River Basin and the Inner Niger Delta in Mali to press for more sustainable and equitable management of the water and to enable local communities to enhance their livelihoods through ecosystem management and restoration. Bakary's great ability to communicate and inspire and his extensive expertise in biodiversity conservation helped him to spearhead initiatives to better manage the Inner Niger Delta, benefitting millions of people as well as nature. His contributions to science through his many publications including "Niger, a lifeline"(2005) and the "Nature's Wealth: The Economics of Ecosystem Services and Poverty", helped to bring the challenges in this region to light. We are eternally grateful for his years of dedication and service to Wetlands International and for his knowledge and wisdom. He received the President's staff award for excellence in 2011, was very popular amongst all his colleagues around the world and definitely will be missed.



Lee Shin Shin (preferred to be called Shin) worked with Wetlands International Malaysia since 2002. As senior technical officer and passionate about nature as well as people living in wetlands, she managed a number of ecological and socio economic assessments and the development of environmental management plans for major wetlands related projects in Malaysia and Brunei. She coordinated and developed training material for capacity building in the field of environmental management including a National Wetland Management Training. Shin was a wetland specialist with strong technical skills and she managed projects related to conservation and sustainable use of natural resources for local communities and indigenous people in mangrove and peatswamp forests. Her efforts were key in developing and coordinating the team and office in Malaysia. Shin has been a hard worker with a warm personality, eager to learn and always ready to help out when necessary. We thank her for her exceptional contributions and wish her well in her future career.



Julio Montes de Oca Lugo joined Wetlands International in Sept 2008. As Head of Office he was responsible for Latin America Programme Development and livelihoods work, overall management of regional projects and overall office establishment and management. He is leaving behind not only a vibrant office in Panama for the region but also a satellite office and programme in Guatemala. During his time with Wetlands International, Julio coordinated the Rio Paz demonstration on coastal community livelihoods in El Salvador and Guatemala (2009-2010) and economic valuation of high-Andean wetlands (Ecuador, 2010). He developed and started implementation of a climate change adaptation and mitigation for mangroves project on the protection of carbon pool and sinks within wetlands and protected areas of Panama. He also coordinated the 5-year Partners for Resilience programme on ecosystem- & climate-smart disaster risk reduction with a focus on community resilience. Julio's bubbly personality, energy and commitment are infectious and he will certainly be missed amongst the Heads of Office network, while we look forward to collaborate with him still in his role in IUCN back in his home country of Costa Rica.



1. Report from the Supervisory Council and Board of Association

The Supervisory Council's activities during the year 2015 were involved with a range of issues, including the main mechanisms for driving forward the Strategic Intent 2015 – 2025 and institutional development. The main focus of the Council was the search for a new Chair and additional members. In addition, the Chair and other members of the Supervisory Council served as a sounding board for the Management Board.

In its capacity as the CEO's employer, the Council evaluated the CEO and her performance during the year. The Supervisory Council discussed the annual accounts for 2014 and the annual plan for 2016. Following additional action and clarification of findings by the external auditor, the Council/Board approved the accounts and the 2016 Plan.

2015 was marked by the departure of Mr Jan Ernst de Groot, who served as Chair of the Supervisory Council and Board of Association. The Council and the Management Board are very grateful for his excellent work and devotion over the past 5 years. Jan Ernst de Groot accepted the title of Counsellor of Honour; thus ensuring that he will stay connected and a friend of Wetlands International.

The Council also welcomed the arrival and appointment of Prof Kazuaki Hoshino as a new member representing East-Asia and the arrival and appointment of myself as Chair.

Composition

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

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

In accordance with the guidelines of the Dutch Central Bureau on Fundraising (CBF) and the Dutch Good Governance Code for Charities and Cultural Organisations ("Code Wijffels"), we have established that during 2015 none of the individual Council members held primary or additional occupations that could have given rise to conflicts of interest with their supervisory role with regard to Wetlands International.

For the Council's/Board's composition and scheme of resignation as of 31 December 2015 please refer to the overview on pages 55 – 56.

In 2015 the Supervisory Council assessed and discussed its own performance, as is required annually.

On behalf of the Supervisory Council, I would like to thank the Management Board and all Wetlands International employees for their continued hard work towards reaching Wetlands International's objective of safeguarding and restoring wetlands for people and nature. We look forward to continuing the progress and achieving the milestones set during 2016.

Ede, May 2016
For the Supervisory Council/
Board of Association
André van der Zande, Chair



2. Strategy of Wetlands International

Wetlands International's vision is a world where wetlands are treasured and nurtured for their beauty, the life they support and the resources they provide.

Our mission is to sustain and restore wetlands, their resources and biodiversity.

Our ultimate goal is that wetlands are used wisely 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.

We aim to focus our work on the issues and places where wetlands matter the most to people and nature. We have chosen five Streams for our work and developed a vision and Implementation Strategy for each one. The thematic choice of Streams was derived from global and regional analyses of the linked environmental and development challenges and the specific niche and capability of Wetlands International to bring about change. Our decision to limit to a small number of clear, directional Streams as compared with previous Strategies is intended to bring greater focus and cohesion across our network while allowing for specific regional and national prioritisation. The framing of our work under five Streams helps to facilitate programme development, the alignment of resources and tracking of progress:

Healthy Wetland Nature

Wetlands support a healthy biodiversity and deliver a full range of ecosystem services. Wetland species are no longer in decline. Use of wetlands by stakeholders, ranging from local communities to industry, respects biodiversity. People all over the world are inspired by the natural wonders of wetlands, such as the miracle of migration of many kinds of waterbirds. They understand that wetlands are an essential source of life and a basis for sustainable development.

Vibrant Coasts & Deltas

People safeguard and nurture mangroves and other wetlands in deltas and along coasts. These wetlands are the basis of a prosperous economy in both cities and rural areas, providing rich resources and protecting people from the ravages of storms and floods.

Blue Lifelines in the Desert

Life in arid and semi-arid landscapes is revived by securing freshwater flows. Recovery of drylands and wetlands such as floodplains and lakes creates a productive blue-green mosaic. This dynamic landscape halts the encroaching desert and provides a lifeline for animals and people who move and migrate seasonally.

Replenished Water Stores from Mountains to Sea

The degradation of wetlands of critical importance for water storage from mountainous regions to the sea is reversed. They will again feed the rivers with water, reduce the risks of harmful flooding and provide renewed opportunities for biodiversity. This creates a more productive and safer landscape for millions of

people and nature downstream.

Peatland Treasures are Safeguarded and Restored

The full value of peatlands all over the world is revealed: their tremendous carbon storage, ability to regulate and purify water and precious natural beauty. From the Arctic to the tropics, and from the high mountains to the sea, we maintain these treasure troves. We prevent the fires and halt harmful reclamations that literally put them up in smoke and down the drain. And we reverse degradation by re-wetting desiccated soils and promote their sustainable use.

How we work

The ways in which we work to achieve our mission, vision and ultimate goal reflect the nature of wetlands as ecosystems and the wider biophysical and social context in which they sit. As wetlands are dynamic and connected to water flows in the wider landscape, we need to take a systems approach to their conservation and wise use so they can maintain the water cycle which in turn underpins sustainable development.

Maintaining or restoring the "health" or ecological integrity of individual wetlands can depend on taking action far away – and conversely the benefits of water storage and flood regulation from wetlands can be felt a long way downstream. Another key dimension to sustaining and restoring wetlands is the long history of human use and strong cultural connections that continue to shape this use. For these reasons we adopt an integrated socio-ecological approach to conserve and restore wetlands that takes account of the full range of benefits that wetlands provide to society in an entire landscape or watershed.

Our growing influence and impact as an organisation is linked to our approach connecting technical knowledge, policy dialogue and practical projects in the field. Using scientific knowledge makes us a well trusted source of information, while powerful demonstration projects inspire people to act. We engage in advocacy on topics for which we have developed knowledge and have our own experience. We use this to stimulate governments and companies to develop and implement effective policies. This science-policy-practice approach runs throughout our programmes and is the basis for scaling up our impact and informing and enabling others to take action.

Our approach emphasises empowering those who use or depend on wetlands. Our experience proves that policies and investments can be strongly influenced through a bottom-up process. By working with local partners and building the capacity of local communities whose lives closely connect to wetlands, we empower civil society with knowledge and skills to more effectively engage with governments and the private sector, influencing decisions which affect them but which are made nationally and even internationally.

To leverage significant change, we need governments, the private sector and civil society to act individually and jointly. Wetlands International works with all of these sectors and with knowledge

institutions, often acting as a connector and broker for joined up initiatives. We engage in strategic partnerships as a means to enable both the public and private sector to safeguard and restore wetlands. Specific knowledge products, tools and pilot examples are enabling mechanisms. By connecting our work across offices and through partner networks, we combine local experiences and successes and scale up our impact to influence national, regional and global policies, practices and investments.

We have learnt that while we can demonstrate small scale successes in just a few years, bringing about positive change for people and nature in large wetland systems and watersheds takes time. Often it takes more than a decade. Therefore we work for the long-term in major wetlands areas. We invest strongly in the development of local and national relationships through our presence and forge innovative and strategic partnerships to maximise our reach and impact.

WETLAND SOLUTIONS FOR PEOPLE AND NATURE

Strategic Intent 2015 - 2025



3. Achievements

Healthy Wetland Nature

- 1. Enabled the production of locally-owned long-term conservation and sustainable development strategies for the Lower Senegal Delta in Senegal and Mauritania and for the Pechora Delta region in Russia.** These strategies were developed jointly with key stakeholders including River Basin Authorities, park managers, local and regional governments, local experts and several knowledge institutes.
- 2. Mapped critical wetland habitats of the Arctic.** We collaborated with Shell to identify, map and assess potential critical habitats (as defined by the International Finance Corporation) in the Arctic regions trialing a tool that we developed to model the likely occurrence of critical habitat, based on the expected presence of migratory waterbirds and endangered species. The information generated by the project has been included in Shell's early project screening tool to help project teams manage and prevent potentially adverse impacts on Arctic biodiversity. It has relevance to other regions.
- 3. Enabled uptake of environmentally sustainable livelihoods in Nigeria's Niger Delta.** The Abobiri, Obia-yagha and Opume communities in the Niger Delta changed the way in which they manage their wetland environment including stopping wetland-detrimental livelihood practices (mainly mangrove cutting) and switching to wetland-friendly livelihood practices such as harvesting fish, periwinkle, plantation and poultry farming. In addition, these communities are contributing to wetland restoration through wetland tree nurseries and restoration, tree planting and clearing of waterways overgrown by invasive plant species. 58 community member-groups were provided with access to micro-credits to incentivise this shift in practices. This work was achieved through collaboration with our local partners Living Earth Nigeria Foundation and Nigerian Conservation Foundation.
- 4. Held oil developments along Lake Albert, Uganda to the highest environmental standards.** Through our role on the Biodiversity and Livelihoods Advisory Committee (BLAC) established by Total Uganda we made recommendations on how to achieve the highest biodiversity and livelihood standards while developing oil in environmentally sensitive areas. These recommendations now cover the full landscape scale of development and have already resulted in additional baseline studies and improved design of the project, with a goal of delivering a Net Gain for biodiversity over the full duration of the project. Our mandate to advise the project was expanded in 2015 to advise other oil operators along Lake Albert.
- 5. Promoted Verified Conservation Area (VCA) to enhance biodiversity conservation and restoration** by facilitating the first step in the process for a VCA nomination by a peat

extraction company in a former peat mining area in Germany. VCAs are a new tool that offers great potential to engage private land-owners and businesses around the world in conservation and restoration actions. This is especially valuable for wetlands that are often not protected but rather under some form of extractive management.

- 6. Influenced producers to ban wetlands for soy cultivation under Roundtable on Responsible Soy certification (RTRS).** As a member of RTRS, we advocated several years for wetlands conservation to be addressed. Now wetlands, particularly in Argentina, are better protected as producers, who want to certify soy under RTRS, cannot expand the crop by draining wetlands. Although currently only a small portion of soy producers certify their soy, this is a clear message to the sector as well as to banks and other loan institutions to guide their investment decisions in soy.



- 7. Restored 20 hectares of wetlands in the Ramsar Site Laguna Llacanelo, in Mendoza province of Argentina.** This pilot project aimed at eradicating alien Tamarind (*Tamarix* sp.) and sets the baseline for a high-scale project to eradicate the 300 ha of Tamarind woodlands that surround the Llacanelo lagoon. This will contribute to the removal of the Site from the Montreux Record, the `blacklist` of the Ramsar Convention. We coordinated the implementation of the project, facilitated the consortium of partners and provided technical advice.
- 8. Reduced water pollution in Fujin Wetland Park in Northeast China.** We worked with the Chinese Academy of Sciences to collect baseline information on the hydrology, water quality, soil, plants and animals for the 68,511 ha Fujin Wetlands and formulated measures to reduce the water pollution that is occurring due to high nitrogen levels.
- 9. Raised awareness of wetland conservation, appreciation of nature and its wise use among teachers and children in schools in Quanzhou Huian, Fujian Province, China.** To improve the curricula, we organised exchange events, developed brochures and a training module. Our `Wetland

School' is becoming a well-known and respected brand in China.

- 10. Enhanced capacities of wetland centres in Russia and the United States.** Knowledge and experiences of Russian and American wetland education centres were enhanced through an exchange programme and conference, sharing of outreach materials and the creation of a manual for advising on the best practices for public education and engagement. These activities built public awareness and concern about wetlands and their biodiversity, emphasising the shared international context between the US and Russia. We initiated the programme and supported staff capacity by bringing project partners together and providing the methodology and consultations.
- 11. Restored 60 ha of high value wetlands in Senegal and Mauritania.** We coordinated with park management and local communities in Tocc Tocc Community Nature Reserve (Senegal) and Diawling National Park (Mauritania) to remove invasive aquatic plants and abandoned nets. The result was increased numbers of waterbirds and more fishing places for local people (in Diawling). In Tocc Tocc, this created additional habitat for the free and safe movement of key species such as the West African manatee.
- 12. Improved site management for waterbirds in the Senegal Delta.** Managers of critical wetland sites for waterbirds in the Senegal Delta now integrate knowledge on the wise use of waterbirds, wetlands and the flyway approach to conservation into better management of these wetlands. We supported capacity building for site managers to improve their understanding of the threats birds are facing in the flyway, improve their competencies monitoring waterbirds and train them in sharing this information with colleagues along the western coast of Africa.
- 13. Added 133 sites to the Important Wetland list in Japan, as a step towards their conservation.** The Ministry of the Environment (MOE) in Japan updated the list of 500 "Important Wetlands List in Japan" and added new sites, bringing the list to 633 sites. We facilitated this process by bringing together experts, gathering information and creating a website. MOE will use this list as the basis for selecting new Ramsar sites and will also inform municipalities regarding their conservation and restoration obligations.
- 14. Produced a framework to guide sustainable waterbird harvesting in Europe.** Through our Sustainable Harvest Specialist Group, we produced the report "Towards sustainable management of huntable migratory waterbirds in Europe", setting out a framework for coordination of adaptive harvest management. This report led to the adoption by the African Eurasian Migratory Waterbird Agreement (AEWA) of a new ranking of populations for management planning and the initiation of a European Goose Management Platform.

- 15. Informed the "fitness check" of EU Nature Directives through our waterbird indicator results.** We developed an indicator for wintering waterbirds for the European Union. The indicator informed the review of how the EU Nature Directives are performing. The results show that species listed on Annex I (rare, threatened or vulnerable species) of the EU Birds Directive are doing somewhat better than other waterbird species, and that species listed on Annex II (huntable species) are doing worse. We have also shown that species in the marine environment are doing worse than in any other wetland types. We attributed the difference to more comprehensive protected area network in freshwater and coastal habitats than in the marine environment and to uncoordinated harvest management.

Vibrant Coasts and Deltas

- 1. Scaled up the application of our Building with Nature solutions to tackle extreme erosion of a mangrove coastline in Central Java, Indonesia.** The sediments captured behind our permeable dams provided a substrate for settlement of natural mangrove seedlings, locally halting the erosion that threatens villages in the area. Meanwhile, with local communities, we started to develop plans for improving the sustainability of their aquaculture practices. These measures together will enhance resilience and productivity of the Demak district. The Indonesian Ministry of Marine Affairs and Fisheries invested in the implementation of similar measures within Demak as well as sites elsewhere along the Java Coast. Local NGOs have started putting in place permeable dams in the vicinity of Semarang that suffer from similar coastal vulnerability problems. Together with local partners we enhanced our designs and ensured that these measures are embedded in local spatial plans.
- 2. Contributed to a Masterplan for post-disaster recovery along the vulnerable coast in Tacloban, Philippines.** Together with leading water sector partners from the Philippines and the Netherlands, we started a master planning process for post-disaster recovery following hurricane Yolanda in the coastal area of Tacloban. We coordinated a training programme for more than 100 local and national level coastal zone managers to make them familiar with ecosystem-based approaches to risk management. This paved the way for the integration of mangrove restoration and Building with Nature measures in the master plan. These approaches and measures will help ensure long-term sustainability and adaptiveness. The plan will be formalised in 2016.
- 3. Replicated mangrove conservation approaches in Indonesia through participation in the National Mangrove Working Group.** In 2012 our policy dialogue under the Partners for Resilience programme resulted in a moratorium on mangrove degradation in Sikka district in Nusa Tenggara Timor. In 2015 we brought the lessons learned from this process to the National Mangrove Working Group, involving all government agencies that are engaged in mangrove management and explored how the approach can be replicated in other districts. As a first step, we established a local mangrove working group in Banten district. A provisional action plan that incorporates mangrove conservation and restoration

in large scale urban development plans for the area was proposed and discussed. In the years to come we will aim to integrate this action plan into spatial planning for the region.

4. **Enabled the expansion of Pulau Dua reserve in Java, Indonesia through mangrove rehabilitation.** This site is one of Java's main breeding sites for waterbirds and a wintering site for migrants from the north. We constructed sediment-trapping permeable dams to protect the reserve against erosion and created a mangrove greenbelt. We enabled local communities to apply silvo-fisheries techniques in 25 ha of aquaculture ponds, introducing three species of mangroves. These measures together boost the local communities' resilience in the wake of sea level rise and related coastal flooding and salt water intrusion problems. The measures are currently being maintained and scaled up by a local community-based mangrove working group.
5. **Improved management of mangroves and seagrass meadows in Southeast Johor state, Malaysia.** Together with the Johor development authority, we initiated a campaign to make local communities aware of the importance of these ecosystems and their resources for supporting local livelihoods. This resulted in a marked decrease of illegal resource harvesting among the local community. Further, we worked with local communities to establish sustainable income generating activities such as ecotourism.
6. **Influenced the sustainability criteria for land use and developments in the Paraná Delta, Argentina.** In 2015 the Ombudsman of Argentina issued a resolution that demands consideration of sustainability criteria in plans for the Paraná Delta. This resolution directly steers planning and decision making by national and provincial government agencies. By feeding the results of our research and assessments on the Paraná Delta to the Ombudsman, we were instrumental in the development of this resolution.
7. **Facilitated sustainable water and wetland management as part of water risk reduction for Panama City.** In 2014 we brought together the dredging company Boskalis and the Netherlands embassy, along with public and private sector partners to discuss sustainable water management solutions for Panama City. Many of the recommendations were implemented in 2015, including short-term drainage system clean-up measures, a review of new wetland landfill urbanisation projects and the assembling of an inter-institutional Resilience Commission. The recommended measures have contributed to and laid the foundations for integrated water resource management in Panama City, aiming to reduce urban flood risk and protect and restore wetlands. We supported the initiative by providing technical inputs on ecosystem-based risk reduction and by coordinating the water dialogues between Dutch and Panamanian water managers. These dialogues will continue in 2016.
8. **Increased capacity for mangrove management in Panama.** By providing training and policy advice, emphasising the values of mangroves for climate adaptation and mitigation, we increased the capacity of the Panamanian authorities to

manage their mangrove resources. This created the basis for the protection of the country's 170,000 ha remaining mangroves, and for the integration of mangrove-based solutions in national and local adaptation plans and strategies.

9. **Established a Mangrove Platform in the Sine Saloum Delta, Senegal.** Working closely with the County Council of Foundiougne, we established a multi-stakeholder Mangrove Platform to harmonise the many interventions and investments already being made in the mangrove ecosystems. A mapping exercise assessed all actors and interventions in the Delta and identified gaps, forming the basis for a more integrated management approach in the future. An umbrella strategy for sustainable development of the area was established, and this will be followed up in the coming year with a process including the other riparian countries.



10. **Facilitated the uptake and mainstreaming of sustainable oyster farming in the Saloum Delta, Senegal.** With around 4,000 inhabitants, oyster farming is recognised as a key sector for sustainable development in the Saloum Delta area. Formerly, destructive farming techniques that involved the cutting of mangrove roots were degrading coastal wetlands. We introduced a new technique that is protecting mangroves and has increased yields tenfold to two to three kg per metre per annum of oyster garlands. We introduced this technique with 300 women who laid more than 36 km of oyster garlands, expecting an annual income of €700,000.
11. **Boosted livelihoods and safeguarded mangrove wetland system in Sine Saloum Delta, Senegal.** To better conserve mangroves in the area through more sustainable livelihoods, we supported the installation of nearly 250 beehives, using aggressive bees that prevent people from entering the area for mangrove cutting. Training on improved beekeeping, as well as the installation of a honey production unit with attractive marketing, led to a production increase of 2000 litres of honey worth an additional €12,000. Nine improved fish smoking stoves with a capacity of 840 kg, and five improved bakery ovens, significantly reduced the need for

Blue Lifelines in the Desert

- 12. Improved flood prediction in Mali's Inner Niger Delta.** Rice, livestock and fish farming are all intimately linked to the annual flooding in the Inner Niger Delta. The annual decision to release cattle to feed on the flooded grasslands is the most important cultural event in the Delta. Working with our partners, we improved our existing flood prediction tool OPIDIN to include a cattle crossing date, and delivered weekly bulletins on water level and flood timing. This reduced the loss of cattle and potential for conflict over access to land and fodder.



- 13. Designed and gained commitment to establish an Observatory to guide water and land use decisions in the Upper Niger Basin and the Inner Niger Delta.**

The governments of Mali and Guinea and the Niger Basin Authority committed themselves to establish an Observatory for the upper Niger and the Inner Niger Delta. This tool will provide the knowledge base for improved river and wetlands management so that infrastructure investments and their operation will be better planned. We conceived the tool with our partners and convened the key stakeholders in reaching agreement on the need and main components of its design. In 2016, the first working version will be set up and run.

- 14. Safeguarded Senegal's Ndiavel Special Avifauna Reserve and maintained the commitments for rehabilitation.**

The Reserve is an internationally protected wetland of critical importance to livelihoods. Already degraded by government water allocation decisions, the edges of the protected area and related rehabilitation plans came under further threat from planned water allocations to a private sector agricultural company SenHuile. We supported national campaigns involving concerned NGOs and CBOs representing local communities in a dialogue with the sub-basin water authority (OLAG) and SenHuile. This stimulated planned investments in maintaining the restoration of the wetland and persuaded OLAG and SenHuile to better integrate ecosystems in the water allocation strategy.

- 15. Launched initiative to improve water security in Mali.**

Together with the Malian government and the Royal Dutch Embassy in Mali, we launched a regionally significant initiative to support improved approaches to integrated water resources management in the Upper Niger and Inner Niger Delta of Mali through a five-year project of €7

million called BAMGIRE. Major investments are planned to expand irrigation in Mali and build major new infrastructure upstream in Guinea. The BAMGIRE initiative will influence the nature and design of these investments and ensure that wetland ecosystems and options for their management and restoration are part of the development planning in the years to come.

Replenished Water Stores from Mountains to Sea

- 1. Assessed the value of Kenya's Tana river basin wetlands.**

Over the course of three years we convened a wide array of partners including the Dutch Ministry of Economic Affairs, UNEP, the University of Amsterdam and Kenya-based knowledge organisations and experts to develop a study assessing the value of wetlands on Kenya's longest river and the likely impacts of different development scenarios. It is intended that this study will play a key role in improving future planning and investments in the Tana river basin, and influence decisions on water management in Kenya.

- 2. Established a wetland policy and action plan for Kenya.**

Wetlands conservation in Kenya has for a long time been cross-sectoral in nature, with no specific institutions charged with the management. Unfortunately, this multiplicity of policies and laws contributed to the degradation of the country's natural resources, including wetlands. Over the last few years we advocated for the establishment of a policy that articulates the principles and values for sustainable conservation and management of wetlands. Our efforts bore fruit in December 2015 when the Kenyan government officially approved the National Wetlands Conservation and Management Policy and the establishment of an action plan.



- 3. Restored over 400 ha of wetlands in the Lagunas de Guanacache Ramsar Site, Argentina.** Since 2011 we coordinated the implementation of the project, facilitated the participation of the Huarpe communities and provided technical advice. As a result, 1,259,363 m³ of water accumulated in 2015 in the restored gullies. This was largely done by the local communities around the lake, who now practice improved methods to accumulate water. Vegetation and wildlife are returning to the area and water quality is improving. 100 families in local Huarpe communities are benefiting from the water that is now available to support livelihoods based on goat farming.

4. **Guided restoration of Wular lake in India to reduce flood risks downstream.** Over many years Wular lake was over-exploited. This resulted in major siltation of the basin, a decrease in water quality, the loss of community livelihoods and increased downstream flood risk. We supported the governments of Jammu and Kashmir in the development of a management plan that laid out a series of measures to remediate the situation. In 2015 implementation began with our ongoing guidance and advice. Key actions include the removal of willow plantations and dredging of sediment. Ultimately it is expected that the restored lake will improve the resilience of more than 100,000 people.
5. **Guided the adoption of resolution on wetlands and disaster risk reduction by the Parties of the Ramsar Convention.** We provided technical input into several versions of a proposed Ramsar Convention on Wetlands resolution on wetlands and disaster risk reduction put forward by the Philippines, and advocated for it with a number of countries, including India and Switzerland. The Resolution was adopted with strong support at the Ramsar Convention of Parties in Montevideo, Uruguay in June 2015. As a follow-up, we proposed to create implementation guidance with UNEP, an offer that was welcomed by countries and will be followed up in 2016 and 2017.
6. **Contributed to recognition for ecosystem-based approaches to accelerate resilience to climate change and natural disasters.** At the UNFCCC COP21, the Prime Minister of the Netherlands Mark Rutte announced that the Partners for Resilience Strategic Partnership programme 2016-2020 is the Dutch contribution to UN Secretary General Ban Ki Moon's 'A2R' initiative for accelerated resilience and climate adaptation. In his announcement, the Prime Minister said the agreement with our partners Netherlands Red Cross, the Red Cross Red Crescent Climate Centre, Cordaid and CARE Netherlands, "contributes to strengthening the resilience and livelihoods of many vulnerable communities, connects this to government priorities and investments, and supports economic growth that is inclusive and sustainable".
7. **Gained recognition for ecosystem-based solutions as key for global disaster risk reduction.** In the two years leading up to a new UN agreement for Disaster Risk Reduction we advocated to make ecosystem-based solutions a central theme. In 2015 we participated in the Third World Conference on Reducing Disaster Risk in Sendai, Japan to support countries with integrating water and wetland management in their efforts for sustainable risk management. With our partners we succeeded in gaining unprecedented attention for the linkages between disaster risk and the environment in the final agreement. The Sendai Framework for Disaster Risk Reduction for 2015 – 2030 includes a central role for ecosystem degradation as a root cause of increased risk, and for ecosystem-based approaches as key solutions for reduced risk.
8. **Influenced dam operations to optimize water sharing in Mahanadi Delta, Odisha India.** The hydrology of Mahanadi Delta is controlled by the Hirakud Dam, the largest and most significant water infrastructure of the State of Odisha. Constructed in 1957, the water infrastructure is operated to control floods in the delta, besides generating hydropower and providing water for irrigation. The multiple values of the dam and its associated reservoir have been adversely impacted by rapid transformation of catchments enhancing silt deposition in the reservoir and severely impacting flood moderation capacity and providing water for various human uses. On request of the Odisha State Wetland Authority, we developed an integrated management plan for the reservoir so as to secure its role in the ecology of the River Mahanadi Basin and its Delta. An important contribution of the management plan is to integrate the water needs of downstream wetlands in reservoir operations.
9. **Improved water management to safeguard wetlands and livelihoods of Kanwar Jheel in Gandak-Kosi floodplains, Bihar.** We formulated the restoration plan of the Kanwar Jheel wetland complex, which secures hydrological regimes of the floodplains, particularly acting as flood buffer to the entire region and securing livelihoods of 15,000 fisher households. The recommendation of constitution of State Wetland Authority to act as a nodal policy and planning agency for wetland conservation in the state has been accepted, and the authority has been constituted. Agreements with the Department of Water Resources and Department of Environment on restoring natural hydrological regimes of the wetland, as per the management plan, have been agreed for implementation.
10. **Established the knowledge base for internalizing wetland values in land and water use decisions in India.** We concluded implementation of The Economics of Ecosystems and Biodiversity India Initiative (TII). TII used an evidence building framework for demonstrating use of economics based approaches to address wetland related policy issues. Results from economic assessments at nine pilot sites were analysed to derive recommendations pertaining to investment in wetland restoration, integration of wetlands in land use planning and regulation, property rights and improving distribution of costs and benefits, and use of market based instruments for supporting wetland wise use. The recommendations are being internalized within implementation of national wetland programme of the Ministry.
11. **Led the campaign for a Wetland law in Argentina.** The importance of healthy wetlands for reducing the impact of floods moved to the top of the national political and environmental agenda in 2015. In the course of five years, we have raised the idea of a wetlands law from an issue that nobody in the country considered to one that was presented on national television by the new President in celebration of World Wetlands Day 2016. We are leading a consortium of more than 120 NGOs from all around the country to support the approval of the law. If enacted it will put a strong limit on agricultural expansion in wetlands.

Peatland Treasures are Safeguarded and Restored

1. **Developed knowledge base on peatland subsidence.**

We enhanced the understanding of the nature and extent of peatland subsidence and the consequent long-term scenario of massive flooding of peatland landscapes in Southeast Asia, by commissioning research for two major case studies in Malaysia (Rajang delta, Sarawak) and Indonesia (Kampar peninsula, Riau province). The published results created awareness on the need to stop subsidence, and key stakeholders now agree the issue needs to be addressed. External independent evaluation identified significant appreciation among our target groups.

2. **Mobilised support for peatland restoration Russia.**

Our efforts in capacity building and awareness raising activities, including workshops, investments in a Peatland Restoration Education Centre, a peat museum and several peatland rewetting pilot projects, established a foundation for increased support from the main stakeholders. A cost-benefit analysis, comparing approaches for peatland restoration resulted in clear evidence of the cost-effectiveness of ecological rewetting in Russia. This was used to raise awareness, resulting in high-level political support and finance for ecological restoration of peatlands in a number of provinces around Moscow.

3. **Created a roadmap for Sustainable Pulp Plantations.**

Several years of discussions among Indonesian NGOs resulted in a consensus among a large network on a Roadmap for Sustainable Pulp Plantation industry on peatlands, requiring the phasing-out of drainage-based land-use on peat and phasing-in of sustainable alternatives that require no drainage. The Roadmap is a basis for an ongoing campaign to address deforestation and peatland degradation issues (biodiversity loss, fires and haze, soil subsidence, flooding and GHG emissions), linked to the pulp-for-paper sector.

4. **Turned around private sector and government policies concerning drainage-based land use of peatlands.**

The science sector, governments, conventions (UNCCD, CBD, Ramsar, UNFCCC), FAO and commodity chains with a large footprint on peat (palm oil, pulp-for-paper and peat mining for horticulture) have been confronted by our information which amounts to undeniable scientific evidence that drainage based land-use on peat leads to unacceptable societal and economic impacts. As a result, major plantation sectors have pledged a stop of expansion of such practices on peatlands, and peat mining is focusing on degraded areas with an obligation to restore. More attention is going to development of innovative sustainable alternatives such as paludiculture.

5. **Increased government recognition of the need to protect peatlands in Sarawak, Malaysia.**

Through our Rajang delta study and local stakeholder consultations, we contributed to a change in thinking on oil palm plantation development on peatlands. The new Chief Minister of Sarawak indicated a more restricted approach, recognising the value of protecting the natural resource base.

6. **Strengthened peatland policies in Indonesia.**

We informed and supported the Indonesian government's regulatory and policy processes for improving peatland management, resulting in more stringent water management requirements and an extended and strengthened moratorium on licensing new concessions on peatlands. The government announced the establishment of a national Peatland Restoration Agency with the aim to restore two million ha of degraded peatlands by 2020.



7. **Achieved significant steps made towards our five year milestone of contributing to reduced peatland emissions of around 100 million t CO₂ through peatland conservation and restoration.**

a. **107,000 ha High Conservation Value peatswamp forest conserved.**

We contributed to the development and planning for the Katingan Ecosystem Restoration Concession (ERC) in Central Kalimantan (with Permian Global and Pt Rimba Makmur Utama). The area was previously destined for conversion to pulp-for-paper plantations. The avoided emissions from deforestation may easily amount to around 78 million t CO₂eq. Avoided emissions from the prevention of peatland drainage may amount to five million t CO₂eq annually. The conservation also minimises the risk of fire, which would lead to even more emissions. The area has outstanding biodiversity value having one of the largest remaining orangutan populations, endemic dragonflies and many rare species of birds.

b. **Improved management of peatlands reduces emissions.**

The policy changes we helped to achieve in the palm oil sector through the 2013 Roundtable for Responsible Palm Oil (RSPO) Principles and Criteria are now influencing peatland management on perhaps more than one million ha of existing oil palm plantations (resulting in emission reductions of 10-20 t CO₂eq per ha), or minimally 10 million t CO₂eq/yr starting as of 2014. Policies we supported, such as the RSPO 2013 requirement for avoidance of peatlands in new developments and the Indonesian Moratorium on new plantation licenses on peat, may have prevented the opening of up to 300,000 ha of peatlands in Indonesia, contributing emission reductions in the order of 15 million t CO₂eq.

- c. **Stringent no-peat policies adopted by major companies.**
Our work to influence the Palm Oil Innovation Group (POIG), the Indonesian Palm Oil Pledge (IPOP) and RSPO will contribute to the conservation of peatlands and a reduction of emissions. A new RSPO policy (RSPO Next) has been adopted, requiring no deforestation and no peat in new developments.
- d. **Restored 33,159 ha of peatlands in Russia.** This resulted in reduced greenhouse gas emissions to the amounts of 190,000 - 210,000 t CO₂eq/yr excluding reduced peat fire risks (fires could double the amount of emissions). An agreement was reached to rewet at least a further 15,000 ha in Vladimir Province in 2016. Peat fire prevention further contributes to the prevention of haze issues and the related socio-economic impacts.
- e. **Established responsible peat certification in the EU.**
We contributed to the launch of the Responsibly Produced Peat Foundation. This certification scheme limits peat extraction for horticulture to degraded peatlands and requires a net-positive impact through the restoration of extracted sites. This reduces negative impacts on biodiversity, helps to restore ecosystem services and reduces carbon emissions by safeguarding pristine areas.
- f. **Bauxite mining license renewal halted.** We provided information on the value of biodiversity in the Ayer Hitam peat swamp forest reserve in Johor state, Malaysia. This resulted in enhanced conservation of this last representative area of the once extensive peat swamp forests of Johor.
- g. **Peat assessments led to increased understanding and policy changes in Malaysia.** Our peat swamp forest assessments in Malaysia demonstrated the socio-economic, ecological and climatic consequences of unsustainable development on peatlands, specifically in relation to emissions, land subsidence and flooding. This was fed into local and national level policy processes. The Malaysian Palm Oil Board (MPOB) has agreed to collaborate with us in a dialogue on phasing out agriculture requiring peatland drainage. The state government of Sarawak has called for a halt to new plantations on state peatland.

4. Resource development

In 2015 the main strategy was to look ahead to position and resource the organisation for the next five years. We worked to get the importance of wetlands higher on the global agenda, in various fora, including for disaster risk reduction in the Hyogo Framework for Action meeting in Sendai, Japan in March, in relation to the Sustainable Development Goals, for water secure communities and sustainable WASH at the Clinton Global Initiative, and at the Paris climate summit at the end of the year. This visibility and positioning is essential to convincing governments, corporates and other private donors to invest in wetland-based solutions, and will continue to be a priority in 2016.

The launch of the new Strategic Intent for 2015 – 2025, with its five streams of action, has supplied an orientation and focus for fundraising. The Wetlands International network jointly identified several 'big ideas' or umbrella programmes which will make a major contribution to achieve the strategic goals under each Stream. These are focused on achieving landscape scale and sustainable impacts. To achieve these kinds of outcomes it is necessary to establish clear concepts and business cases for donors to engage. As the Big Ideas are in different stages of maturity, they were ranked accordingly as priorities for programme and resource development for 2016 and beyond. The set of Big Ideas and their prioritisation was endorsed by the Supervisory Council. The two highest priorities identified for 2016 were Blue Lifelines in the Desert, and a campaign on wetlands, linked to the 50th anniversary of the International Waterbird Census (in 2016). We aim to bring together different types of donors according to the stage in the programme, their thematic interests and the type of grant or investment available. The establishment of strategic partnerships is also key to achieve this kind of "modular" donor engagement and many aspects of the programmes will be implemented by others.

We secured funding commitments in 2015 for three major five-year programmes beginning in January 2016 for a total of €70 million, 17 million of which is for the Wetlands International network. The programmes are: two global Strategic Partnerships with the Dutch government, one consortium led by the Netherlands Red Cross on disaster and climate resilience, and the other on integrated water resource management and WASH led by IRC; and a Wetlands International-led consortium funded by the German International Climate Initiative for climate resilient flyways in Africa. Those successes underline that the strategy of working with a diverse range of partners with complementary skills and perspectives is effective for accessing funding as well as impact. We engaged with corporates as a technical advisor on integrating wetland management into their practices, for example renewing the partnership with Shell and agreeing on a joint scope of work financed by them.

The financial contributions of the Wetlands International Members continued to be of critical importance in 2015, particularly in a year focusing on future impact.

Over half of the funding for the organisation comes from governmental and intergovernmental sources, which is less than in previous years where it has been two-thirds or more. This shows the increased importance of private funding sources – contributions from trusts and foundations, corporates, and NGOs continue to grow, even as we continue to secure government grants. Several donors renewed, or in other words existing donors gave us new grants. The most significant were multi-year, multi-million grants from the Dutch and German governments. This indicates a high level of donor satisfaction with our work, especially given the fact that many of our projects are multi-year and awarded based on competitive proposal processes. Additionally, many donors in 2015 were new, ranging from intergovernmental and government agencies, to private sector, foundations and NGOs. This shows that we continue to reach out and broaden the donor base.

5. Functioning and management of the global organisation

The global organisation

Wetlands International is an independent global organisation consisting of 19 offices, which share the name and brand "Wetlands International", safeguard one reputation, implement a joint Strategic Intent and a common set of organisational policies. The Foundation Wetlands International (registered in the Netherlands as Stichting Wetlands International) and a number of other offices have an independent legal status in their country of operation, while other offices operate under hosting agreements and/or are in the process of becoming independent legal entities. Jointly, this network of offices needs to guard the unity, main objectives and global interests of the Association Wetlands International (registered in the Netherlands as Vereniging Wetlands International). Therefore several mechanisms and safeguards have been put in place.

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

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

In September 2015, the Senior Management of the organisation, consisting of the Management Board (MB), all Heads of Office (HoO) as well as Programme Managers (PM) who play a global support role, met for its annual meeting in the Saloum Delta, Senegal to discuss and define strategic priorities including annual planning, resource development and the priorities for joint work

between offices. On that same occasion the Global Board had its annual face-to-face session.

The Foundation and the Association

The Association Wetlands International enables governmental and non-governmental membership to the organisation and adopts the long-term strategy of the organisation, which is guiding for the activities of all offices in the network. The Foundation Wetlands International complies with the principles of management, supervision and accountability as laid out by the 'Code Wijffels' that describes good governance of charities in the Netherlands. The Articles of Association of the Foundation specify that its executive management and the supervision thereof be in the hands of the Management Board and the Supervisory Council, respectively. The specific role of the Foundation is to guide and support the office network. Because of the combination of the following factors, the Foundation Wetlands International and the Association Wetlands International are considered a Group in financial-administrative sense:

- Members of the Supervisory Council of the Foundation are also members of the Board of the Association, and as such appointed by the Association's General Members Meeting;
- The Supervisory Council appoints, assesses and dismisses the Chief Executive Officer; and
- The Association's General Members Meeting adopts the 'Strategic Intent' (global strategy with a 10 year outlook), which, in accordance with its Statutes, is then implemented by the Foundation. The strategy is reviewed and redeveloped every 5 years through input from the global office network and senior management, and through consultation of members and other stakeholders.

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

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

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

The Supervisory Council is a non-executive body and exerts its supervision mainly through three routes. Firstly, by discussing and approving important decisions of the Management Board as

specified in the Articles of Association, such as the Annual Plan and Budget. Secondly, by monitoring progress and developments in the work of Foundation Wetlands International on the basis of bi-annual and specific reports by the Management Board. And thirdly through the annual performance assessment of the Management Board and the Chief Executive Officer. All Wetlands International offices, by agreement, follow global strategic decisions taken by the Management Board and the Supervisory Council.

Optimal relationships with interested parties

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

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

Wetlands International does the utmost to ensure that the information it provides is true and reliable. Wetlands International external communications are guided by its communications policy. The Global Brand is a reference for all actions of all staff. Overall the organisation ensures that essential information regarding its functioning, such as the Strategic Intent, annual plans and annual reports are available on our [website](#). Members are specifically informed through the annual members meeting and are regularly provided with progress updates and publications. Donors, partners and project beneficiaries are mainly informed as specified and needed within projects. The partnership policy stipulates clear principles and why and how relationships should be developed and managed. Wetlands International considers as partnerships relationships where it works with the partner organisation(s) on the basis of equity to achieve jointly formulated objectives, with distinct contributions from each partner. Partnerships with the corporate sector are guided by a Steering Committee in which senior management of both organisations participate.

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

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

Learning from our practice

The Sustainable Peat for People and Climate project, that addresses emissions, land subsidence and flooding issues from unsustainable use of peatlands, was externally evaluated. The evaluation underscored the key role and contributions of Wetlands International in the fundamental change taking place in all sectors, particularly in Indonesia, in the recognition and management of problems related to unsustainable use

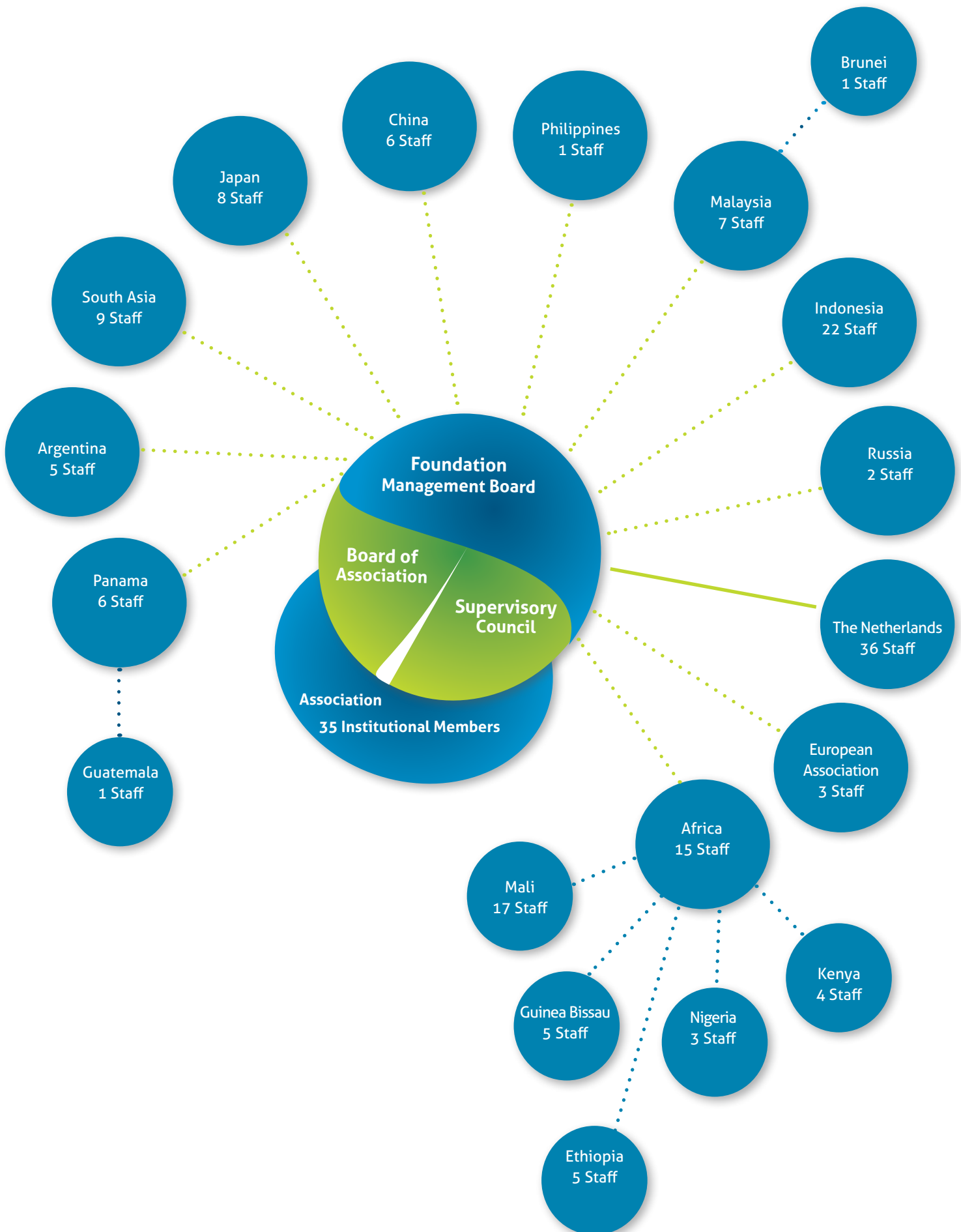
of peatlands in all sectors. Advice around the complexities of networking and combining lobby and advocacy with a science-based approach, are taken up in future projects.

We participated in the unique evaluation on the programmes of 64 Dutch development cooperation organisations that were part of the Dutch funding system for development cooperation. It led to evidence that Dutch development cooperation is effective. We participated with our programme in Indonesia as part of the Ecosystem Alliance and were complimented for our science-based and cooperative approach that contributed to the changes achieved. The Partners for Resilience programme in Indonesia was equally part of the evaluation. This programme was found to have been well designed, relevant, efficient and rather successful in achieving its objectives on reforestation and had a small positive effect on the awareness of mangroves in the project villages. Regarding disaster preparedness and awareness, the project achieved its objectives at the community level. It was difficult to find evidence of effects at the household level. In future projects, more attention will be paid to monitoring effects at this level.

Two projects, on Arctic critical habitats and on sensitivities of Arctic coastal wetlands for oil spill response, were each evaluated in joint meetings with our partner Shell. The evaluations covered technical deliverables and outputs, project management, follow-up and outreach. The conclusions are included in a follow-up project for Critical Habitat. Furthermore, the evaluation resulted in a way forward for dissemination, application and further development of the produced outputs.

The organisational culture trajectory that had started in 2014, focused on the participatory identification of priorities with input from all offices, the development of an action plan as well as start of its implementation.

Organogram



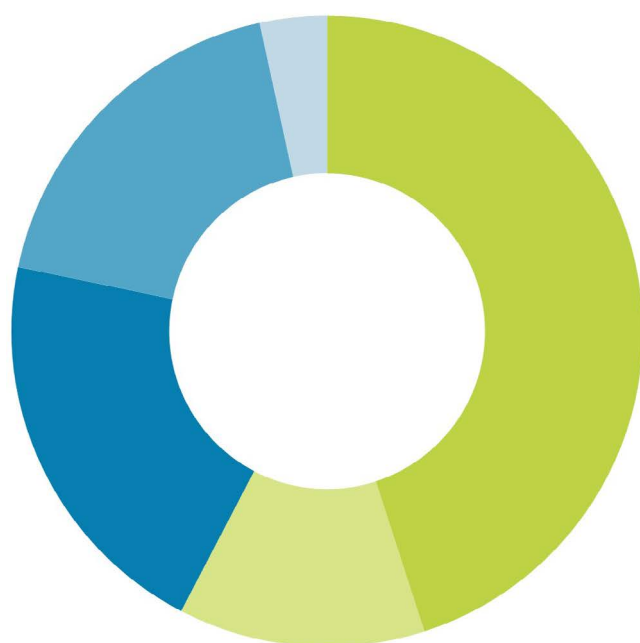
6. Financial overview of the global organisation

Our main source of income is funding for projects. The list of projects 2015 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 Streams of our new Strategic Intent to which the project contributes, as well as the Wetlands International offices that participated in project implementation. In the former Strategic Intent we worked with themes rather than streams. For reasons of comparison we therefore included both allocation to streams as well as to themes

in the list of projects 2015. The annual accounts present allocation of expenses to themes.

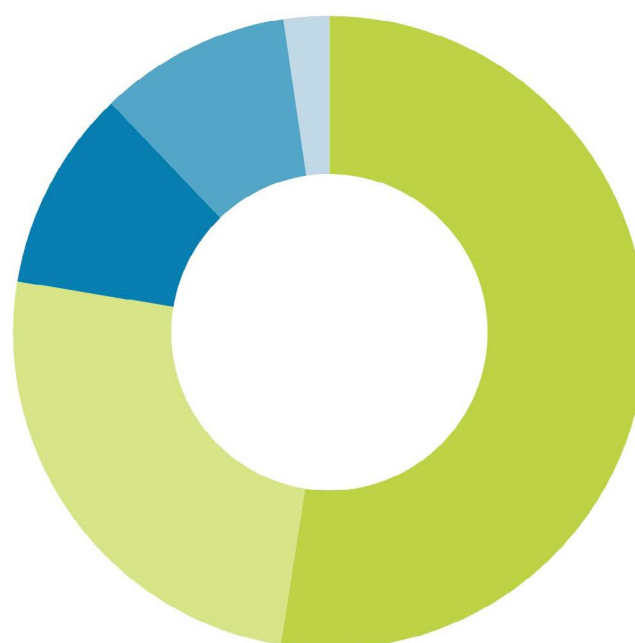
In addition to project funding, we received a contribution from the members of the Vereniging Wetlands International. The membership, consisting of 24 governmental and 11 non-governmental members throughout the world, generated an income of € 302,785. Total income of the global network amounted to € 8.8M Euro from the following sources:

Sources of funding



- Government and institutional funds
- Corporate partners
- Trusts and private foundations
- NGOs and institutes
- Members of the Wetlands International Association

Project expenditure per region

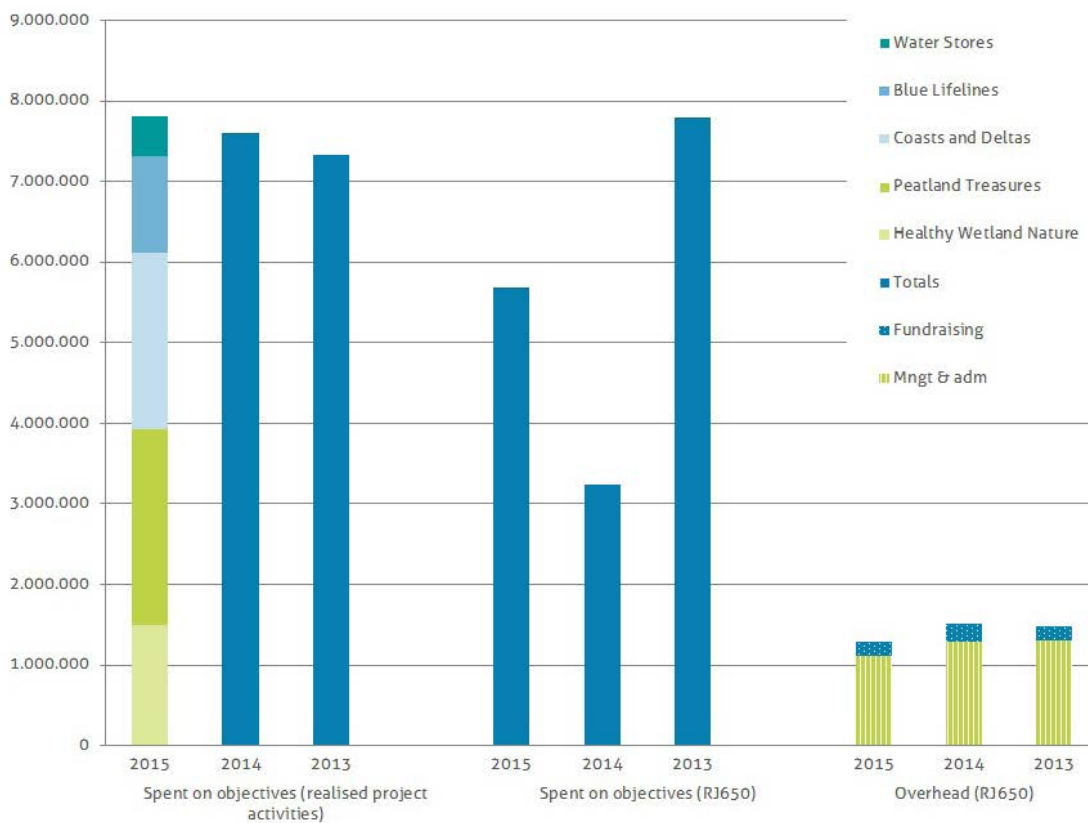


- Africa
- Asia
- Latin America
- Europe and Russia
- Global and multi-regional

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.

Over the years, the Foundation in the Netherlands continues to be important for fundraising for the entire organisation. In 2015, 75% (2014 – 76%; 2013 and 2012 – 87%; 2011 – 68%; 2010 – 70%) of project income was raised through the Foundation. A significant amount of this income is subcontracted to the other offices of the global network. This can be seen from the list of projects 2015 that shows that Wetlands International implemented 84 projects worldwide, of which 43 projects 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. This resulted in the following project expenditure by offices, per region: The total expenses on project activities, measured by expenses made during

the year, slightly increased over the past 3 years to EUR 7.797.507. Overhead costs remained at the same level. This is shown in the diagram below. Although this is limited to the Foundation only, it provides a good indication of our global investment and activity as the Foundation counts for 75% of the global income and subcontracts significant work to our offices. The diagram also shows that according to our – CBF quality seal obliged – RJ650 accounting rules, our project income fluctuates much more because the accounts are based on commitments made (contracts signed) and not on project activities implemented. See the next section Introduction to the Annual Accounts of the Foundation, for more explanation.





Foundation Wetlands International

Annual Accounts 2015



Wetlands
INTERNATIONAL

Introduction

Since the Foundation Wetlands International obtained the CBF¹ quality seal in 2011, it is obliged to apply the guideline of VFI² and report under 'Richtlijn 650 voor Kosten Beheer en Administratie'. This means that expenses are based on commitments made (contracts signed) during the reported year. As a result the accounts show a substantial increase in the turnover of the organization: 7.1M in 2015 compared to 4.6M in 2014. This does however not reflect the actual level of activities and outcomes for the organisation in 2015. The project activities – as measured by expenses during the year (see table Realised total expenditure on project activities on page 30) show a different picture. The realised total expenses on project activities in 2015 of 7.8M Euro (2014 7.6M and 2013 7.3M) indicate a gradually increasing level of activity and investment over 2015 as compared to the 2014 and 2013. Equally, the table 'Employment capacity and production' on page 31 shows only a small increase in FTE (32.5 FTE in 2015 and 32.2 FTE in 2014).

The accounts show the total expenses for each of the five organisation's themes. In total 81.6 % of the total income was spent on these objectives (2014 68.2 %).

Wetlands International's financial result at the end of the year is thus influenced by incidental effects of not always predictable claimable or non-claimable project costs during the start-up of projects and in the end phase. This is inherent to the nature of an organisation depending largely on project funding and on specific donor regulations. The year 2015 result of 115K Euro profit after a reported deficit of 81K in fiscal year 2014 underlines this. A substantial part of the extra (internal) activities planned to be funded by Wetlands International Association (260K) could be funded from other sources of income and therefore these funds were returned.

Since in the budget for 2015 a positive result had not been foreseen, measures to reduce organizational cost were continued. This resulted in lower cost for management and administration (1.1M compared to 1.7M in budget) and brought the level of these expenses more in line with 2014 (1.3M).

Again substantial investments in fundraising had to be made because several multi-million, multi-year projects like the Dutch government funded MFS-2 projects, the Peatland Restoration project in Russia, Arctic to Africa and SPCC were finalized in 2015 or foreseen to finalise early in 2016. The cost of fundraising could be limited to 172K in 2015 compared to 218K in 2014. Successful acquisition efforts over 2015 resulted in large contracts in 2015 but will only show in the turnover of 2016. This is the case for e.g. the Strategic Partnerships with the Dutch Ministry of Foreign Affairs ('Partners for Resilience' and 'Watershed') as well as 'Climate Resilient Flyways'.

The increased turnover based on the RJ650 accounting principles influences also several overhead ratios. Since the absolute costs of management and administration were even lower in 2015 (1.111M) than in 2014 (1.285M) the percentage of these costs

in relation to the reported turnover decreased to 16,0% in 2015 (27.2% in 2014)³. A similar effect can be noted with the ratio for 'cost of fundraising'.

Wetlands International raises funds from governmental organisations, from private foundations, NGOs and institutes and from corporate organisations. For the latter two categories, this is sometimes done by direct own fundraising and sometimes through third party fundraising. In December 2014 we received a gift of 150K which was then not included in 'other income'. This amount was spent in 2015. In 2015 the amount generated by fundraising from private donations from the general public was negligible.

During 2015 new contracts and extension of earlier acquired contracts were signed. The list of projects 2015 in Annex 1 includes all projects that started in 2015.

The Foundation Wetlands International supported in 2015 Wetlands International European Association (created end of 2013) which unfortunately did not receive a grant from the European Commission (EC) to fund its planned activities for 2015. In addition to waving the costs for facilities supplied the Foundation gave a donation of 20K and granted a short term loan (30K) repayable before July 2017. In Spring 2016 we received confirmation that Wetlands International European Association's application to the EC for funding of its activities in 2016 and 2017 was approved so the need for extra support can be limited to the year 2015.

1. Central Bureau for Fundraising
2. Dutch Association of Fundraising Institutions (Vereniging Fondsenwervende Instellingen)
3. Our norm for management and administration costs: 10%

Annual Accounts Foundation 2015

Balance sheet as per 31 December in Euros

	2015	2014
Assets		
Tangible fixed assets (1)	120.477	131.010
Debtors and other receivables (2)	3.678.491	4.538.564
Cash and Banks (3)	1.739.702	1.046.888
	5.418.193	5.585.452
Total assets	5.538.670	5.716.462
Liabilities		
Continuity reserve (4)	393.101	277.843
Subsidies (5)	62.132	79.238
Other reserves	0	0
Provisions (6)	30.000	0
Short-term debts (7)	5.053.437	5.359.380
Total liabilities	5.538.670	5.716.462

Statement of Income and Expenditure Foundation Wetlands International (in Euros)

	2015	budget 2015	2014
Income			
- Income from own fundraising (8)	2.847.740	2.246.343	1.464.103
- Income form third-party campaigns (9)	1.592.027	766.745	594.149
- Governmental grants (10)	2.375.887	2.689.912	2.183.720
- Other income (11)	264.654	830.000	405.016
Total revenue	7.080.308	6.533.000	4.646.988
Expenses			
- Expenses on objectives (13)			
1. Local livelihoods	1.357.299	676.311	486.248
2. Biodiversity	659.940	624.923	449.302
3. Water	607.992	585.096	420.668
4. Climate	1.777.735	1.486.971	1.069.091
5. Greening the economy	1.278.584	1.112.677	799.983
	5.681.549	4.485.978	3.225.292
- Costs of generating funds (13)			
Cost of fundraising	43.118	224.521	163.197
Cost of obtaining government grants	129.355	74.840	54.399
	172.473	299.361	217.597
- Management & administration			
Cost of management & administration	1.111.028	1.767.661	1.284.858
Total Expenses (13)	6.965.050	6.553.000	4.727.747
Result	115.258	-20.000	-80.759
Result appropriation			
Increase (+)/Decrease (-) continuity reserve	115.258	-20.000	-80.759
	115.258	-20.000	-80.759
Percentages			
- Percentage costs of fundraising (costs of fundraising in percentage of income own fundraising)	1,5%	10,0%	11,1%
- Percentage costs of Management & Administration (costs of management & administration in percentage of total expenses)	16,0%	27,0%	27,2%
norm costs of management & administration: 10%			
- Percentage of revenue spent on objectives (expenses on objectives in percentage of total revenue)	80,2%	68,7%	69,4%
- Percentage of expenditure spent on objectives (expenses on objectives in percentage of total expenditure)	81,6%	68,5%	68,2%

Cash flow statement

	2015	2014
Cash flow from operating activities		
Result	115.258	-80.759
Depreciation	43.230	117.276
Cash flow	158.488	36.517
Changes in work capital		
- Change in receivables	860.073	1.789.796
- Change in short-term debts	-305.943	-2.935.050
	554.130	-1.145.254
- Change in continuity reserve	0	0
- Change in subsidy fixed assets	-17.106	-16.459
- Change in provisions	30.000	0
Cash flow from operating activities	725.512	-1.125.196
Cash flow from investing activities		
Investments in fixed assets	-32.698	-29.598
Cash flow from investing activities	-32.698	-29.598
Change in cash & banks	692.814	-1.154.794
Cash & banks		
- as per 1 January	1.046.888	2.201.681
- as per 31 December	1.739.702	1.046.888
Change in cash & banks	692.814	-1.154.794

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

(1) Tangible fixed assets	Furniture	Computers	Equipment	Total
Balance 1 January 2015				
Purchase value	531.506	227.238	16.190	774.934
Accumulated depreciation	527.460	106.119	10.345	643.924
Bookvalue 1-1-2015	4.047	121.119	5.844	131.010
Investments	1.058	31.640	0	32.698
Desinvestments purchase value	869	0	0	869
Desinvestments Acc. Depreciation	869	0	0	869
Depreciation 2015	3.453	38.343	1.435	43.230
Balance 31 December 2015				
Purchase value	533.433	258.878	16.190	808.501
Accumulated depreciation	531.781	144.462	11.780	688.023
Bookvalue 31-12-2015	1.651	114.417	4.409	120.477

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 or 22% per period depending on expected lifecycle. Fixed assets financed by projects and use by Wetlands International staff are activated starting financial year 2014. The counter value of these assets is accounted for under 'subsidized fixed assets' which are decreased in line with the depreciation of the assets.

(2) Debtors and other receivables	31-12-2015	31-12-2014
Debtors	11.078	28.174
Doubtful debtors	-6.804	0
Total debtors	4.274	28.174
Project funds to be received	3.549.150	4.199.886
Current Account with Association Wetlands International	0	14.218
Subcontractor receivables	3.000	134.748
Short term loans (provided)	30.000	0
Other receivables	92.067	161.538
Total	3.678.491	4.538.564

A short term loan repayable before 1-7-2017 was granted to Wetlands International European Association in fiscal year 2015

(3) Cash & banks	31-12-2015	31-12-2014
Cash	3.535	3.195
Current accounts EUR	1.124.343	827.452
Current accounts GBP	80.467	904
Current accounts USD	123.036	20.506
Current account Argentina	7.295	9.346
Total Current accounts	1.335.140	858.208
Deposit accounts	369.532	154.161
Deposit account for rent	31.494	31.324
Total Deposits	401.026	185.485
Total	1.739.702	1.046.888

Foreign currency accounts are related to projects funded in foreign currency

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

Any exchange rate differences are accounted for in the result.

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

(4) Continuity reserve	31-12-2015	31-12-2014
Balance 1 January	277.843	358.602
Result	115.258	-80.759
Balance 31 December	393.101	277.843

The result in the Foundation's annual account is added to the continuity reserve

(5) Subsidies	31-12-2015	31-12-2014
Balance 1 January	79.238	0
Assets financed by projects	2.838	98.684
Depreciation subsidized assets	-19.944	-19.446
Balance 31 December	62.132	79.238

Subsidized tangible assets are amortized in line with other tangible assets

(6) Provisions				Total 2015	Total 2014
	Projects	Network	Other		
Balance 1 January	0	0	0	0	0
Additions	0	0	30.000	30.000	0
Withdrawals	0	0	0	0	0
Balance 31 December	0	0	30.000	30.000	0

During the financial year 2015 a provision was made for a short term loan granted to Wetlands International European Association

(7) Short term debts	31-12-2015	31-12-2014
Projects to be executed	573.734	360.847
Subcontractors commitments	3.803.201	4.438.440
Current Account with Association Wetland International	337.392	-
Trade creditors	100.167	161.604
Argentina funds	7.295	9.346
Taxation & Social security	24.393	20.512
Holiday allowance	79.888	78.666
Unused annual leave	33.319	43.728
Donation reserved for next year	0	150.000
Other short term debts	94.048	96.236
	<u>5.053.437</u>	<u>5.359.380</u>

Projects to be executed relates to funds received from donors for projects still to be executed
Subcontractor commitments are contracted amounts due to subcontractors for the execution of projects
There is no interest on the current account, neither any securities of repayment obligations related
Holiday allowance: this represents the reservation of holiday allowance built up in 2015 and which is to be paid in May 2016
Unused annual leave: the outstanding liability regarding unused holidays of staff

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

(8) Income from own fundraising	31-12-2015	31-12-2014
Project income from non-government institutions	2.697.669	1.461.044
Sales publications	0	514
Gift and donations	150.071	2.545
Total	<u>2.847.740</u>	<u>1.464.103</u>

(9) Revenue activities third parties	31-12-2015	31-12-2014
Grants third parties	1.592.027	594.149
Total	<u>1.592.027</u>	<u>594.149</u>

(10) Governmental grants	31-12-2015	31-12-2014
Governmental institutions (projects)	2.375.887	2.183.720
Organisational contribution Others	0	0
Total	<u>2.375.887</u>	<u>2.183.720</u>

(11) Other income	31-12-2015	31-12-2014
Contributions from other WI offices	0	0
Contribution from Association Wetlands International	200.000	253.913
Interest received	193	254
Other income	38.692	148.989
Result on exchange rates	25.769	1.861
	<u>264.654</u>	<u>405.016</u>

(12) Contribution from Association Wetlands International	31-12-2015	31-12-2014
Organisation subsidy	200.000	253.915
Subsidy biodiversity projects *	102.785	99.998
	<u>302.785</u>	<u>353.913</u>

* reported under income from 'Governmental grants' (10)

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

Purpose Expenses	Objective					Generating Funds			Management & Adm.	Actual 2015	Budget 2015	Actual 2014
	T1	T2	T3	T4	T5	Own FR	Gov. Grants	Interest				
Purchase & acquisitions	991	482	444	1.298	934	0	0	0	0	4.149	47.541	133
Subcontractors	794.636	386.364	355.951	1.040.781	748.552	0	0	0	0	3.326.284	5.448.021	1.849.402
Publicity & communication	20.272	9.856	9.081	26.551	19.096	825	2.474	0	21.289	109.443	54.183	74.983
Personnel costs	377.375	183.486	169.042	494.271	355.490	35.781	107.344	0	923.704	2.646.495	1.787.685	2.407.611
Travelling & hotelexpenses	63.921	31.079	28.633	83.721	60.214	753	2.260	0	19.445	290.026	307.141	199.088
Housing Costs	18.359	8.926	8.224	24.045	17.294	2.181	6.542	0	56.297	141.868	126.049	141.868
Office & General expenses	37.033	18.006	16.589	48.505	34.886	2.890	8.671	0	72.535	239.115	844.683	266.459
Depreciation & interest	44.712	21.740	20.029	58.562	42.119	688	2.064	0	17.757	207.671	85.396	-6.931
Total	1.357.299	659.940	607.992	1.777.735	1.278.584	43.118	129.355	0	1.111.028	6.965.050	8.700.700	4.932.613

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

Realised total expenditure on project activities

The Annual Accounts are presented according to the CBF quality seal obliged RJ 650 regulations which are based on commitments made (contracts with subcontractors signed) during the reported year while not looking at the work really implemented. As a result the total turnover in the the years reported might differ substantially: 7.1M in 2015 compared to 4.7M in 2014 and 9.3M in 2013. When looking at project activities, see below, – as measured by expenses made during the year – , we see a different picture. The realised total expenses on project activities in 2015 of EUR 7.8M (2014 7.6M and 2013 7.3M) show a more stable and slowly increasing level of activity over the years.

	31-12-2015	31-12-2014	31-12-2013
Costs staff	2.483.468	2.393.860	2.511.315
Costs externals	318.781	202.853	185.748
Total Staff costs in projects	2.802.249	2.596.713	2.697.063
Subcontractors actuals	4.434.150	4.674.411	4.022.185
Project travel costs	241.024	211.426	288.868
Other project costs	320.084	115.299	332.262
Totals	7.797.507	7.597.849	7.340.378

Employment capacity & production	31-12-2015	31-12-2014
Direct staff (FTE)	21,4	21,9
Indirect staff (FTE)	11,1	10,3
	<u>32,5</u>	<u>32,2</u>
Staff rates claimed on external projects (production)		
Own staff	2.483.468	2.393.860
Consultants	318.781	202.853
	<u>2.802.249</u>	<u>2.596.713</u>

Staff costs	31-12-2015	31-12-2014
Wages & salaries	1.703.888	1.735.793
Social security costs	231.592	246.719
Pension costs	115.545	106.482
	<u>2.051.025</u>	<u>2.088.994</u>
Other personnel costs	100.698	119.492
Interim staff & trainees	175.990	14.414
Total employee costs	<u>2.327.713</u>	<u>2.222.901</u>
External staff/consultants	318.781	202.853
Total staff costs	<u>2.646.495</u>	<u>2.425.754</u>

Remuneration board members

Name	F.J. Madgwick	J.C.M. Reinartz
Function	CEO	COO

Contract

- sort	indefinite	indefinite
- hours/week	36	36
- part-time percentage	100	100
- period	1- Jan. / 31 Dec.	1-Jan. / 31-Dec.

Remuneration

- Yearly income		
gross salary	107.882	84.972
holyday allowance	8.631	6.680
end of year allowance	-	-
variable income	-	-
Total income 2015	<u>116.512</u>	<u>91.652</u>

- Social security (employers costs)	8.742	8.760
- Taxable allowances	-	-
- Pension costs (employers costs)	7.795	8.221
- Other future remunerations	-	-
- End of contract pay	-	-
Total remuneration 2015	<u>133.050</u>	<u>108.633</u>

Total remuneration 2014	<u>123.003</u>	<u>103.428</u>
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Staff members are rewarded in accordance with 'Terms & Conditions 2015'

Compliance with 'Wet Normering bezoldiging Topfunctionarissen in de publieke en semipublieke sector (WNT)' (= Dutch Legislation on Norms for remuneration of Top officials in public and semipublic sector). The organisation is in compliance with WNT since no employees are rewarded by salary and or by other benefits for an amount above the maximum threshold for 2015 of € 178.000. Members of the supervisory council receive no remuneration but only reimbursement of costs for a total of € 3.445 (14.097 in 2014).

Budget 2016

	2016	2015
Income		
- Income from own fundraising	2.567.262	2.246.343
- Income from third party campaigns	1.041.823	766.745
- Governmental subsidies	3.829.088	2.689.912
Other income	760.250	830.000
Total revenue	8.198.423	6.533.000
Expenses		
Expenses on objectives		
1. Local livelihoods	842.979	676.311
2. Biodiversity	778.928	624.923
3. Water	729.287	585.096
4. Climate	1.853.419	1.486.971
5. Greening the economy	1.386.881	1.112.677
	5.591.494	4.485.978
Costs of generating funds		
- costs of fundraising	282.927	224.521
- costs of obtaining government grants	94.308	74.840
	377.235	299.361
Management & administration		
- costs of management & administration	2.227.481	1.767.661
Total expenses	8.196.210	6.553.000
Result	2.213	-20.000
Percentages		
- Percentage costs of fundraising (costs of fundraising in percentage of income own fundraising)	11,0%	10,0%
- Percentage costs of Management & administration (costs of management & administration in percentage of total expenses)	27,2%	27,0%
- Percentage of revenue spent on objectives (expenses on objectives in percentage of total revenue)	68,2%	68,7%
- Percentage of expenditure spent on objectives (expenses on objectives in percentage of total expenditure)	68,2%	68,5%
Contingent liabilities and commitments		
As at the balance sheet date there are three contracts known to the Board:		
1a. Contract for office rent from 1-6-2015 until 31-5-2019		
1b. Contract for office rent from 1-6-2015 until 31-5-2019		
2. Contract for copying machine from 1-10-2015 until 30-9-2020		
In relation to the office rent, a bank guarantee of € 35,000 is held.		

General Accounting Principles

The financial statements are prepared according to the following principles:

General

The annual accounts 2015 have been drawn up according to generally accepted accounting principles in the Netherlands and RJ 650 for Fundraising organisations. Assets and liabilities in the balance sheet are valued at nominal value. Cash and bank balances are freely disposable, unless stated otherwise.

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

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

Provisions

Provisions are made for obligations existing at balance sheet date for contingencies not related to normal operational activities. Because of the uncertainties at balance sheet's reporting date a provision was made (30K) in relation to the short term loan granted to Wetlands International European Association.

Project income

This represents project income recognised in the year for work completed, (sub-)contracts engaged in and services delivered during that fiscal year.

Project costs

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

Deferred project income

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

Joint operating agreements with local Wetlands organisations

In relation to the execution of global/international projects financed by its donors, the Dutch based Foundation Wetlands International seeks cooperation with local Wetlands organisations. In case Foundation Wetlands International acts as the main contractor of a donor, cash amounts are transferred (under the terms and conditions of the donor) by the Foundation towards

these local Wetlands organisations. This cash flow and all related project income and expenses are fully recorded in the annual accounts of Foundation Wetlands International, including the expenses paid by the local Wetlands organisations. The aforementioned local Wetlands organisations also have their own locally obtained and financed activities, without concern of the Dutch Foundation. Foundation Wetlands International has no legal obligations regarding these local projects obtained by the local Wetlands organisations. From a practical point of view the Dutch based Foundation Wetlands International can be qualified as the 'franchisor' of the local Wetlands organisations (the 'franchisees').

Use of estimations

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

Pensions

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

Results reported against 5 themes

It should be noted that the results of the organisation are reported against the Collective Targets grouped under 5 themes in the Strategic Intent 2011 – 2020.

INDEPENDENT AUDITOR'S REPORT

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

We have audited the accompanying financial statements 2015, from page 23 up to and including page 33, of Stichting Wetlands International, Wageningen, which comprise the balance sheet as at 31 December 2015, the statement of income and expenditure for the year then ended and the notes, comprising a summary of the accounting policies and other explanatory information.

Management's responsibility

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

Auditor's responsibility

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

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the foundation's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the foundation's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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

Opinion

In our opinion, the financial statements, from page 23 up to and including page 33, give a true and fair view of the financial position of Stichting Wetlands International, Wageningen, as at 31 December 2015 and of its result for the year then ended in accordance with the Guidelines for annual reporting of the Dutch Accounting Standards Board, especially Guideline 650 "Fundraising Institutions" and the Policy rules implementation WNT.

Amsterdam, 1 July 2016

Dubois & Co. Registeraccountants

Signed on original:

A.P. Buteijn RA and P.A.J.M. Bonants RA

Dubois & Co. Registeraccountants is een maatschap van praktijkvennootschappen. Op alle opdrachten die aan ons kantoor worden verstrekt zijn onze algemene voorwaarden van toepassing. Deze voorwaarden, waarvan de tekst is opgenomen op de website www.dubois.nl, bevatten een aansprakelijkheidsbeperking.

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Association Wetlands International

Annual Accounts 2015



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 Internationals work, most substantial information on results and finances are presented in the Annual Accounts of Stichting Wetlands International'.

The Vereniging Wetlands Internationals 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.

Association and Foundation have adopted the following Financial 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. 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. Secondly, to allow the organization to invest in strategic and organizational development.

In 2015 there was no tri-annual General Members Meeting (GMM). A provision was made for the next GMM meeting foreseen for 2017.

Consolidated Balance sheet Association and Foundation Wetlands International

Balance sheet as per 31 December (in Euros)

	2015	2014
Assets		
Tangible fixed assets	120.477	131.010
Debtors and other receivables	3.696.370	4.643.744
Cash and Banks	2.560.452	2.034.684
	6.256.822	6.678.428
Total assets	6.377.300	6.809.438
Liabilities		
Continuity reserve	1.518.064	1.317.552
General Members Meeting Reserve	35.000	0
Other reserves (subsidiaries)	62.132	79.238
Provisions	30.000	0
Short-term debts	4.732.104	5.412.648
Total liabilities	6.377.300	6.809.438

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

	2015	budget 2015	2014
Income			
- Income from own fundraising	2.847.740	3.243.682	1.464.103
- Income form third-party campaigns	1.609.211	609.514	1.061.351
- Governmental grants	2.693.001	4.059.054	2.201.018
- Other income	68.727	614.250	105.165
Total revenue	7.218.679	8.526.500	4.831.637
Expenses			
- Expenses on objectives			
1. Local livelihoods	1.357.299	760.400	486.248
2. Biodiversity	659.940	2.031.913	449.302
3. Water	607.992	1.421.079	420.668
4. Climate	1.777.735	2.109.194	1.069.091
5. Greening the economy	1.278.584	1.274.715	799.983
	5.681.549	7.597.301	3.225.292
- Costs of generating funds			
Costs of fundraising	43.118	165.301	163.197
Costs of obtaining government grants	129.355	0	54.399
	172.473	165.301	217.597
Subsidy to Foundation / from Association			
- General Members Meeting 2014	0	0	90.641
- Management & administration			
Costs of management & administration	1.129.145	946.098	1.290.771
Total Expenses	6.983.167	8.708.700	4.824.300
Result	235.512	-182.200	7.337
Result appropriation			
Increase/Decrease continuity reserve	200.512	-217.200	110.121
Increase/Decrease General Members Meeting reserve	35.000	35.000	-102.784
	235.512	-182.200	7.337

Consolidated Cashflow Statement Wetlands International (in Euros)

	2015	2014
Cash flow from operating activities		
Result	235.512	7.337
Depreciation	43.230	117.276
Cash flow	<u>278.742</u>	<u>124.612</u>
Changes in work capital		
- Change in receivables	947.374	1.718.335
- Change in short-term debts	<u>-680.544</u>	<u>-2.510.532</u>
	266.830	-792.198
- Change in continuity reserve	0	0
- Change in other reserves	-17.106	-16.459
- Change in provisions	<u>30.000</u>	<u>0</u>
Cash flow from operating activities	558.466	-684.045
Cash flow from investing activities		
Investments in fixed assets	<u>-32.698</u>	<u>-29.598</u>
Cash flow from investing activities	-32.698	-29.598
Change in cash & banks		
	<u>525.768</u>	<u>-713.642</u>
Cash & banks		
- as per 1 January	2.034.684	2.748.326
- as per 31 December	<u>2.560.452</u>	<u>2.034.684</u>
Change in cash & banks	<u>525.768</u>	<u>-713.642</u>

Annual Accounts Association Wetlands International 2015

Balance sheet as per 31 December (in Euros)

	2015	2014
Assets		
Tangible fixed assets	0	0
Debtors and other receivables (1)	355.272	119.398
Cash and Banks (2)	820.750	987.796
	1.176.022	1.107.195
Total assets	1.176.022	1.107.195
Liabilities		
Continuity reserve (3)	1.124.963	1.039.709
General Members Meeting Reserve (4)	35.000	0
Short-term debts (5)	16.059	67.486
Total liabilities	1.176.022	1.107.195

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

	2015	budget 2015	2014
Income			
- Income from own fundraising	0	0	0
- Income from third-party campaigns (6)	17.184	17.000	17.298
- Governmental grants (6)	419.899	500.000	467.202
- Other income (7)	4.074	4.000	54.061
Total revenue	441.157	521.000	538.562
Expenses			
- Contribution to Foundation Wetlands International	302.785	400.000	353.913
- General Members Meeting 2014	0	0	90.641
- Management & administration			
Cost of management & administration	18.117	11.000	5.913
Total Expenses	320.902	411.000	450.466
Result	120.255	110.000	88.095
Result appropriation			
Increase continuity reserve	85.255	75.000	190.880
Withdrawal from General Members Meeting reserve	0	0	-102.784
Addition to General Members Meeting reserve	35.000	35.000	0
	120.255	110.000	88.095

Budget 2016 Association Wetlands International

	2016	2015
Income		
- Income from own fundraising	0	0
- Income from third party campaigns	17.000	17.000
- Governmental subsidies	480.000	500.000
Other income	4.000	4.000
Total revenue	501.000	521.000
Expenses		
- Contribution to Foundation Wetlands International	645.000	400.000
- General Members Meeting 2016/2015	0	0
Management & administration		
- costs of management & administration	11.000	11.000
Total expenses	656.000	411.000
Result	-155.000	110.000
Result appropriation		
	2016	2015
Increase continuity reserve	-190.000	75.000
Increase General Members Meeting reserve	35.000	35.000
	-155.000	110.000

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

(1) Debtors and other receivables	31-12-2015	31-12-2014
Memberships contributions		
- Governmental contributions < 2014	1.815	53.251
- Governmental contributions 2014	11.903	90.356
- Governmental contributions 2015	11.951	47.813
- NGO contributions 2014	-290	-540
- NGO contributions 2015	304	228
Provision for doubtful debtors	-8.718	-72.533
Total debtors	16.965	118.575
Current Account with Foundation Wetlands International	337.392	0
Interest to be received	915	823
Prepayments	0	0
Total	355.272	119.398
<i>Contributions outstanding form more than 1 year are amortized For contributions outstanding 2 years or more, the policy is maintained to institute a provision for 100% because in practise it is impossible for the Association to enforce such payments</i>		
(2) Cash & banks		
	31-12-2015	31-12-2014
Current account EUR	3.358	484.387
Deposit accounts EUR	817.391	503.409
Total	820.750	987.796
<i>All liquidities are available on demand</i>		

(3) Continuity reserve	31-12-2015	31-12-2014
Balance 1 January	1.039.709	848.829
Transfer from General Members Meeting reserve	0	62.143
Result 2015 (2014 ex GMM costs)	85.254	128.736
Balance 31 December	1.124.963	1.039.709

*The result in the Association's annual account is added/subtracted to/from the continuity reserve, in accordance with the organisation's reserves policy as annexed
For 2014 an extra subsidy of € 53.913 was granted to the Foundation*

(4) General Members meeting reserve	31-12-2015	31-12-2014
Balance 1 January	0	102.784
Dotation	35.000	0
Withdrawal General Members Meeting costs	0	-40.641
Withdrawal surplus transfer to continuity reserve	0	-62.143
Balance 31 December	35.000	0

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

(5) Short term debts	31-12-2015	31-12-2014
Other liabilities	6.066	5.455
In advance received donor funds	9.993	47.813
Current Account with Foundation Wetlands International	0	14.218
	16.059	67.486

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

(6) Income	31-12-2015	31-12-2014
<i>Income consists of membership contributions from NGO members and Governmental members.</i>		
Governmental members 2014	0	467.202
Governmental members 2015	419.899	0
	419.899	467.202
NGO members 2014	0	17.298
NGO members 2015	17.184	0
	17.184	17.298
	437.083	484.500

(7) Other income	31-12-2015	31-12-2014
Interest income	4.074	4.061
Governmental subsidy General Members Meeting	0	50.000
	4.074	54.061

(8) Contribution to Foundation Wetlands International	31-12-2015	31-12-2014
Organisational subsidy	200.000	200.002
Subsidy Biodiversity projects	102.785	99.998
Additional subsidy Branding	0	33.913
Additional subsidy Strategic Resource Development	0	20.000
Additional subsidy Finance & ICT	0	0
Additional subsidy Website	0	0
	302.785	353.913

General Accounting Principles

The financial statements are prepared according to the following principles:

General

The annual accounts 2015 have been drawn up according to generally accepted accounting principles in the Netherlands and RJ 650 for Fundraising organisations. Assets and liabilities in the balance sheet are valued at nominal value. Cash and bank balances are freely disposable, unless stated otherwise. Transactions in foreign currencies are recorded using the rate at the time of the transaction. Assets and liabilities denominated in foreign currency are converted at the exchange rate at the year-end. Income and expenditure are accounted for in the year the obligations are related to. Costs are determined in accordance with the accounting policies applied to the balance sheet. Accounting principles for the different elements of balance sheet and statement of income and expenditure are explained in the notes.

Provisions

The organisation makes a provision for the for the tri-annual General Members Meetings (GMM). This provision is depleted in the year the actual meeting is held to finance the costs incurred in that year.

Use of estimations

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

Principles of consolidation

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

INDEPENDENT AUDITOR'S REPORT

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

We have audited the accompanying financial statements 2015, from page 35 up to and including page 43, of Vereniging Wetlands International, Wageningen, which comprise the consolidated and company balance sheet as at 31 December 2015, the consolidated and company statement of income and expenditure for the year then ended and the notes, comprising a summary of the accounting policies and other explanatory information.

Management's responsibility

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

Auditor's responsibility

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

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the association's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the association's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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

Opinion

In our opinion, the financial statements, from page 35 up to and including page 43, give a true and fair view of the financial position of Vereniging Wetlands International, Wageningen, as at 31 December 2015 and of its result for the year then ended in accordance with the Guidelines for annual reporting of the Dutch Accounting Standards Board, especially Guideline 650 "Fundraising Institutions", and the Policy rules implementation WNT.

Amsterdam, 1 July 2016

Dubois & Co. Registeraccountants

Signed on original:

A.P. Buteijn RA and P.A.J.M. Bonants RA

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Annex 1

List of Projects 2015

		Project Expenditure 2015 Global Organisation (EUR)	Project Expenditure 2015 Foundation NL (EUR)	Total Project Budget (EUR)	Start Date	End Date	Donor	Implementation Partners	Location	Allocation of funds to stream	allocation acc. former Strategy					offices by which the project is implemented																								
											Livelihoods	Biodiversity	Water	Climate	Greening the Economy	Africa	Argentina	Brunei	China	Ethiopia	European Association	Guatemala	Indonesia	Japan	Kenya	Mali	Malaysia	Netherlands	Nigeria	Panama	Philippines	Russia	South Asia							
1	Wetland restoration in the Ramsar Site "Lagunas de Guanacache" 2014	44.702		74.627	1-11-2014	30-4-2015	AVINA / Coca Cola	Mendoza government, TECONA	Guanacache Lagoons, Mendoza, Argentina	Healthy Wetland Nature 30% & Water Stores 70%	X		X			X																								
2	Wetland restoration in the Ramsar Site "Lagunas de Guanacache" 2015	19.557		85.768	1-11-2015	31-7-2016	AVINA / Coca Cola	as above	as above	Healthy Wetland Nature 30% & Water Stores 70%	X		X			X																								
3	Canal Blocking along Lumut Pipeline	47.436			1-11-2014	30-6-2015	Brunei Liquefied Natural Gas	Deltares	Brunei	Peatland Treasures		X	X	X			X																							
4	Rasau 3D Seismic Project	55.574			28-1-2015	31-5-2015	Geokinetics		Brunei	Peatland Treasures		X	X	X	X		X																							
5	Rasau 3D Seismic Restoration Project	92.445			1-11-2015	31-10-2017	Brunei Shell Petroleum		Brunei	Peatland Treasures					X		X																							
6	Socio-environmental Observatory of Soy	6.500		36.076	1-5-2013	31-8-2015	IUCN NL / Ecosystem Alliance	Local partners in four countries	Argentina, Bolivia, Brasil and Paraguay	Healthy Wetland Nature					X		X																							
7	Fisheries of La Plata basin and adaptation to climate change	6.000		6.000	2-10-2014	30-6-2015	Both Ends / Ecosystem Alliance	Local partners within the basin	La Plata basin	Healthy Wetland Nature 70% & Coasts & Deltas 30%	X			X			X																							
8	Development of Demonstration Farms for Good Aquaculture Practices that meet with ASC Standard in East Coasts of Kalimantan	79.388		79.357	1-jan-15	31-aug-15	IUCN Netherlands Committee	Local universities, research agency, local community	Indonesia	Coasts and Deltas	X		X	X	X							X																		
9	Round Table on Sustainable Palm Oil Workshop in Bogor, Indonesia	10.000		10.000	nov-15	dec-15	RSPO	WI HQ, RSPO	Indonesia	Peatland Treasures			X	X	X								X																	
10	PfR's learning site in Banten Bay from the perspective of EMR (Ecosystem Management Restoration), DRR (Disaster Risk Reduction) and CCA (Climate Change Adaptation).	25.000					WII core budget and PfR																X																	
11	Finding sustainable solutions for urban development: case study of Panama City.	2.767			1-3-2015	15-3-2015	TCU Global Academy	Municipality of Panamá City, City of Knowledge	Panama	Coasts and Deltas																														
12	Dissemination of Tidal Flat benthos Guide	393		393	1-4-2014	31-3-2015	own fund		Japan	Healthy Wetland Nature 70% & Coasts & Deltas 30%		X																												
13	Convening the Asian Wetland Symposium Strengthening international cooperation and contributing to the Ramsar COP12	12.573		12.573	1-4-2014	31-3-2015	KNCF		Asia etc	Healthy Wetland Nature	X														X															
14	CEPA focal point activities, a.o. World Wetlands Day 2015	786		786	1-10-2014	1-4-2015	own fund		Japan	Healthy Wetland Nature	X				X											X														
15	Niger Delta - Sustainable Biodiversity Livelihoods Project (SLBP) - Phase 2 A Sustainable Livelihoods and Biodiversity Project to sustain and restore wetlands in the Niger Delta. Environmental degradation and poverty are closely linked in the delta. An integrated approach is needed to restore the wetland ecosystem services that directly sustain communities and contribute to the conservation of biodiversity.	-25095	-25095	1.866.977	1-1-2013	1-1-2016				Healthy Wetland Nature	X			X	X										X				X	X										
16	Peatland ecosystem rehabilitation (Permian) Cooperation with Permian Global aims to help achieve long term climate change mitigation through conservation and rehabilitation of carbon rich wetlands. Projects contribute to poverty reduction and biodiversity conservation, involving local residents. Experience will contribute to REDD +.	184839	184839	270.756	1-4-2010	31-3-2016	Permian Global		Indonesia, Malaysia, Brunei	Peatland Treasures				X									X				X	X												
17	MedWet partners for Water	4191	4191	647.661	1-1-2015	31-12-2017	MAVA Foundation			Water Stores			X																											

	Project Expenditure 2015 Global Organisation (EUR)	Project Expenditure 2015 Foundation NL (EUR)	Total Project Budget (EUR)	Start Date	End Date	Donor	Implementation Partners	Location	Allocation of funds to stream	allocation acc. former Strategy					offices by which the project is implemented																							
										Livelihoods	Biodiversity	Water	Climate	Greening the Economy	Africa	Argentina	Brunei	China	Ethiopia	European Association	Guatemala	Indonesia	Japan	Kenya	Mali	Malaysia	Netherlands	Nigeria	Panama	Philippines	Russia	South Asia						
18	From the Arctic to Africa: connecting wetlands and people supports the flyway-scale conservation of migratory waterbirds by developing long-term conservation and wise use strategies, identifying internationally important sites, training site managers and facilitating twinning between key sites.	42983	42983	900.000	1-8-2012	31-7-2015	Arcadia Fund		Healthy Wetland Nature	X	X				X												X										X	
19	Shell Base Funding 2013-2016 Base Program of the partnership between Shell and Wetlands International. Provides support to deliver: - relationship management and coordination - knowledge development - opportunity identification and development - communication and advocacy - organizational development	480308	480308		1-1-2013	1-1-2016	Shell	Shell	global	all streams		X			X	X	X	X	X		X		X	X	X	X	X	X	X	X	X	X	X		X	X		
20	Building with Nature - GHG footprint A project to reduce greenhouse gas emissions from hydrological works through Building with Nature principles.	10025	10025	50.000	1-1-2013	31-10-2017	Ecoshape		Coasts & Deltas				X														X											
21	Mitigating Impacts from Pulp on Peatlands (MIPP) The purpose of the grant is to bring forward evidence on peatland subsidence to address the unsustainability of pulp and paper plantations on peatlands, limit their impact and prevent their expansion.	34634	34634	249.962	1-12-2013	30-9-2015	Climate and Land Use Alliance - Indonesia programme	Deltares Indonesia; WI Indonesia	Indonesia	Peatland Treasures				X	X								X				X											
22	Biodiversity and Livelihood Advisory Committee Uganda - Wetlands International is member of the Biodiversity and Livelihood Advisory Committee for the Murchison Falls project of Total E&P in Uganda.	27251	27251	82.335	1-1-2014	31-12-2016	Total Uganda		Healthy Wetland Nature	X	X			X													X											
23	Wetlands Vision	41644	41644		14-2-2014	30-11-2015	SarVision		Peatland Treasures				X									X					X											
24	Arctic oil spill response Oil Spill Response planning and procedures in the Arctic are improved and more effective and lead to the prevention of long-term damage to Arctic wetlands.	198283	198283	272.284	1-8-2014	31-7-2015	Shell		Netherlands & Pan-Arctic	Healthy Wetland Nature				X													X											
25	Arctic Critical habitats	132193	132193	190.990	1-8-2014	31-7-2015	Shell		Healthy Wetland Nature	X																	X											
26	Mangrove Capital Phase II Mangrove Capital is a leading mangrove conservation initiative in Indonesia, implemented by Wetlands International and partners. The overarching aim is to rehabilitate degraded and non-productive coastlines in Western Indonesia by creating multiple use mangrove landscapes, where healthy mangroves coexist with and contribute to productive agriculture, aquaculture and fisheries sectors.	185777	185777		1-9-2014	31-8-2017	Waterloo Foundation		Demak District Indonesia	Coasts & Deltas				X	X												X										X	
27	Consultancy Flood Risk Assessment Philippines Consultancy by Wetlands International Philippines in connection with the HaskoningDHV Project "Flood Risk Assessment and Management Study of the FG-complex in Batangas City" in the Philippines, which entail contribution to a Strategic Environmental Assessment which will result in a separate chapter within the Flood Risk Management Plan with recommendations to ensure the sustainability of the mangrove area.	6323	6323	7.500	1-1-2015	31-3-2015	HaskoningDHV	Arne E. Jensen & Alvin S.	Batangas Bay, Phipillines	Coasts & Deltas	X																X											
28	Building with Nature Indonesia The Building with Nature Indonesia project accomplishes resilience along eroding delta coastlines. This innovative approach combines civil engineering with mangrove rehabilitation to build safe and adaptive coastlines, while simultaneously introducing sustainable land use.	987292	987292		1-1-2015	31-12-2019	Ecoshape	Gestiada	Demak district Indonesia	Coasts & Deltas & Healthy Wetland Nature (20%)	X			X													X										X	
29	Cacheu Mangroves Conservation Guinea Bissau Conservation and restoration of the Cacheu Mangroves Natural park in Guinea Bissau as well as its valuable biodiversity and the rich resources the park and its surroundings provide to the local community. The project works with park authorities and local communities to conserve the park, protecting mangrove habitat and biodiversity within the park and in its adjacent buffer zone. It will collect data on land use change, illegal activities, and biological and livelihoods values to raise awareness about the importance of the park.	334359	334359	350.000	1-5-2015	30-4-2018	Turing Foundation	Ecoshape, Deltares, Imares, Witteveen & Bos	Guinea Bissau, Cacheu	Coasts & Deltas	X	X				X											X											

										allocation acc. former Strategy					offices by which the project is implemented																						
		Project Expenditure 2015 Global Organisation (EUR)	Project Expenditure 2015 Foundation NL (EUR)	Total Project Budget (EUR)	Start Date	End Date	Donor	Implementation Partners	Location	Allocation of funds to stream	Livelihoods	Biodiversity	Water	Climate	Greening the Economy	Africa	Argentina	Brunei	China	Ethiopia	European Association	Guatemala	Indonesia	Japan	Kenya	Mali	Malaysia	Netherlands	Nigeria	Panama	Philippines	Russia	South Asia				
30	Majnoon-Iraq 2015 Work towards sustainable operations and exploitation in the Majnoon oil field development in Iraq and restoration of and sustainable management of wetlands (the Mesopotamian Marshlands) & their resources by contributing expertise on wetlands, their services and values. To support Shell in sustainably managing and contributing to the restoration of the marshes the Majnoon field is part of, in particular the Al Hawizeh Ramsar site. To raise awareness of the global and national importance of the Hawizeh Marshes and the need for wise use through outreach and communication with all stakeholders. To strengthen Iraqi institutions and contribute to capacity building.	35732	35732	203.913	1-7-2015	31-12-2016	Shell	Wetlands International Africa (Senegal and GB offices), Altenburg & Wymenga, Institute of Biodiversity and Protected Areas (IBAP), Organization for the Defense of Wetlands (ODZH) & Env. ministry GB	Netherlands; Iraq	Healthy Wetland Nature	X	X	X		X																					X	
	<i>closed projects</i>	16.930	16.930																																		
	Subtotal income from own fundraising	3.100.790	2.697.669																																		
	% income from own fundraising	35%	40%																																		
Governmental subsidies																																					
31	Protection of carbon pool and sinks within wetlands and protected areas of Panama Climate change adaptation and mitigation for mangroves	168.852			15-11-2013	15-11-2016	International Climate initiative/BMU	UNPD-Panama, MiAmbiente, ARAP, Conservation International	Panama	Coasts and Deltas	X			X																					X		
32	Finding solutions for urban flooding in Panamá City Scoping mission	975		975	1-4-2015	30-4-2015	RVO	DRR Team, Municipality of Panamá City	Panama	Coasts and Deltas																								X			
33	Sustainable management of peatland ecosystems in Indonesia (preparation stage)	7.247			1-1-2015	1-3-2015	IFAD-GEF	GEC, IFASD, MoE	Indonesia	Peatland Treasures	X	X	X	X	X								X														
34	Mangrove Replanting (Forestry Dept) Mangrove Replanting Programme	4.324			25-2-2015	31-12-2015	Forestry Department, Malaysian Government	KEJORA - S.E. Johor Devt Authority	Kpg Linting, Johor	Healthy Wetland Nature	X	X		X																					X		
35	Linking Mangrove Conservation to Livelihood Improvement of Local Community in South East Johor	34.202			27-8-2013	31-5-2015	The GEF Small Grants Programme	KEJORA - S.E. Johor Devt Authority	Kpg Linting, Johor	Healthy Wetland Nature	X	X																							X		
36	Promotion of Wetland Education in China focusing on Ramsar Sites and Wetland Parks through Capacity Building for Teachers	22.627		69.806	1-4-2014	31-3-2015	Japan Fund for Global Environment	WI-Japan	China	Healthy Wetland Nature	X																								X		
37	Wetlands Newsletter bi-monthly published 6 issues and totally 18,000 to be copies distributed to relevant organizations and individuals	25.625		26.250	1-1-2015	31-12-2015	SFA and other governmental agencies		China	Healthy Wetland Nature	X																								X		
38	Shengjin Lake wetlands valuation and environmental capacity assessment	1.275		12.500	31-10-2014	31-10-2015	UNDP/GEF		China	Healthy Wetland Nature	X																									X	
39	Fujin Wetland Biodiversity Conservation Project-KFW Wetland conservation and restoration, Fujin City, Heilongjiang, China	3.400		90.000	1-10-2013	31-12-2018	KFW	DFS	China	Healthy Wetland Nature	X																									X	
40	Study tour and training course on wetland management for Hulunhu Lake Nature Reserve, Inner Mongolia	17.745		45.747	1-11-2015	1-4-2016	ADB		China	Healthy Wetland Nature																										X	
41	The Making of an "Inventory for the Culture and Technology of Wetlands" in Eastern Asia (mainly in Monsoon Region)	46.362		105.297	1-4-2012	31-3-2015	Japan Fund for Global Environment		East Asia	Healthy Wetland Nature	X				X									X													
42	Management of the website for the Domestic Ramsar Committee for Relevant Municipalities	2.355		2.355	1-4-2014	31-3-2015	Domestic Ramsar Committee for Relevant Municipalities		Japan	Healthy Wetland Nature	X				X								X														
43	Learning and exchange event of Domestic Ramsar Committee for Relevant Municipalities 2014	5.265		5.265	1-4-2014	31-3-2015	Domestic Ramsar Committee for Relevant Municipalities		Japan	Healthy Wetland Nature	X				X								X														
44	Linking People and Wetlands: Create international dialogue through a wetland centre exchange programme on wetland education. Russia-USA Wetland Center Exchange Programme	21.741		26.704	2-9-2014	31-12-2015	TheWetlands Institute, USA	Wetland Link International	Russia, USA	Healthy Wetland Nature		X		X																						X	
45	A living delta - securing livelihoods and biodiversity in a changing environment	853.623	168.204	5.894.124	30-11-2014	31-12-2019	Dutch Embassy/Mali	Malian and Dutch Consultancies	Upper Niger and Inner Niger Delta	Blue Lifelines	X	X	X	X																					X		
46	Neotropical Waterbird Census 2015	18.000		18.000	1-1-2015	31-12-2015	Canadian Wildlife Service / Bird Studies Canada / WI-HQ	Local partners in nine countries	South America	Healthy Wetland Nature		X						X																			

		Project Expenditure 2015 Global Organisation (EUR)	Project Expenditure 2015 Foundation NL (EUR)	Total Project Budget (EUR)	Start Date	End Date	Donor	Implementation Partners	Location	Allocation of funds to stream	allocation acc. former Strategy					offices by which the project is implemented																				
											Livelihoods	Biodiversity	Water	Climate	Greening the Economy	Africa	Argentina	Brunei	China	Ethiopia	European Association	Guatemala	Indonesia	Japan	Kenya	Mali	Malaysia	Netherlands	Nigeria	Panama	Philippines	Russia	South Asia			
47	Wetland restoration in the Ramsar Site "Laguna Llanccanelo" 2015	45.000		45.000	1-1-2015	31-12-2015	Fund for the Americas / Danone Argentina	Mendoza government, TECONA, Malargüe municipality	Llanccanelo Lagoon, Mendoza, Argentina	Healthy Wetland Nature	X	X				X																				
48	UNEP GEF National Wetlands project Project development grant for Indian wetlands GEF Project	36.931		36.931	1-3-2015	31-12-2015	UNEP-GEF	Min. of Environment and Forests, State Govts	India	Healthy Wetland Nature 50% & Water stores from Mountains to Sea 50%	X		X	X	X																				X	
49	Kaabar Taal Ecosystem Services Assessment Economic valuation of Kaabar Taal ecosystem services	37.500		37.500	1-1-2015	30-4-2015	World Bank		India	Healthy Wetland Nature 50% & Water stores from Mountains to Sea 50%	X		X		X																				X	
50	Wetlands TEEB Integrating economic instruments for wetland conservation	45.957		45.957	15-4-2014	14-7-2015	GIZ	Min. of Environment and Forests, State Govts	India	Healthy Wetland Nature					X																				X	
51	Developing management plans for two proposed Ramsar sites of Gujarat Developing management plans for two proposed Ramsar sites of Gujarat	23.031		23.031	9-12-2014	30-11-2015	GIZ	Government of Gujarat	India	Healthy Wetland Nature			X																						X	
52	Developing management plans for Ramsar sites of Kerala Developing management plans for two Ramsar sites of Kerala	31.250		31.250	1-12-2014	1-11-2015	Govt of Kerala		India	Healthy Wetland Nature 50% & Coasts and Deltas 50%			X																						X	
53	Participatory Management Planning for Chandrabhaga wetlands in Gujarat, India	-		31.250	15-12-2015	31-12-2016	IUCN		India	Healthy Wetland Nature 50% & Coasts and Deltas 50%																									X	
54	Partners for Resilience is a 5 year program on Ecosystem & Climate Smart Disaster Risk Reduction (with focus on community resilience) implemented in 9 countries in Asia/C-Ameria/Africa in partnership with Red Cross, Cordaid, CARE & RC Climate Centre through their national/ local partners & offices.	348.032		5.753.555	1-1-2011	31-12-2015	Nederlandse Rode Kruis	Cordaid, CARE NL, Red Cross Climate Centre	Mali, India, Nicaragua, Guatemala, Philippines, Indonesia, Kenya, Uganda, Ethiopia	all streams	X		X	X		X			X	X	X	X		X	X	X	X	X	X	X	X	X	X	X		
55	Ecosystem Alliance To help local communities manage and use ecosystems in a sustainable way, among others to face climate change. Gives local communities a voice in the international policy arena It seeks to support and improve the livelihoods of the poor and to create a green and inclusive economy, through participatory and responsible management of ecosystems.	928.608	928.608	6.358.769	1-1-2011	31-12-2015	IUCN Netherlands Committee	IUCN-NL (Alliance Lead) and Both Ends	Argentina, Indonesia, Kenya, Senegal, DRC, Netherlands, Global.	all streams	X		X	X	X	X	X					X		X												
56	Dutch WASH Alliance A 5 year programme of a consortium of six Dutch NGOs working together supporting partners in 8 countries in Africa and Asia to implement sustainable WASH programs; WI is a thematic partner advising on the Environmental Sustainability focus of the programme in partnership with RAIN Foundation.	104.774	104.774	751.627	1-1-2011	31-12-2015	Rainwater Harvesting Implementation Network Foundation (RAIN)	Wetlands International Mali, Kenya and South Asia offices	Mali (inner Niger Delta, Koulikorro, Uganda, Bangladesh	Water Stores, Blue Lifelines			X			X								X	X		X								X	
57	IMPACT2C Enhance knowledge, quantify climate change impacts, and adopt climate and impacts modelling, vulnerabilities, risks and economic costs, as well as potential responses, within a pan-European sector based analysis and feeds political discussions on the European goal to limit global warming to 2°C.	-1.631	-1.631	92.613	1-10-2011	30-9-2015	European Union	ACMAD, ENEA, IWMI, PIK, Helmholtz, KNMI, WUR, BCAS, Alterra	Niger Basin and Nile Basin with a focus on Inner Niger Delta in Mali	Water Stores, Blue Lifelines			X	X												X		X								
58	Sustainable Peatlands for People and Climate (SPPC) Enhance sustainability of Indonesia's and Malaysia's extensive lowland peat swamp landscapes. This is done by creating awareness, capacity and willingness of governments, palm oil and pulp & paper sectors, scientists and NGOs as well as influencing the RSPO and UNFCCC on the issue of peatland drainage, soil subsidence and related flooding that over time will impacting productivity of millions of hectares of land and coasts and their function as carbon stores.	286.745	286.745	1.621.906	1-1-2013	31-12-2015	Norad	Deltares, UGM, FAO, FORDA, PusAir and FRIM	Lowland peatlands in Indonesia and Malaysia	Peatland Treasures	X			X	X							X					X	X								
59	Arctic Wetlands Restoration Clima East is a European Union funded project package assisting the Eastern Neighbourhood Partnership Countries and Russia in approaches to climate change mitigation and adaptation. Wetlands International is involved in the implementation of pilot project "Protection and restoration of forest and peatland permafrost carbon pools in Komi Republic and Nenetsky Autonomous Okrug" and provides technical expertise on peatlands restoration in permafrost conditions.	21.066	21.066		15-4-2013	30-6-2016	UNDP / EU East Clima			Peatland Treasures				X																						
60	IWC data management and global coordination Coordination of the International Waterbird Census development, and Asian Waterbird Census.	55.289	55.289		1-1-2015	31-12-2015	Association of Wetlands International		Global	Healthy Wetland Nature			X				X		X			X				X	X		X		X	X	X	X	X	

	Project Expenditure 2015 Global Organisation (EUR)	Project Expenditure 2015 Foundation NL (EUR)	Total Project Budget (EUR)	Start Date	End Date	Donor	Implementation Partners	Location	Allocation of funds to stream	allocation acc. former Strategy					offices by which the project is implemented													
										Livelihoods	Biodiversity	Water	Climate	Greening the Economy	Africa	Argentina	Brunei	China	Ethiopia	European Association	Guatemala	Indonesia	Japan	Kenya	Mali	Malaysia	Netherlands	Nigeria
Third party funding																												
73	Mangroves for the Future Small Grants Facility in Indonesia	18.595		1-7-2015	1-7-2016	Danida (via IUCN ARO)	NCB members, local NGOs	Indonesia	Healthy Wetland Nature	X	X		X	X						X								
74	PeatRus With this peatland rewetting project in the Russian Federation, the project partners aim to contribute to the restoration and sustainable management of degraded peatlands in European Russia in order to reduce fire incidents and greenhouse gas (GHG) emissions resulting from peatland drainage.	954.401	954.401	5.000.000	15-7-2011	14-7-2015	KfW, German Development Bank	Central Russia	Peatland Treasures				X								X							X
75	Partners for Resilience - Technical Support on EMR Uganda	1.704	1.704	49.500	1-4-2014	30-5-2015	Cordaid	Uganda (Amuria, Katakwi, Napak, Nakapiripirit Project Sites)	Water Stores	X		X	X									X		X				
76	Resilient Livelihoods Dopeth	26.822	26.822		1-1-2015	31-12-2015	Cordaid		Blue Lifelines	X												X		X				
77	Chronic Crisis	307.997	307.997	1.067.148	18-8-2014	31-12-2016	Red Cross		Blue Lifelines	X		X	X				X						X					
78	Global Resilience Challenge - Stage II Development of a full proposal on the adoption of mangrove-based solutions for coastal risk reduction in Asia.	12.731	12.731		1-1-2015	15-7-2015	TNC		Coasts & Deltas	X	X		X										X					
79	IFPRI	97.313	97.313		1-1-2015	31-12-2015	IFPRI			X			X										X					
80	Responsible Peat Representation in the board of a to-be-established Foundation for Responsible Peat. WI represents the conservation sector in the establishment and monitoring of an industry-led certification mechanism for responsible peat in Europe.	3.200	3.200		1-1-2013	31-12-2017	Stichting RHP	North West Europe	Peatland Treasures		X		X	X								X						
81	Dijk van een wijk / Proud of your purok Integrated ecosystem and climate smart DRR and livelihoods in the Agusan River Basin, Mindanao, the Philippines.	150.169	150.169	491.711	1-6-2014	31-5-2017	NPL	Agusan River Basin, Mindanao, the Philippines	Coasts & Deltas	X												X		X				
82	PRCA-SA Food security onions & fisheries value adding chains in Mali	17.706	17.706	132.301	1-11-2014	31-12-2018	Dutch Embassy Mali		Blue Lifelines	X				X									X		X			
83	Katingan Paludiculture Project Stichting Otter Fonds will support the conservation and restoration of a Katingan tropical peat swamp forest for their biodiversity, carbon storage and role in sustaining local livelihoods. This village project will be used to co-fund the initiatives that promote community-based ecosystem restoration in the buffer zones around the area and the potential of sustainable peatland use through paludiculture (agriculture on wet peatland using native species).	20.062	20.062	50.000	1-12-2015	30-11-2017	Stichting Otter Fonds	Katingan, Central Kalimantan, Indonesia	Peatland Treasures	X													X					X
84	Local YEP Water position - Mali The Young Expert provides technical backstopping to on-going projects and supports the development of an inventory and evaluation plan to assess the "on the ground proof" of Wetlands International's integrated approaches.	-	-	24.000	1-6-2014	1-6-2016	Netherlands Water Partnership		Blue Lifelines	X		X	X										X		X			
	other projects	-78	-78																									
	Subtotal income from government subsidies	1.610.700	1.592.027																									
	% income from government subsidies	18%	24%																									
	Grand Total	8.832.917	6.665.581																									

List of Publications 2015

Available from Head Office

Title	Author(s)
Aquaculture induced erosion of tropical coastlines throws coastal communities back into poverty	B.K. van Wesenbeeck, T. Balkea, P. van Eijk, F. Tonneijck, H.Y. Sirye, M.E. Rudiantoe, J.C. Winterwerp
Building with Nature Indonesia, Design & Engineering Plan	Femke Tonneijck (Wetlands International), Han Winterwerp (Deltares), Bregje van Weesenbeeck (Deltares), Roel Bosma (WUR), Dolfi Debrot (Imares), Yus Rusila Noor (Wetlands International), Tom Wilms (Witteveen+Bos)
Effects of different management regimes on mangrove ecosystem services in Java, Indonesia	Alexander P.E. van Oudenhoven, Audrie J. Siahainenia, Ita Sualia, Femke H. Tonneijck, Sander van der Ploeg, Rudolf S. de Groot, Rob Alkemade, Rik Leemans
Assessment of impacts of plantation drainage on the Kampar Peninsula peatland, Riau	Hooijer, A., Vernimmen, R., Mawdsley, N., Page, S., Mulyadi, D., Visser, M.
Flooding projections from elevation and subsidence models for oil palm plantations in the Rajang Delta peatlands, Sarawak, Malaysia	Hooijer A, Vernimmen R, Visser M, Mawdsley N, 2015
Briefing paper: accelerating action to Save Peat for Less Heat	Marcel J. Silvius
Roadmap towards Sustainable Peatland Management for Pulpwood Plantations in Indonesia	Telly Kurniasari, Irwansyah Reza Lubis
Position Paper: Conservation and Sustainable Management of Peatlands, key to prevent annual fire and haze	Marcel J. Silvius, Irwansyah Reza Lubis
Flooding of lowland peatlands in Southeast Asia	Marcel J. Silvius, Nyoman Suryadiputra, Lee Shin Shin

Available from Indonesia Office

Title	Author(s)
Report Compilation of MFF SGF Study: "Compilation Study of Small Grant Facilitacy Program – Mangroves for the Future Indonesia	Ragil Satriyo Gumilang
Modul rehabilitasi pantai berbasis masyarakat; suatu upaya dalam pengurangan resiko bencana (Community Based Coastal Rehabilitation Modul; an effort in reducing disaster risks)	Iwan Tri Cahyo Wibisono
Peta Sebaran Mangrove Sulawesi (Sulawesi's Mangrove Distribution Map)	A joint product of Indonesia's One Map Policy by Ministry of Environment and Forestry (MoEF), Ministry of Marine Affairs and Fishery (MMAF), Information and Geospatial Agency (BIG), National Institute of Aeronautics and Space (LAPAN), and Wetlands International Indonesia
Warta Partners for Resilience Indonesia - Edisi Khusus (Newsletter of Partners for Resilience Indonesia - special edition)	Noor, Y.R. and M. Haris
Pemanfaatan lahan basah secara bijaksana. Konsep dan Pendekatan mengenai pemanfaatan lahan basah secara bijaksan. Edisi keempat, 2010 (Translated from english version of the Ramsar Convention Secretariat, 2010. Wise use of wetlands: Concepts and approaches for the wise use of wetlands. Ramsar handbooks for the wise use of wetlands, 4th edition, vol. 1.)	Ramsar Convention Secretariat, Gland, Switzerland
WKLB Vol 23 No. 2, Juli 2015	Nyoman Suryadiputra, Triana

Available from Indonesia Office

Title	Author(s)
Roadmap (Peta Jalan) Pengelolaan Ekosistem Gambut Berkelanjutan bagi Hutan Tanaman Industri (HTI) untuk Bubur Kayu dan Kertas di Indonesia. (Road map of sustainable peatland management for pulp-paper industrial timber estate in Indonesia)	Irwansyah Reza Lubis, Telly Kurniasari, Anyta Tamrin, Iwan Tricahyo Wibisono, Dipa Satriadi Rais, Dandun Sutaryo, I Nyoman N, Suryadiputra, Marcel Silvius, Zulfahmi (Greenpeace), Oslan Purba (WALHI), Nurmaliki (WWF), Woro Supatinah (Jikalahari), Harry Octavian (Scale-Up), Isnadi (JMGR), Aidil Fitri (WBH), Nelly Akbar (WARSII), Fajri Nailus (Sampan)

Available from Malaysia Office

Title	Author(s)
Guidebook to the Biodiversity of Linting Wetlands	Denise Cheah
Malaysia Guidebook for Malaysia	Lee Shin Shin, Aziah Muhamad, Joanne Tong

Available from China Office

Title	Author(s)
Newsletter for Wetlands	Chen Kelin, Zhang Xiaohong, Yang Xiuzhi, Xie Jun

Available from Japan Office

Title	Author(s)
Asian Wetland Symposium (AWS)/ Ramsar Pre-COP12 Asia Regional Meeting (RARM)	Wetlands International Japan and Ramsar Center Japan

Available from South Asia Office

Title	Author(s)
Wetlands Waterlogged Wealth	Wetlands International South Asia and IUCN-India
Sarovar Newsletter (Vol.III)	Wetlands International South Asia
Chilika Newsletter (Vol.VIII)	Wetlands International South Asia

Available from Argentina Office

Title	Author(s)
Lineamientos y conceptos para la adaptación de las pesquerías fluviales de la Cuenca del Plata al cambio climático (Guidelines for adaptation of the fisheries of La Plata basin to climate change)	Claudio R.M. Baigún

Available from Panama Office

Title	Author(s)
Soluciones de humedales para las personas y la naturaleza	Wetlands International
Módulo de Apoyo Metodológico de Manejo y Restauración de Ecosistemas	Partners for Resilience / Alianza por la Resiliencia (PFR) Guatemala
Módulo de Apoyo Metodológico de Adaptación al Cambio Climático	Partners for Resilience / Alianza por la Resiliencia (PFR) Guatemala
Módulo de Apoyo Metodológico de Reducción del Riesgo a los Desastres	Partners for Resilience / Alianza por la Resiliencia (PFR) Guatemala

Available from Panama Office

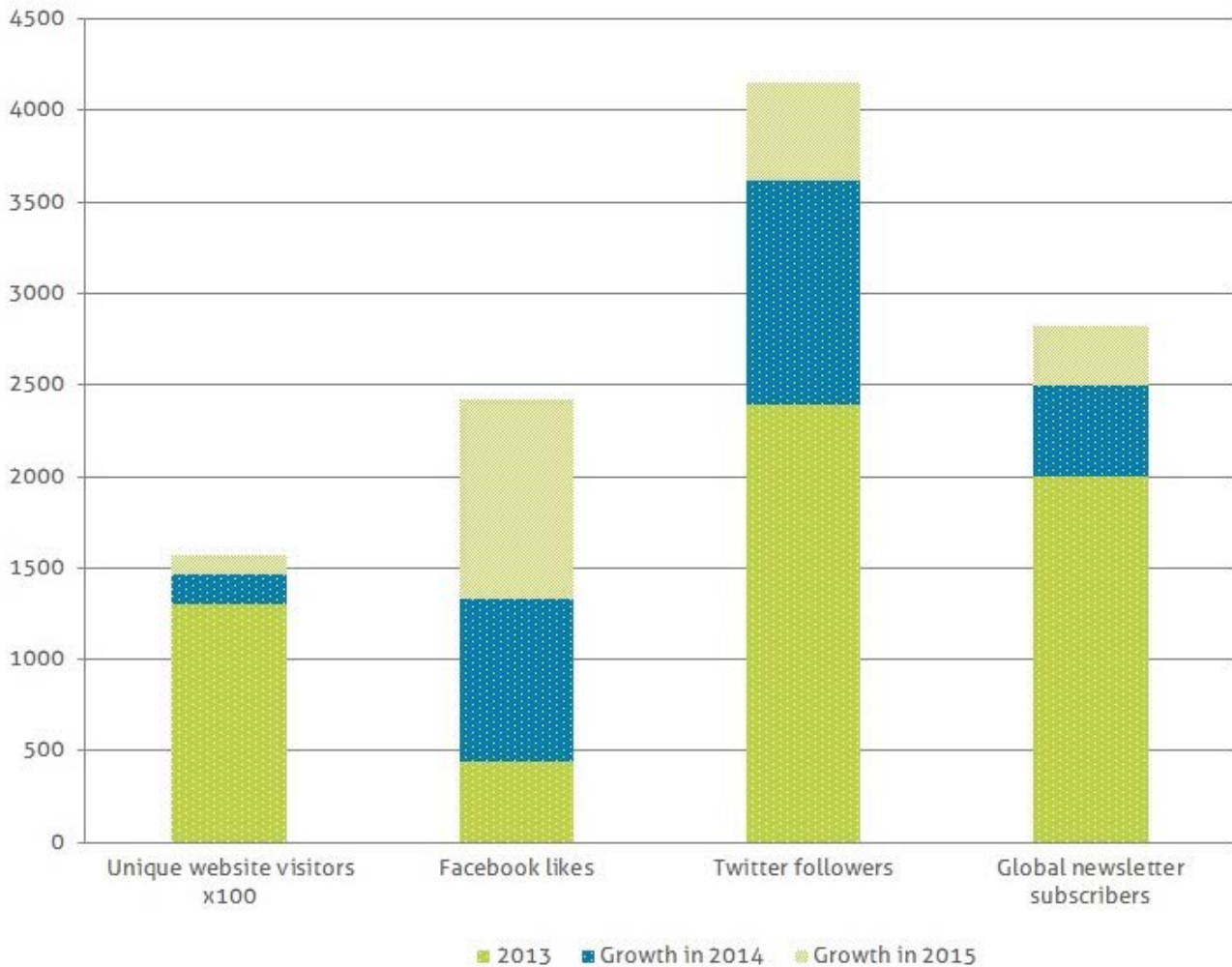
Title	Author(s)
Módulo de Apoyo Metodológico para fortalecer la Resiliencia	Partners for Resilience / Alianza por la Resiliencia (PFR) Guatemala
El agua y los bosques en la parte alta de la Sierra del Merendón	Partners for Resilience / Alianza por la Resiliencia (PFR) Guatemala
Resiliencia: el papel de los servicios ecosistémicos en sociedades y paisajes cambiantes	Alejandro Jimenez

Available from Africa Office

Title	Author(s)
Comparing scenario approaches for sustainable integrated natural resources management in Africa	Authors: Julia Reinhardt [1], Stefan Liersch [1], Mohamed Abdeladhim [2], Mori Diallo [3], Chris Dickens [4], Samuel Fournet [1], Fred Hattermann [1], Clovis Kabaseke [5], Moses Muhumuza [5], MarloesMul [6], Tobias Pilz [7], Ilona Otto [1], Mohamed Ouessar [2] and Ariane Walz [7]

Web and social media analytics

In 2015 we received 157,656 unique visitors to our website, a 7.6% increase from 2014. The Wetlands International Facebook page reached 2,429 likes, an increase of 82%. The Twitter account received an additional 539 followers, an increase of 12%. The Global Newsletter subscribers increased from 2,500 to 2,829, an increase of 13% (due to staff absences there were only 3 editions of the Global Newsletter in 2015, instead of 6).



Supervisory Council & Board of Association

As per 31 December 2015, the Supervisory Council of the Foundation and the Board of the Association of Wetlands International had the following members:

Accession, or reappointment in	Members	Resignation, resp. reappointment in	Supervisory Council	Boards of Association	Main position
2015	Prof. Emeritus André van der Zande (1 st term)	2018	Chair	Chair	Director General of the National Institute for Public Health and the Environment, 'RIVM'
Other positions:					
<ul style="list-style-type: none"> • Chairman of the Zuid Hollands Landschap • Member of the General Board of STT • Member of the Board of Peatland Innovation Center Zegveld • Member of the Economic Board Utrecht • Ambassador for GLOBE Netherlands 					
2015	Mr Harry Dijkma (2 nd term)	2016	Member (Vice Chair)	Treasurer	Supervisor public/private organisations & Advisor
Other positions:					
Supervisory Board:			Executive Board:		
<ul style="list-style-type: none"> • Member, Afvalzorg NV te Nauerna, Assendelft and Member of the Auditing Committee • Chair, RegioCollege Zaandam, vocational education • Chair, Beheer Flevoland Participaties BV • Vice-Chair, OMALA (Development Corporation Almere Lelystad Airport) • Member, Medrie, Zwolle • Member, Omroep Flevoland, Lelystad • Chair, Het Flevolandschap 			<ul style="list-style-type: none"> • Vice-Chair, Prins Bernhard • Cultuurfonds Flevoland • Secretary to the Board, De12Landschappen • Treasurer, RDIJ-award Foundation • Chair, Corrosia, Almere Haven • Vice-Chair, VVD Kamercentrale Flevoland • Member, Committee of Recommendation La Mascotte, Opera- en operettevereniging Emmeloord en AJSO Almere 		
2014	Prof Dr Noelle Aarts (2 nd term)	2017	Member	Member	<ul style="list-style-type: none"> • Professor Communication and Change in Life Science Contexts, Wageningen University • Professor Strategic Communication (LOGEION chair), Amsterdam School of Communications Research, University of Amsterdam
Other positions:					
<ul style="list-style-type: none"> • Member Advisory Board Bex Communication • Member Committee of Advice for Governmental Communication 					
2013	Dr Gonzalo Castro de la Mata (2 nd term)	2016	Member	Secretary	Chairman, World Bank Inspection Panel
2015	Prof Kazuaki Hoshino	2018	Member	Member	Project Professor, Kagoshima Center for Community Development at Kagoshima University
Other positions:					
Visiting Professor at UNU Institute for the Advanced Study of Sustainability					

Accession, or reappointment in	Members	Resignation, resp. reappointment in	Supervisory Council	Boards of Association	Main position
2015	Dr Kathy Mackinnon (2 nd term)	2018	Member	Member	Chair, IUCN / World Commission on Protected Areas
Other positions:					
<ul style="list-style-type: none"> • Board Member, Botanic Gardens Conservation International • Member, Cambridge Conservation Science Group, University of Cambridge 					
2015	Dr Dan Martin (2 nd term)	2018	Member	Member	Consultant, Climate Reality Project
Other positions:					
<ul style="list-style-type: none"> • Trustee, Micronesia Conservation Trust • Board of Directors, Environmental Film Festival, Washington, DC • Chairman, Phelps Stokes Fund • Trustee, Knox College • Assembly of Founders, Costa Rica-USA Foundation • Board of Directors, Friends of Costa Rica • Board of Directors, Cuso International (Canada) 					
2014	Dr Eliot Taylor	2017	Member	Member	Team Leader, Mott MacDonald Malawi Ltd
Other positions:					
<ul style="list-style-type: none"> • Director, Mott MacDonald Blantyre (Malawi) Ltd • Honorary member of the International Society for Limnology (SIL) • Member of the Freshwater Biological Association • Member of the Chartered Institute of Water and Environmental Management (MCIWEM) • Chartered Scientist (C.Sci) • Chartered Environmentalist (C.Env.) • Chartered Water and Environmental Manager (C.WEM) 					
Observers					
	<i>Vacant</i>		Observer (of the Host Country)	Observer	
2015	Ms Ania Grobicki		Observer (of the Secretariat of the Ramsar Convention on Wetlands)		Acting Secretary General, Secretariat of the Ramsar Convention on Wetlands

Counsellors of Honour

Luc Hoffmann
Chris Kalden
Michael Moser
Max Finlayson
Stewart Morrison
Jan Ernst de Groot

Management Board of the Foundation

Name

Function

[Ms Jane Madgwick](#)

Other positions:

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

[Ms Josje Reinartz](#)

Chief Operations Officer, Wetlands International, the Netherlands

Members of the Association

Countries

Argentina
Austria
Belgium
Benin
Bulgaria
Chile
China
Denmark
Ecuador

Estonia
Finland
Germany
Hungary
India
Ireland
Japan
Kenya
Malaysia

Netherlands
Norway
Pakistan
Slovakia
Slovenia
Sweden
Switzerland

Non Governmental Organisations (NGOs)

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

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Open day education with schools
in Jordan

Partnerships

- Acacia Water
- African Centre of Meteorological Application for Development (ACMAD)
- African Development Bank
- African Eurasian Waterbird Agreement Secretariat
- African-Eurasian Waterbird Monitoring Partnership
- Akvo
- Alterra
- Altenburg & Wymenga
- AMREF Netherlands
- Argentinian Ministry of Environment and Sustainable Development
- Asia-Pacific Working Group on Migratory Waterbirds and Avian influenza
- Scientific Task Force on Avian Influenza and Wild Birds
- BirdLife International
- Bogor Agricultural University, Indonesia
- Both Ends
- Brockmann Geomatics
- Brunei Liquefied Natural Gas
- Buenos Aires provincial government
- CARE
- Climate Action Network
- Clinton Global Initiative
- CMS Flyways Working Group
- Commonland
- Coalition of NGOs cooperating on European Biofuels
- Conservation International
- Cordaid
- Delta Alliance
- Deltares
- DFS Deutsche Forstservice GmbH
- District of Demak, Indonesia
- East Asian – Australasian Flyway Partnership (EAAFP)
- EcoShape Consortium
- Ecosystem Climate Alliance (ECA)
- Embassy of the Kingdom of The Netherlands in Bamako
- Ethiopian Wildlife and Natural History Society (EWNHS)
- Ethiopian Wildlife Conservation Authority (EWCA)
- European Habitat Forum
- Fauna and Flora International
- Food and Agriculture Organisation (FAO)
- Foundation Democratic Change
- Foundation for Responsible Peat
- Free University of Amsterdam (VU)
- FSU JENA
- Geokinetics
- Greenpeace
- Greifswald University
- Guatemalan Ministry of Education
- Guatemalan Ministry of Environment and Natural Resources (MARN)
- Guatemalan National Coordination for Disaster Risk Reduction
- Guinea-Bissauan Institute for Biodiversity and Protected Areas (IBAP)
- Guinea-Bissauan Ministry of Natural Resources and Environment
- Climate Services Center
- Horn of Africa Regional Environment Centre and Network (HoA-REC&N)
- ICCO
- Indian Ministry of Environment and Forests
- Indian State governments (Gujarat, others)

- Indonesian Government Centre for Marine Resource Survey
- Indonesian Ministry of Environment and Forestry
- Indonesian Ministry of Marine Affairs and Fisheries
- Indonesian Ministry of Public Works
- International Water Management Institute (IMWI)
- Italian Agency for New Technology, Energy, and Economic Sustainability (ENEA)
- IRC
- IUCN and IUCN Netherlands Committee
- Japanese Ministry of the Environment
- JENAOPTRONIK
- Johor State Regional Development Agency, Malaysia
- Kassel University
- Kenyan Ministry of Water and Irrigation, Water Resource Management Authority (WRMA)
- Living Earth Nigeria Foundation (LENF)
- Mangroves for the Future
- McGill University
- Mediterranean Wetlands Observatory
- MedWet
- Mendoza provincial government, Argentina
- MGFI – GNHM
- Malian Ministry of Water and Energy
- Malaysian Ministry of Natural Resources and Environment, Forest Research Institute Malaysia (FRIM)
- Michael Succow Foundation
- Migratory Birds for People Network
- Mongolian Academy of Sciences
- Mongolian Forest Research Association
- Mongolian Ministry of Environment, Green Development and Tourism MonMap Co. Ltd.
- National University of San Martin, Argentina
- NDWF
- Netherlands Ministry of Foreign Affairs (DGIS)
- Netherlands Royal Meteorological Institute (KNMI)
- Netherlands Water Partnership
Niger Basin Authority (NBA)
- Organization for the Defense of Wetlands (ODZH)
- Panamanian Marine Resources Authority
- Panamanian Ministry of Environment
- Partos
- Partnership for Environment and Disaster Risk Reduction (PEDRR)
- Permian Global
- Potsdam Institute for Climate Impact Research (PIK)
- PusAir
- RAIN Foundation
- Red Cross and Red Crescent Societies (IFRC, Netherlands Red Cross, and several national organisations)
- Red Cross Red Crescent Climate Center
- Reducing Emissions from Deforestation and Degradation (REDD) – platform Netherlands
- REDD Safeguards Working Group
- Regional Program for Conservation of the Coastal and Marine Zone of West Africa (PRCM): WWF, IUCN, CSRP and FIBA
- Ramsar Convention Secretariat and Regional Centres
- REMOTE SENSING SOLUTIONS
- Rift Valley Lakes Basin Authority (RVLBA)
- Round Table on Responsible Soy (RTRS)
- Roundtable on Sustainable Palm Oil (RSPO)
- Rubicon Foundation (Stichting)
- Russian Ministry of Natural Resources and Environment
- Senegal River Basin Development Authority (OMVS)
- Shell
- Simavi
- Source to Sea Platform
- Staatsbosbeheer
- TerraSphere
- The Nature Conservancy

- Total Exploration and Production Uganda
- Tour du Valat
- UNCCD Secretariat
- UNEP World Conservation Monitoring Centre (WCMC)
- University of Bonn, Germany
- University of Buenos Aires, Argentina
- University of Gadjah Mada, Indonesia (UGM)
- University of Malaga, Spain
- United Nations Development Programme (UNDP)
- UT SEMIDE
- WASH Alliance International
- Wageningen University
- WASTE
- Wetlands Link International (WLI – UK)
- Wildlife Conservation Society
- WWF
- WWT

Corporate Social Responsibility

Wetlands International strives to act in her daily operations in a sustainable and socially responsible way. In our office in the Netherlands, we stimulate our employees to use public transport and all flights booked are compensated for their CO₂ emission (341 ton CO₂ emission in 2015). Besides offsetting CO₂ emission, we also work to reduce our ecological footprint. With the launch of our new visual identity we have tried to publish as much as possible our revised communication materials online and only essential stationary material has been printed. We have increased the use of e-meetings and online seminars. This contributed to a reduction in the amount of air travel needed.

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

Associate Experts

Abdoulaye Ndiaye
Andrew Cottam
Arina Schrier
Bart Fokkens
Bernard Mercer
Dave Pritchard
Delmar Blasco
Derek Scott
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Pablo Yorio

Sansanee Choowaew
Simon Delany
Steven de Bie
Szabolcs Nagy
Tatiana Minajewa
Tim Dodman
Tim Jones
Tunde Ojei
Wim Giesen

Specialist Groups

Cormorant Specialist Group
Crane Specialist Group
Duck Specialist Group
Flamingo Specialist Group
Freshwater Fish Specialist Group
Goose Specialist Group

Swan Specialist Group
Threatened Waterfowl Specialist Group
Waterbird Harvest Specialist Group
Wetland Restoration Specialist Group
Woodcock & Snipe Specialist Group

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

Donors

Intergovernmental organisations and international initiatives

Asian Development Bank
East Asian – Australasian Flyway Secretariat
European Union
Global Environment Facility
Global Resilience Partnership (The Rockefeller Foundation, USAID, SIDA)
International Fund for Agricultural Development (IFAD)
Japanese Ramsar Committee for Relevant Municipalities
Roundtable on Sustainable Palm Oil (RSPO)
United Nations Development Programme (UNDP)

Governments

Canadian Environment Canada Service
Chinese Forestry Administration
Danida
Embassy of the Kingdom of The Netherlands in Bamako
German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety
Japan Fund for Global Environment (JFGE)
Kreditanstalt für Wiederaufbau (KfW)
Malaysian Forestry Department
Netherlands Enterprise Agency (RVO)
Netherlands Ministry of Foreign Affairs (DGIS)
Norwegian Agency for Development Cooperation (Norad)
Swiss Federal Office of the Environment (FOEN)

Private sector corporations

Coca-Cola
Danone Argentina
Permian Global
Royal HaskoningDHV

Trusts and foundations

Arcadia Fund
AVINA Americas
Climate and Land Use Alliance
Dutch Postcode Lottery
Fund for the Americas
Keidanren Nature Conservation Fund
MAVA Foundation
Polar Lights Foundation
Stichting Otter Fonds
TCU Global Academy
Turing Foundation
The Waterloo Foundation

Non-governmental organisations

Bird Studies Canada
Cordaid
EcoShape
International Food Policy Research Institute (IFPRI)
IUCN National Committee of The Netherlands
Netherlands Water Partnership
Stichting RHP
Wetlands Institute

Stay in touch

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